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

by

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

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Laaste, maar nie die minste nie

Elmarie - jou bydrae en ondersteuning word ook baie waardeer

FACTORS AFFECTING DECISION-MAKING IN SOUTH AFRICAN SPORT SPONSORSHIPS

Abstract

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

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

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

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

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

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

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

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

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

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

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

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CHAPTER 1

INTRODUCTION

“The marketing of sport is unique because sport services are unlike other products purchased by consumers - providers of the sport experience cannot predict the outcome, various events are inconsistent and results are uncertain”
(Parks & Zanger 1990:3).

1.1 Introduction

In this thesis sponsorship decision-making among two selected groups of South African sponsors will be critically analysed. To understand such decision-making a proper theoretical framework has to be outlined. Some practitioners might argue that they make "gut feel"-decisions based on years of practical experience. It is this researcher's view that a "gut feel" might exist but sound marketing management decision-making, in general, and sponsorship decision-making, in particular, is based on a good working knowledge of relevant marketing theories, constructs, contexts and paradigms.

To understand the sponsorship decision-making process from a marketing perspective it is deemed necessary that the following should be explored:

- different views on the traditional marketing mix and the traditional marketing communication mix;
- the possible existence of a sport marketing mix; and
- the place of sponsorship as a marketing communication mix variable to assist in decision-making.

1.2 Definitions and rationale

To examine sport marketing as an application field of the broader marketing scope the following constructs are discussed.

- The marketing mix:
 - The rationale behind the marketing mix; and
 - Criticism against the marketing mix.
- The place of sport marketing in general marketing theory.
- Defining sport marketing.
- Sport sponsorship as an element of sport marketing.
- The place of sport sponsorship in the integrated marketing communication mix.
- The structure of the sport industry; and
- The size and scope of the SA sport market.

Terms such as "companies", "firms", "enterprises", and "organisations" are used by different authors in describing marketing activities. Where direct text references are quoted the original term will be used. In discussion and summary the term "organisation" will be used. Organisation will be regarded as an umbrella term that includes terms such as "companies", "firms" and "enterprises".

1.2.1 The marketing mix

In this thesis it will be initially argued that a well-defined and dedicated sport marketing mix does not yet exist. The fundamental approach would be that the traditional marketing mix still applies to sport with some adaptations, and that sponsorship is an added variable to the marketing communication mix (the P for promotion). Through Chapters 1, 2 and 3 a critical analysis will be made on this question and in Chapter 3 a final conclusion on the existence and viability of a dedicated sport marketing mix will be offered.

The original 4P-model (product, price, place and promotion), originated during the Industrial Revolution but it did not at first receive prominence in marketing (Collier, 1991:42). It was only after the Second World War that the prominence of employing a marketing orientation increased due to the evolution of more scientific marketing thought (Marx and Van der Walt, 1989:17 and Van der Walt, Strydom, Marx, and Jooste, 1996:18).

Although McCarthy is credited as the first person to have coined the “four Ps”, certain sources (Dalrymple & Parsons, 1980:80; Judd, 1987:241-247; Van Waterschoot & Van den Bulte, 1992:83-93) indicate that Neil Borden in the 1940’s was the first person to use the phrase “marketing mix”.

The term "marketing mix" describes, according to Zikmund & D'Amico (2001:9), "the result of management's creative efforts to combine the pricing, promotion, and distribution of ideas, goods, and services". In this thesis it is assumed that managers can apply pricing, promotion and distribution to sport ideas, sport goods and sport services. In Chapter 2 and 3 the application of the marketing mix and the definition of a sport marketing mix will be discussed. In Chapter 4 sport sponsorship will be discussed as a variable in the marketing communication mix.

1.2.1.1 The rationale behind the marketing mix

Kotler & Armstrong (1993:40) argue that the marketing mix is “a set of controllable variables that the firm blends to produce the response it wants in the target market. Brownlie & Saren (1992:34) describe the marketing mix as how the enterprise offers its products and services to its target market. Abratt (1989:95) defines the marketing mix as “a set of variables that must be managed to satisfy the target market and achieve organisational goals”. These controllable elements are therefore “arranged” or integrated to accommodate all the uncontrollable elements in the marketing environment.

It can be concluded that the overall aim or objective of the 4P-model is to allow the organisation to build and to sustain a competitive advantage in the market place (Collier, 1991:42). The 4Ps are generally used in marketing strategy formulation because the model is supposed or perceived to be flexible enough and can be integrated in different combinations to fulfil the above-mentioned objective.

Brownlie & Saren (1992:34) point out that most academics have made use of the following arguments to substantiate the value of the marketing mix:

- a) The marketing mix defines basic benchmarks against which the marketing practice of organisations can be judged.
- b) What organisations achieve as a result of this action can be measured by market share and profitably.
- c) High-performance organisations score highly against such measures and low-performance organisations score poorly against such measures.

The 4Ps therefor aid marketing decision-making by linking objective setting, formulation of strategies and tactics and measuring eventual outcomes or performance. The application of this statement to sport marketing is the basis of this thesis and will link the theoretical discussion in Chapters 1, 2, 3, 4 and 5 to the discussion on the research methodology in Chapters 6, 7 and 8.

1.2.1.1 Criticism against the marketing mix

Certain authors (Liswood 1987:73-77; Van Waterschoot & Van den Bulte 1992:83-93; and Grönroos 1994:4-20) have voiced major criticism against the 4P-model. Although there is no quantitative evidence that the traditional marketing mix is outdated, the problems behind the 4P marketing mix seem to be:

- the difficulties management experience to apply it into practice;
- its seemingly mechanistic approach;
- that text books do not always portray how the 4Ps should be integrated;
- that the 4P-recipe does not readily apply to certain application fields such as sport marketing, services marketing, retail marketing, international marketing, not-for-profit marketing, and business to business marketing; and
- the overemphasis on customer acquisition and the neglect of customer retention through managing customer or stakeholder loyalty and goodwill.

The traditional marketing mix, as portrayed by many marketing texts, places an overemphasis on discussing the marketing of physical products and inadvertently suggests a lack of application to non-product marketing situations such as services marketing and indirect marketing situations such as sport marketing.

The criticism against, and the reasons for, the use of the marketing mix indicate limitations in the sense that organisational success is measured only in a quantitative sense. This will severely question the validity of any new Ps or instruments (for example any effort to establish a different or modified set of Ps for sport marketing) with regard to their quantitative measurement. A conclusion on this will be made in Chapter 3.

1.2.2 The place of sport marketing in general marketing theory

Chapter 2 provides an overview of definitions and views of sport marketing from basic marketing text books; marketing communication or promotion texts books; sport(s) marketing text books; general sport(s) text books; scientific journals; and business periodicals.

Most basic marketing texts such as Pride & Ferrel (1993); Bovée, Houston & Thill (1995); Van der Walt, Strydom, Marx & Jooste (1996); and Kotler and Armstrong (1997) do not mention sport marketing neither do they refer to sponsorship as part of the marketing mix. Some basic marketing texts (Van der Walt & Machado, 1992:12; Dibb, Simkin, Pride & Ferrel, 1994:431; and Wilmshurst, 1995:284) discuss sponsorship as one of the instruments of the promotion mix and only Solomon & Stuart (1997:10) mention sport marketing at all. These views indicate that academic contextualisation of sport marketing, as a marketing application has not yet gained any ground. Marketing scholars are therefore not yet exposed to sport marketing and sponsorship *per se* as an option in marketing decision-making.

1.2.3 Defining sport marketing

Sport marketing as a theoretical construct is inconclusive and many different alternatives are suggested. In Chapter 2 it will be argued that some texts (Brooks, 1994) may create the perception that sport marketing equals sport sponsorship while uncertainty exists whether a unique sport-related marketing mix applies or whether sport marketing is an application from basic marketing such as retail marketing.

Pitts & Stotlar (1996:xvii) state that "academicians have not yet agreed on what sport marketing is". Mullin (in Lewis & Appenzeller, 1985:101) and Shilbury, Quick & Westerbeek (1998:11) mention that the term "sport marketing" was first used in the USA by the publication *Advertising Age* in 1978 (there is some confusion about the date but the text references this researcher found indicate 1979).

The first definition of sport(s) marketing is attributed to Kesler (1979:5-8) and states "that sport marketing describes the activities of consumer and industrial product and service marketers who were increasingly using sport as a promotional vehicle for their products or services through sport sponsorship".

This is a very limiting approach because the following issues are not adequately covered:

- sport marketing is the marketing of different sport codes, teams, events and personalities; and
- sport marketing is the marketing of sport products and services.

An overemphasis on the view that sport marketing is the marketing of an organisation's image or products/services through sport is too narrow but is very prevalent in the approach of certain marketers who deem sport marketing to be equal to sport sponsorship. If this is true it could therefore be predicted that enhancing the corporate or brand/service image would be an important objective in sponsorship decision-making.

Different approaches to defining sport marketing focus on three main themes (Van Heerden, 1998:5):

1. marketing of a company through its association with sport - usually through sport sponsorships;
2. the marketing of sport bodies and codes; and
3. marketing of sport products and services.

The first theme (sponsorship) is covered by the following sport marketing texts consulted by the researcher: Mullin, Hardy & Sutton (1993) and (2000); Stotlar (1993); Brooks (1994); Schaaf (1995); Graham; Goldblatt & Delpy (1995); Pitts & Stotlar (1996); Schlossberg (1996); Shilbury *et al* (1998); Shank (1999) and Pope & Turco (2001).

Discussion on the second theme, namely the marketing of sport bodies and codes, is problematic because hardly any research reports are available on the "how to" of marketing sport bodies and codes. In Chapter 3 a suggested research procedure to determine the marketing orientation of SA sport bodies and codes will be discussed. An understanding of marketing orientation will aid the formulation of marketing strategies for sport codes and bodies.

The third theme - the "how to" of marketing sport products and services - has not yet been clearly defined but it is assumed that such marketing strategies will follow the traditional approach of product (4Ps) and services (7Ps) marketing or a mixture of both. According to Booms & Bitner (1981:48-50) the 7 Ps refer to a modified set of marketing mix instruments that has been expanded to include:

- *participants* (or people) who play a part in service delivery;
- *physical evidence* or the environment in which the organisation and customer interact (i.e. image of the organization, corporate dress and corporate decor; and
- *process* or the actual procedures, systems, processes, policies, mechanisms and flow of activities by which the service is delivered.

An international "Bookfind"-search (see Chapter 2) uncovered only a handful of books with *Sport Marketing* as title. (Mullin, Hardy & Sutton, 1993 & 2000; Blackshaw & Hogg [eds], 1993; Stotlar, 1993; Brooks, 1994; Graham, Goldblatt & Delpy, 1995; Schaaf, 1995; Helitzer, 1996; Pitts & Stotlar, 1996; Schlossberg, 1996, Shilbury, Quick & Westerbeek, 1998; Shank, 1999 and Pope & Turco (2001). The dates indicate that sport marketing and sport sponsorship as an element of sport marketing has only been academically documented from the 1990's.

1.2.4 Sport sponsorship as an element of sport marketing

In this thesis an overview of literature will be done to uncover those factors that affect decision-making in sport sponsorships in particular. Existing views on sponsorship decision-making will be related to South African sport sponsorship management to measure suitable application and relevance. This will lead to a better understanding of how South African sport sponsors make sponsorship decisions.

Some confusion may exist between sport marketing management as a broad concept and sponsorship as a particular variable in the marketing communication mix.

1.2.5 The place of sport sponsorship in the integrated marketing communication mix

Different views exist on the variables to be included in the marketing communication mix, ranging from advertising to sales promotion, personal selling, publicity/public relations, direct marketing and sponsorship. These views will be discussed further in Chapter 2.

More substantial discussions on sponsorships are found in texts on marketing communication and promotion (Coulson-Thomas, 1990:285-287; Wilmshurst, 1993:371; Sirgy, 1998:133; Shimp, 1997:561; Kitchen, 1999:361; and Belch & Belch, 2000:555) than in basic marketing texts. This indicates that sport sponsorship has been accepted as an option in the promotion mix.

There is some disagreement on where exactly it fits in - as a variable on its own or as an option integrated within elements such as sales promotion, corporate public relations, marketing public relations, and/or or publicity. The only marketing text authors who include *sponsorship* as an element of the marketing communication mix are Dibb *et al* (1994:431); Adcock, Bradfield, Halborg & Ross (1995:245, 263); Wilmshurst (1995:284) and Siegel (1996:404, 432). Bennett, Lamm & Fry (1988:513) mention sponsorship as part of sales promotion; Belch & Belch (2001:555) define event sponsorship as a consumer-orientated sales promotion; Cannon (1992:226) mentions sport as a promotion application on television. Lancaster & Massingham (1993:272) mention sponsorship as a PR technique and Hill (1994:279) discusses event sponsorship as a PR activity. Kotler (1994:679) identifies the sponsoring of a sport event as a major marketing public relations (MPR) tool. Zikmund & d'Amico (1996:600) view event sponsorship as a publicity generating and image-building exercise.

Kesler's (1979:5-8) definition that "sport marketing describes the activities of consumer and industrial product and service marketers who were increasingly using sport as a promotional vehicle for their products or services through sport sponsorship" needs further scrutiny to place sport sponsorship as theoretical construct in its proper perspective. It can at this stage be assumed that sport sponsorship:

- is an element of an overall integrative marketing strategy and is not only an exclusive domain of a sport marketing strategy;
- is an option available to be included as an integrative element of the promotion or marketing communication mix of a corporate marketing mix;
- supports or is supported by the other promotion or marketing communication elements: advertising, sales promotion, personal selling, publicity and/or public relations.

Sponsorship as theoretical construct will be debated in more detail in Chapters 4 and 5.

1.2.6 Structure of the sport industry

Pitts & Stotlar (1996: 3) define the sport industry as the market in which the products (and services) offered to its buyers are sport, fitness, recreation, or leisure-related and may be activities, goods, services, people, places, or ideas.

Some examples of the types of products offered in the sport industry:

- Sports offered as a participation product e.g. amateur golf.
- Sports offered as a spectator product (entertainment) e.g. attending a sporting event.
- Equipment and apparel needed to participate in sport activities e.g. golf equipment.
- Promotional merchandise used to promote sport e.g. collectibles and team apparel.
- Facilities needed or desired for producing sport e.g. golf courses and driving ranges.
- Services, such as tennis racket stringing or golf club cleaning.
- Recreational activities, such as mountain biking and scuba diving.
- Complete management and marketing of a sporting event offered by a private company that specialises in the management and marketing of sporting events e.g. event management.
- Professional services such as handling the financial, legal, contractual, and promotional affairs of a professional athlete (and/or sport body or code).
- Mass (and specialised) media about specific sports and other activities. (examples and insertions in brackets are those of the researcher).

Meek (1995:15-21) proposes an operational definition, which broadly defines the sport industry as having three main sectors:

- Sport entertainment and recreation such as events, teams and individual participants; sport and related recreational activities and sport association expenditure.
- Sport products and services such as design, testing, manufacturing and distribution of equipment, clothing and instruments.
- Sport support organisations such as leagues, law firms and marketing organisations.

The aspects discussed here indicate that a wide range of sport sponsorship opportunities are possible.

1.2.7 Size and scope of the SA sport market

The South African sport industry is quite substantial in money terms. According to SISA (Sports Information and Science Agency which is situated at the Council for Scientific and Industrial Research and funded by the Department of Sport and Recreation) it contributed R8,9 billion in 1996 and R11,2 billion in 1997 to the economy. In 1996 it employed 31 450 (34 095 in 1997) people directly; sport spectator expenditure capped the R700 million mark (R847 million:1997) and business expenditure reached R1,13 billion (R1,625 billion:1997) through *inter alia* sponsorships and advertising - with motor racing receiving the biggest slice of the sponsorship cake (more than R30 million).

In 1997 rugby surpassed motor racing and more than R35 million flowed into this sport. Close to 1,5 million South Africans actively participated in soccer while roughly 20% of the population (8,3 million) watched their favourite teams in action to make soccer South Africa's largest sport code.

At this point in time (2001) no updated figures could be obtained from any reputable source.

SISA divides sport in economic terms into the following different categories: Sport goods, motor racing, the commercial market, spectators, participants, sport

controlling bodies, clubs, and local authorities. These categories are summarised in Table 1.1 according to the latest available figures (1997). SISA based their figures on continuous research done by BMI-Sport Info.

TABLE 1.1 THE SOUTH AFRICAN SPORT MARKET

Category	Discussion
Sport goods	Valued at R3 900 million at retail level and provides between 9 000 and 10 000 jobs. The figures are inclusive of adult and junior/school sport - and include sport shoes, sport clothing and sports equipment. Not included are motor sport and horse racing. This is the biggest category and contributes about 35% to the SA economy
Motor racing	A total of R456 million directly flowed into the SA economy. A further R5 million was spent on capital projects such as upgrading and improving various racetracks and R18 million was generated through rallies, motocross, speedway, drag racing and oval racing. More than 6 400 people were directly employed.
The commercial market	Included in this category are all expenditures by companies and the media as a direct result of sport. Company sponsorships is estimated at R1 172 million and other commercial activities (guessed to be marketing support for the sponsorships) at R453 million (a ratio of 2.6:1) - global norms are more inclined to be 1:1. More than 1 000 people are employed.
Spectators	Although television coverage of sport has increased, large numbers of spectators still attend events. SISA research covered the following aspects: which sports are watched at venues and at what level (ranging from school to national), how often per year, travel arrangements - petrol (R67 million), taxi (R40 million), Bus/train (R27 million), overnight expenses (R151 million - including air travel and hotel costs), expenditure on snacks & food (R296 million), drinks (R185 million), merchandise/souvenirs (R69 million) and other unspecified items (R12 million). Total expenditure is estimated at R847 million. It is estimated that more than 7 000 temporary jobs are created, ranging from food vendors to ticket ushers.
Participants	Sport participants spend money on the following major items: local and club travel (R215 million), Energy and vitamin supplements (R816 million), training (R790 million), medical (R321 million), tournament travel (R624 million). Total expenditure is estimated at R2 766 million. Casual participants spend less but higher level athletes might be sponsored to a large extent.
Controlling bodies	Total expenditure R512 million and employing more than 4 000 employees
Clubs	Estimated between 35 000 and 40 000 but less than 1 000 are regarded as major sporting clubs. Estimated joint expenditure is R828 million and employment is provided to more than 8 000 people.
Local authorities	They maintain public sports facilities and their estimated expenditure is R321 million while they provide employment for more than 9 000 people.

The following information on the structure of the South African sport market was gathered from the Department of Sport and Recreation (<http://www.sportsa.co.za>); infoafrica at http://www.infoafrica.co.za/General_Section/sportsbodiesnational.htm; SISA - Sports Information and Science Agency - Comprising of The Department of Sport and Recreation, The National Sports Council and The National Olympic Committee of South Africa; and the Sports SA Information Center, at the CSIR.

Tables 1.2, 1.3, 1.4 and 1.5 summarise the size and scope of SISA's classification of the SA sport industry.

TABLE 1.2 THE SPORT INDUSTRY'S CONTRIBUTION TO THE SA ECONOMY IN 1996

	R million (% of total contribution in brackets)	Employment
Sports equipment	3 100 (35%)	9 500
Participants	2 155 (24%)	
Commercial	1 133 (13%)	950
Spectators	701 (8%)	
Clubs	690 (7,7%)	8 000
National Federations	423 (4,7%)	1 760
Motor racing	381 (4,3%)	5 140
Local Authorities	297 (3%)	6 100
TOTAL	8 880	31 450

The sport industry contributed close to R8,9 billion to the SA economy in 1996. The biggest contribution is made through the consumption of sports equipment (just more than R3 billion) followed by participant expenditure of close to R2,2 billion. Commercial spending (*inter alia* direct and indirect sponsorships) contributed just more than R1.1 billion to the economy.

TABLE 1.3 SPORT SPECTATOR EXPENDITURE IN 1996

Estimated sport spectator expenditure as a direct result of sport (percentage in brackets)	
	R million
Snacks and other food	245 (35%)
Drinks	153 (22%)
Overnight expenses (fly/hotel/etc.)	124 (17.7%)
Merchandise/souvenirs	57 (8%)
Petrol	56 (7.9%)
Taxi	33 (4.7%)
Bus/train	22 (3%)
Other	11 (1.6%)
TOTAL	701

Of the R701 million spent by spectators the biggest share goes to snacks and food (35%), drinks (22%) and overnight expenses (17.7%) – which illustrates the sport industry directly stimulates other industries and indirectly contributes to job creation in those industries.

TABLE 1.4 ESTIMATED COMMERCIAL EXPENDITURE ON SPORT IN 1996

	Estimated expenditure R million (%)	Estimated number of workers (%)
Corporate sponsorships	758 (67%)	400 (42%)
Media/TV/Radio	225 (19.8%)	400 (42%)
Corporate hospitality	75 (6.6%)	
Signage / stadium advertising	50 (4.4%)	50 (5.2%)
Sponsorship management	25 (2.2%)	100 (10.5%)
TOTAL	1 133	950

Direct sponsorship (67%) and media expenditure (19.8%) contribute the highest percentages to the more than R1.1 billion commercial expenditure. These categories also create the most jobs (42% respectively). It is assumed that the media figure stated here does not include indirect media advertising that might support the sponsorship campaigns.

TABLE 1.5 SPONSORSHIP BY SPORT CODE IN 1996

Rank	Sport	Sponsorship / R million
1	Motor racing (track)	Over R30 million
2	Soccer	
3	Rugby	
4	Golf	
5	Cricket	
6	Horse racing	R10 million to R25 million
7	Athletics	
8	Road running	
9	Motor rallies (off-road)	
10	Tennis	R5 million to R10 million
11	Boxing	
12	Yachting	
13	Motorcycle racing	
Total market		R552 million

Table 1.5 contains information on those sport codes that attracted sponsorship of more than R5 million. A research procedure, discussed in Chapter 3, to measure the marketing orientation of SA sport bodies and codes refer to a "limelight" category and are therefore arbitrarily viewed as to be included in such a category. These sport codes can be regarded as being in the "limelight" and it is assumed that they attract the highest number of spectators, participants and interest.

(Please see Appendix 1 for a list of all sporting codes and their sponsorships.)

The sheer size and scope of the figures illustrated in tables 1.1 to 1.5 indicate that the sport industry is quite substantial in money terms. Few have yet endeavoured to unravel decision-making and managerial approaches followed by practitioners and corporate decision-makers to substantiate the amounts spent.

Compared to the 1996 Gross Domestic Product (GDP) of R571 billion – the total sponsorship market is approximately 0.1% of GDP and the total sporting

expenditure is approximately 0.2% of GDP. It can only be guessed what contribution sport indirectly makes to total GDP (Reservebank, 2001).

1.3 Research problem

The existing marketing literature is inconclusive about where sport sponsorship fits into the marketing mix. Hardly any evidence exists on how sponsorship decisions are made and whether 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.

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.

Sponsors should understand that maximising sponsorship effectiveness hinges on the following:

- understanding where sponsorship fits into the marketing communication mix,
- setting appropriate sponsorship objectives derived from broad corporate and more specific marketing and communication objectives;
- integration between the different elements of the marketing communication mix and the leverage effect of the other marketing communication variables on sponsoring effectiveness; and
- measuring the effectiveness of sport sponsorships in terms of the formulated sport sponsorship objectives.

No reference to a locally, empirically tested and widely used instrument designed to describe the South African sponsorship decision process was found in published literature. This thesis will therefore serve as a seminal first step in creating a sponsorship decision-making model.

1.4 Objectives of the study

The main objective of this study is to evaluate the importance of factors that affect South African sport sponsorship decisions. Main focus areas can be summarised as follows:

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

A secondary objective is to develop a model that can be used as a benchmark for further post-thesis research and development. It is therefore envisaged that:

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, a sport sponsorship decision-making model will be developed.

1.5 Demarcation of the study

As a first step in the development of a sponsorship decision-making model some demarcation in this thesis is necessary. The following aspects should be noted:

- This study is an exploratory study that aims to develop research frameworks that will eventually lead to the development of a model that illustrates sport sponsorship decision-making.
- This study covers sport sponsorships as a theoretical construct within the broad field of marketing and the specialised field of sport marketing.
- Other forms of sponsorships such as arts and culture, environment and philanthropy will not be covered.

- A study of **selected** South African sport sponsors will be used to determine the importance of factors that affect South African sport sponsorship decision-making.
- The study will focus on relationships between setting sport sponsorship objectives, the integration of marketing communication mix elements into sport sponsorships, and the evaluation of sport sponsorship effectiveness.
- A secondary focus is on leveraging sponsorship with other elements of the marketing communication mix i.e. advertising, sales promotion, publicity/public relations, personal selling, and direct marketing and any other identified in the literature review that pertains to sponsorships.
- The investigation on sport sponsorship objectives will focus on those identified in the literature review.
- The investigation on sport sponsorship measurement tools will focus on those identified in the literature review.
- Current sponsorship evaluation practices will also be measured.
- There will be no investigation in this research on any relationships between sponsorship and the traditional higher level marketing mix elements - product, price, place or the extended Ps of the services marketing mix i.e. people, physical evidence and process.

1.6 The basic research approach

This thesis is an exploratory study to the extent that it could eventually lead, through more continuous and perhaps longitudinal post-doctoral research, to the development of an instrument that will measure the effectiveness of South African sport sponsorship decisions. The approach is to start afresh and to review traditional theories, constructs and paradigms and test the application to a select group of sponsorship decision-makers.

The scope of the research can therefore be summarised as follows:

- A comprehensive overview of current literature on sport marketing, in general, and sport sponsorship, in particular, will provide the academic and theoretical base for this study - as discussed in Chapters 2 and 3;
- The scope and extent of previous research approaches and studies will be used to formulate statements to be included in one of the research instruments (a self-administered questionnaire) - as discussed in Chapters 5 to 8; and
- Research frameworks will be developed and tested through qualitative and quantitative analysis.

1.7 The importance of, and the need for research on sport marketing in general and sport sponsorship in particular

It has already been stated that there is an apparent lack of substance in marketing management or basic management text books with regards to sport marketing in general and sport sponsorship in particular. The range of textbooks on sport marketing is also very limited. A thorough literature review and analysis is necessary to place sport marketing in its proper context. The argument is that sport sponsorship and sport marketing as related constructs should be analysed and contextualised.

1.7.1 Factors that contributed to the growth and development of the global sport industry

The following aspects were identified by Pitts & Stotlar (1996: 6-17) as factors that contributed to the growth and development of the global sport industry). These factors can also offer reasons why research on sponsorship decision-making is important:

- Increase in the number of new and different sport, fitness and recreation activities;
- Increase in the number of similar sporting events offered;
- Increase in number and type of sport magazines & trade magazines;

- Increase in leisure time;
- Increase in mass media exposure;
- The fitness boom of the 1970's which kick-started the commercial side of sport;
- Increase in number and type of facilities, events and participation;
- Increase in and expansion of sport related goods and services for a wide variety of market segments;
- Increase in the number and type of professional-level sport, fitness, and recreational activity;
- The movement from single-purpose to multi-purpose sport facilities;
- Increase in sponsorship & funding of sport from the general business community;
- Increase in endorsement;
- Increase in sport education;
- Increase in profitable opportunities created by sport;
- Increase in technology in sport related goods, services & training;
- Enhancement of sport as a consumer product;
- Increase in marketing and marketing orientation in the sport industry;
- Increase in competency in management of sport; and
- The globalisation of sport and the increase in the size of the global market for sport.

All of the above statements indicate a direct impact on managerial decision-making in terms of the investment of funds and an indirect focus on sport marketing and sport sponsorship.

Due to greater awareness and scope of sponsorships the sporting industry has created substantial business opportunities with regard to retailing, merchandising, branding, and television coverage - the latter perhaps a major reason why some organisations have become more involved in sponsorships.

1.7.2 Scarcity of academic substance

It has been stated earlier that there is an apparent lack of substance in marketing management or basic management textbooks with regards to discussing sponsorship as one of the marketing communication variables. The range of textbooks on sport marketing is also very limited.

Only one local institution (the Graduate Academy in Pretoria) offers a multi-year sport marketing degree. Two honors courses in sport marketing are presented at RAU and Pretoria University and one sport communication course at RAU - an indication of how bare the cupboard is. A handful of colleges and technikons hide sport marketing and/or sport communication/public relations as a module in a sport management qualification.

This thesis suggests that marketing and communication academics and practitioners should become more involved in the process of developing a proper scientific body of knowledge relating to sport marketing and sport sponsorship in South Africa.

1.7.3 Limited research reports

Hardly any results of local research on sport marketing have been published (sport sponsorship management has received some limited attention) and before 1997 only one master's dissertation (Clayton 1986 - "Corporate objectives in sports sponsorship") covered this topic. No doctorate had been completed before 2000 in a management or commercial faculty on this subject. Recently a few were registered – Prinsloo (commenced in 1998) who is studying decisions regarding sponsoring of individual athletes at the Potchefstroom University for Christian Higher Education; Benadie (commenced in 1998 with a PhD) is studying sponsorship at the University of Stellenbosch; and Berndt (commenced in 1999) is evaluating the viability of sponsorship as a marketing communication tool in South Africa.

One master's dissertation on sport(s) sponsorship(s) has been completed in an Arts Faculty (Angelopulo 1984 - "The communication objectives of sport sponsorships").

A few post-graduate studies (not including MBA-scripts) with a sport marketing related theme are on record at the HSRC (Human Sciences Research Council): Burger (commencing in 1998) is doing an MCom on "Marketing planning and the granting of sponsorships" at RAU. Van der Heever completed an MCom at the University of Stellenbosch in 1996 on "Sport marketing in the Western Cape with specific reference to the implications for tourism".

Research and bodies who do some form of sport brokerage have done work on this subject but nothing has been published for wider consumption. Even internationally it seems that research on the topic is lacking. A review of current marketing texts unfortunately indicates that academics are not devoting a great deal of attention to the place of sport marketing in the overall corporate marketing strategy. Marketing scholars have therefore not yet been exposed to a large extent to sport marketing. This clearly illustrates that sport marketing has not yet been accepted or critically evaluated as an important and relevant application of basic marketing as compared to other applications such as services marketing, not-for-profit marketing, industrial or business-to-business marketing, or retail marketing.

It must be mentioned that Abratt, Clayton & Pitt (1987:299-311) "Corporate objectives in sports sponsorships"; and Abratt & Grobler (1989:351-362) "The evaluation of sports sponsorships" have published some South African perspectives on sport sponsorship in the *International Journal of Advertising*.

1.7.4 Model-building on sport sponsorship decision-making

A clear need exists to structure a sport sponsorship decision-making that will aid South African managerial knowledge and assist in decision-making and strategy formulation.

1.7.5 Relationship between sport marketing and sport sponsorship

Academic contextualisation is required to clarify sponsorship and the role of sponsorship in sport marketing. This will be discussed in Chapter 3.

1.7.6 Issues impacting on sponsorship decision-making

A number of marketing environmental issues will increasingly impact on sponsorship decision-making. They are:

- The South African Government is considering legislation to force sponsors to divert sponsorships to lesser-known and smaller sport codes. Such legislation will severely impact on sponsorship decisions.
- Global anti-tobacco legislation has forced large sport sponsors out of the sponsorship business - sponsorship opportunities have been left open.
- The rise of ambush marketing (non-sponsor activities to gain goodwill, publicity and awareness advantages from an event - e.g. an organisation handing out free samples at an event sponsored by a competitor). Subsequent codes of conduct that may be enforced by the International Olympic Committee place a sharp focus on such activities.
- Rising criticism from the community - critics are increasingly referring to certain organisations involved in "cheque-book sponsorships" which indicate that perceptions exist that decision-making is not based on sound corporate decision-making.

1.7.7 The size and scope of the SA sport industry

In 1996 it was estimated by SISA that total commercial expenditure exceeded R1 133 million of which close to R700 million was on direct corporate sponsorship. In 1997 these figures rose to R 1 625 million and R1 172 million respectively. It is imperative that decision-making concerning such large amounts should be scrutinised by comparing objectives set to eventual results achieved.

The activities of sport administrators and participants frequently generate exposure in the media that place the spotlight on their lack of marketing and public relations skills. Yet huge amounts of money are still pouring into those sporting codes placing question marks on how sponsors integrate sponsorship and public relations decisions into their overall corporate strategy.

1.8 Structure of the study

Chapter 2: A literature review of marketing decision-making variables

This chapter will attend to a discussion in terms of where sport marketing and sport sponsorship can be accommodated into general marketing theory. An overview is provided on the expansion of the traditional 4Ps of the marketing mix.

A review of current marketing texts and journals discussed in this chapter indicates that authors are not devoting sufficient attention to the place of sport marketing and sport sponsorship in overall marketing strategy. This clearly illustrates that sport marketing has not yet been accepted or evaluated as an important and relevant sub-discipline of basic marketing as compared to services marketing, industrial or business-to-business marketing, not-for-profit marketing, international and/or retail marketing.

Chapter 3: Contextualising sport marketing and sport sponsorship

The previous chapter indicated that sport marketing and sport sponsorships as theoretical constructs were not adequately defined. In this chapter a number of views on defining sport marketing will be discussed. It is argued that a comprehensive definition should be formulated that will determine where sport-focussed marketing mix elements fit in for organisations that include sport sponsorship as a marketing communication tool in their marketing mix. Such a definition should include sport marketing strategy formulation, examples or

applications of sport marketing, and also refer to the marketing of sport bodies and codes.

Before sport marketing is contextualised a brief overview is offered that revisits current definitions of marketing and related theoretical marketing constructs. The aim of such an overview is to apply general marketing constructs to sport marketing. The researcher indicates that such application is possible and it is therefore suggested that sport marketing can be regarded as a separate sub-discipline of marketing such as services marketing, business-to-business marketing, not-for-profit marketing, international and retail marketing.

A new definition of sport marketing will be proposed. The marketing communication mix is also constructed to place sport sponsorship as an element in such a mix.

Chapter 4: Historical, theoretical and research perspectives on sport sponsorship management and decision-making

This chapter will start with a review of historical, theoretical and research perspectives on sport sponsorship management and decision-making. Thereafter sport sponsorship's proper place, as theoretical construct will be contextualised. A new definition of sport sponsorship will be proposed.

Chapter 5: A theoretical evaluation of selective sport sponsorship research frameworks

In this chapter a framework that depicts sport sponsorship management and decision-making will be developed. As an extraction from this framework an additional framework that depicts the relationship between sponsorship objectives, leveraging and integration of marketing communication mix elements, and sponsorship evaluation will also be discussed.

Chapter 6: Problem statement, research objectives and hypotheses / propositions

The empirical research serves as a bridge between theory and modeling. Therefore, research propositions and hypotheses were formulated based on the literature review from Chapters 1 to 5 and two frameworks proposed in Chapter 5.

Chapter 7: Research methodology

The research design, process and implementation will be discussed. Specific emphasis will be placed on a critical analysis of frameworks that could be utilised to develop a sport sponsorship decision-making model.

Chapter 8: Research results and analysis

This chapter will present the findings of the different phases of the empirical study.

In the first phase the descriptive statistical findings of data captured from a questionnaire survey among ASOM-members will be reported. After discussing the preliminary data editing and analysis, summarised statistics will be presented for key variables and the possible acceptance or revision of the sponsorship management framework postulated in Chapter 5 will be discussed. It is ideal that a high level of validity and reliability should be achieved before a model can be built but the exploratory nature of this study prohibits more extensive statistical analysis and basic descriptive statistical analysis may have to suffice to test the first framework.

In the second phase a content analysis of the 1999 and 2000 Raptor Award entries is discussed and compared to the data captured through a questionnaire mailed to ASOM-members. These findings will be used to test the second framework proposed in Chapter 5. Measurement and analysis of data gathered from respondents will be reviewed. The findings of a qualitative

analysis of the Raptor Award entry forms and a correlation analysis of ASOM-member responses will be discussed. The response of ASOM-members mainly indicate the importance of statements regarding factors that affect sport sponsorship decision-making, while the response of the Raptor Award entrants indicate how the respondents actually manage the factors affecting sport sponsorship decision-making.

The two sets of responses enable the researcher to compare opinions and attitudes (of ASOM-members) to actual practices (of ASOM-members and entrants to the Raptor Awards) concerning the relationship between sport sponsorship objective-setting, integrating different elements of the marketing communication mix to create a leverage effect, and measuring the effectiveness of the sport sponsorship.

Chapter 9: Conclusions, recommendations and limitations of the study

In this chapter a final discussion on research conclusions, the implications and limitations of the study, and recommendations for future research will be offered. A new model that is a revision of the second framework, is proposed that may serve as a framework that can be used as a benchmark for further post-thesis research and development. The model is based on some of the research findings reported in Chapter 8.

1.9 Summary

In this chapter sport marketing as a possible application field of the broader marketing scope was introduced by discussing the following aspects:

Definitions of the marketing mix, the rationale behind the marketing mix, criticism against the marketing mix, the place of sport marketing in general marketing theory; defining sport marketing, sport sponsorship as an element of sport marketing, and the place of sport sponsorship in the integrated marketing communication mix. A structure of the sport industry and the size and scope of the SA sport industry were also discussed.

The research problem, objectives of the study, demarcation of the study, and the basic research approach were outlined.

The following reasons for the importance of and need for research on sport marketing and sport sponsorship were discussed:

- Factors that contributed to the growth and development of the global sport industry such as: Increase in the number of new and different sport, fitness and recreation activities; Increase in mass media exposure; The fitness boom of the 1970's which kick-started the commercial side of sport; Increase in and expansion of sport related goods and services for a wide variety of market segments; Increase in sponsorship & funding of sport from the general business community; Increase in endorsement; Enhancement of sport as a consumer product; and The globalisation of sport and increase in the global market for sport.
- Scarcity of academic substance;
- Limited research reports in existence;
- The need for model-building on sport sponsorship decision-making;
- Relationship between sport marketing and sponsorship;
- Issues impacting on sponsorship decision-making; and
- The size and scope of the SA sport industry

In Chapter 2 marketing decision-making variables as constituted by the marketing mix and the marketing communication mix will be contextualised. An overview will also be given on the expansion of the traditional 4Ps of the marketing mix. A discussion on where sport marketing and sport sponsorship fit into general marketing theory will be expanded.

CHAPTER 2

A LITERATURE REVIEW OF MARKETING DECISION- MAKING VARIABLES

"Sport marketing is a social and managerial process by which the sport manager seeks to obtain what sporting organisations need and want through creating and exchanging products and value with others" (Shilbury et al 1998:13).

2.1 Introduction

In the previous chapter the scope and the rationale of this thesis were outlined. The main argument is that the place of sport sponsorship in general marketing and sport marketing theory should be explored to enable marketers to make sound sport sponsorship decisions. In this chapter it will be explored whether marketing literature convincingly indicate where sport sponsorship fits into corporate marketing and marketing communication strategy and whether a sport marketing mix exists.

There is a lack of consensus on the correct terminology with regard to sport (singular) or sports (plural) marketing which further confuse the issue. In this thesis the term sport marketing (without an s) is preferred. Mullin *et al* (1993:6) argue that "sports marketing" tends to characterise the industry as a mass of uncoordinated segments without commonality. The singular form is therefore preferred because all sport segments should be regarded as a homogeneous entity.

Sponsorship seems to be the most visible variable of a sport marketing strategy but a wide and diverse set of views exists concerning how and where sponsorship fits into the marketing mix. This particular problem is further exacerbated by the wide range of views on the variables that should be included in the marketing communication mix. In this chapter the following theoretical constructs will be examined to address some inconsistencies: Revisiting the marketing mix, exploring the marketing communication mix; and evaluating an alternative approach to defining the sport marketing mix.

2.2 Revisiting the marketing mix

Authors such as Stanton, Etzel & Walker (1991:13); McCarthy & Perreault (1993:46); and Kotler & Armstrong (1997:52) agree that the traditional marketing mix has been defined as a set of controllable instruments to manage the uncontrollable and dynamic marketing environment and consists of four major elements ("Ps"): price, product, promotion or marketing communication, and place (distribution)

McCarthy's original classification (of the 4Ps) is especially useful from a pedagogical point of view. "Nevertheless, the feeling remains that some other classification, still to be born, will develop better conceptual distinctions among the large variety of marketing decision variables" (Kotler, 1989:10).

2.2.1 Other criticism

Other criticism against McCarthy's 4P-model exists. According to Liswood (1987:73-77) and Grönroos (1994:4) the 4Ps focuses on consumer acquisition. Acquisition is important, but marketing emphasis has to move to the retention of consumers and managing customer loyalty - an important application to sport marketing is that sponsorships might be aimed at increasing loyalty among fans, spectators and even participants towards events, teams and individual athletes.

According to Donath (1991:14) there is an overemphasis on price and product as marketing instruments and an under-emphasis on place and promotion. A danger exists that organisations will therefore make a misallocation of organisational resources between the four marketing mix instruments (Chintagunta & Vilcassim, 1994:87). The 4Ps of McCarthy was acceptable in the past but increasing criticism places the need to review and extend McCarthy's model (Van Waterschoot & Van den Bulte, 1992:83-93).

Van Waterschoot & Van den Bulte (1992:83-93) did an evaluation on McCarthy's 4Ps and suggested a new classification which can be applied more effectively for theoretical development, empirical research and management decision-making. The basic findings of their evaluation are:

- The marketing mix consists of a basic mix (product, price, distribution, and communication). The communication mix consists of mass communication, personal communication, and publicity instruments or elements; and
- A promotion mix which consists of a product promotion mix, a price promotion mix, a distribution promotion mix, a mass communication promotion mix, a personal promotion mix, and a publicity promotion mix.

These views indicate some discomfort with McCarthy's traditional 4Ps-model. One of the possibilities might be that the Ps need to be extended to enable management to adapt quicker to a fast changing environment.

2.2.2 New Ps

Due to the strong development of other marketing applications new dimensions such as services marketing originated that should not be ignored. The 4P-model should not only apply to product and/or production organisations, but should therefore also apply or be modified to address non-product activities such as services and sport. The retail marketing mix is another application that comes to mind when revisiting the marketing mix - there is no real agreement in marketing texts on whether a different mix exists in retail marketing strategy and practices.

It must be pointed out that a marketing application field is regarded as a specialised derivation of the traditional marketing approach. For example the marketing of services is a derivation of traditional marketing but the focus of marketing strategy has been adapted to fit the specific characteristics of services such as intangibility and heterogeneity. The same would apply to sport marketing where the marketing situation differs from that of services marketing but many similarities exist such as the relative intangibility of sport as a product.

Mitchell (1991:21) says that "marketers have been groping towards a bigger whole - they increasingly cross over into other functional specialisms". This is perhaps one of the reasons why marketing texts differ on the exact composition

of the marketing communication mix. Mitchell (1991:21) adds that marketers are also more and more concerned by the way the whole organisation presents itself to its different stakeholders. It can therefore be expected that corporate and brand image might be important sponsorship objectives and that the functional cross-over will increasingly overlap between marketing and public relations.

This "groping" contributed to the proliferation of a conglomerate of "Ps" because in many application fields additional marketing mix instruments have been developed to suit strategy implementation and to make the application of marketing strategy more suitable to the specific marketing situation in a given field or industry. A case in point is Mullin *et al* (1993:203 & 247) who have added promotional licensing to the promotion mix and public relations as a separate "P" to the four traditional "Ps" in an attempt to define a sport marketing mix.

A brief review of literature by Herbst & Van Heerden (1995:1-15) identified a considerable number of other Ps - as outlined in Table 2.1. Some of these newly identified Ps do not fall into the ambit of the original 4P-model. Collier (1991:45) warns though, that any additional Ps should have to broaden management perspectives towards a wider spectrum of service delivery and product augmentation.

Newer marketing concepts are forcing marketers to realise that traditional marketing methods are no longer as effective as they used to be, and the search is on for new and more appropriate methods. Internet marketing and relationship marketing are some of the most talked about "new concepts" judged by the increasing number of research reports in reputable academic journals. Shani & Chalasani (1993:58) argue that the 4P-model suddenly seems to be outdated.

2.2.3 The new range of "Ps"

The lack of agreement on the composition of the marketing mix and the fact that it was developed for tangible products are important factors which have probably led

to the proliferation of a large number of additional marketing mix elements (e.g. people, process and physical evidence for services marketing).

A literature study was done to identify the existence of a possible sport marketing mix. The rationale was that if such a mix existed, the contextualisation should be examined to determine relevance to South African sport marketing thought and to serve as a foundation for applied research. Table 2.1 summarises the result of the desk search and illustrates the elaboration of new "Ps".

TABLE 2.1 AN OVERVIEW OF DIFFERENT MARKETING MIX ELEMENTS (Ps)

Other Ps or P-models	Newly identified Ps:	Industry or field of application (as indicated by author)	Comments
4Ps <u>plus</u> public image (Band, 1987)	Public image	Public opinion, Credibility, Customer service, Perception, Corporate image	Public image is a long-term composite of how the organisation is viewed by its various publics to create its reputation. Businesses usually don't understand how a corporate image is created.
4Ps <u>plus</u> people (Judd, 1987)	People	Human resources management	The employee, as a distinct, separate and company-wide variable should be added to the traditional marketing mix. Most employees are in a position to affect customer behaviour. They should of course be trained and empowered to deliver services. The people-power variable is particularly significant in those product-markets where the 4Ps tend to be perceived as undifferentiated.
5Ps of cellular telephones (Stanton, 1988)	4Ps plus Predatory practices	Telecommunication	The cellular environment is a service industry as well as a sales-orientated industry. Customers will therefore choose an organisation that services their needs. The cellular product is a personal communication service and not merely a cute executive toy or device.

Other Ps or P-models	Newly identified Ps:	Industry or field of application (as indicated by author)	Comments
4Ps of the non-profit sector (Yudelso, 1988)	Performing, Pleading, Petitioning, Praying	Fund raising	A non-profit organisation has four different approaches to generating revenues. Pleading (outright contributions and symbolic membership), performance (producing something of value which the target market is willing to pay for), praying (unanticipated gifts originating from goodwill and a good image), petitioning (requesting individuals and organisations to provide resources which they don't in fact own) are identified to enable budgeting and a strategy for focusing on customer needs and wants.
7Ps of the marketing plan (Barrow, 1989)	4Ps plus Packaging, Positioning, Perception	Market planning, Long term planning, Opportunity & goals	A market-driven company must conduct its business strategy to forge long-term plans based on identifying lucrative opportunities and goals. These goals should be communicated and shared with all employees to empower them to play a role in making the company succeed.
4Ps of strategic marketing (Kotler, 1989)	Probing, Positioning, Partitioning, Prioritising	Market strategy, Market segmentation, Mass markets, Target market	Although sophisticated market segmentation is a critical marketing skill, many practitioners are confused about how to integrate segmentation and planning. Segmentation has progressed to the area of mass customisation, but even segmented markets are too broad to service all needs. Relationships are therefore difficult to define.

Other Ps or P-models	Newly identified Ps:	Industry or field of application (as indicated by author)	Comments
5Ps of insurance (Pillsbury, 1989)	Promotion, Price plus Package development, Professionals, Personal selling	Insurance	Basic marketing principles also apply to the insurance industry. The packaging of an insurance-related product/service needs to be enhanced by building a solid and professional reputation through ethical personal selling practices.
7Ps of the extended marketing mix (Collier, 1991)	4Ps plus Physical evidence, Participants, Process	Clothing industry	These Ps indicate that at the point of service creation and delivery, marketing and operation functions occur simultaneously. The 7Ps can be a powerful management paradigm or mind-set to enable an organisation to obtain and sustain a competitive advantage.
New set of Ps (Mitchell, 1991)	People, Participants, Perception, Passion, Personality	Competitive advantage	Organisations that can anticipate, create, and shape new demands are those that stay ahead of their competition. The most obvious reputational asset is the brand but businesses will have to pay more attention to intangible aspects that shape their reputation and image.
7Ps of the modified marketing mix (Smith & Saker, 1992)	4Ps plus People, Physical evidence, Process	Leisure services, Public libraries	Basically marketing strategy is about deciding what one wants and what one has at the moment. Certain opportunities and threats should also be reviewed. Smith discusses Booms & Bittner's modified mix (1981:47) which can be applied to deliver service consistency.

Other Ps or P-models	Newly identified Ps:	Industry or field of application (as indicated by author)	Comments
4Ps <u>plus</u> people & presentation (Ellis & Mosher, 1993)	People, Presentation	Services industry	The additional elements assist service firms to establish a more complete position in the market place with respect to the unique characteristics of services (intangibility, heterogeneity, inseparability and perishability).
4Ps <u>plus</u> people & profit (Goetch, 1993)	People, Profit	Small business, Integrated marketing, Marketing mixes	Integrated marketing plans enable small businesses to focus on its people and its profit opportunities to ensure survival.

The newly identified sets of Ps as identified in Table 2.1 are as follows:

- Promotion, Price plus Package development, Professionals, Personal selling
- People, Participants, Perception, Passion, Personality
- 4Ps plus Physical evidence, Participants, Process
- 4Ps plus People, Physical evidence, Process
- 4Ps plus Packaging, Positioning, Perception
- Probing, Positioning, Partitioning, Prioritising
- Performing, Pleading, Petitioning, Praying
- 4Ps plus Predatory practices
- People, Presentation
- People, Profit
- Public image
- People

From the list, the question arises whether all of these Ps are viable and practical. The main concern is that the majority of these views were not published in high-quality academic and scientific journals and/or tested empirically for reliability and validity.

In an effort to develop an extended model of Ps, each newly identified P has to be critically evaluated. This evaluation has to be done against the background of the existing set of marketing instruments and the fact that the marketing instruments are regarded as factors that are controllable.

Kotler (1992:50-52) coins the idea of “a new paradigm” in marketing - he emphasises that organisations need to practice “wrap-around marketing”, which encompasses both getting and retaining customers. Organisations should therefore build stronger relationships with their profitable customers. Grönroos (1994:4-20) strengthens Kotler's suggestions by arguing that trends in business and modern research into industrial marketing, services marketing and customer relationship economics, demand a relationship oriented approach to marketing. These views could be of relevance to sport marketing.

Pruden (1995:15) commented a while back that retention marketing has yet to progress beyond a topic for articles and speeches. The 23 additional Ps listed in Table 2.1 seem to mainly include aspects such as customer service and long-term relationship building. An analysis of earlier editions of basic marketing texts such as Kotler (1988); Marx & Van der Walt (1990); and Kotler & Armstrong (1990) reveal that in the past authors focused on integrating the four basic marketing instruments through an acquisition focus. Since the mid-nineties Kotler (1994) and McCarthy & Perreault (1995) have included chapters and sections on relationship marketing (retention focus).

The effect of an extended marketing mix on academic research and training should be noted. Such impact is recorded in 2.2.4 and 2.2.5 to stimulate further debate among academics and practitioners.

2.2.4 Impact on research

- The shift from a traditional marketing mix (acquisition marketing) to a relationship marketing mix is an ideal topic for post-graduate research.
- Some of the new sets of Ps (such as the sport marketing mix) need further analysis and probably quantitative measurement.

- New criteria should also be developed to test the applicability of the new Ps.
- There might be other instruments still waiting to be “discovered” and defined - for example other variables in the marketing communication mix that can be integrated into a sponsorship such as marketing public relations.
- The proper place of sponsorship in the marketing mix should also be defined.

2.2.5 Impact on training

- Marketing textbooks that include a focus on sponsorship should be prescribed. Relevant articles should supplement older books, not yet containing chapters on the expansion of the marketing mix.
- Case study analysis should also include a focus on a wider set of marketing instruments. Case studies on sponsorship should be compiled (Raptor Award entrants?).
- Chapters on marketing management in business management textbooks should be updated to include sponsorship in the marketing communication mix.
- A thorough re-evaluation of all marketing courses should be done to ensure that a wider set of marketing instruments is integrated.

2.3 The sport marketing mix

2.3.1 Sport marketing titles

Some confusion may exist between sport marketing management as a broad concept and sponsorship management that should be regarded as one of the elements in a sport-related marketing communication mix. An international "Bookfind"-search (done in 1999 and frequently revisited) uncovered only the following books under **sport marketing** as title:

- *Sport Marketing* (Mullin; Hardy & Sutton, 1993) - recently updated and a 2000 edition is now available
- *Sports Marketing Europe - The legal and tax aspects* (Blackshaw & Hogg [eds], 1993)

- *Successful sport marketing* (Stotlar, 1993)
- *Sports Marketing: Competitive Business Strategies for sports* (Brooks, 1994)
- *The ultimate guide to sport event management and marketing* (Graham; Goldblatt & Delpy, 1995)
- *Sports Marketing - It's not just a game anymore* (Schaaf, 1995);
- *Fundamentals of sport marketing* - (Pitts & Stotlar, 1996);
- *Sports Marketing* (Schlossberg, 1996);
- *The Dream Job - Sports publicity, promotion and marketing* (Helitzer, 1996);
- *Case studies in Sport Marketing* (Pitts, 1998);
- *Strategic Sport Marketing* (Shilbury, Quick & Westerbeek, 1998);
- *Sports Marketing - a strategic perspective* (Shank, 1999);
- *Sport and Event Marketing* (Pope & Turco, 2001).

Added to these Shank (1999:111-112) identifies a few other sport marketing books which are primarily academic in nature. These, along with the copyright year, where known, include:

1. *IEG's Complete Guide to Sponsorship*;
2. *Team Marketing Report's Newsletter*,
3. *Sports Marketing: Famous People Sell Famous Products* (Pemberton, 1997);
4. *Sports Marketing: The Money Side of Sports* (Pemberton, 1997);
5. *The Sports Marketing Guide* (Wascovich, 1993, out of print); and
6. *Keeping Score: An Inside Look at Sports Marketing* (Carter, 1996).

It is noticeable from the above citations that there has been a proliferation of sports marketing books in the academic world in the late 1990s. A number of different texts has been published between 1996 and 1999. This indicates a rapid growth period, a fact that should not be lost on the mainstream marketing practitioners and educators.

Sports journals. There are a limited number of academic outlets for sport marketing research in dedicated sport journals - other journals within the wider

scope of marketing is available, though. Shank (1999:112) identifies six sport academic journals. These are:

- (1) *Cyber-Journal of Sports Marketing*;
- (2) *Sport Marketing Quarterly*;
- (3) *Journal of Sport Behavior*;
- (4) *Journal of Sport and Social Issues*;
- (5) *Journal of Sport Management*; and
- (6) *Journal of Services Marketing*.

The *Cyber-Journal of Sports Marketing* has recently been discontinued.

2.3.2 Sport marketing texts' viewpoints on sport marketing

A number of texts listed above were consulted and their views on sport marketing are briefly summarised in Table 2.2.

TABLE 2.2 SUMMARY OF SOME OF THE VIEWS ON SPORT MARKETING

Author	Text	Contents (Chapter outline)	Focus
Mullin, Hardy & Sutton (1993)	Sport Marketing	<p>The special nature of sport marketing</p> <p>Marketing management in sport: An overview</p> <p>The sport consumer</p> <p>Perspectives in sport consumer behaviour</p> <p>The role of research in sport marketing</p> <p>Market segmentation</p> <p>The sport product</p> <p>Pricing strategies</p> <p>Promotions</p> <p>Promotional licensing</p> <p>Place</p> <p>Public relations</p> <p>Co-ordinating and controlling the marketing mix</p>	<p>Explains and applies an extension of the traditional marketing mix - the 5 Ps of sport marketing:</p> <p>product, price, promotion (separate chapter on promotional pricing), place (distribution) and public relations.</p> <p>Also discusses the cross-impact of the 5 Ps.</p>

Author	Text	Contents (Chapter outline)	Focus
Stotlar (1993)	Successful sport marketing	Nature and necessity of marketing plans Product and service analysis Situation analysis Target markets Marketing objectives Marketing strategies Marketing mix Why corporations buy into sport Identifying sponsors and sponsor needs Financial implications Individual athlete sponsorships Olympic sponsorship programs Developing successful sport sponsorship plans	Starts with a discussion on a basic marketing plan Every chapter ends off with chapter supplements ranging from caselets, and information sheets to blank worksheets Only the traditional four Ps are included in the sport marketing mix (publicity and public relations are included in promotion) After the initial sport marketing focus the contents moves to sponsorships Ends off with a useful chapter to practitioners on how to set up a sponsorship plan
Blackshaw & Hogg (eds) (1993)	Sports Marketing Europe - The legal and tax aspects	Covers sponsorship relationships (contract law), formalities of contract, tax aspects, exclusive arrangements, territorial restrictions, royalties, merchandising, licensing, copyright, trademark policing, advertising, television, video, intellectual property, distribution, insurance, competition law, franchising, packaging, arbitration, litigation, and broadcasting.	Comprehensive reference work that covers legal sports marketing aspects of 26 European countries as well as Economic Community aspects

Author	Text	Contents (Chapter outline)	Focus
Brooks (1994)	Sports Marketing: Competitive Business Strategies for Sports	<p>Taking control</p> <p>Understanding markets</p> <p>The structure of the sports industry</p> <p>Sports publics</p> <p>Sports products and sports markets</p> <p>The adult sports participant</p> <p>Conducting market research</p> <p>Sponsorship within the corporate marketing framework</p> <p>Designing sponsorship packages</p> <p>Putting a sports sponsorship plan together</p> <p>Pricing sponsorship packages</p> <p>Sponsorship publicity</p> <p>Analysing competitive forces</p> <p>Appendix : Writing your strategic plan</p>	<p>Does not really structure a sport marketing mix but combines some of the Ps or elements thereof with sponsorship management</p> <p>Ends off with how to write a strategic plan but does not specify whether its a strategic sport marketing or strategic sponsorship plan</p>
Schaaf (1995)	Sports marketing - it's not just a game anymore	<p>Defining sports marketing</p> <p>The event triangle</p> <p>Big league sports</p> <p>Turning sport events into sponsorships and sponsorships into promotions</p> <p>Event marketing to scale</p> <p>Understanding the sponsors</p> <p>The media and broadcast industry</p> <p>Licensing and merchandising</p> <p>Sport goods and lifestyle marketing</p> <p>Endorsements</p> <p>Sports marketing buyers and sellers</p> <p>Future issues in sports marketing</p>	<p>For the purposes of this book sports marketing is defined as sales and publicity activities associated to sport events</p> <p>Does not identify a sport marketing mix and focuses on event marketing, marketing and communication techniques associated with event marketing and sponsorship management</p>

Author	Text	Contents (Chapter outline)	Focus
Graham, Goldblatt, & Delpy (1995)	The ultimate guide to sport event management and marketing	<p>Emerging opportunities: The benefits of sport event management and marketing</p> <p>Critical planning to master the game</p> <p>Designing and controlling event logistics</p> <p>Hospitality and protocol in sport</p> <p>Negotiations and contracts</p> <p>Risk management: Protecting your investment</p> <p>The athlete as sport celebrity: how to find, acquire, contract and maximise the involvement of the professional athlete</p> <p>Television, media, and marketing: an integrated approach</p> <p>How to achieve funding, sponsorship and profitability</p> <p>Merchandising: The magic word for long-term fiscal success</p> <p>Outdoor sport events</p> <p>Indoor sport events</p> <p>Public and private sport events</p> <p>Charitable events</p> <p>Closing ceremonies: Advice to new sport event management and marketing professionals</p>	<p>This book serves as a how to do on sport event management and marketing</p> <p>No real emphasis on a structured sport marketing approach</p> <p>Links some marketing and communication techniques such as merchandising and media relations to sponsorships, personality or athlete marketing to event marketing</p>
Helitzer (1996)	The dream job - sports publicity, promotion and marketing	<p>The Business end of sport</p> <p>Publicity fundamentals</p> <p>Promotion techniques</p> <p>Marketing fundamentals</p> <p>Public relations</p>	<p>Discusses sport promotion, PR and marketing from different practical angles. Contains less theory and is aimed at providing applications & examples to sport marketers and scholars.</p>

Author	Text	Contents (Chapter outline)	Focus
Schlossberg (1996)	Sports Marketing	Sports marketing - an overview Ambush marketing The NBA takes over the world Media - you have never seen it before Fantasy marketing Auto... and other racing Soccer in America and the World Cup Tournament Future sports You ain't seen nothing yet	Discusses sports marketing as a key element of integrated marketing plans. Also discusses latest trends in sports marketing such as ambush marketing and fantasy marketing. No discussion on a sport marketing mix.
Pitts & Stotlar (1996)	Fundamentals of Sport Marketing	The sport business industry The global market for the sport industry Historical eras in sport marketing Sport marketing theory Sport marketing research and segmentation Marketing information systems The marketing mix and the sport industry The product in the sport industry Pricing strategy for the sport industry Distribution in the sport industry Promotion in the sport industry Promotional methods in sport Media relations in sport Marketing through endorsements and sponsorship Using licensing and logos in the sport industry	This text presents a comprehensive picture of the depth and breadth of the sport industry- All of the activities, goods, services, people, places, and ideas related to sport, fitness, recreation, and leisure are included. The approach to all subject matter is solidly grounded in curriculum standards, an absolute "must" for any text that focuses on the fundamentals of sport marketing. The authors have embraced diversity & avoided the traditional tendency to marginalise important trends and previously underdeveloped consumer groups, such as women in sport. The text integrates many important marketing elements typically

Author	Text	Contents (Chapter outline)	Focus
Pitts & Stotlar (1996) (continued)			<p>overlooked or treated apart from the subject matter to which they refer (i.e., ethics, legal concerns, relevant professional associations and publications and current and future technology issues).</p> <p>Applies the 4Ps to sport marketing although media relations and sponsorships are discussed in separate chapters.</p>
Shilbury, Quick & Westerbeek (1998)	Strategic Sport Marketing	<p>An overview of sport marketing</p> <p>The strategic sport marketing planning process</p> <p>Understanding the sport consumer</p> <p>Market research, strategies and information services</p> <p>The sport product</p> <p>Pricing strategies</p> <p>Sport promotion mix</p> <p>Advertising</p> <p>Sport and television</p> <p>Sponsorship</p> <p>Public relations Promotional licensing</p> <p>The place of the facility</p> <p>Coordinating and controlling marketing strategy</p>	<p>A comprehensive and original text that integrates the unique product characteristics of sport with traditional marketing theory. It presents a strategic sport marketing model which recognises the diverse market for sport - participants, sponsors, spectators at the event and lounge-room fans.</p> <p>They define the promotion mix to consist of advertising, public relations and publicity, sales promotion, personal selling, face-to-face presentation and telemarketing (direct marketing?) and promotional licensing</p>

Author	Text	Contents (Chapter outline)	Focus
Shank (1999)	Sports Marketing - a strategic perspective	<p>Emergence of sport marketing</p> <p>Overview of the contingency framework for strategic sport marketing</p> <p>External and internal contingencies</p> <p>Research tools for understanding sport consumers</p> <p>Understanding spectators as consumers</p> <p>Segmentation, targeting and positioning</p> <p>Sport product concepts</p> <p>Managing sport products</p> <p>Promotion concepts</p> <p>Promotion mix elements</p> <p>Sponsorship programs</p> <p>Distribution concepts</p> <p>Pricing concepts</p> <p>Implementing and controlling the strategic sport marketing process</p>	<p>This contemporary text illustrates the complex and diverse nature of sport marketing. The book provides: a framework to apply the strategic marketing process to the sport industry; an examination of current research in the area of sport marketing; an introduction of the concepts and theories unique to sport marketing and a review of the basic principles of marketing in the context of sport; and a comprehensive coverage of the functions of sport marketing</p> <p>Includes advertising, media, personal selling, sales promotions, and public relations in the promotion mix.</p>
Pope & Turco (2001)	Sport and Event Marketing	<p>Marketing in the sport and event industries</p> <p>Consumer behaviour</p> <p>Business-to-business marketing</p> <p>Services marketing</p> <p>Managing services</p> <p>Marketing communications</p> <p>Event endorsement</p> <p>Pricing, ticketing and attendance</p> <p>Merchandising, licensing and concessions</p> <p>Event tourism</p> <p>Research in event marketing</p>	<p>The texts spans management, planning and promotion of events</p> <p>Unlike other texts the authors view event marketing as an entertainment phenomenon – there is little difference between sport, dancing, museums and theatre from a marketer's perspective</p>

Some of these authors such as Brooks (1994) (strategic sponsorship planning), Schaaf (1995) and Schlossberg (1996) do not really identify a structured sport marketing strategy, programme or mix.

Stotlar (1993) supports the traditional marketing mix and Mullin *et al* (2000:38) extend the traditional marketing mix to specify a sport marketing mix. Shilbury *et al* (1998:iv) and Shank (1999:xix) extend their approach to cover strategic marketing applications to sport marketing. Pope & Turco (2001:2) apply the traditional marketing mix to events and do not identify a sport marketing mix.

Brooks (1994:159) also focuses very heavily on the management of sport sponsorships and may cause confusion that sport marketing equals sport sponsorships. In journals and periodicals other authors such as Thwaites (1995:151); Furlong (1994:160); and Meenaghan (1996:103) include sport sponsorship as one of the promotion elements of a broader sport marketing strategy.

There seems to be no clear agreement between authors on the sport marketing mix. General consensus exists that sport sponsorship is an element of sport marketing.

In Chapter 3 these views will be summarised and discussed to define and outline a proposed sport marketing mix.

2.3.3 Basic marketing texts' viewpoints on sport marketing

Table 2.3 highlights which current basic marketing textbooks include a discussion of sport marketing and/or sport sponsorship.

TABLE 2.3 AN OVERVIEW OF DEFINITIONS AND VIEWS OF SPORT MARKETING FROM BASIC MARKETING TEXT BOOKS

Author(s)	Definition of sport marketing and place in marketing mix or strategy
Dibb, Simkin, Pride & Ferrel (1994:389/390)	Defines sponsorship as financial or material support of an event, activity, person, organisation or product by an unrelated organisation or donor in return for prominent exposure of the sponsor's generosity, products or brands.
Wilmshurst (1995:284)	No definition. Discusses sponsorship as an important promotion form in itself.
Adcock, Bradfield, Halborg, & Ross (1995:263 & 274)	Sponsorship is viewed as a form of sales promotion that creates publicity opportunities and it takes place when a payment is given in return for some consideration or benefit.
Jobber (1995:452)	This author uses Sleight's (1989:4) definition - a business relationship between a provider of funds, resources or services and an individual, event or organisation that offers in return some rights and associations that may be used for commercial advantage.
Van der Walt, Strydom, Marx & Jooste (1996:380)	Mention sponsorship as a popular means of gaining publicity, for example sport sponsorship for golf, rugby and cricket.
(Solomon & Stuart, 1997:10)	Mention marketing of sport but no clear definition is given - sound marketing principles ensure that fans will continue to support the activity by buying tickets.

A review of basic marketing texts such as Pride & Ferrel (1993); Bovée, Houston & Thill (1995); Van der Walt, Strydom, Marx & Jooste (1996); and Kotler and Armstrong (1997) indicates that they do not mention sport marketing at all. Some basic marketing texts [Dibb *et al* (1994:43); Wilmshurst (1995:284); and Van der Walt & Machado (1992:12)] discuss sponsorship as one of the instruments of the promotion mix and only one (Solomon & Stuart, 1997:10) mentions sport marketing although very superficially.

A review of current marketing texts and journals unfortunately indicates that academics are not devoting sufficient attention to the place of sport marketing in

the overall marketing strategy. Marketing scholars are therefore not yet exposed to sport marketing and the contextualisation of sport sponsorship as an element of sport marketing (see the three scenario approach discussed on page 7).

It also creates the impression that sport marketing has not yet been accepted or evaluated as an important and independent application area (or sub-discipline) of basic marketing as compared to other applications such as the marketing of services, industrial or business-to-business marketing, retail marketing, not-for-profit marketing, and international marketing.

2.3.4 Marketing communication texts' viewpoints on sport sponsorship

More substantial discussions on sponsorships are found in texts on marketing communication (Coulson-Thomas, 1990; Burnett & Moriarty, 1998), advertising (Hart, 1988; Belch & Belch, 2001) or promotion (Wilmshurst, 1993; and Shimp, 1997) which confirms that sport sponsorship has been accepted as an option in the promotion mix. This is depicted in Table 2.4.

TABLE 2.4 AN OVERVIEW OF DEFINITIONS AND VIEWS OF SPORT SPONSORSHIP FROM MARKETING COMMUNICATION OR PROMOTION TEXT BOOKS

Author(s)	Definition of sport sponsorship and place in marketing mix or strategy
Hart (1988:135)	Includes sponsorships as a means of promotion Sponsorship is defined as deliberate financial support given to an event to achieve brand awareness, enhance corporate image, increase goodwill, and raise employee morale.
Coulson-Thomas (1990:285)	Mentions sponsorship as part of sales promotion - to put a name across and promote an image.
Wilmshurst (1993:367)	Sponsorship is defined as financial or material support by a company for some independent activity such as sport not usually related to the company's normal business but support from which the company would hope to benefit.
Shimp (1997:561)	Event marketing is defined as the practice of promoting the interests of a company and its brands by associating the company with a specific activity (such as a tennis tournament). Sponsorships involve investments in events or causes for the purpose of achieving increased sales volume, enhancing corporate and brand image and increasing brand image.
Belch & Belch (2001:555)	Define event sponsorship as an integrated marketing communication activity where a sponsor develops sponsorship relations with a particular event and provides financial support in return for the right to display a brand name, logo, or advertising message.

2.4 Revisiting the marketing communication mix

One of the aims of this thesis is to contribute to the sport marketer's understanding of how different marketing and communication elements support the total sport sponsorship effort.

Different views (as outlined in Table 2.5) exist on the variables to be included in the marketing communication mix, ranging from advertising to sales promotion, personal selling, publicity/public relations, direct marketing and sponsorship.

TABLE 2.5 DIFFERENT APPROACHES TO, AND DEFINITIONS OF, THE MARKETING COMMUNICATION MIX, PUBLIC RELATIONS AND PUBLICITY IN GENERAL MARKETING TEXTS

Author(s)	Elements included in the promotion or marketing communication mix	View on the inclusion of publicity in the promotion mix and define(s) publicity as:	View on the inclusion of public relations in the promotion mix and define(s) public relations (PR) as:
Baker (ed)(1987)	Advertising, sales promotion, packaging and direct mail (p 288)	Promotion via news releases (p 288)	Not included or defined
Park & Zaltman (1987)	Advertising, personal selling, and sales promotion (p 456)	Communication involving the mass media that is not paid for directly (p 424) and promotes the firm's specific products, services, or ideas (p 426)	Not included but define PR as "generating goodwill for the firm" (p 426)
Bennett <i>et al</i> (1988)	Personal selling, advertising, & sales promotion (513/4)	Newsworthy messages sent through the media on a non-paid basis (p 513)	PR is a broader term of which publicity is a part (p 534)
Boone & Kurtz (1989)	Personal selling, advertising, sales promotion (p 545)	Discusses publicity as an important part of public relations as: stimulation of demand by disseminating commercially significant news or obtaining favorable media presentation not paid for by an identified sponsor (p 545)	A firm's communications with its various publics (p 544)
Boone & Kurtz (1989)	Personal selling, advertising, sales promotion (p 545)	Discuss publicity as an important part of public relations - stimulation of demand by disseminating commercially significant news or obtaining media presentation not paid for by an identified sponsor (p 545)	A firm's communications with its various publics (p 544)

Author(s)	Elements included in the promotion or marketing communication mix	View on the inclusion of publicity in the promotion mix and define(s) publicity as:	View on the inclusion of public relations in the promotion mix and define(s) public relations (PR) as
Husted, Varble, & Lowry (1989)	Advertising, personal selling and sales promotion (p 446)	Non-paid news/editorial comment about ideas, products or institutions (p 486)	Not included but define PR as obtaining goodwill and promoting a positive image (p 486)
Assael (1990)	Advertising, sales promotions, personal selling	Unpaid communication about the company or its product or service in the mass media (p 440)	Publicity is a subset of a company's broader PR effort (p 440)
Oliver (1990)	Advertising, personal selling & sales promotion (p 300/1)	Non-personal communication in a mass medium, which is not paid for by the source e.g. favourable editorial comment or news stories (p 301)	Not discussed
Cannon (1992)	Advertising, personal selling; merchandising Mentions sport as promotion application on television on p 226	Mentions publicity as part of the promotion mix and includes press and public relations as sub-items (p 281)	Defines PR as: Draw together the range of corporate activities and presenting them to the public (p 371)
Lancaster & Massingham (1993)	Sales promotion, advertising, and personal selling (p 265 - 291) Sponsorship is mentioned as a PR technique (p 272)		Includes PR in the marketing communication mix and uses the Institute of Public Relations' definition (p 272)
Pride & Ferrell (1993)	Advertising, personal selling and sales promotion (p 485)	Non-personal, free mass media communication about an organisation and its products (p 486)	Not included or defined

Author(s)	Elements included in the promotion or marketing communication mix	View on the inclusion of publicity in the promotion mix and define(s) publicity as:	View on the inclusion of public relations in the promotion mix and define(s) public relations (PR) as:
Dibb, Simkin, Pride & Ferrel (1994)	Advertising, personal selling, direct mail, sales promotion and sponsorship Defines sponsorship as financial or material support of an event, activity, person, organisation or product by an unrelated organisation or donor in return for prominent exposure of the sponsor's generosity, products or brands (p 389/390)	Non-personal (but not really free) communication in news form about an organisation and its products (p 387)	States that publicity is the result of various PR efforts and defines PR as: to establish and maintain goodwill between an organisation and its publics (p 427)
Doyle (1994)	Advertising, sales promotion, direct response marketing, and personal selling (p239)	Might implicitly include publicity under PR	The following activities to communicate to publics are identified: achieving coverage in the media (publicity?), creating and reinforcing the corporate image, sponsoring special events, lobbying politicians and officials, advising management about key public issues; creating product awareness, launching new products (product publicity?), influence specific target market segments, and coping with crises (p 270 - 272)

Author(s)	Elements included in the promotion or marketing communication mix	View on the inclusion of publicity in the promotion mix and define(s) publicity as:	View on the inclusion of public relations in the promotion mix and define(s) public relations (PR) as
Hill (1994)	Advertising, direct mail, sales promotion, personal selling (p vii - ix) Discusses event sponsorship as a PR activity (p 279)	Discusses press releases and press conferences (p 279)	Activities to enhance communication between a firm and its publics; long-term objectives: brand awareness, interest and image (p 277)
Kotler (1994)	Advertising, sales promotion, personal selling and direct marketing (p 597) Sponsoring a sport event is a major MPR tool (p 679)	Discusses product publicity as a PR activity (p 677)	Defines PR as a marketing tool (p 676)
Stanton, Etzel & Walker (1994)	Advertising, personal selling and sales promotion (p 456)	Not paid for news stories about an organisation and its products (p 457)	Communication efforts that contribute to a favourable attitude & opinion towards an organisation & its products (p 456)
Adcock, Bradfield, Halborg, & Ross (1995)	Advertising and direct marketing, sales promotion and sponsorship (p 245 & 263). Sponsorship is viewed as a form of sales promotion that creates publicity opportunities (p 263) it takes place when a payment is given in return for some consideration or benefit (p 274)	Obtaining positive and relevant mentions in the media (p 264)	Deliberate, planned and sustained effort to establish and maintain mutual understanding between an organisation and its publics (p 264)

Author(s)	Elements included in the promotion or marketing communication mix	View on the inclusion of publicity in the promotion mix and define(s) publicity as:	View on the inclusion of public relations in the promotion mix and define(s) public relations (PR) as
Bearden, Ingram & LaForge (1995)	Advertising, personal selling, sales promotion and direct marketing (p 416)	Non-paid-for communications about the company or product that appear in some media form (p 419)	Identifies, establishes and maintains mutually beneficial relationships between an organisation and its publics (p 419)
Bovée, Houston, & Till (1995)	Advertising, sales promotion and personal selling (p 531)	Could be implicitly included under the discussion of press relations	Promotion that uses non-paid communication to influence public opinion of a company & its products (p G10) & to maintain positive relations with their publics (p 569) & include press relations, cause-related marketing, event sponsorship, & advocacy advertising (p 569 - 571)
Boyd, Walker & Larréché (1995)	Advertising, personal selling and sales promotion	Define PR on (p 352) as non-paid, non-personal stimulation of demand for a product, service or business unit by planting significant news about it or favourable presentation of it in the media (looks suspiciously similar to other definitions of publicity). Later on publicity and PR is used interchangeably (p 374/375)	Then on (p 374) PR is defined as two-way communication between an institution and its publics (p 374)
Churchill & Peter (1995)	Advertising, personal selling and sales promotion (p 543/544)	Non-paid-for communication about the company or product (p 544)	Not included or defined

Author(s)	Elements included in the promotion or marketing communication mix	View on the inclusion of publicity in the promotion mix and define(s) publicity as:	View on the inclusion of public relations in the promotion mix and define(s) public relations (PR) as:
Jobber (1995)	Advertising, sales promotion , personal selling & sales management, public relations & publicity, direct marketing, sponsorship & exhibitions (p 428) Quotes sponsorship definition of Sleight (1989) (p 452)	Communication about a product or organisation by the placing of news about it in the media without paying for the time or space directly (p 439)	Management of communications and relationships to establish goodwill and mutual understanding between an organisation and its public (p 437)
Wilmshurst (1995)	Advertising, personal selling and sales support, sales promotion and merchandising, packaging and display (p 41 & 125) Discusses sponsorship as an important promotion form in itself (p 284)	Not included or discussed	Communicating with an organisation's publics (p 282)
Kotler, Armstrong, Saunders & Wong (1996)	Advertising, personal selling and sales promotion (p 687)	Not included but defined as planting of non-paid news about a company or its products in the media (p 750)	Building good relations with the company's various publics by obtaining favourable publicity, building the corporate image and handling of rumours (p 687)
Perreault & McCarthy (1996)	Advertising, personal selling, mass selling and sales promotion (p 420/421)	Unpaid form of non-Personal presentation of ideas, goods or services (p 421)	Not included but define PR As communication with non-customers (p 423)

Author(s)	Elements included in the promotion or marketing communication mix	View on the inclusion of publicity in the promotion mix and define(s) publicity as:	View on the inclusion of public relations in the promotion mix and define(s) public relations (PR) as:
Siegel (1996)	Advertising, personal selling, sales promotions and direct marketing (p 380) Sponsorship is mentioned as a promotional option (p 404 & 432)	Provides information to the news media but is not paid for (p 384)	Generates favorable image & goodwill for a product, brand, business, organisation, person, cause (p 384). Establishes communication links between businesses & potential clients & customers (p 432)
Van der Walt, Strydom, Marx & Jooste (1996)	Advertising, personal selling, sales promotion and packaging (p 325) and direct marketing (p 357)	Personal and impersonal stimulation of demand for a product by making its commercial news value available to the mass media (p 326)	Not included but mention that PR can support the promotion strategy
Zikmund & d'Amico (1996)	Integrated marketing communication: advertising, personal selling and sales management, and sales promotion (p 480) Event sponsorship (p 600) is viewed as a publicity generating and image-building exercise.	A message about a product, organisation or event carried by a non-personal medium but not paid for by the sponsor & involves a third party who decides on its newsworthiness & what the nature of the transmitted message will be (p 487)	The activities involved in actively seeking to manage the nature of the publicity an organisation receives to establish and maintain a positive organisational image or to ensure that the public understands an organisation's policies (p 488)
Kotler & Armstrong (1997)	Advertising, personal selling and sales promotion (p 428) Direct marketing is added as a growth trend (p 444)		Building good relations with various publics by obtaining favourable publicity, building the corporate image & handling of rumours (p 428)

Author(s)	Elements included in the promotion or marketing communication mix	View on the inclusion of publicity in the promotion mix and define(s) publicity as:	View on the inclusion of public relations in the promotion mix and define(s) public relations (PR) as:
Solomon & Stuart (1997)	Advertising, personal selling and sales promotion (p 555)	Unpaid communication in the mass media regarding a company, product or event (p 664)	Marketing efforts to portray an organisation, its products, politicians, celebrities, & not-for-profit organisations positively by influencing the perceptions of various publics (p 557 & 662)

There seems to be huge disagreement or even confusion on the inclusion of public relations and/or publicity in the marketing communication mix. Some sport marketing texts (Mullin *et al*, 1993; Shilbury *et al*, 1998 and Shank, 1999) include public relations as a variable in the sport marketing mix. An analysis of current thought is necessary to contextualise the inclusion of PR in the sport marketing theoretical debate.

It can be deduced from Table 2.5 that the following authors of basic or general marketing texts include only publicity as an element of the promotion mix: Baker (ed)(1987); Park & Zaltman (1987); Husted, Varble, & Lowry (1989); Assael (1990); Oliver (1990); Pride & Ferrel (1993); Churchill & Peter (1995); Perreault & McCarthy (1996); and Van der Walt, Strydom, Marx & Jooste (1999).

Authors such as Doyle (1994); Hill (1994); Bovée, Houston, & Till (1995); Boyd, Walker & Larréché (1995); Wilmshurst (1995); Kotler, Armstrong, Saunders & Wong (1996), and Kotler & Armstrong (1997) include only public relations explicitly. Dibb *et al* (1994); Stanton, Etzel & Walker (1994); Adcock, Bradfield, Halborg & Ross (1995); Bearden, Ingram & LaForge (1995); Jobber (1995); Siegel (1996); Solomon & Stuart (1997); and Boone & Kurtz (1998); include both.

The only authors who include sponsorship as an element of the promotion mix are Dibb *et al* (1994); Adcock *et al* (1995); Wilmshurst (1995) and Siegel (1996). Bennett,

Lamm & Fry (1988) mention sponsorship as part of sales promotion; Belch & Belch (2001:555) define event sponsorship as a consumer-orientated sales promotion; Cannon (1992:226) mentions sport as a promotion application on television. Lancaster & Massingham (1993:272) mention sponsorship as a PR technique and Hill (1994:279) discusses event sponsorship as a PR activity. Kotler (1994:679) identifies the sponsoring of a sport event as a major marketing public relations (MPR) tool. Zikmund & d'Amico (1996:600) view event sponsorship as a publicity generating and image-building exercise.

The following authors of promotion or marketing communication (Coulson-Thomas 1990; Shimp 1993; Wilmshurst 1993) texts include publicity or public relations or both in the promotion/marketing communication mix.

Table 2.5 also illustrates different approaches in general marketing texts to, and definitions of, the marketing communication mix. An interesting phenomenon is an apparent lack of agreement on the different variables that constitute a marketing communication mix. There is also a lack of agreement on whether public relations and/or publicity should be included in such a mix.

Table 2.6 illustrates different approaches in marketing communication texts to and definitions of the marketing communication mix. As illustrated in Table 2.5 this table also highlights the phenomenon of an apparent lack of agreement on the different variables that constitute a marketing communication mix. Equally, there is a lack of agreement on whether public relations and/or publicity should be included in such a mix. Views on the inclusion of sponsorship, as a marketing communication variable is more evident among these authors.

TABLE 2.6 DIFFERENT APPROACHES AND DEFINITIONS OF THE MARKETING COMMUNICATION MIX, PUBLIC RELATIONS AND PUBLICITY IN MARKETING COMMUNICATION TEXTS AND THEIR VIEWS ON THE INCLUSION OF PUBLICITY AND PUBLIC RELATIONS IN THE MARKETING MIX

Author(s)	Elements included in the promotion or marketing communication mix	View on the inclusion of publicity in the promotion mix and define(s) publicity as:	View on the inclusion of public relations in the promotion mix and define(s) public relations (PR) as:
Hart (1988)	<p>Advertising, direct mail, sales promotion and sales support.</p> <p>Also includes sponsorships as a means of promotion</p> <p>Sponsorship is defined as deliberate financial support given to an event to achieve brand awareness, enhance corporate image, increase goodwill, and raise employee morale (p 135)</p>	<p>Securing people's attention and imparting a message (through the mass media) (p 240)</p>	<p>Building and sustaining good relations between an organisation and its various publics, including customers (p 114)</p>
Coulson-Thomas (1990)	<p>Advertising, sales promotion, personal selling</p> <p>Mentions sponsorship as part of sales promotion - to put a name across and promote an image (p285)</p>	<p>No definition discusses publicity as an element of PR</p>	<p>Deliberate, planned and sustained effort to establish and maintain mutual understanding between an organisation and its publics (p 194)</p>

Author(s)	Elements included in the promotion or marketing communication mix	View on the inclusion of publicity in the promotion mix and define(s) publicity as:	View on the inclusion of public relations in the promotion mix and define(s) public relations (PR) as:
Shimp (1993)	<p>Advertising, sales promotions, point-of-purchase communication, event marketing (sponsorship marketing) & personal selling (p 8)</p> <p>Event marketing is defined as the practice of promoting the interests of a company and its brands by associating the company with a specific activity (such as a tennis tournament) (p 8)</p> <p>On p 598 - Sponsorships involve investments in events or causes for the purpose of achieving increased sales volume, enhancing corporate & brand image & increasing brand image</p>	Non-personal, non-paid communication to a mass audience (p 9)	That aspect of promotion management uniquely suited to fostering goodwill between a company and its various publics (p 587)
Wilmshurst (1993)	<p>Advertising, sponsorship, sales promotion, direct marketing,</p> <p>Sponsorship defined as: financial / material support by a company for some independent activity such as sport not usually related to the company's normal business but support from which the would hope to benefit (p 367)</p>	Press relations is the process of providing information to the media (p 298)	Communicating with the many groups of people who constitute an organisation's "public" (p 298)

Author(s)	Elements included in the promotion or marketing communication mix	View on the inclusion of publicity in the promotion mix and define(s) publicity as:	View on the inclusion of public relations in the promotion mix and define(s) public relations (PR) as:
Belch & Belch (2001)	Advertising, direct marketing, sales promotion, PR, publicity, and personal selling (p xiv) Discusses event sponsorship as a sales promotion activity (p 555)	Publicity refers to the generation of news about a person, product, or service (p 593)	Management function which evaluates public attitudes, identifies the policies and procedures of an organization with the public interest, & executes a program of action (and communication) to earn public understanding & acceptance (p 577). Also discusses marketing public relations (p 578) as PR activities that support marketing objectives such as raising awareness, informing and education, gaining understanding, building trust, giving consumers a reason to buy, and motivating consumer acceptance. MPR builds marketplace excitement before media advertising breaks, creates advertising news when there is no product news, introduces a product with little or no advertising, provides value-added customer service, builds brand-to-customer bonds, influences opinion-leaders, and defends products at risk.

It can be deduced from the views reported in Tables 2.5 and 2.6 that advertising, sales promotion, personal selling, publicity and/or public relations are variables in the marketing communication mix. Sponsorship is covered to a wider extent in marketing communication texts than in general marketing texts. It is therefore deemed necessary to define a marketing communication mix that relates to sport (addressed in Chapters 3 and 4).

2.4.1 The debate about the inclusion of public relations and publicity

The wide range of views reported in Table 2.5 and 2.6 on whether publicity and/or public relations are variables in the marketing communication mix need some discussion, because it can be assumed that sponsorship decision-making involves *inter alia* setting public relations and/or publicity objectives.

The promotion mix of McCarthy's marketing mix included sales promotion, personal selling, advertising and publicity originally (Van Waterschoot & Van den Bulte, 1992:83-93). More recently some authors substituted publicity with public relations or public relations was added - either through lack of differentiation of the two, defining the two concepts incorrectly and/or because of a broadening of the view that publicity is too one-dimensional. This issue need not be a defeating exercise. In this thesis the middle road will be followed. Public relations and marketing are two different domains but very inter-dependant.

It is therefore suggested that sport marketing practitioners, scholars and academics should ensure that they know exactly what the differences between PR and publicity are. Decisions on PR and/or publicity objectives should not place a question mark behind the theoretical base behind sponsorship decision-making. Publicity objectives of the sponsorship programme would be short-term orientated while PR objectives would seek to build long-term relationships with particular and specified "publics" or stakeholders such as customers, spectators, fans, employees, and participants. The emergence of marketing public relations during the 1990's as a theoretical construct also has to be noted.

A brief discussion on the definition of PR is presented.

Public relations should also not be confused with publicity because both elements can be regarded as important in sport sponsorship objective-setting. To clarify any possible confusion the following definition of Harlow (1976:36) is offered as the most comprehensive:

Public relations.....

- is a managerial function that aims to achieve mutual two-way communication between a firm and its different publics;
- manages all communication problems and issues (and opportunities) in the business environment;
- keeps management informed and sensitive to public opinion;
- defines and emphasises the responsibility of the firm to respect the public interest;
- supports management to handle changes in the environment; and
- serves as an early warning system to help anticipate trends in the environment.

On the other hand Jobber (1995:439) sees publicity as a major element of public relations and defines it as: *the communication about a product or organisation by placing of news about it in the media without paying for the time or space directly.*

2.4.2 Marketing public relations

An interesting trajectory of the debate surrounding PR's role in the marketing strategy is the development of the concept of marketing public relations (MPR). Kotler (1994:670) regards Harris's (1993:12) definition to be the first and classic definition of MPR. According to this definition MPR relies on the definitions of PR and marketing and is based on Harris's personal experience. It reads as follows: "The process of planning, executing and evaluating programs that encourages purchase and

consumer satisfaction through credible communication of information and impressions that identify companies and their products with the needs, wants, concerns and interests of consumers".

Henry (1995:3) defines MPR as "a comprehensive, all-encompassing, public awareness and information program or campaign directed to mass or specialty audiences to influence increased sales or use of an organisation's product or service".

These definitions indicate a deviation from the basic definition of PR in the sense that MPR focuses on customers/consumers and not on the other plethora of publics which an organisation needs to communicate to. Public relations scholars might have had some sensitivity in the past that PR in general has been hi-jacked by marketing authors to be included in the marketing mix. The development of MPR as a concept makes sense when it is included in the marketing mix as one of the elements in the promotion or marketing communication mix. The broader corporate PR concept then should be understood to be a separate management entity that supports or can be integrated with the corporate marketing strategy.

Kotler (1994:677) points out that organisations are setting up marketing public relations groups to directly support corporate/product promotion and image-making. Thus MPR, like financial PR and community PR, would serve a special constituency, namely the marketing department. He adds (p 677) that MPR goes beyond simple publicity and can contribute to the following tasks: new product launches, repositioning of mature products, build up of interest in a product category, influence specific target groups, defend products that have encountered specific problems, and build the corporate image in a way that projects favourably on its products.

Solomon & Stuart (1997:662) say that the dispute about whether PR should be differentiated from or integrated into the marketing mix "is being resolved to some extent as companies are making the distinction between corporate public relations and marketing public relations - the latter supports promotion efforts directly". Kotler & Armstrong (1997:488) state that some organisations are "setting up special units called marketing public relations to support corporate and product image and promotion". Bovée *et al* (1995:522) contend that "publicity is also known as MPR,

which seeks to generate significant news coverage about the company or its products and tries to encourage favorable reviews of products (in the media)". The question to ask is whether MPR as a promotional tool should only focus on consumers (consumer promotions) but on trade partners as well (trade promotions).

Marken (1995:48) states that it is only recently that enlightened management and marketing people have discovered that marketing public relations (MPR) can be an important segment of the marketing plan. Harris (1993:13) emphasises the increasingly important role that marketing public relations plays in integrated marketing communications programmes (IMC). Hutton (1996:155) mentions that IMC has the potential to highlight the appropriate relationship between public relations and marketing.

These views reflect the huge application of MPR to sponsorship decision-making. This thesis will therefore, in Chapter 3, explore the option that corporate public relations has to support the sport marketing strategy but that concepts such as publicity and marketing public relations are elements of the marketing communication construct of a possible sport marketing mix. These elements can be integrated into a sport sponsorship to leverage the overall effectiveness of the sport sponsorship.

Belch & Belch (2001:578) highlight some examples of marketing public relations that this researcher adapted to include in a sport marketing and sport sponsorship context.

- Building marketplace excitement before media advertising breaks - speculating on the announcement of a new sponsor for a sporting event;
- Creating advertising news where there is no product news - signing up of a sport celebrity to do an advertising campaign;
- Providing a value-added customer service - sporting bodies using web sites to increase loyalty and to run competitions;
- Building brand-to-customer bonds - the South African Rugby Football Union has licensed the use of the Springbok emblem on rugby jerseys,

caps, hats and ties. The Natal Sharks, a local Super 12 rugby franchise, has embarked on a brand-building campaign through retail clothing shops and nicknaming the Kings Park rugby stadium "The Shark Tank"; and

- Influencing the influentials - building relationships with decision-makers such as teachers - Blue Bulls Rugby Union offers reduced-price season tickets at Loftus Versfeld Rugby Stadium to teachers.

Marketing public relations should be a specified variable in the sport marketing mix and should create its own sponsorship decision-making opportunities. Sponsors should be able to clearly distinguish between public relations, marketing public relations and publicity objectives. It is suggested that all of these constructs, including sponsorship, should be included/considered in a sport marketing mix.

2.5 Conclusion

In this chapter the discussion of where sport marketing and sport sponsorship fit into general marketing theory has been expanded. An overview has also been given on the extension of the traditional "4Ps" of the marketing mix to create more "Ps". It is possible that a unique sport marketing mix exists - there is, as yet, no clear discussion on its composition.

A review of current marketing texts (Table 2.3) indicates that academics are not devoting a great deal of attention to the place of sport marketing in marketing theory. This might create the impression that sport marketing has not yet been accepted or evaluated as an important and relevant application of basic marketing as compared to services marketing, industrial or business-to-business marketing, not-for-profit marketing, international and/or retail marketing. A definition of sport marketing and the constitution of a sport marketing mix will therefore be examined in the next chapter.

Sport sponsorship is also not extensively covered in general marketing texts (as reported by Tables 2.3 and 2.5). More substantial discussions on sponsorships are found in texts on marketing communication or advertising or promotion (as reported in

Tables 2.4 and 2.6), and sport marketing (as reported in Table 2.2) that confirms the acceptance of sponsorship as an option in the marketing communication mix and a sport marketing mix. It is therefore argued that sport sponsorship, as a theoretical construct should not be examined in isolation from sport marketing as a theoretical construct.

A review of marketing textbooks indicates that an extensive amount of confusion and disagreement reigns about the place of PR, publicity and MPR in the marketing communication mix (as reported by Tables 2.5 and 2.6).

It is this researcher's viewpoint that sport marketing practitioners, sponsorship managers, scholars and academics should ensure that they know exactly what the differences are between PR and publicity. Publicity objectives of the sponsorship programme would be short-term orientated while PR objectives would seek to build long-term relationships with particular and specified "publics" or stakeholders such as customers, spectators, fans, employees, and participants.

Marketing public relations should be a specified marketing communication variable in the sport marketing mix and should create its own sponsorship decision-making opportunities. Sponsors should be able to clearly distinguish between PR, MPR and publicity objectives because they have different focus areas, use different tactics, and create different effects.

In the following chapter a number of views on defining sport marketing will be discussed. It is argued that a comprehensive definition should be formulated that will determine where sport-focussed marketing mix elements fit in for organisations which include sport sponsorship as a marketing tool in their marketing mix. Such a definition should include sport marketing strategy formulation, examples or applications of sport marketing, and also refer to the marketing of sport bodies and codes.

Before sport marketing is discussed a brief overview is needed to revisit current definitions of marketing and related theoretical constructs. The aim of such an overview is to apply general marketing constructs to sport marketing. If such application is possible it can be argued that sport marketing is an application area (or

sub-discipline) of marketing such as services marketing, business-to-business marketing, not-for-profit marketing and retail marketing.

All the elements of a possible sport marketing mix (product, price, promotion, place) will be discussed.

CHAPTER 3

CONTEXTUALISING SPORT MARKETING AND SPORT SPONSORSHIP

"Sport has become a marketing medium in and of itself, with the ability to target, segment, promote, and cast products and services in heroic lights"
(Schlossberg, 1996:6).

3.1 Introduction

The literature review in the previous chapter indicates that marketing texts hardly devote any attention to sport marketing and sport sponsorships as theoretical constructs. This chapter will therefore cover the theoretical contextualisation of sport marketing and sport sponsorship.

In Chapter 1 (p7) the view was stated that the definition of sport marketing should focus on three main themes, namely the marketing of an organisation and its products and services through sport (usually through a sport sponsorship); the marketing of sport bodies and codes (often the main beneficiaries of sponsorships); and the marketing of sport products and services (where the option exists to include sponsorships in the marketing communication mix). Sport sponsorship is therefore covered by all three themes. It is therefore argued that sport sponsorship, as a theoretical construct should not be studied in isolation from its broader theoretical base, namely sport marketing.

In this chapter a number of views on defining sport marketing will be discussed. It is argued that a comprehensive definition should be formulated that will determine where sport-focussed marketing mix elements fit in for organisations who include sport sponsorship as a marketing tool in their marketing mix. Such a definition should include sport marketing strategy formulation, examples or applications of sport marketing, and also refer to the marketing of sport bodies and codes.

Before sport marketing is discussed a brief overview is needed to revisit current definitions of marketing and related theoretical constructs. The aim of such an overview is to apply general marketing constructs to sport marketing. If such application is possible it can be argued that sport marketing is an application area (or sub-discipline) of marketing such as services marketing, business-to-business marketing, retail marketing, international marketing and not-for-profit marketing.

3.2 Defining marketing and related constructs

Theoretical marketing constructs need to be defined to enable proper application to the development of sport marketing as a theoretical construct.

3.2.1 A brief perspective on defining marketing and related theoretical constructs

A selection of authors was consulted to determine views on marketing and the marketing concept, marketing management, marketing activities, marketing strategy, and the strategic marketing management process.

3.2.1.1 Defining marketing and the marketing concept

Marketing is defined as:

- A social and managerial process by which individuals and groups obtain what they need and want through creating, offering, and exchanging products of value with others (Kotler 1997:9).
- The process of influencing voluntary exchange transactions between a customer and a marketer (Zikmund & D'Amico, 2001:7).

Marketing is therefor an organisational management process that focuses on customers, needs and wants, and exchange processes.

The marketing concept refers to how marketing activities are integrated toward achieving organisational goals such as profitability by determining and satisfying needs and wants of target markets (Stanton, Etzel & Walker, 1991:640; Churchill & Peter, 1995:679; Kotler, 1997:19; and Zikmund & D'Amico, 2001: 651).

These authors emphasise that the marketing concept rests on four pillars: organisational goals, profitability, integrative marketing activities and need satisfaction.

3.2.1.2 Defining marketing management

The following definitions are based on the American Marketing Association's (1985:1) view that marketing management is:

- the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organisational goals (Churchill & Peter, 1995:7; Kotler, 1997:15; and Lamb, Hair & McDaniel, 1999:4).
- the process of planning, executing, and controlling marketing activities to attain marketing goals and objectives (Zikmund & D'Amico, 2001:30);

Marketing management refers therefore to how the process of customer need satisfaction is managed within a context of achieving organisational goals and objectives by integrating a number of marketing activities.

3.2.1.3 Defining marketing activities

In an earlier book, Zikmund & D'Amico (1999:31) state that advertising, pricing, & personal selling are marketing activities and "not marketing".

It is assumed that marketing activities refer to how marketing mix elements or variables are integrated in marketing plans, programmes or strategies that will subsequently be briefly addressed.

3.2.1.4 Defining a marketing plan and a marketing programme

Brassington & Pettitt (2000:838) define a marketing plan as a detailed, written statement specifying target markets, marketing programmes, responsibilities, time-scales and resources to be used, within defined budgets. Marketing programmes are tactical actions involving the use of marketing mix variables to gain an advantage within the target market and are the means of implementing the chosen marketing strategy.

3.2.1.5 Defining the strategic marketing process

Zikmund & D'Amico (2001:40) identify the six major stages of the strategic marketing process as: Identifying and evaluating opportunities; analysing market segments and selecting target markets; planning a market position and developing a marketing mix strategy; preparing a formal marketing plan; executing the plan; and controlling and evaluating the results. Lamb *et al* (1999:11) refer to the same sequence but they label it just as the "marketing process".

The strategic marketing process is the entire sequence of managerial and operational activities required to create and sustain effective and efficient marketing strategies.

3.2.1.6 Defining marketing strategy

- A marketing strategy defines target markets, what direction needs to be taken and what has to be done in broad terms to create a defensible competitive position compatible with overall corporate strategy within those markets (Brassington & Pettitt, 2000:837).
- A plan identifies what marketing goals and objectives will be pursued and how they will be achieved in the time available (Zikmund & D'Amico, 2001:31).

- A plan that involves selecting one or more target markets, setting marketing objectives, and developing and maintaining a marketing mix that will produce mutually satisfying exchanges with target markets (Lamb *et al* 1999:13).

These views led to the assumption that a marketing strategy matches organisational objectives with target market opportunities.

3.3 Applications or specialised fields of general marketing

Some authors of marketing texts, usually in chapters at the end of their texts, discuss a number of marketing applications or specialisations that are deemed to have significant differences in their marketing focus. These differences, although not specifically stated by most authors, seem to revolve around the particular marketing environment and the adaptation of the marketing mix to enable marketers in such an application field to apply general theoretical marketing constructs to marketing plans, programmes and strategies. They all seem to agree that theoretical marketing constructs discussed in section 3.2 apply in general terms to each of these application or specialisation fields.

The most notable applications or specialisations identified are:

- Marketing of services (Kinneer & Bernhardt, 1990:682; Stanton, Etzel & Walker, 1991:484; Pride & Ferrell, 1993:746; Dalrymple & Parsons, 1995:207; Churchill & Peter, 1995:380; Jobber, 1995:661; and Brassington & Pettitt, 2000:939);
- Business-to-business marketing (Pride & Ferrell, 1993:720; Boone & Kurtz, 1998:294; and Lamb *et al*, 1999:125);
- International marketing (Kinneer & Bernhardt, 1990:730; Stanton *et al*, 1991:524; Pride & Ferrell, 1993:778; Dalrymple & Parsons, 1995:397; Jobber, 1995:661; Kotler & Armstrong, 1997:525; Van der Walt, Strydom & Jooste, 1999:573; and Brassington & Pettitt, 2000:998); and
- Non-profit marketing (Kinneer & Bernhardt, 1990:708; Stanton *et al*, 1991:506; and Brassington & Pettitt, 2000:983);

- It must be noted that most of these authors include chapters on retailing as part of the P for place (distribution).

It must also be observed that Kotler & Armstrong (1997:525) refer to global marketing as an "extension of marketing". For the purposes of the debate in this script it would be assumed that "extension" to them would mean the same as "application" or "specialisation" to the other authors. In an effort to increase the readability of this section the term **marketing application** will be used from now on.

It is argued that if it was possible to apply general marketing constructs to a particular field of marketing and if a dedicated and differentiated marketing mix existed for such a field of marketing then this field should be regarded as an application area of marketing. In the absence of a dedicated marketing mix for such a field some discussion has to exist on how or why the traditional marketing mix had to be modified to suit the particular marketing environment of that application.

A question arises whether sport marketing can be regarded as an application field within the scope of general marketing. If its inclusion can be based on applying theoretical marketing constructs then it can be added to the identified set of marketing application fields (services, business-to-business, non-profit, international, and retailing). Its importance will have to be established before it could be included at different levels in marketing theory, research, discussion and training.

Before an attempt is made to answer the question whether sport marketing can be added as marketing application a brief literature overview is required on those fields that can be regarded as marketing applications. Particular reference will be made on whether marketing constructs were applied and whether a modified marketing mix exists.

3.3.1 Services marketing

A seminal work by Booms & Bitner (1981:47) identified that the services marketing mix had to be adapted to include three new Ps, namely people, physical evidence and process (see Chapter 2). Cowell (1993:69) agrees with their revised mix, but Lovelock (1991:223) modifies the traditional marketing mix to include the importance of customer service employees, while Bateson (1995:41) refers to the traditional 4Ps. Only a few authors (Jobber, 1995: 675 and Brassington & Pettitt, 2000:27) of general marketing texts have included a discussion on the seven Ps of services marketing. It can be concluded that some services marketing authors adapted and applied the theoretical marketing constructs and that a dedicated and differentiated services marketing mix exists.

3.3.2 Industrial marketing or business-to-business marketing

A number of texts on industrial marketing or business-to-business marketing such as Bingham & Raffield (1990:250-543); Reeder, Brierty, & Reeder (1991:137-241); Morris (1992:265-295); Haas (1995:290-328); Hayes, Jenster & Aaby (1996:45-66); Hutt & Speh (1998:223-501); and Dwyer & Tanner (1999:184-400) discuss how general marketing constructs can be applied to this particular marketing application. Although not specifically discussed, there seems to be general consensus that a marketing mix, different from the 4P-model, for business-to-business marketing does not exist. Emphasis is placed on the importance of certain marketing communication mix elements such as personal selling, business advertising, telemarketing, trade fairs and exhibitions, and trade-orientated sales promotions.

3.3.3 Retail marketing/retailing - retailing mix/retail mix

Levy & Weitz (1992:12) define the **retail mix** as the combination of factors used by retailers to satisfy customer needs and influence their purchase decisions. They include (p 13) the following elements in the retail mix: pricing, services,

merchandise, store design and display, advertising and promotion, personal selling, location and merchandise.

Lusch, Dunne & Gebhardt (1993: 845) define the **retail mix** as the set of major retail decisions consisting of pricing, merchandise, selling environment (location and store building), promotion, and selling. Mason, Mayer & Ezell (1994: 38) define the **retailing mix** as those variables that are used as part of a positioning strategy to compete in chosen markets. They add presentation (store design, layout and merchandise) and customer services to the traditional four Ps to create a retail marketing mix.

Lucas, Bush & Gresham (1994:19) define the **retail mix** as the controllable parts of the retail manager's environment and consists of elements such as pricing, merchandising, service, promotion strategies, as well as store personnel, ambiance, and location.

Mason, Mayer & Wilkinson (1993: xiii) add the selling unit to the **retail mix**. This unit consists of the presentation strategy (atmosphere, layout, and merchandise presentation) and the location strategy.

A number of texts on retailing doesn't specify a retail or retailing mix. By implication the following authors discuss aspects that could form the basis of modifying the traditional marketing mix to a retail marketing mix:

- Cook & Walters (1991, vi) merchandise, customer service, trading format, store environment, and customer communications strategy.
- Risch (1991, xi) merchandising and retail image.
- Levison (1991: xvi) site selection, merchandising and product, service, procurement, inventory, price, promotions, advertising.
- Pintel & Diamond (1991:ix) merchandise management, pricing, advertising, visual merchandising, sales

- promotion, direct retailing, and personal selling.
- Morgenstein & Strongin (1992:iv) store location, store image (design, layout, store services), buying, merchandise planning, pricing, retail selling, visual merchandising display, promotion (advertising, sales promotion, public relations and publicity).
- Berman & Evans (2001: xxii) store location, merchandise management and pricing, and communicating with the customer.

Most retail texts also discuss how general marketing constructs can be applied to this particular marketing application.

3.3.4 International marketing

The following authors apply general marketing constructs to this application field: Jeannet & Hennessey (1995:v); Czinkota & Ronkainen (1998:xv); Kotabe & Helsen (1998:xvii); Doole & Lowe (1999:vii); Cateora & Graham (1999:xi); Muhlbacher, Dahringer & Leihs (1999:xiv); Terpstra & Sarathy (2000:xi); and Jain (2001: v).

It must be noted that Jain (2001:96) argues that some frameworks and concepts such as market segmentation which may be at the core of local marketing decision-making is unusable in the global arena "not because the concept cannot be transferred but because the information necessary to make such a transfer is not available".

Terpstra & Sarathy (2000:491/2) state that "elements of the (marketing) mix have a different influence from country to country, (and) the appropriate mix for a given market should have some degree of individuality". Czinkota & Ronkainen (1998:509) include the following aspects in globalising the

marketing mix: product design, brand name, product positioning, packaging, advertising, pricing, distribution, sales promotion and customer service. Muhlbacher *et al*, 1999:692 emphasise the major interrelationships of logistics aspects with the other elements of the marketing mix such as communication and packaging, transport and public relations, product management and delivery. Johannson (2000:xvii-xix) identifies the following to be part of a global marketing mix: global products and services; global pricing; global distribution; and global advertising, sales promotion, publicity, public relations, sponsorships, direct marketing, and personal selling. Sponsorship is discussed (p 476) by referring to "sponsoring a World Cup match by plastering the brand name and piggybacking on the television broadcasts has helped companies to establish a strong identity in the global marketplace".

3.3.5 Not-for-profit marketing

Kotler, Ferrell & Lamb (1987:v) discuss a number of readings and views and emphasise that it is possible to address aspects such as services and service delivery, and pricing, marketing communicating and distributing such services, when a marketing mix for not-for-profit marketing situations is designed.

Kotler & Andreasen (1996:1-63) apply general marketing constructs to this application field and they define the not-for-profit marketing mix (p vi) to consist of product or service management, social marketing, marketing channels, and communications consisting of advertising, sales promotion, public relations, and personal selling

In conclusion to this section it can be stated that after a brief literature review on a selection of texts on services marketing, industrial or business-to-business marketing, retail marketing, international marketing, and not-for-profit marketing the following needs to be noted:

- Some authors have adapted and applied the theoretical marketing constructs (as discussed earlier in section 3.2) to fit the particular marketing situation of these application fields of general marketing. The same fit for sport marketing will be established in the next section.

- The main differences of opinion about these application fields are efforts by authors to define a set of marketing mix elements to enhance better decision-making in satisfying customer needs and exploiting profitable opportunities in their target markets.

In the next section a sport marketing mix will be defined and discussed to conclude the discussion on whether sport marketing has an important place in the scope of general marketing. If sport marketing were accepted as an application field of marketing the importance of sponsorship as a theoretical construct would also be enhanced.

3.4 Sport marketing as an application field of marketing

Sport marketing has some unique characteristics that differentiate it from the marketing applications discussed in the previous section. These differences require a significantly adapted approach in formulating sport marketing strategies and plans. The critical differences lie in the unique characteristics of sport as a product or service and the unusual marketing environment in which sport marketers need to operate.

3.4.1 Sport as a product or service has certain unique characteristics

Unique characteristics create "unusual marketing conditions in which the sport has to be marketed" (Gouws, 1997:296). These characteristics can be summarised as follows:

- a) *Sport organisations compete against each other but at the same time, also work together.*

In the first instance, various variables are observed in the market for sport products and services. No sport organisation can survive in isolation, because sport is based on competitive action. Where an organisation has to compete against opponents, it has to voluntarily co-operate with opponents in order to arrange a sporting event. Add to this that sport users usually regard themselves as experts while the outcome of the sport being played is totally

unpredictable. This explains partly why the marketing of a sport product or service is unique. No other business is perceived as simplistically by the spectator or user, as is the case with sport, and to make the matter even more complex, no business situation exists where the user of the product identifies so intimately with the business as in sport.

b) The sport product is usually also subjective, and not measurable.

Sport spectator experiences are totally subjective. This makes it very difficult for the sport marketer to measure the success of the sport product or service. For instance, a number of supporters of a certain team may attend a match and numerous different kinds of feedback may be given regarding the degree to which satisfaction has been achieved.

c) The sport product is not constant and is totally unpredictable.

A match contested today, will probably offer a totally different result a week later, even though it involves the same players, officials and facilities. Add to this the large number of variables such as the weather, player injuries, changes in team composition, the tempo of the match, the response of the spectators and the history of the two teams, and a totally different result and a different product or service outcome is possible. Even with individual participation where two tennis players, for instance, may play against each other, the product or service may differ from one match to another, even though the facilities and players may remain the same. The unpredictable result of the end product or service of a sporting event leads to tremendous mental participation by sport users ranging from fanatical support to psychological frustration.

d) Emphasis is placed on expansion of the sport product and not the product itself.

Because sport marketers cannot foresee the outcome of a match, they tend to, and are also forced, to place the emphasis on sport expansions and not

the sport product as such. With events such as the World Cup Rugby Tournaments, the value of sport expansion was realized. A large industry developed around the World Cup. Although World Cup marketers had no control over the outcome of the matches, there is a consistency in the quality of products that were manufactured and marketed as a result of the event.

e) Sport is manufactured and consumed in public.

All sport is manufactured in public and nearly all sport products and services are consumed in the presence of other people. In some cases, the enjoyment of the match and the satisfaction of the spectators depend on social interaction with other spectators at the match. The poor conduct of soccer hooligans in Europe, for instance, gave a bad reputation to soccer as a sport product.

f) Sport is consumed by end-users and organisations.

Sport is a product or service that is used by the end-user, but it is also used by large organisations to promote their products and services. This is one of the reasons why organisations at big sport stadiums purchase suites where their clients can be entertained, and in many cases, these clients are not even supporters of that particular sport or event. No product is linked so closely to personal identification and emotional involvement as sport. Supporters of a team regard themselves as part of the team and their participation, even as spectators, forms a large part of their view of life. Sport supporters (and to a lesser degree the participants) accept that the sport product is their property and to many spectators, this is a critical composition of their daily way of life.

g) Control over composition content or quality.

The sport marketer seldom has control over the composition of the primary product in sport and in many cases has no control over the content or quality of product expansions. The industrial marketer may, for instance, do research on client expectations and then create a product together with the production line, which will satisfy the client. Where sport is marketed to the spectator, this practice is not at all relevant. Even the structure of leagues or competitions

are managed by the administrators of the sporting codes concerned, without much input from the sport marketer

h) Sport has a universal impact.

Sport penetrates virtually into all levels of society. Sport is geographically presented in virtually every population group on earth, and up to now, it played a significant part in most cultures. Sport is also played and watched by all demographic segments (young, old, male, female, workers and managers) of the population. Sport can indeed be regarded as a bridge builder across different cultures - rugby and soccer in South Africa are good examples. Sport is also associated with all aspects of leisure-time activities and it satisfies the most basic needs of individuals. For instance sport is associated with relaxation, entertainment, exercise, eating habits, drinking habits, sex, gambling, stimulants, physical violence, social identification, the economic and legal environment, religion, business and industries.

In section 3.4.4 the final comment will be made on whether sport marketing should be added as an application field of marketing. A review of current thought on sport marketing is required first to determine to what extent sport marketing theorists have applied theoretical marketing constructs to sport marketing to accommodate the unique characteristics of sport as a product or service and the unique marketing environment sport marketers need to operate in.

3.4.2 A theoretical overview on defining sport marketing

In the following section two distinct streams of thought concerning sport marketing definitions are identified. The two streams are:

- Sport marketing is defined in terms of the general definition of marketing.
- Sport marketing is defined in terms of examples or applications of sport marketing.

Sources consulted seem to follow either one of these schools of thought. Their implications in defining a sport marketing mix will be discussed later in this chapter.

A chronological and theoretical overview of definitions of sport marketing from such sources, should highlight how the development of sport marketing as theoretical construct has developed since Kesler's definition was coined in 1979. It is argued that these views should indicate the level of thinking among authors that are reporting on their research projects or authors that are contributing to theoretical development and discussion.

3.4.2.1 A theoretical perspective on defining sport marketing based on general marketing constructs

Some authors apply traditional marketing constructs to sport marketing.

Stotlar (1993:7&8) does not define sport marketing but argues that any sport organisation should follow the traditional marketing approach in setting up a marketing plan:

Do a product and service analysis; do a situational analysis; analyse target markets; set marketing strategies; design the marketing mix (4Ps), penetration, diversification and niche development; set up a system for implementation and control; and do costing, public relations, and budgeting.

Pitts & Stotlar (1996:80) define sport marketing as the process of designing and implementing activities for production, pricing, promotion and distribution of a sport product to satisfy needs or desires of consumers and to achieve the organisational objectives. It is significant that they focus on the traditional 4Ps. Their definition addresses only the first thrust as described by Mullin *et al* (1993:6) i.e. the marketing of sport products and services - see section 3.4.2.3.

Parkhouse (1996:254) uses an approach that reflects the traditional definition of the marketing process: "...the identification of organisational and product-related characteristics and the incorporation of these characteristics in the development, presentation, positioning, and delivery of the sports product through promotional and media strategies to the selected consumer target market(s)".

Schlossberg (1996:1 - 6) has a range of views and describe sport marketing as:

- interaction with customers in the general public - having a customer orientation is one of the pillars of the marketing concept.
- how companies separate themselves by identifying with athletic heroes and their prowess - differentiation is part of marketing strategy.
- selling products, sponsoring teams and individual performances, providing souvenirs to players, providing scholarships and funding good causes, providing brands, samples and coupons for distribution at sport events, involvement in sport awards, manufacturing sport equipment and facilities - integrative marketing mix.
- how organisations use the emotional attachment of the fans to their sport heroes and teams to position themselves to sell more of their products and services, to increase their awareness and goodwill as the conduit to sports for the average fan, and to be sure trade customers feature and promote their products and services - relationship marketing and positioning as part of the marketing strategy.

His definition includes a range of important traditional marketing constructs, that may be regarded as important aspects in marketing decision-making i.e. customer orientation, differentiation, integrative marketing mix, relationship marketing and positioning. It is therefore important to note that Schlossberg (1996:6) categorically states that "Sport has become a marketing medium in and of itself, with the ability to target, segment, promote, and cast products and services in heroic lights". This view holds major implications for any

debate on whether sport marketing is an application of marketing such as services marketing.

The views discussed in this section emphasise that sport marketing can be defined in terms of general marketing constructs. Sport marketers should evaluate the sport marketing environment, identify sport marketing opportunities in terms of sport consumers' needs and wants, identify sport target markets and implement and integrate marketing mix elements to gain profitable advantages.

3.4.2.2 A chronological-theoretical perspective on defining sport marketing in terms of applications or examples of sport marketing

Some authors use examples and applications to define sport marketing.

Lewis & Appenzeller (1985:102) identify two applications to define the concept of sport marketing:

- The marketing of sport - the use of the marketing mix variables to communicate the benefits of sport participation and spectatorship to potential consumers; and
- Marketing through sport by using sponsorships as a vehicle to promote and advertise their products - usually to specifically identifiable demographic markets.

This definition is also used by Shilbury *et al* (1998:12).

McPherson, Curtis & Loy (1989:115) are of the opinion that sport marketing is: "... to sell sport products, requires innovative marketing campaigns. Sport is also a setting to entertain clients and a medium to market non-sport products".

Callecod & Stotlar (1990:76) define sport marketing as:

- the use of sport or sport figures to promote consumer products;
- the marketing of sport products; and
- the marketing of sport as a product.

DeVous (1994:173) defines sport marketing as "...from hosting a special event during the Super Bowl to officially sponsoring an Olympic team to underwriting a local tennis tournament". She also adds that "A sports marketing strategy begins by defining the organisation's sponsorship objectives".

Alonzo (1994:44 & 45) argues that sport marketing "includes promoting the sponsorship of an event enough to make an impact on the public's perception through:

- Advertising campaigns about affiliation to a major sport event;
- New packaging using the logo of the event on corporate publications;
- Event related promotions such as sponsoring pre-event tours and clinics;
- Entertaining customers at hospitality facilities; and
- Rewarding top salespeople with incentive trips to the main event

Jensen (1994:30) describes sport marketing programmes that can range from:

- A sponsorship of the US Olympic team or the NBA and using their logos in advertising;
- The sponsorship of a golf tournament or auto race that comes with perks like signage and hospitality;
- Involving people in the sponsor's products and also building relationships with dealers; and
- Providing global brand and product promotion opportunities.

Brooks (1994) did not provide a real definition but this author combines some of the P's (product and pricing) with sponsorship as an equal marketing tool. She also discusses sponsorship publicity.

Graham *et al* (1995:x) have a very broad view and use the term "sport event management and marketing" that includes the administration, coordination, and evaluation of any type of event related to sport".

Schaaf (1995:23) places a heavy emphasis on publicity and allude that sport marketing is simply any sales or publicity-related activity associated with an

organised sport event (or events), its personalities, or the celebrity lifestyle of its participants.

Evans *et al* (1996:207) summarise sport marketing as:

- the use of sport as a promotional vehicle for consumer and industrial goods and services;
- the marketing of sports products, services and events to consumers of sport; and
- sport associations adapt a market orientation to remain commercially viable in an intensively competitive environment.

Their views tie in with Van Heerden (1998:358) who formulated three scenarios that contextualise sport marketing and indicate that sport marketing has a three-pronged focus.

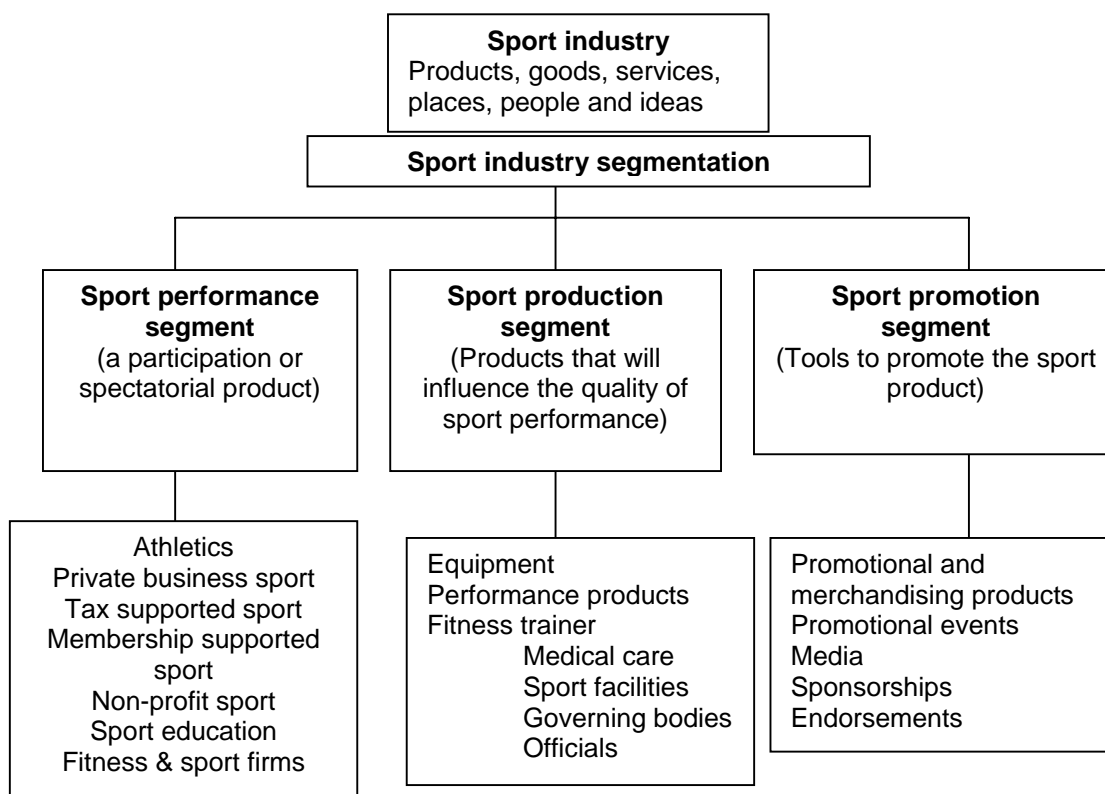
- the marketing of sport products and services, such as equipment and facilities, which might be consumed by professional athletes or amateur hackers; (Scenario 1)
- the marketing of an organisation through its association, such as a sponsorship, with sport events, teams or individuals; (Scenario 2) and
- the way sport bodies and codes market themselves and their events to attract sponsorships participants, spectators, funding, and corporate involvement (Scenario 3).

According to Van Heerden (1998:360-367) sport marketing therefore can range from lifestyle or leisure activity marketing (Scenario 1) to a corporate marketing strategy which includes some elements of sport marketing in the marketing mix (Scenario 2) to affinity marketing and/or event marketing (Scenario 3). The exact make-up of a generic sport marketing mix is therefore quite difficult and sport sponsorships will have a different application in each scenario. In scenario 1 a sport sponsorship by a marketer of sport products and services can be directed at specific user-target markets for example Speedo sponsoring the national swimming championship. Scenario 2 covers the situation where a non-sport related sponsor can use a sport sponsorship to market itself or its

products or services to sport-related target markets such as Mr Price being the clothing sponsor to sport teams. In scenario 3 the sporting bodies and codes and sporting personalities are the main beneficiaries of sponsorships. It can be argued that their level of marketing orientation and/or their marketing success rate (and perhaps professional behaviour) might influence their attractiveness to sponsors.

The notion that an organisation can market itself through its association, such as a sponsorship, with sport events, teams or individuals should therefore not stand on its own as a definition of sport marketing - some organisations are involved in sport and others not. Its involvement in sport is derived from its overall marketing strategy.

Another angle on defining sport marketing is the Sport Industry Segment Model (Figure 3.1).

FIGURE 3.1 SPORT INDUSTRY SEGMENT MODEL

Source: Pitts & Stotlar (1996:145)

This model postulates that sport marketing might have a three-pronged approach in terms of target marketing. These segments being:

- The sport performance segment) (a participation or spectatorial product);
- The sport production segment (products which will influence quality of sport performance); and
- The sport promotion segment (tools to promote the sport product).

Sponsorship is included in the third segment but the sponsorship decision-making process is unfortunately not described. This model is valuable in terms of describing that target marketing applies in sport marketing as it does in other forms of marketing and it also aids the understanding of how traditional marketing principles can and should be applied to sport marketing.

The views discussed in this section emphasise that sport marketing can be defined in terms of practical examples of how sport marketing is applied to reach organizational objectives.

3.4.2.3 Bridging the gap between the two main streams in defining sport marketing

In sections 3.4.2.1 and 3.4.2.2 two main streams of thought that sport marketing can be defined, firstly, by applying theoretical marketing constructs, and secondly, by defining sport marketing in terms of practical applications and examples were discussed.

In this section a number of views are discussed that link the two main streams. The view is that a more comprehensive definition of sport marketing should cover both streams. It would emphasise that sport marketing is based on sound theoretical marketing constructs and appropriate practical examples exist which prove that sport marketing is a vibrant application field of marketing.

Three seminal texts (Mullin *et al*, 1993 and 2000; Shilbury *et al*, 1998; and Shank, 1999) link both distinct streams of thought to sport marketing.

Mullin *et al* (2000:9) define sport marketing as all those activities designed to meet the needs and wants of sport consumers through exchange processes. They argue that sport marketing has developed two major thrusts:

- The marketing of sport products and services directly to consumers of sport, and
- The marketing of other consumer and industrial products and services through the use of sport promotions.

Shilbury *et al* (1998:12) regard sport marketing as the marketing of sport; and marketing through sport by using Lewis & Appenzeller's (1985:102) definition. They therefor define sport marketing in terms of applications and examples.

Their view that sport marketing is the "marketing of sport" - the use of the marketing mix variables to communicate the benefits of sport participation and spectatorship to potential consumers, ties in with the Participation Segment of the Sport Industry Segmentation Model of Pitts & Stotlar (1996:18) – see Fig 3.1, and the first major thrust as described by Mullin *et al* (1993:6).

"Marketing through sport" - by using sponsorships as a vehicle to promote and advertise their products and usually to specifically identifiable demographic markets ties in with the Performance Segment of the Sport Industry Segmentation Model of Pitts & Stotlar (1996:18) – see Fig 3.1, and the second major thrust as described by Mullin *et al* (2000:9).

Shilbury *et al*'s (1998) text is "Strategic Sport Marketing" and they manage to provide a comprehensive discussion on how the strategic marketing planning process can be applied to sport. Their views, which address the first stream of thought – defining sport marketing in terms of applying theoretical marketing constructs can be summarised as:

- Understanding the environment in which sport competes;
- Understanding the internal capabilities of the organisation; and
- Determining the marketing mission and objectives.

Shank (1999:2) defines sport marketing as "the specific application of marketing principles and processes to sport products and to the marketing on non-sport products through association with sport". He defines (1999:27) the sport marketing mix as involvement in promotional activities such as advertising, sponsorships, public relations, and personal selling and involvement in product and services strategies, pricing decisions, and distribution issues.

The text by Shank (1999:30) also follows a strategic approach to sport marketing in terms of a discussion that strategic sport marketing is the process of planning, implementing, and controlling marketing efforts to meet organisational goals and satisfy customer needs.

Most texts include sport product marketing or sponsorships as an ingredient of a sport marketing mix in their discussion of what sport marketing is. A neglected area of any discussion on sport marketing is the marketing of sport bodies and codes. Sport marketing texts hardly ever refer to this dimension. In the next section a theoretical discussion on the marketing of sport bodies and codes are suggested.

A comprehensive definition of sport marketing is also formulated in the next section and more debate is offered on whether sport marketing should be regarded as an application field of marketing.

3.4.3 Applying theoretical marketing constructs to developing sport marketing constructs

The different perspectives discussed in section 3.2 enables the researcher to apply theoretical marketing constructs to developing appropriate sport marketing constructs

The following applications of theoretical marketing constructs to sport marketing theory is suggested:

3.4.3.1 Defining sport marketing and applying the marketing concept

A combination of the definition of sport marketing by Shank (1999:2); the three-scenario approach of Van Heerden (1998:358); and the view of Evans *et al* (1996:207) is postulated as a comprehensive definition of sport marketing.

Combining these views would lead to the following definition of sport marketing:

Sport marketing is the specific application of theoretical marketing principles and processes to sport products and services; the marketing of non-sport and sport-related products and services through an association - such as a sponsorship - with sport; and the marketing of

sport bodies and codes, their personalities, their events, their activities, their actions, their strategies and their image.

A question arises whether the marketing concept, as a theoretical marketing principle, can be applied to sport marketing. It is argued that by referring to how sport marketing activities are integrated toward achieving organisational goals such as profitability and by determining and satisfying needs and wants of sport target markets (as adapted from Stanton, Etzel & Walker, 1991:640; Churchill & Peter, 1995: 679; Kotler, 1997:19; and Zikmund & D'Amico, 2000: 651), then the marketing concept can be applied to sport marketing.

The marketing concept as applied to sport therefor rests on four pillars:

- The organisational goals of sport sponsors, sport marketers, sport bodies and codes;
- Outcomes of the sport marketing programme such as profitability;
- Integrating sport marketing activities into the sport marketing programme; and
- Satisfying the needs of sport users, including participants, spectators, and sponsors.

3.4.3.2 Defining sport marketing management

Sport marketing management can be defined as:

- the process of planning and executing the conception, pricing, promotion, and distribution of sport events, personalities, ideas, goods, and services to create exchanges that satisfy individual and organisational goals (Applied and adapted from: Churchill & Peter, 1995:7; Kotler, 1997:15; and Lamb *et al*, 1999:4).

3.4.3.3 Defining the strategic sport marketing process

The entire sequence of managerial and operational activities required to create and sustain effective and efficient sport marketing strategies and the six major

stages (Adapted and applied from: Shilbury *et al*, 1998:19; and Zikmund & D'Amico, 2001:40) are:

- Identifying and evaluating opportunities in the general marketing environment, but in particular, in the sport marketing environment;
- Analysing sport market segments and selecting appropriate sport target markets;
- Formulating appropriate sport marketing objectives e.g. increase in the awareness of a brand after a specified sponsorship time frame or sponsored event;
- Planning a sport market position and developing a sport marketing mix strategy e.g. sport body is committed to development of previously disadvantaged groups;
- Preparing a formal sport marketing plan for marketing sport products and services, integrating sponsorship as part of an organisational marketing plan or a stand-alone marketing plan e.g. for sport bodies and codes, their events, personalities and their image;
- Executing the sport marketing plan through an integration of marketing and marketing communication variables; and
- Controlling and evaluating the results e.g. measuring sponsorship effectiveness and the return on investment in terms of sales and/or increased business.

3.4.3.4 Defining sport marketing strategy

A sport marketing plan identifies sport marketing goals and objectives, selects target markets, develops and maintains a sport marketing mix that will produce mutually satisfying exchanges between the sport marketer and the sport target markets (Applied and adapted from: Lamb *et al* 1999:13; and Zikmund & D'Amico, 2001:31). The target markets can then be applied and adapted from the Sport Industry Segment Model by Pitts & Stotlar, 1996:18 (see Figure 3.1). In the following section a comprehensive debate is offered on how the sport marketing mix should be formulated.

3.4.3.5 Constituting and defining the sport marketing mix

Shank's (1999:27) definition of the sport marketing mix is used as the starting point to discuss its constitution: "The sport marketing mix is commonly associated with promotional activities such as advertising, sponsorships, public relations, and personal selling. Sport marketers are also involved in product and services strategies, pricing decisions, and distribution issues". This definition does not differentiate sport marketing in clear terms from general marketing but further debate will now be offered.

In sections 3.4.3.1 – 3.4.3.4 definitions and some thoughts were given on the scope of sport marketing theory. At first one's marketing instinct urges that a sport-related marketing mix must have already been developed to cover all theoretical aspects of sport marketing.

Desk research revealed that only a small number of texts (see Table 2.2) discuss the relationship between different elements of the sport-related marketing mix and which elements should be included in such a mix. This unfortunately leads to a lack of understanding on the interdependence between such elements.

It can be postulated that the spotlight should be focused on how specific elements (product, price, place and integrated marketing communication - sponsorships, publicity, media relations and advertising) differentiate a sport related marketing mix from the traditional marketing mix.

The traditional marketing mix and some important issues regarding its conceptualisation need to be examined before its application to sport marketing can be understood. The traditional marketing mix was scrutinised in Chapter 2 to evaluate its extension to sport marketing. The traditional marketing mix consists of four major elements "Ps": price, product, promotion (or marketing communication), and place (distribution) (Kotler:1988; McCarthy & Perreault:1990; Kotler & Armstrong:1993 and Stanton *et al*:1994:68).

An elaboration of new sets of Ps, such as the 5 Ps of insurance (Pillsbury, 1989:10) and the 5 Ps of cellular telephones (Stanton, 1988:32) have been identified in marketing literature (see Chapter 2). Only Mullin *et al* (1993:36); Shilbury *et al* (1998:129); and Shank (1999:27) have yet tried to define a sport-related marketing mix that deviates from the traditional marketing mix. They have added promotional licensing to promotion and public relations as a separate “P” to the four traditional “Ps”. Proper research is needed to scrutinise the sport-related marketing mix elements as identified by Mullin *et al* (1993), for viability, all-inclusiveness and whether other elements still have to be/can be measured and quantified.

At this stage the scientific constructing of a unique sport-related marketing mix is somewhat inconclusive. It should be debated whether the traditional marketing mix and the services marketing mix are the only truly scientific and realistic approaches. The assumption is that the sport-related marketing mix should be based on the traditional marketing mix and in relevant situations some elements can be borrowed from the services marketing mix. New and specific sport-related elements should also be considered for inclusion.

It is this researcher's view that the scientific development of a sport-related marketing mix should focus on the following:

- Defining sport as a service product;
- Adapting the other traditional Ps - pricing, place and promotion to be included in a sport marketing mix;
- Critically examine and properly address how sponsorship fits into the marketing communication mix, and
- Adapting the marketing communication mix to differentiate sport marketing from any other application (such as retail marketing).

3.4.3.6 The elements of the sport marketing mix

3.4.3.6.1 The sport product

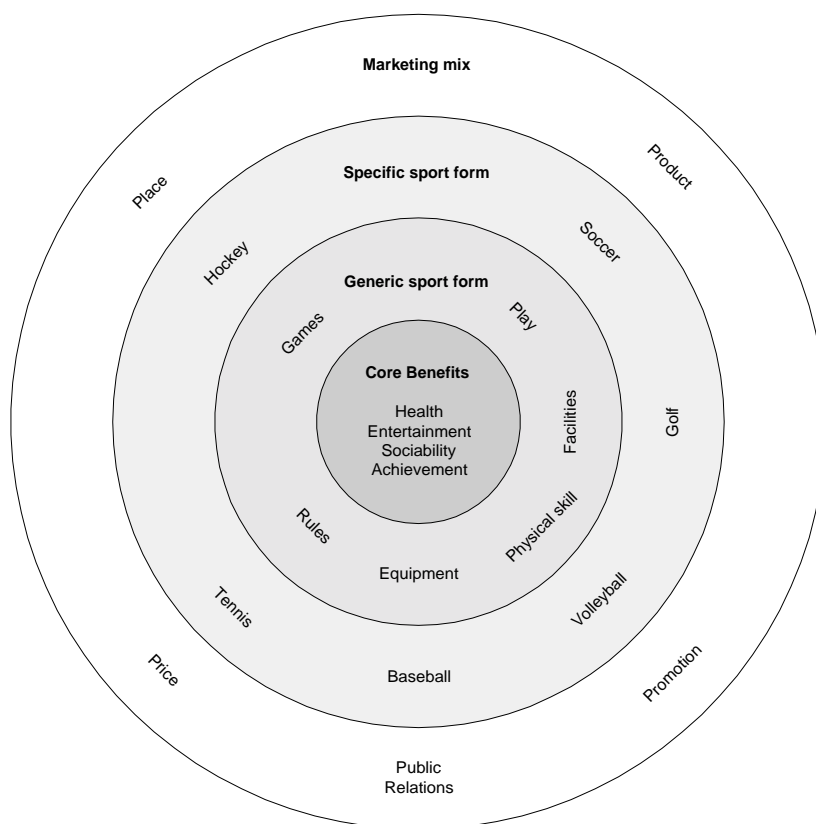
Shank (1999:231) defines the sport products as a good, a service, or any combination of the two that is designed to provide benefits to a sport spectator, participant or sponsor (for the purposes of this discussion these three groups of people will be referred to as sport consumers or sport-users). The sport product is therefor a bundle of benefits that offers need satisfaction to sport consumers and consists of a core product and certain product extensions which can be regarded as the augmented product.

a) Sport as a product is a bundle of characteristics

A product can be described generally as any bundle or combination of qualities, processes and capabilities (goods, services and ideas) that a buyer expects will deliver want satisfaction. The sport product can be bundled in a unique way, and is presented in Figure 3.2.

Figure 3.2 illustrates the importance of this special bundling for the sport product. At its core the sport product covers basic consumer needs such as health entertainment, sociability and achievement. There may be many other products that can offer the same core benefit. The sport marketer must understand why a consumer chooses to satisfy a given want or need by purchasing a sport product rather than any other type of product.

FIGURE 3.2 THE BUNDLE OF CHARACTERISTICS OF THE SPORT PRODUCT.



Source: Mullin *et al* 1993:11

The following elements illustrate the unique bundling characteristics of sport as a product:

- Competition between individuals and/teams.
- Competition spanning time and location.
- Regulation by special rules, laws and codes of conduct.
- Physical skills and abilities and physical conditioning to excel.
- Special facilities and equipment needed.

b) The core product and product extensions of sport

The sport marketer has little or no control over the composition of the core product and frequently has to rely on controlling the product extensions. Most

consumer and industrial product marketers have direct control in the composition of their organisation's product mix. In spectator sport marketing this is not the case. For instance the coaching staff and general manager play a big role if it comes to team selection and drafting players. However when it comes to poor results and keeping the empty seats full when a team is not performing the marketer is still held accountable.

Mullin (1985:101) as quoted by Shilbury *et al* (1998:87) defines sport participation as the core product and all other related activities such as consuming food and beverages, merchandise, half-time entertainment, video-screens and the sport facility as product extensions. The sport participation quality, whether from a participant's, spectator's or official's view, cannot be guaranteed. The quality of the product extensions has to make up for this lack of apparent quality by still offering an enjoyable experience.

A greater percentage of the marketing emphasis must be placed on the product extensions rather than on the core product, because no marketer can control how well a team will play or what the influence of the weather might be. In sport, marketers must emphasise the product extensions for which consistency can be achieved.

It is important to note that these extensions possess elements of service provision. Hence implications for service quality and customer satisfaction exist in how these extensions are offered. A higher than expected level of sport product extension quality can result in at least adequate customer satisfaction even if the result or quality of the core product were below the desired expectation.

The unique characteristics of sport and some of the core and extension elements reflect the nature of sport as a "service".

c) Sport as a service

The unique characteristics of services can also be related to sport. The following summary is based on Zeithaml, Parasuraman and Berry's (1985:33-46) description of factors that differentiate a tangible product from a service. These factors make it possible to describe sport as a service:

- *The sport product is invariably intangible, experiential and subjective.*

It is not really possible to define exactly what participants and spectators receive and experience from consuming sport. Performance, experience, atmosphere, mood and expectations might be relevant. These aspects are definitely intangible.

The main focus should perhaps be on sport as an activity. Although some elements of sport such as match tickets and supporters' clothing are tangible they have little meaning outside the context of attending a sporting event as an activity. It is difficult to "sell" the benefits of consuming sport because they are hard to describe. What each sport consumer sees in a sport is quite subjective, which makes it extremely difficult for the sport marketer to ensure a high probability of consumer satisfaction.

- *The basic sport product is simultaneously produced and consumed.*

Sport services cannot be stored and are time dependent. Unsold tickets to a sporting event is lost revenue. It is a perishable commodity that must be pre-sold and there are no inventories. Sport consumers are typically also producers, they help create the game or event - providing pre-match excitement, spectator involvement during the event and after-event participation - that they simultaneously consume. Pre-selling of season tickets or yearly memberships cannot guarantee consumption. Spectators and participants need to be present at the sporting event to maximise revenue from the product extensions as well.

- *Sport is generally publicly consumed and consumer satisfaction is invariably affected by social facilitation.*

Sport outcomes tend to be unpredictable. Sport results are inconsistent and the service delivery of people involved in providing support services at a sport event might vary. Most sport products are consumed in a public setting and in the organisation of others. Sport marketers need to recognise the role that social facilitation between participants, spectators, and officials plays. Special programmes and promotional plans need to be developed that maximise the enjoyment and satisfaction of all involved.

The sport product is inconsistent and unpredictable. People produce sport and people's output is inconsistent. A sport played today will be different from next week's game even if the teams are the same. There are numerous intangibles such as weather, injuries to players, momentum, the reaction of the crowd and the records and standings of the two teams at the time of play. All of these factors affect the outcome of the game and consequently the excitement and satisfaction experienced by the fan.

d) Sport is also a business-to-business product

Marketing theory classifies products into two categories: products consumed by an end user, called consumer goods, and products used by a manufacturer in the production of another product, called industrial goods. Sport is produced as an end product for mass consumer appeal for both spectators and participants (a consumer good). Business and industry that sponsor events and sport broadcasts also consume spectator and participant sports. They also advertise in association with sport events and organisations as a means of reaching their own customers. Organisations also use sport figures to represent, endorse and promote products. Many organisations also purchase tickets and private boxes at sport events to entertain clients (an industrial good). The marketing actions of sport bodies and codes aimed at gaining corporate sponsorship can also be regarded as business-to-business marketing.

e) Segmentation and positioning of sport

Parkhouse (1996:254) mentions that "there is a link between the positioning and delivery of the sports product through promotional and media strategies to the selected consumer target market(s)".

The success of sport as a service and/or business-to-business product relies on how well it addresses the needs of the intended target market - fans or sponsors. Understanding fan motivation is therefore important for sport to aggressively compete in the broader entertainment category and to avoid losing seat sales and supplemental revenues (i.e. concessions and merchandise sales), that can never be recaptured (Burton & Cornilles, 1998:29).

In order to increase the effectiveness of marketing efforts, sport marketers need to know who is using their product and why. This means that sport marketers need to segment the consumers using sporting products (attending live rugby matches or participating in golf rather than tennis or bowls). Segmentation allows managers to identify customer groups with the product-market (sporting events), each containing buyers with similar requirements regarding the sport product. This allows sport marketers to better tailor-make their product and capabilities to the buyers' value requirements. Through effective segmentation sport managers can increase customer satisfaction, by providing a value offering that matches the value propositions and in turn match the needs of the buyer (fan). Further, sport marketers should realise that winning is only part of the consumers experience (Gladden & Milne, 1999:21) - the total experience is more important.

Consumers may want to experience life on their own terms, unencumbered by group consumption, but motivated from within group status, therefore the individual may define sport as unique, having elements of fantasy, personal accomplishment and excitement. The desire for a unique self-defining experience may motivate consumers to associate with sport that they deem

as distinctive or extraordinary. These sport-related associations and the desire for unique self-defining experiences may lead to self-presentation strategies, such as identifying with a winning team, because by engaging in unique and self-defining experiences, one may present oneself also as unique or special.

Both the public identification with winning and the private search for self-defining experience have self-esteem overtones and illustrate how consumers use their spectatorship as a vehicle to achieve their psychological ends. Specifically, consumers identify with the positive outcomes of winning to associate with and engage in unique self-defining experiences. Thus identifying with winning and seeking self-defining experience will be mediated by perceptions of the unique self-expressive aspects of attending a game or event (Kahle, Kambara & Rose, 1996:54).

Sport marketers may take advantage of the temporary fans' attachment by reminding fans of the significant events that occurred during their attachment and making references to experiences that occurred with significant people. Marketers can for instance focus on how temporary fans felt after the narrow defeat of the South African national rugby team, the Springboks, during the Rugby and Cricket World Cup semi-finals against Australia in 1999. By marketing the next meeting as an opportunity for the South Africans to avenge the defeat, an emotional bond with fans is created. Another example is for a rugby team to give away team logo caps to fathers, on Father's Day. This could remind a father (and son) of their experience together at the event, thus re-enforcing the emotional significance of the sport, team, and perhaps personalities associated with that Father's Day outing and maybe increasing the consumers loyalty to the team or sport.

The results of Zhang, Smith, Pease & Jambor's (1997:31-40) study of the influence of market competitors on attendance at professional sport, confirms that the presence of other sporting attractions and substitute forms of entertainment negatively affect attendance. Their findings were also consistent with the suggestions by Stotlar (1989:33) that "...it might be possible for the main competition to come from movie theaters, shopping

malls or other community events. The main competitor for live sporting event attendance seems to be televised sporting events.” Particular sporting events have to be positioned against other sporting events and also other forms of entertainment that might not be sport-related at all.

Shank (1999:219) emphasises that the same sport or sport event may be positioned differently to different target markets. It must be remembered that positioning is all about how the sport consumer perceives the sport product relative to competitive offerings.

The sport product may therefore include the following aspects that underlie how target marketing, market segmentation and positioning should be addressed: The game form itself, the event and its stars; the sport body or code as service provider; and the image portrayed by the sport body, code, event, officials and participants.

3.4.3.6.2 Pricing

It is difficult to price the individual sport product unit by traditional costing methodology. Pricing the sport product is often based on the marketer's sense of consumer demand. A number of pricing aspects is important to note:

a) Price reflects value

Pitts & Stotlar (1997:170) argue that price should reflect value. Sport-users decide whether they want to spend money on travelling to a sport event, buy food and beverages, and buy an entry ticket or stay at home and watch the event on television. If live attendance is regarded to hold a more valuable experience then the sport-user will be willing to spend a part of his/her disposable income on attending. If the sport-user regards buying of food and beverages at the event as not holding superior value then he/she will pack a cool box and take food and drink to the match.

Shank (1999:441) argues that value is based on the benefits the sport-user perceives to be getting. The higher the perceived benefits the more such a sport-user will be willing to pay to attend an event.

The price of the core sport product in itself is also often invariably quite small in comparison to the total cost for the consumer of the extensions linked to the core sport product. A match ticket might be a small part of total expenditure – additional cost might be inter alia buying programmes, memorabilia, and food and drink. In Chapter 1 the following spectator expenditures for 1997 were listed: petrol (R67 million), taxi (R40 million), Bus/train (R27 million), overnight expenses (R151 million - including air travel and hotel costs), expenditure on snacks & food (R296 million), drinks (R185 million), merchandise/souvenirs (R69 million) and other unspecified (R12 million). Total expenditure is estimated at R847 million.

b) Price can be presented differently

Price can be presented to the sport-user in different ways. One of the tactics is to soften the word "price" (Pitts & Stotlar, 1997:171/2) as illustrated by the following examples that can be found in the sport industry.

- A **licensing fee** is the price a sports clothing organisation pays to the South African Rugby Football Union for the right to sell a T-shirt with the Springbok logo on it.
- The **ticket charge** is the price paid to enter a facility and watch a match.
- A **membership fee** is the price to use a fitness gymnasium's facilities.
- **Admission** is the price paid to enter a boxing tournament.
- **Rental** is the price paid to gain the right to use a corporate box at a sporting facility for a prescribed time period such as a season.
- A **league fee** is the price a club team has to pay to enter and participate in a league.
- A **sponsorship fee** is the price that Standard Bank pays to be the sponsor of all Day-Night Series Cricket in South Africa.

- **Registration fee** is the price paid for a scholar to attend a coaching clinic.
- A **signing bonus** is part of the price a professional Super 12-rugby team pays to assure the services of a player from one of the feeder unions.
- A **salary** is the price a Super 12-team pays for the services of coaches and players.
- **Commission** is the extra bonus-oriented price a sport marketing organisation would pay its sales people for their services.
- **Shipping and handling** are the price a sporting goods organisation pays to import sport products from another country.
- The **purse** is the price the organisers of the Nedbank Million Dollar Golf tournament pay to the golfers who were invited to participate in the tournament.
- A **bid** is the offered price for an item at a sport memorabilia auction.
- An **endorsement fee** is the price a sport shoe organisation pays to have a famous player such as the former Springbok Rugby captain, Naas Botha, state that he endorses, believes in, favours, prefers, or supports the products of that organisation.
- **Broadcasting-rights fee** is the price M-Net pays to televise the Tri-Nations rugby series.
- A **consulting fee** is the price a sporting body pays a sport marketing organisation to design and negotiate a sponsorship package with a sponsor.
- A **franchise fee** is the price an owner pays to enter a team in a professional sports league.

c) Price determination

Pitts & Stotlar (1997:172) identify four important aspects that should be considered when price determination is applied to sport:

- The consumer - considers aspects such as value-for-money, previous experience, the success rate of their team. Other important aspects for the marketer are *inter alia* age, income, education, geographic location, race, sexual orientation and gender of the sport target market. Some consumers will be willing to pay for a season ticket and bear the risk that matches might be cancelled and their team under-achieve, while other consumers will select to attend certain matches and also keep an eye on the weather before buying a match ticket;
- The competitor - competitive pricing strategies and the consumer's perception of the difference in value between competitor's prices – it must be kept in mind that the sport consumer not only has to select which sporting events to attend on a particular day but his/her disposable income is also diverted to other forms of entertainment (movies) or leisure (fishing or gymnasium);
- The organisation - Cost structure and profit objectives will influence price-setting. Operating costs need to at least be covered. Even in commercial health and fitness clubs, the indirect costs also need to be covered. In tight economic times, when sport bodies have to be more careful about increases in membership or activity fees, indirect revenue sources such as food, beverages, merchandising, personal services or even signage may take greater significance. Many sport bodies have rarely been required to operate on a for-profit basis - which is perhaps one of the reasons why sport marketing did not receive the professional status it deserves. Many sport organisations can rely on significant revenue from non-operating sources. At almost every level of sport, outside financial support exists but competition for the sponsor's Rand is increasing. Sport bodies and codes will have to market themselves at a "good price" and as a "safe investment" and as a "good return on investment" to their sponsors.

- The external environmental climate - Primarily external factors such as legislation, socio-political conditions, the economic situation and public attitudes can impact on price-changes.

d) Market sensitivity

Shilbury *et al* (1998:113) and Shank (1999:455) argue that market sensitivity need to be surveyed when price changes are considered. The demand/supply ratio, the availability of substitutes, and the price-increase history are important factors. Sport marketers need to do frequent research and scan the sport marketing environment to determine consumer tastes and the consumer pricing evaluation process.

3.4.3.6.3 Place

The distribution of tangible sport goods such as sport equipment follows the same approach as that of any consumer good. The sport goods are marketed through distribution channels and a range of intermediaries such as wholesalers and retailers are involved to ensure that the right product is available at the right time, at the right price and in the right quantities. Shank (1999:415) identifies the following elements of a sport retail mix (sport retailing products, pricing, distribution, and promotion). The details of such a mix will not be discussed in this thesis.

Sport as an intangible product or service holds unique distribution characteristics. According to Shank (1999:423-431) the sport facilities and the media as a distribution conduit are important aspects.

a) The sport facilities

The sport, and all its encompassing support services are consumed at the particular facility - i.e. attending a rugby match at Ellis Park Stadium in Johannesburg, parking in a secure parking area (at a fee), buying a match ticket and programme at the gate, consuming food and drink, attending an after-match party, and then riding a shuttle to the parking area.

The following spectator aspects are important when the facility is regarded from a "place perspective":

- the atmosphere and mood-creation of the facility;
- equipment and novelties;
- related services such as number of entry gates, food and beverage availability;
- ablution facilities;
- professionalism of personnel;
- convenient processes such as ticket buying;
- type of seating;
- facility layout;
- facility image;
- media coverage and distribution; and
- ticket distribution.

Shilbury *et al* (1998:268) state that when sport is regarded as a service the physical evidence integration with the place variable is visible through the sport facility itself. Aspects such as the name of the facility and high-tech scoreboards are important to create atmosphere and excitement.

b) The media as a distributor of sport

The various media such as television, radio, magazines, billboards, and even the Internet can be considered as intermediaries that deliver the sport to the final consumer. The sport format delivered ranges from preliminary reviews and live coverage to match reports and results.

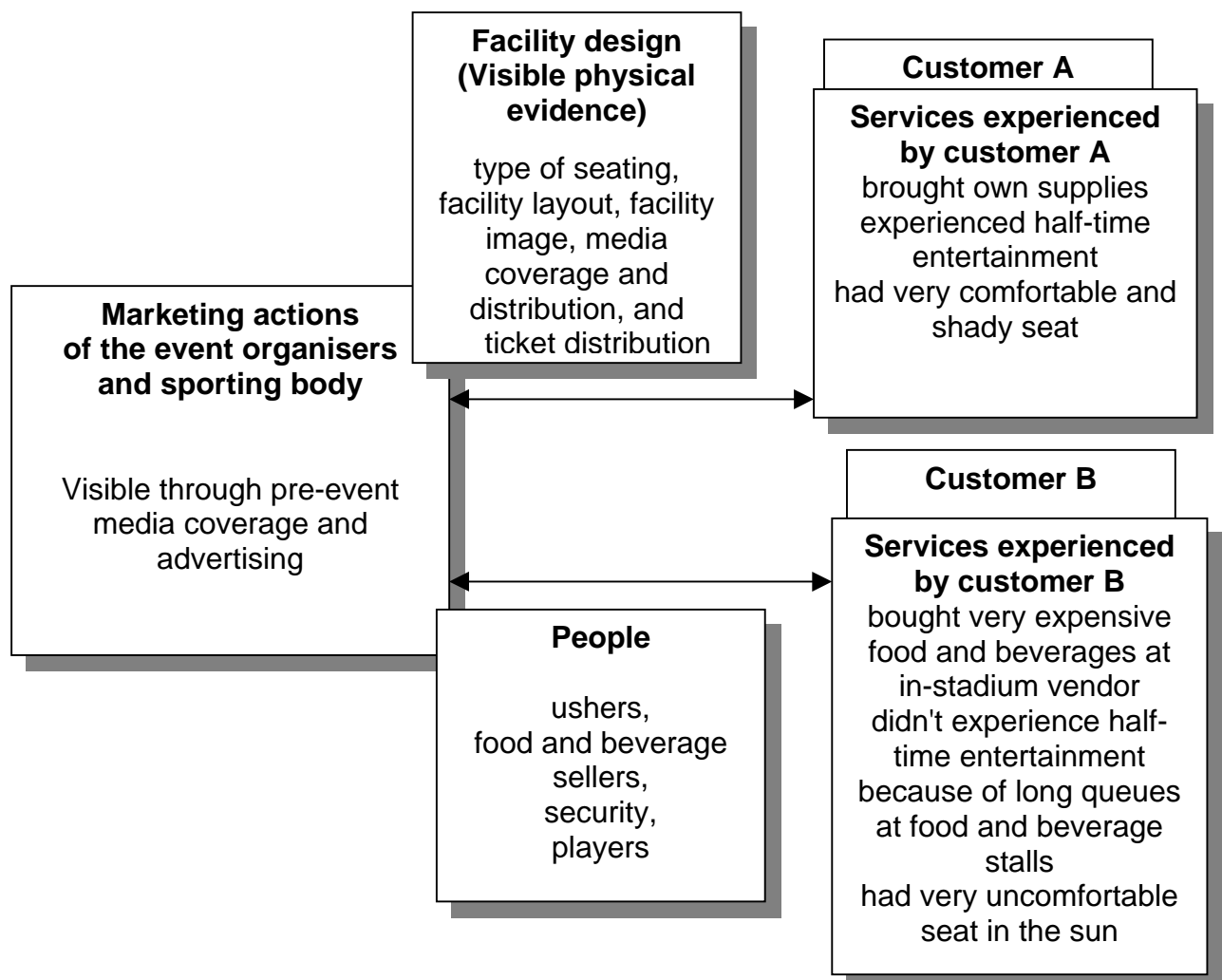
In the past sport depended heavily on publicity from the media as the primary promotion vehicle. Virtually every newspaper has a sports section and reports on a wide range of sport. As a result, organisations also want to be associated with sport, because sport is followed closely by specific consumer segments and organisations can use the wide availability of media vehicles to promote

their own products and services to these particular segments (Gouws, 1997:298).

c) The sport servuction system

This system was adjusted from Langeard, Bateson, Lovelock, & Eigler (1981) by Shilbury *et al* (1998:271). They illustrated certain linkages between sport as an intangible product (service), the physical facility as a place variable, and the people involved in service delivery. This researcher adapted Shilbury *et al's* (1998:271) adaptation (Figure 3.3) to also include the role of the media as sport distribution intermediaries and certain aspects discussed in the previous pages.

FIGURE 3.3 A REVISED SPORT SERVUCTION SYSTEM



Source: Adjusted from Shilbury *et al* (1998:271)

This adjusted model reflects that both sport customers, who might support the same team, were exposed to the:

- same marketing actions of the organisers and therefore had more or less the same expectations.
- same place factors (physical facility and intangible service factors surrounding the event).

But:

- had different experiences irrespective of whether their team won or lost - although a win might soften customer B's perceptions.

It illustrates that sport marketers at events will have to measure the level of satisfaction created by every tangible and intangible "place" element.

3.4.3.6.4 Marketing communication

A comprehensive discussion on marketing communication concepts that pertain to sport will follow in Chapter 4. It is deemed necessary to cover a few aspects in the rest of this section to conclude the discussion on the constitution of the sport marketing mix.

It can be accepted that sport sponsorship is part of the marketing communication mix. In Chapter 2 it was stated that more substantial discussions on sponsorships are found in texts on marketing communication (Coulson-Thomas, 1990; Burnett & Moriarty, 1998), advertising (Belch & Belch, 2001) or promotion (Wilmshurst, 1993; and Shimp, 1993).

Table 3.1 reflects different views on which elements should be included in the marketing communication mix. Some of the authors include sponsorship and some offer definitions of sponsorship.

TABLE 3.1 DIFFERENT VIEWS ON ELEMENTS INCLUDED IN THE MARKETING COMMUNICATION MIX

Author(s)	Elements included in the promotion or marketing communication mix
Govoni, Eng & Galper (1986)	Advertising, personal selling, sales promotion, and public relations (p 13-15)
Baker (ed)(1987)	Advertising, sales promotion, packaging and direct mail (p 288)
Park & Zaltman (1987)	Advertising, personal selling, and sales promotion (p 456)
Bennett, Lamm & Fry (1988)	Personal selling, advertising, and sales promotion (pp 513 - 514)
Hart (1988)	Advertising, direct mail, sales promotion and sales support. Also includes sponsorships as a means of promotion Sponsorship is defined as deliberate financial support given to an event to achieve brand awareness, enhance corporate image, increase goodwill, and raise employee morale (p 135)
Husted, Varble, & Lowry (1989)	Advertising, personal selling and sales promotion (p 446)
Assael (1990)	Advertising, sales promotions, personal selling
Coulson-Thomas (1990)	Advertising, sales promotion, personal selling Mentions sponsorship as part of sales promotion - to put a name across and promote an image (p 285)
Oliver (1990)	Advertising, personal selling & sales promotion (pp 300 - 301)
Cannon (1992)	Advertising, personal selling; merchandising Mentions sport as promotion application on television on p 226
Lancaster & Massingham (1993)	Sales promotion, advertising, and personal selling (p 265 - 291) Sponsorship is mentioned as a PR technique (p 272)
Pride & Ferrell (1993)	Advertising, personal selling and sales promotion (p 485)
Shimp (1993)	Advertising, sales promotions, point-of purchase communication, event marketing (sponsorship marketing) and personal selling (p 8) Event marketing is defined as the practice of promoting the interests of a organisation and its brands by associating the organisation with a specific activity (such as a tennis tournament) (p 8) Sponsorships involve investments in events or causes for the purpose of achieving increased sales volume, enhancing corporate and brand image and increasing brand image (p 598)
Wilmshurst (1993)	Advertising, sales promotion, direct marketing, sponsorship Sponsorship defined as financial or material support by an organisation for some independent activity such as sport not usually related to the organisation's normal business to achieve some benefit (p 367)

Author(s)	Elements included in the promotion or marketing communication mix
Dibb, Simkin, Pride & Ferrel (1994)	Advertising, personal selling, direct mail, sales promotion and sponsorship Defines sponsorship as financial or material support of an event, activity, person, organisation or product by an unrelated organisation or donor in return for prominent exposure of the sponsor's generosity, products or brands (pp 389 - 390)
Doyle (1994)	Advertising, sales promotion, direct response marketing, and personal selling (p239)
Hill (1994)	Advertising, direct mail, sales promotion, personal selling (p vii - ix) Discusses event sponsorship as a PR activity (p 279)
Kotler (1994)	Advertising, sales promotion, personal selling and direct marketing (p 597) Sponsoring a sport event is a major MPR tool (p 679)
Krugman, Reid, Dunn, & Barban (1994)	Advertising, sales promotion, personal selling, and public relations (p 43)
Stanton, Etzel & Walker (1994)	Advertising, personal selling and sales promotion (p 456)
Adcock, Bradfield, Halborg, & Ross (1995)	Advertising and direct marketing, sales promotion and sponsorship (p 245 & 263) Sponsorship is viewed as a form of sales promotion that creates publicity opportunities (p 263) It takes place when a payment is given in return for some consideration or benefit (p 274)
Bearden, Ingram & LaForge (1995)	Advertising, personal selling, sales promotion and direct marketing (p 416)
Jobber (1995)	Advertising, sales promotion, personal selling & sales management, public relations & publicity, direct marketing, sponsorship & exhibitions (p 428) Sponsorship is defined (Sleight:1989) as a business relationship between a provider of funds, resources or services and an individual, event or organisation which offers in return some rights and associations that may be used for commercial advantage (p 452)
Bové, Houston, & Till (1995)	Advertising, sales promotion and personal selling (p 531)
Boyd, Walker & Larréché (1995)	Advertising, personal selling and sales promotion
Churchill & Peter (1995)	Advertising, personal selling and sales promotion (pp 543 - 544)
Wilmshurst (1995)	Advertising, personal selling and sales support, sales promotion and merchandising, packaging and display (p 41 & 125) Discusses sponsorship as an important promotion form in itself (p 284)

Author(s)	Elements included in the promotion or marketing communication mix
Kotler, Armstrong, Saunders & Wong (1996)	Advertising, personal selling and sales promotion (p 687)
Perreault & McCarthy (1996)	Advertising, personal selling, mass selling and sales promotion (pp 420 - 421)
Siegel (1996)	Advertising, personal selling, sales promotions and direct marketing (p 380) Sponsorship is mentioned as a promotional option (p 404 & 432)
Van der Walt, Strydom, Marx & Jooste (1996)	Advertising, personal selling, sales promotion, packaging (p 325) and direct marketing (p 357)
Zikmund & d'Amico (1996)	Integrated marketing communication: advertising, personal selling and sales management, and sales promotion (p 480) Event sponsorship (p 600) is viewed as a publicity generating and image-building exercise.
Kotler & Armstrong (1997)	Advertising, personal selling and sales promotion (p 428) Direct marketing is added as a growth trend (p 444)
Shimp (1997)	Advertising, sales promotions, point-of purchase communication, sponsorship marketing, publicity, personal selling (p 11); and marketing public relations (p 555) Sponsorship marketing is defined as the practice of promoting the interests of a organisation and its brands by associating the organisation with a specific activity (such as a tennis tournament) or a charitable cause (p 11) Sponsorships involve investments in events or causes for the purpose of achieving increased sales volume, enhancing a corporate reputation or a brand's image and increasing brand awareness (p 598)
Solomon & Stuart (1997)	Advertising, personal selling and sales promotion (p 555)
Boone & Kurtz (1998)	Personal selling, advertising, sales promotion, direct marketing and public relations (p G-8)
Burnett & Moriarty (1998)	Advertising, sales promotion, public relations, direct marketing, personal selling, packaging, point-of-purchase merchandising, sport event and cause marketing, trade shows (p 23)
Sirgy (1998)	Advertising, reseller support, word-of-mouth communication, public relations, direct marketing, personal selling, sales promotion (p 117 - 144)
Arens (1999)	Advertising, direct marketing, personal selling, sales promotion, public relations, sponsorship (p xxii) A sponsorship is a cash or in-kind fee paid to a property (which may be a sport, entertainment, or non-profit event or organisation in return for access to the exploitable commercial potential associated with that property (p 321)

Author(s)	Elements included in the promotion or marketing communication mix
Kitchen (1999)	<p>Advertising, sales promotion, personal selling, product publicity/marketing public relations (p 24) and sponsorship (p 361)</p> <p>Sponsorship is defined as a commercial transaction where both parties anticipate financial return - the beneficiary receives direct funds, while the sponsor's expectations are ultimately measured in terms of consumer's behaviour (p 362)</p>
O'Guinn, Allen & Semenik (2000)	<p>Advertising, event sponsorship, internet advertising, sales promotions, direct marketing, public relations/publicity (p xvii - xix)</p> <p>Event sponsorship is defined as a marketer's involvement in providing financial support to help fund an event, such as a golf tournament. In return the marketer acquires the rights to display a brand name, logo or advertising message on-site at the event (p 521)</p>
Belch & Belch (2001)	<p>Advertising, publicity/public relations, direct marketing, interactive/internet marketing, personal selling, sales promotion (p 15)</p> <p>Broadcast sponsorship is defined as under arrangement, an advertiser assumes responsibility for the production and usually content of a program as well as the advertising that appears within it (p 368)</p> <p>Event marketing is defined as a type of promotion where a organisation or brand is linked to an event or where a themed activity is developed for the purpose of creating experiences for consumers (sporting events, concert, fairs, festivals (p 555)</p> <p>Event sponsorship is an IMC activity where a organisation develops actual sponsorship relations with a particular event and provides financial support in return for the right to display a name, logo or advertising message and be identified as a supporter of the event (p 555)</p>

After reviewing those elements listed in Table 3.1 the following variables are suggested to be essential elements of the marketing communication mix as it should be applied to sport: advertising, sales promotion, personal selling, marketing public relations, corporate public relations, direct marketing, sponsorships, and promotional licensing.

Each will be briefly defined from a sport marketing communication perspective:

- Advertising - communicating through various media about sport products and services, sport sponsorships, and the activities of sport bodies and codes.

- Sales promotion - sport marketing activities such as competitions, free samples, sweepstakes, and premiums that provide additional value or incentives to the sport-user with the aim of consuming more sport products or services.
- Personal selling - person-to-person communication in a sport environment to assist and/or persuade prospective sport-users to purchase (or participate in) sport marketer's products, services, events or ideas.
- Marketing public relations including media relations - specific communication activities aimed at creating product, brand, service, event or sponsorship publicity - aimed at sport consumers - through professional media relationships.
- Corporate public relations including community relations - communication designed to promote overall awareness of an organisation or to enhance its image among specific target audiences such as employees, the community, the financial sector, and the government.
- Direct marketing - direct-response communication activities such as direct mail and telemarketing to generate immediate sales (e.g. buy sport product or service) or transaction responses (e.g. become a member).

It must be noted that Shilbury *et al* (1998:5) list sponsorship and promotional licensing as two different aspects of the promotion mix, while Mullin *et al* (2000:254) state that "promotional licensing" is an umbrella term that encompasses sponsorship but that they prefer using the term sponsorship in the following perspective:

"The acquisition of rights to affiliate or directly associate with a product or event with the purpose of deriving benefits related to that affiliation or association. The sponsor then uses this relationship to achieve its promotional objectives or to facilitate and support its broader marketing objectives. The rights derived from this relationship may include retail opportunities, purchase of media time, entitlement (the inclusion of the sponsor name in the event or facility name, or hospitality."

It is suggested that both terms be included as separate decision-making variables in the sport marketing communication mix and that the emphasis be differentiated as follows:

- Sponsorship - an IMC activity where an organisation develops sponsorship relations with a particular sporting body, its event(s), and its personalities by providing financial support in return for the right to display a name, logo or advertising message and be identified as a supporter of the body, events and personalities; and
- Promotional licensing - Sporting organisations and sponsors derive royalty income, from granting licenses to third parties, that give them the licensing right to use personality names and team logos on certain product items such as T-shirts, pens, ties and clothing apparel.

The widespread exposure that the mass media has given sport has resulted in an increased emphasis on sport marketing. Sport has not been forced to emphasise marketing and promotion to the same degree, as have other industries. Sport has been able to rely upon publicity as its major promotional tool. Every newspaper has a sport section, which in some cases is the largest single section of the paper and the major papers have special supplements devoted to sport. The broadcast media devote specific sport slots (such as Boots & All and Extra Cover on SuperSport) and usually the last segment of news bulletins to sport. The reason for this is simply widespread interest in sport.

Because of the visibility that sport enjoys, many commercial organisations wish to associate with sport. The exposure granted to sport by the media has not gone unnoticed by consumer and industrial product marketers. Sport provides a promotional vehicle for which the audience is often sizeable and the makeup of a sport audience for any given sport can be predicted quite accurately. In addition the attention and awareness of the sport audience is generally good. Each sport attracts a different audience, consequently sponsorships of an event allows a corporate sponsor to target its audience quite successfully when using different sports. Sport audiences and

participants are usually higher income groups who provide prime targets for product marketers. Sport's ability to have its promotional expenditures underwritten by corporate partners through sponsorships and tie-ins (joint advertising or promotion) is unequalled in any other segment of the economy.

Other aspects of the sport-related marketing mix

Within a strategic approach a product or service is a very strong bonding factor between the marketing mix elements. In sport marketing, sport as a product is difficult to define. Sport products such as running shoes are marketed through the traditional product marketing approach. It is an unsubstantiated perception that a lifestyle marketing approach has led to the positioning of sport equipment (such as training cycles - spinning) and facilities (such as gymnasiums – health and sport leisure activities) as niche or lifestyle products and services.

Sport participation, as athlete or spectator, can be physical or emotional. This is where the problem of defining sport marketing lies. Sport as product contains both tangible and intangible features. Intangible features such as being a fan of a specific team is internally generated but cannot be separated from physical properties such as living close to the team grounds, attending a sport event, or collecting team memorabilia.

3.4.4 Conclusion - Suggestion: Sport marketing is an application field of marketing

Earlier in this chapter it was noted that Schlossberg (1996:6) categorically states that "Sport has become a marketing medium in and of itself, with the ability to target, segment, promote, and cast products and services in heroic lights". In Chapter 1 the size and scope of the sport as an industry was discussed. Current literature is as yet undecided or discussions are inconclusive in deciding whether sport marketing is an application of marketing such as services marketing, industrial marketing or retail marketing.

In section 3.4.3 theoretical marketing constructs were applied to sport marketing to define sport marketing constructs. In section 3.4.3.6 a sport marketing mix was defined and outlined.

It can therefore be concluded that it is possible to apply general marketing constructs to sport marketing and a dedicated and differentiated marketing mix does exist for sport marketing. It is therefore suggested that this field be regarded as an application area (or sub-discipline) of marketing and as such should receive greater attention in marketing theory, debate, teaching and practice

3.5 CONCLUSION

In this chapter different views on defining sport marketing were discussed. It was argued that a comprehensive definition should be formulated that will determine where sport-focussed marketing mix elements fit in for organisations that include sport sponsorship as a marketing communication tool in their marketing mix. Such a definition should also include sport marketing strategy formulation and examples or applications of sport marketing and also refer to the marketing of sport bodies and codes.

The following is offered as a comprehensive definition of **sport marketing**:

The specific application of marketing principles and processes to sport products and services; the marketing of non-sport and sport-related products and services through an association - such as a sponsorship - with sport; and the marketing of sport bodies and codes, their personalities, their events, their activities, their actions, their strategies, and their image.

This definition suggests that sport sponsorship should not be studied in isolation from sport marketing.

A brief overview was also discussed to revisit current definitions of marketing and related theoretical constructs. The aim of such an overview was to apply general marketing constructs to sport marketing. If such application were

possible it could be argued that sport marketing is an application area of marketing such as services marketing, business-to-business marketing and retail marketing.

The following constructs were also covered: sport is a product, a service, a business-to-business product, and segmentation and positioning principles also apply to sport.

In section 3.4.3 theoretical marketing constructs were applied to sport marketing to define sport marketing constructs. In section 3.4.3.5 and 3.4.3.6 a sport marketing mix was defined and outlined. **It can therefor be concluded that it is possible to apply general marketing constructs to sport marketing and a dedicated and differentiated marketing mix does exist for sport marketing. It is therefor suggested that this field be regarded as an application area of marketing and as such should receive greater attention in marketing theory, debate, teaching and practice.**

The sport industry is a major contributor to South Africa's economy. The performance of sport teams and heroes also influence the nation's self-esteem. The performance of the South African sport marketing and sport sponsorship community is equally important to ensure the well-being of sport products and services and the support that different sport codes and bodies generate.

Proper development of sport marketing skills and abilities are therefor important to tie all loose ends together. Academics and practitioners who pay more attention to sport marketing research can achieve such development.

In the next chapter historical, theoretical and research perspectives on sport sponsorship management and decision-making will be reviewed and a comprehensive definition of sport sponsorship will be proposed.

CHAPTER 4

PERSPECTIVES ON SPORT SPONSORSHIP MANAGEMENT AND DECISION-MAKING

"The first modern, commercial use of sponsorship as a promotional activity has been traced to the placement of advertisements in the official programme of the 1896 Olympic Games and the product sampling rights purchased by Coca Cola for the 1928 Olympics" (Sandler & Shani, 1993; and Stotlar, 1993).

4.1 Introduction

In the previous chapter sport sponsorship's contextualisation as a decision-making variable in sport marketing has been identified. Further theoretical analysis and discussion on its relevance, as a theoretical construct is required. In this chapter the historical development of sport sponsorship is reviewed, sport sponsorship is defined and discussed with respect to South Africa, and an overview of past and current thought on sport sponsorship research is offered.

The discussion in this chapter will lead to the development of theoretical frameworks that will hopefully aid sport sponsorship decision-makers in managing their sponsorships. These frameworks will be theoretically discussed and expanded in the next chapter. In Chapter 6 a research design and procedure to test the frameworks for viability and applicability will be explained.

4.2 Historical perspectives on the growth of sponsorship expenditure

Major international sporting events, such as the Soccer, Rugby, and Cricket World Cups, the Summer and Winter Olympics, and the Commonwealth Games, generate considerable revenue through selling sponsorship packages and are in fact dependent on those sponsorships for financial survival.

Pope (1998:1) predicts that the growth in sponsorship expenditure will continue as new technology makes sponsorship more visible and accessible (to a mass world audience). This phenomenal growth, as depicted by the anecdotal comments and reference to the historical growth in sponsorship expenditure in this section, emphasises that sponsorship has become a vital part in funding a wide range of sport events. Phases in the growth of sponsorship are discussed below.

a) The Greeks and Romans

Commentators have found various historical contexts for the origins of sport sponsorship: The wealthy ancient Greeks supported athletic and arts festivals in order to enhance social standing and gladiators could be supported (or owned) by members of the Roman aristocracy for the same purpose (Sandler & Shani, 1993:9; and Cornwell, 1995:13).

b) The MCC tour of Australia in 1861

Australia is, not surprisingly, considering their emergence as a leading sporting nation, regarded by Sleight (1989:29), and McCarville & Copeland (1994:102) as the first country to have been involved in sport sponsorship when, in 1861, Spiers and Pond sponsored the first MCC (Marylebone Cricket Club) tour of Australia. It is estimated that a profit of £11,000 was realised.

c) The era between the Olympic Games of 1896 and 1928

The first modern, commercial use of sponsorship as a promotional activity has been traced to the placement of advertisements in the official programme of the 1896 Olympic Games and the product sampling rights purchased by Coca Cola for the 1928 Olympics (Sandler & Shani, 1993:9; and Stotlar, 1993:35).

Marshall & Cook (1992:307) mention that the first recorded use of the sponsorship of sport in the United Kingdom occurred in 1898, when that

year's Soccer League champions, Nottingham Forest, was sponsored by Bovril, the beverage organisation.

d) Between 1928 and 1975

No references on sponsorship could be found relating to amounts or figures for this era.

e) Growth from 1975 to 1984

Pope (1998:1) states that certain researchers (Meenaghan, 1991:35; and Sandler & Shani, 1993:9) argue that corporate sponsorship of sport, as it is understood today, is a phenomenon of the period from 1975 to the present.

They observed that the largest increase in sponsorship of sport occurred between the 1976 Montreal Olympic Games and the 1984 Los Angeles Olympic Games, partly as a reaction to the losses incurred by the city of Montreal (Stotlar, 1993:35).

Meenaghan (1998:3) and Speed & Thompson (1997:20) note that worldwide sponsorship was £2.0 million in 1984.

f) Growth from 1988 to 1998

Hoek, Gendall & West (1990:95) report that the 1988 Winter and Summer Olympics gained \$US 350 million in sponsorship, while Kuzma, Shanklin, & McCally, Jr. (1993:27) state that each of the fourteen major sponsors of the 1996 Summer Olympics had to commit \$US 40 million (seven times the amount that the 1992 Summer Games sponsors had to pay and ten times what a 1984 sponsor contributed"). **The 1996 Olympic sponsorship requirements were already known in 1993.**

The global expenditure on corporate sponsorships as reported by (Meerabeau, Gillett, Kennedy, Adeoba, Byass & Tabi, 1991:39) was

\$US 5 billion in 1989. By 1993 this had increased to an amount reported differently by Meenaghan (1994:103) as \$US 10.8 billion and \$9.6 billion by Cornwell (1995:13). Meenaghan (1998:3) and Speed & Thompson (1997:20) quoted the worldwide sponsorship figure as £16.6 billion in 1996.

Shoebridge (1998:65) states that approximately Aus \$850 million was spent by Australian companies on sport sponsorship during 1997. According to Sherry (1998:24) sport sponsorship spending reached approximately \$4.55 billion in the US in 1998.

g) Sponsorship after 1999

According to Pope (1998:1) the Sydney 2000 Olympic Games organising committee realised a sponsorship income of Aus \$830 million.

Sunday Times' Business Times (February 11, 2001:3), report that merchandising and sponsorship in 2000 realised 26% of the soccer club, Manchester United's revenues. A deal with Nike, as sponsor, will earn United at least £300 million in 2002.

Grobler as quoted by Koenderman (2000:86) estimates a worldwide sport sponsorship expenditure figure of \$20 billion for 1999.

h) Factors contributing to the enormous growth of global sponsorship expenditure

Jobber (1995:453) states that six factors contributed to this growth:

- Restrictive government policies on tobacco and alcohol advertising;
- Escalating costs of media advertising;
- Increased leisure activities and sporting events;
- The proven record of sponsorship;
- Greater media coverage of sponsored events; and

- The reduced efficiencies of traditional media advertising through clutter and zapping between television programmes when commercials are aired.

Some South African perspectives on Jobber's six factors are discussed in the following section.

4.3 The South African sport sponsorship scenario

Tobacco sponsorship of sporting events in South Africa will be discontinued in 2001. SA Breweries still remain one of the largest local sponsors and will probably remain so for the foreseeable future. The increased cost of media advertising, and especially television advertising, has forced marketers to find other marketing media - e.g. sponsorship and the internet.

No published research or scientific evidence is available that sponsors in South Africa have realised a satisfactory return on their investment. Perceptions based on discussions with members of the Sponsorship Portfolio Committee of the Association of Marketers, anecdotal evidence, and unofficial discussions with sponsorship managers, point to the fact that some large sponsors with large budgets have not really based their sponsorship objectives on sound corporate and marketing principles.

In South Africa sponsorship has enjoyed a remarkable boom since 1995, largely due to SA's re-admission to the world community and to international sport in the early 1990's. A further development is the domination by M-Net of the broadcasting of major sporting events.

Table 4.1 illustrates the historical trends in SA sponsorship spending since 1985.

**TABLE 4.1 HISTORICAL TRENDS IN SPORT SPONSORSHIP SPENDING
IN SOUTH AFRICA**

Year	Sponsorship (R million)	Change	Back-up (1) (R million)	Change	Total (R million)	Change
1985	63		50		113	
1986	84	33%	70	40%	154	27%
1987	107	27%	92	31%	199	29%
1988	124	16%	109	18%	233	17%
1989	151	21%	136	24%	287	23%
1990	174	15%	156	15%	330	15%
1991	207	19%	180	15%	387	17%
1992	275	25%	236	31%	511	32%
1993	285	4%	238	0.1%	523	2%
1994	321	13%	272	14%	593	13%
1995	418	30%	340	25%	758	28%
1996	522	25%	420	24%	942	24%
1997	642	23%	530	26%	1 172	24%
1998	885	38%	740	40%	1 625	39%
1999	1 049	19%	852	15%	1 901	17%

Based on Grobler as quoted by Koenderman (2000:87)

(1) Indirect sponsorship spending

The biggest changes occurred in 1992 (South Africa re-admitted to the international sporting arena and participated for the first time in the Cricket World Cup); 1995 (Rugby World Cup); and 1998 (close to Cricket and Rugby World Cup tournaments). It is significant to note the decline in sponsorship and back-up spending in 1993 and 1999 which illustrates how spending follows major events. Its also suggests that sport bodies should anticipate sponsorship budget cuts in "off-peak" years.

Sponsorship spending has doubled every three to four years. The ratio of back-up spending to sponsorship spending has increased from a 1:1.12 ratio in 1990 to a high of 1:1.24 in 1996.

Uncertainties exist whether sponsorships follow sporting events that will most probably be covered by the electronic media. It is argued that the sponsorship itself doesn't create media coverage, perhaps for the odd mention in the

media or at after-match award ceremonies. It is also argued that the limelight sporting events such as rugby and cricket will always attract large sponsorships but those events that attract less interest, will always struggle to get funding.

Sponsor-spend has substantial spin-offs for the South African advertising fraternity, generating an almost equal additional value of supporting promotions and advertising. The 1998 total of R1.625 billion in Table 4.1 must be compared with the measured advertising expenditure of R7 billion in that year (sponsors spent R1 for every R4 spent on advertising by marketers).

In Chapter 1 (Table 1.5) it was illustrated that sporting codes such as motor racing (track), soccer, rugby, golf, and cricket received sponsorship of more than R30 million each. Horse racing, athletics, road running, and motor rallies (off-road) received sponsorships of between R10 million to R25 million each.

These sporting codes received the major slice of the sponsorship cake, while the following codes received hardly any substantial sponsorships (less than R 1 million): Karate, Baseball/softball, Netball, Lifesaving, Professional wrestling, Rugby league, Tenpin bowling, Aerobics, Badminton, Polo, Gymnastics, Hiking, Rowing, Waveski, Darts, Shooting, Table tennis, Fencing, Sky diving, Ice skating.

The perceived unattractiveness to sponsors of these sport codes might emanate from their lack of marketing strategies, lack of media coverage by the electronic media or the actions of (un)professional officials.

The South African electronic media such as M-Net and the SABC are world-renowned for their application of technological innovations such as the speed-stick, the stump camera and the use of third umpires to make run-out decisions in cricket. These inventions, linked to innovative television techniques, have opened numerous advantages to sponsors and advertisers. Less time is allocated for full-blown television commercials and more scope is available for signage, virtual advertising, and split or smaller screen

advertisements while the play is still on - hence the steady rise in back-up spending.

4.4 Defining the term sport sponsorship

Definitions of sport sponsorship are found in sport marketing and sport management texts, but it is disappointing that basic marketing texts in the 1990's do not seemingly acknowledge that sponsorship is a new and vibrant addition to the marketing communication mix – as reflected by the exponential growth in global sponsorship spending (Table 4.1).

4.4.1 Perspectives on defining sport sponsorship

In this section certain sponsorship perspectives will be reviewed in order to formulate a comprehensive definition of sport sponsorship.

a) Lack of discussion in basic marketing texts

As mentioned in Chapter 1 basic marketing texts such as Pride *et al* (1993); Bovée *et al* (1995); and Kotler *et al* (1997), to name but a few, do not mention sponsorship at all. Some basic marketing texts (Van der Walt *et al*, 1999:280; Dibb *et al*, 1994:389; Jobber, 1995:453; Wilmshurst, 1995:367; and Brassington & Pettitt, 2000:240) discuss sponsorship as one of the instruments of the promotion mix but the only text that refers specifically to sport marketing is Solomon *et al* (1997:10). In journals and periodicals authors such as Thwaites (1995:151); Furlong (1994:160); and Meenaghan (1996:103) include sport sponsorship as one of the promotion elements of a broader sport marketing strategy.

More substantial discussions on sponsorships are found in texts on marketing communication (Coulson-Thomas, 1990:285; Hoek in Kitchen, 1999:362, Belch & Belch, 2001:555) or promotion (Wilmshurst, 1993; and Shimp, 1997:566), which confirms that sport sponsorship has been accepted as an option in the promotion mix.

b) Sponsorship versus donations

There have been difficulties in defining sport sponsorship itself and in delimiting the group(s) of activities that are involved in it. Reasons for this are two-fold: partly from a popular confusion with concepts such as charity, philanthropy, endorsement and patronage; and also because of the labeling of various "sponsorship" activities which might not be considered as such by commentators (Sandler & Shani, 1993:39).

It must also be emphasised that financial support to other forms of sponsees (e.g. the arts, education, and environment) should not necessarily be regarded to fall into the "donation" category. They are sponsorships in own right and sponsors should also have commercial aims in mind when sponsoring these categories.

c) Broadcast versus event sponsorship

Another area of confusion is between the sponsorship of a telecast or the sponsorship of an event.

Jobber (1995:453) emphasises that there should be a clear and distinct differentiation between event and broadcast sponsorship. A clear example is the 1991 Rugby World Cup in the UK where Heinz sponsored the event but coverage by ITV was sponsored by Sony. Sony's name appeared at the beginning and end of each advertising break, and the impact was boosted by the use of a branded trivia quiz at each break. The result was that many viewers thought that Sony was also the event sponsor.

4.4.2 Definitions of sport sponsorship from sport marketing textbooks

As already discussed in Chapter 2, hardly any marketing texts refer to sport marketing and the spotlight should therefor fall on definitions discussed by sport marketing and marketing communication experts. A brief survey of a number of sport marketing texts indicates a wide range of views on sponsorship as illustrated in Table 4.2.

TABLE 4.2 THE VIEWS OF SPORT MARKETING AUTHORS IN SPORT MARKETING TEXTBOOKS ON SPONSORSHIP

Author	Focus on sponsorship
Stotlar (1993)	After the initial sport marketing focus the contents moves to sponsorships Ends of with a useful chapter to practitioners on how to set up a sponsorship plan
Mullin, Hardy & Sutton (1993, 2000)	Promotional licensing is an umbrella term that encompasses sponsorship (p 254); Defines sponsorship as the acquisition of rights to affiliate or directly associate with a product or event for the purpose of deriving benefits from that association.
Brooks (1994)	The whole text has a sponsorship slant. To be effective sponsorship must serve: The business interest of the sponsor; The best interests of the event and its participants; and have A positive impact on the sponsor's direct customers (dealers who resell the sponsor's products; and The best interests of the customers who buy the sponsor's products.
Graham, Goldblatt, & Delpy (1995)	This book serves as a how to do on sport event management and marketing No real emphasis on a structured sport marketing approach Links some marketing and communication techniques such as merchandising and media relations to sponsorships, personality or athlete marketing to event marketing
Schaaf (1995)	Events need sponsors for financial subsidy and publicity; and sponsors need events for promotional exposure and opportunity (p 53)
Helitzer (1996)	No real definition - only examples and applications
Pitts & Stotlar (1996)	Applies the 4P's to sport marketing although media relations and sponsorships are discussed in separate chapters. Argue that sponsorship offers a number of advantages over more conventional advertising techniques - makes the sponsor more people orientated and is longer lasting in terms of its commitment than advertising (p 252).
Schlossberg (1996)	Discusses sports sponsorship as a tool for a marketing plan. Also discusses latest trends in sports marketing such as ambush marketing and fantasy marketing. No discussion on a sport marketing mix.

Author	Focus on sponsorship
Shilbury, Quick & Westerbeek (1998)	<p>They define the promotion mix to consist of advertising, public relations and publicity, sales promotion, personal selling, face-to-face presentation and telemarketing (direct marketing?) and promotional licensing but also have a different chapter on sponsorship.</p> <p>Sponsorship is defined as a business relationship between a sponsor and a beneficiary which offers in return some rights and association that may be used for commercial advantage (p 197)</p>
Shank (1999)	<p>Includes advertising, media, personal selling, sponsorship, sales promotions, and public relations in the promotion mix.</p> <p>Defines sponsorship as investing in a sport entity to support overall organisational objectives, marketing goals and/or strategies (p 368).</p>
Pope & Turco (2001)	<p>This text focuses on event marketing and therefore emphasises the sponsorship of events</p> <p>Their definition is: Sponsorship is the provision of resources by an organisation (the sponsor) to the sponsee to enable the latter to pursue some activity in return for benefits contemplated in terms of the sponsor's promotion strategy, and which can be expressed in terms of corporate, marketing or media objectives. Advertising, direct marketing, sales promotion, PR/publicity and personal selling are included in the marketing communication mix for events but a sponsorship management process is discussed separately.</p>

Some of these authors such as Brooks (1994) (strategic sponsorship planning); Schaaf (1995); and Schlossberg (1996) acknowledge sponsorship's importance although they do not really identify a structured sport marketing strategy, programme or mix and by implication where sponsorship exactly fits in. Stotlar (1993) supports the traditional marketing mix and Mullin *et al* (1993 and 2000) extend the traditional marketing mix to specify a sport marketing mix. Shilbury *et al* (1998) and Shank (1999) expand their discussion to apply strategic marketing applications to sport marketing. Most authors agree that sport sponsorships hold commercial benefits and that it fits into corporate strategy but there seems to be no common definition for sport sponsorship. There seems to be agreement that sponsorship is an added variable to the marketing communication mix. Mullin *et al* (2001:254) and Shilbury *et al* (1998:5) seem to disagree about the definition of promotional licensing.

Brooks (1994:159-278) focuses very heavily on the "how to" of sport sponsorships management, while Mullin *et al* (1993: 266 and 2000:342) emphasise the cross-impact between sponsorship and other forms of marketing communication which will be addressed later in this chapter.

4.4.3 Definitions from other marketing and marketing communication text books, journals, and periodicals

Scanning comments of experts in marketing communication text books, journals and periodicals illustrate that they also have various views on what sport sponsorship is.

a) As a business relationship

Sport sponsorship is defined by Sleight (1989:4) as a business relationship between a provider of funds, resources or services and an individual, event or organisation which offers in return some rights and associations that may be used for commercial advantage.

Jobber (1995:274) argues that sport sponsorship takes place when a payment is given in return for some (business) consideration or benefit.

Dibb, *et al* (1994:389/390) define sport sponsorship as financial or material support of an event, activity, person, organisation or product by an unrelated organisation or donor in return for prominent exposure of the sponsor's generosity, products or brands,

b) As a means of promotion

Hart (1988:135) defines sponsorships as a means of promotion that is a deliberate financial support given to an event to achieve brand awareness, enhance corporate image, increase goodwill, and raise employee morale. Coulson-Thomas (1990:285) mentions sponsorship as part of sales promotion - to put a name across and promote an image.

Adcock *et al* (1995:263) view sport sponsorship as a form of sales promotion that creates publicity opportunities. Wilmshurst (1995:284) discusses sport sponsorship as an important promotion form in itself, and Siegel (1996:404 & 432) mentions sport sponsorship as a promotional option.

c) As an association

Shimp (1997:11) regards sport sponsorship as the practice of promoting the interests of an organisation and its brands by associating the organisation with a specific activity or event such as a tennis tournament. Objectives of such a sponsorships are increased sales volume, enhancing corporate and brand image and increasing brand image (p 561).

Wilmshurst (1993:367) defines sport sponsorship as financial or material association by an organisation for some independent activity such as sport "not usually related" to the organisation's normal business but support from which the organisation would hope to benefit. This definition shows a lack of appreciation for the fact that some organisations endeavour to permanently associate themselves and their "sport-related products" or services by association - e.g. The Wesbank Saloon Car Championship or the Speedo National Swimming Championships. This association would inhibit encroachment from Wesbank's and Speedo's direct competitors.

Summarising the above views, sport sponsorship is therefor:

a business relationship which is based on an association between sponsors and sponsees with some promotional objectives in mind. This summary still does not cover some problems underlying sport sponsorship definitions.

In order to eliminate some of the problems with definitions implied earlier in this section, Sandler & Shani (1993, 38), offer the following definition:

The provision of resources (eg., money, people, equipment) by an organisation directly to an event or activity in exchange for a direct association to the event or activity. The providing organisation can then use this direct

association to achieve either their corporate, marketing, or media objectives – their view that different types of objectives exist, should be noted.

A problem with this definition is that it does not specify the activity of sponsoring a team or individual. It does however, strictly categorise the nature of the support, a failing according to Pope (1998:1) of some other definitions (e.g. Gardner & Shuman, 1986:11; Armstrong, 1988:97; and Hoek *et al*, 1990:87).

d) Towards a more comprehensive definition

Pope's (1998:1) definition of sponsorship is suggested to be more encompassing than those above and reads as follows:

Sponsorship is the provision of resources (e.g., money, people, equipment) by an organization (the sponsor) directly to an individual, authority or body (the sponsee), to enable the latter to pursue some activity in return for benefits contemplated in terms of the sponsor's promotion strategy, and which can be expressed in terms of corporate, marketing, or media objectives.

Before this definition is modified to a definition of sport sponsorship Mullin *et al*'s (2000:255) definition should however be revisited. It reads as follows: "a wide array of activities associated with a communications process that is designed to utilise sport and lifestyle marketing to send messages to a targeted audience". This definition is very wide and not as direct as that of Pope (1998:1) but it directly mentions a sport application. Their subsequent discussion on aspects that may be included in sponsorship agreements leads to a more comprehensive entity if it is combined with Pope's definition.

It is therefor suggested that academics, scholars, sport marketers, sponsors, and sponsees should regard Pope's (1998:1) definition as the most comprehensive definition of sport sponsorship. Furthermore, academics, scholars, sport marketers, sponsors, and sponsees should also be familiar with the following aspects which Mullin *et al* (2000:255) suggest should be included in any sponsorship agreement or contract:

- The right to use a logo, name, trademark, and graphic representations signifying the purchaser's connection with the product or event. These rights can be used in advertising, promotion, publicity, or other communication activities employed by the purchaser.
- The right to an exclusive association within a product or service category.
- The right of entitlement to an event or facility.
- The right to use various designations or phrases in connection with the product, event, or facility such as "official sponsor", "official supplier", "official product", "presented by", or "official broadcaster".
- The right of service (use of the product or exclusive use of the product) or the right to use the purchaser's product or service in conjunction with the event or facility.
- The right to conduct certain promotional (marketing communication) activities, such as contests, advertising campaigns, or sales-driven activities in conjunction with the sponsorship agreement.

This view illustrates that every aspect of the sponsorship agreement or contract should be professionally managed - nothing should be taken for granted.

Adapting Pope's (1998:1) definition to apply to sport would lead to the following formulation:

Sport sponsorship is the provision of resources (e.g., money, people, equipment) by an organization (the sponsor) directly to a sponsee (e.g. sport personality, sporting authority or sport body or code), to enable the sponsee to pursue some activity (e.g. participation by the individual or event management by the authority or sport body or code) in return for rights (as expressed by Mullin *et al* (2000:255) to be included in a sponsorship agreement) 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.

The last part of this definition, which is underlined, will be prominently highlighted in Chapter 5.

At the end of this section the following summary is offered:

- Sponsorship spending has escalated in the past two decades.
- The Olympic Games is one of the main contributors in sponsorship growth.
- South African sponsorship spending has risen by huge amounts and doubled from approximately R500 million in 1996 to over a R 1 billion in 1999.
- Sponsorship is a business relationship between sponsors and sponsees.
- An adapted combination of Pope's (1998:1) sponsorship definition with the sponsorship agreement or contract aspects defined by Mullin *et al* (2000:255) is offered to academics, scholars, sport marketers, sponsors, and sponsees as a comprehensive definition that should enhance their understanding of sport sponsorship as a theoretical construct.

What has to be critically examined now is **how** sponsors need to manage their provision of resources to sponsees, to maximise the benefits they aim to receive through their marketing communication activities, and which should be expressed in terms of corporate, marketing, or media objectives. Three distinct aspects emerged here: **objectives, marketing communication activities**, and benefit maximisation (that last aspect implies conducting **evaluation procedures**). A brief overview on broad views on sponsorship research is required to find references to the relationship between these three aspects.

4.5 Research perspectives on sport sponsorship management and decision-making

A review of broad sponsorship research is important, since it enables both an assessment of progress to date and an analysis of the assumptions on which the research is based. The discussion in this section is primarily based on the views of four authors (Pope, 1998; Hoek in Kitchen, 1999; and Cornwell & Maignan, 1998) who, it is submitted by this researcher, have managed to summarise past and current research perspectives in a comprehensive, yet condensed format. In this section this researcher has further condensed and summarised the work of these authors to indicate certain research approaches. Chapter 5 contains a more specific analysis of views, comments, and research on **objectives, marketing communication activities, and evaluation.**

4.5.1 Pope's (1998) views on sponsorship research

Views on the lack of research haven't changed much from 1988 to 1998 – **those years as illustrated in Table 4.1, where sponsorship spending has increased significantly.** Gilbert (1988:6) states that a "scan of the literature will show that sponsorship has extremely limited coverage". Hoek, Gendall and West (1990:88) describe an "...absence of a coherent body of research..." as a "...feature of sponsorship". Pope (1998) states that similar comments on the lack of proper research on sponsorships can be found in Sandler and Shani (1989:9-14), Javalgi *et al* (1994:47-58), Meenaghan (1994:77-88), and Copeland, Frisby & McCarville (1996:32-48).

Meenaghan (1994:77) mentions that research priorities before 1994 seemed to have focussed on: ambush marketing, sponsorship's role in the communications mix, sponsorship selection, corporate image creation through sponsorship, and sponsorship evaluation.

Pope (1998:1) argues that these comments had related to sponsorship purely from an academic point of view. Kuzma *et al* (1993:28) argue that the practice of sponsorship by marketing practitioners has developed by trial and error and that much has been learnt in this manner. "Only in recent years have academicians and consultants turned their attention to studying corporate sponsorship in a systematic way and publishing their results in a public forum". This might indicate that practitioners, due to the lack of academic postulation and model-building by academicians, had to precede theory and develop their own sponsorship management and decision-making skills from their continuous ongoing experiences.

Sandler & Shani (1993:39) describe published work on sponsorship as "war stories". Where this type of work has been reported it has concentrated on "macro-level issues, such as which companies sponsor events and what their objectives are. Micro-level issues, such as sponsorship's effect on the consumer, have been largely ignored. Other questions to be asked are: Can consumers correctly identify sponsors? How do consumers feel about sponsorship and does it influence their purchase behaviour (a measurable effect that can be evaluated)?".

According to Pope (1998:1) one reason for relationships between variables (perhaps relationships between different marketing communication activities and/or relationships between objective-setting and evaluation) not having been established lies in the methodologies used by previous researchers. He argues that most work in the area has been descriptive (Gross, Traylor and Shuman, 1987:9-13; Armstrong, 1988:97-103; Gilbert, 1988:6-9; Abratt & Grobler, 1989:351-362; Hoek, Gendall and West, 1990:87-95; Witcher, Craigen, Culligan & Harvey, 1991:13-33) or prescriptive (Mescon & Tilson, 1987:49-61; and Ansett, 1989:audio cassette).

Pope (1998:1) reports that some researchers have used more sophisticated methodologies such as multivariate analysis (Stotlar & Johnson, 1989:90-102; Pope & Voges, 1995:11-18), but this work has been concerned with specific aspects of sponsorship, for example stadium signage recognition, and to date

such methods have rarely been employed to establish relationships at the macro level of sponsorship activity.

4.5.2 Hoek's views (in Kitchen, 1999) on sponsorship research

In a text by Kitchen (1999:361-380), Hoek argue that although sponsorship is a comparatively new promotion tool when compared to more traditional marketing communication media, such as advertising, it already accounts for a, perceived to be, sizeable proportion of some companies' overall promotion budgets, and many (Javalgi *et al*, 1994:47-58; Meenaghan, 1996:103-113; Lee, Sandler & Shani, 1997:159-169) expect this figure to rise further.

From its origin as a form of corporate philanthropy or patronage designed to do little more than foster senior managements' interests, sponsorship has evolved into a sophisticated and highly competitive promotion activity (Mescon & Tilson, 1987:49-61; Gross *et al*, 1987:535-562; Witcher *et at*, 1991:13-33). Meenaghan (1999:36) clearly recognized the financial return expected of sponsorship when he defined it as "an investment in cash or kind, in an activity, in return for access to the exploitable commercial potential associated with this activity" – again commercial objectives and some form of evaluation is implied.

Unlike corporate patronage which simply entails donating money or other supplies to a beneficiary with no expectation of a return (other than the beneficiary's gratitude), Hoek (in Kitchen, 1999:362) argues that sponsorship is a commercial transaction where both parties anticipate a financial return. The beneficiary clearly receives direct funds, while the sponsor's expectations are ultimately measured in terms of consumers' perceptions and change in attitudes or buying patterns. Under sponsorship arrangements, both parties will normally have clearly defined outcomes that they believe the sponsorship will achieve.

Yet, despite sponsorship's growing popularity, aspects of its management remain poorly defined, and it remains without a rigorous theoretical framework

(Gardner & Shuman, 1987:11-17). Hoek (in Kitchen, 1999:362) emphasises that early research by Meenaghan (1991:35-49) and Witcher *et al* (1991:13-33) indicated that, while managers set clear sponsorship objectives, few evaluated the outcome of their investment. Indeed, Bowey (1988:75) described sponsorship evaluation as 'notoriously difficult', and Farelley, Quester & Burton (1997:170-182) noted that, even in the more sophisticated North American market, there was a lack of attention given to performance measures.

In general, while some studies have noted increases in the proportion of managers undertaking systematic evaluations, a surprising proportion of managers still rely on ad hoc procedures, such as informal client feedback (Marshall & Cook, 1992:307-324). This lack of evaluation may be a direct consequence of sponsorship's rather questionable theoretical framework: if academics and practitioners are not sure how to manage a sponsorship properly, evaluation becomes a task which is at best complex, and at worst, too difficult to contemplate.

Hoek (in Kitchen, 1999:362) emphasises that assumptions on sponsorship research should be explored further in terms of cognitive information processing models and behaviour modification theory. Although the former have dominated the marketing communication and promotion literature, the latter offer an alternative, and arguably more robust, perspective from which to explain and predict sponsorship's effects. The two different models are also used to examine sponsorship's likely effects on consumers and, on the basis of this, current evaluation procedures are themselves critically evaluated and alternatives are suggested.

Hoek (in Kitchen, 1999:374) identifies two distinct areas that merit more detailed research attention. The first is evaluation of sponsorships and the second should focus on the outcomes of sponsorships. These two areas warrant detailed attention before sponsorship's full potential as a promotion tool can be exploited. Research on these areas should illuminate relationships between sponsorship activities and affected behaviour of specific target

audiences. It is not clear whether the sponsorship itself or other supporting variables such as increased or targeted levels of advertising, sales promotion, and publicity caused behavioral changes. It is uncertain whether a sponsorship can direct a non-consumer to try a product. Or is a sponsorship only effective if the consumer is already positive about the sponsor's product or brand?

4.5.3 The views of Cornwell & Maignan (1998) on international sponsorship research

Five research streams are identified, namely: the nature of sponsorship; managerial aspects of sponsorship; measurement of sponsorship effects; strategic use of sponsorship; and legal and ethical considerations in sponsorship. Based on the definitions found by the authors it is proposed that sponsorship involves two main activities: an exchange between a sponsor and a sponsee whereby the latter receives a fee and the former obtains the right to associate itself with the activity sponsored; and the marketing of the association by the sponsor.

The last activity raises the question whether the sponsee also has the right of marketing the association, which reflects on the issue of the marketing of sport bodies and codes (as sponsees) that has been raised in the previous chapter.

The authors (p 11) also allude to the "confusion" about the distinction between sponsorship and other forms of promotional communications. Aspects such as event marketing; the difference between sponsorship and advertising; and sponsorship should be distinguished from cause-related marketing. They state that overall, the confusion in the literature shows that research on the topic is "still in an early stage of development" (p 12).

The second stream of research (managerial aspects) addresses five dimensions, namely: objectives and motivations; constituency and audience; organisational structure; personnel requirements; and budgeting. In the first

dimension objectives relating to image, sales, goodwill and awareness seem to dominate, while research does not seem to indicate which type of sponsorship is most capable of reaching diversified publics. The type of sponsorship is not as important strategically as "how the sponsorship is leveraged" (p 12).

In the third stream (measurement of effects) tracking measures and experiments seem to dominate. "The main difficulty in the evaluation of sponsorship is differentiation of its effects from those of advertising and other promotional techniques" (p14). The authors contend that overall "studies of sponsorship effectiveness have yielded inconsistent findings" (p14). They make the point that "our lack of understanding of sponsorship effects may also be the result of the historical development of sponsorships in business organisations"..."where management interests and subsequent reluctance to treat sponsorship as a promotional practice whose outcomes should be evaluated systematically" (p14).

The fourth (strategic use of sponsorship) and fifth (legal and ethical considerations) streams of research cover ambush marketing and taxation of sponsorship fees, the use of sponsorship in the promotion of undesirable products and behaviours, and the power of the sponsor over the sponsee and the sponsored activity.

Their review of sponsorship research reveal, according to Cornwell & Maignan (1998:16) the following gaps:

- a lack of a classification scheme that allows for a clear differentiation of sponsorship from other communication and promotional techniques (as also raised by the discussion in Chapters 2 and 3 of this thesis);
- poor understanding of the relationship between stated objectives and achieved results of the sponsorship;
- lack of established measures about the impact of sponsorship on different publics; and

- lack of underlying theories and conceptual foundations on which to base scholarly inquiry (the lack of discussion on sponsorship in general marketing texts and more in-depth attention in texts on sport marketing was reported in Chapter 3).

The authors make some suggestions that are summarised as follows:

- Future research should examine the strategic use of sponsorship and its integration into an overall communication strategy to overcome the proprietary nature of marketing plans - ("Qualitative research that is holistic might lead to greatest insight" (p15));
- Future research could examine whether sponsorships consistent with participant and viewer expectations about the product are recalled better than those totally unrelated to consumer experience (p 16);
- Attitudinal studies such as attitude towards the advertisement, attitude towards the brand, attitude towards the sponsored activity (p 16); and
- Future research that focus on brand equity (brand awareness and image); integrated marketing communications (effects of integration); relationship marketing (the authors are discussing public relations effects and use the term "relationship marketing" to define them - in Chapter 2 the issue was raised that the term public relations have confusing alternatives);

The views of Pope (1998) in section 4.5.1; Hoek (in Kitchen, 1999) in section 4.5.2; and Cornwell & Maignan (1998) in section 4.5.3, allude to the existence of inadequately researched relationships between sponsorship objectives, sponsorship activities, and sponsorship evaluation. In the next chapter views from a wide range of sources on these aspects will be combined to create a proposed framework to aid marketers' understanding of sport sponsorship management and decision-making.

4.6 Conclusion

In this chapter the following aspects were discussed:

Historical perspective on sport sponsorship growth, the South African sport sponsorship scenario, defining the term "sport sponsorship", and an overview of past and current research. This research suggests that theoretical and scientific modelling are required to enhance sponsors' understanding of sport sponsorship management and decision-making with particular reference to relationships between sport sponsorship objectives, sport sponsorship activities and sport sponsorship evaluation procedures.

It is also suggested that academics, scholars, sport marketers, sponsors, and sponsees should regard the adaptation of Pope's (1998:1) definition as the most comprehensive definition of sport sponsorship. This adaptation lead to the following formulation:

Sport sponsorship is:

- **the provision of resources (e.g., money, people, equipment) by an organization (the sponsor);**
- **directly to a sponsee (e.g. sport personality, sporting authority or sport body or code);**
- **to enable the sponsee to pursue some activity (e.g. participation by the individual or event management by the authority or sport body or code);**
- **in return for rights (as expressed by Mullin *et al* (2000:255) to be included in a sponsorship agreement); and**
- **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;***
 - ***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.***

Furthermore, academics, scholars, sport marketers, sponsors, and sponsees should also be familiar with the aspects which Mullin *et al* (2000:255) suggest should be included in any sport sponsorship agreement or contract.

In the following chapter a theoretical framework that depicts sport sponsorship management and decision-making will be developed.

As an extraction from this framework an additional theoretical framework that illustrates the relationship between sport sponsorship objectives, leveraging and integration of marketing communication mix elements into the sport sponsorship, and sport sponsorship evaluation will be discussed.

CHAPTER 5

A THEORETICAL EVALUATION OF SELECTIVE SPORT SPONSORSHIP RESEARCH FRAMEWORKS

As corporate spending on individual sport sponsorships escalate and the opportunities for sponsorship multiply, senior management is being forced to create sport marketing departments to assess those opportunities and to measure their ultimate return on investment (Farrelly, Quester & Burton, 1997:170).

5.1 Introduction

In the previous chapter a broad review on sport sponsorship research indicated that relationships between sport sponsorship objectives, marketing communication activities and sport sponsorship evaluation needed to be properly analysed.

In this chapter a proposed sport sponsorship management and decision-making framework that consists of a number of steps in managing sponsorships and making sponsorship decisions, will be presented.

While outlining such a framework, a range of sport sponsorship objectives and sport sponsorship evaluation practices, identified in the literature review (sections 5.2.3 and 5.2.5), will be analysed. A brief reference on measuring the cross-impact between the different marketing communication variables is also offered.

A second framework, extracted from the first, that illustrates relationships between sport sponsorship objectives, integrating marketing communication mix variables into the sport sponsorship, and sport sponsorship evaluation practices will also be proposed.

5.2 Building a framework (Framework 1) to enhance marketers' understanding of sponsorship management and decision-making

It is argued that a theoretical framework should be formulated that would aid sport marketers' understanding of sport sponsorship management and decision-making. Such a framework should be based on sound theoretical principles that will be discussed later in this chapter and be critically analysed and tested through appropriate research (to be discussed in Chapters 6 and 7) to establish its viability and application.

An outline for a sport sponsorship management framework is suggested upfront **for convenience purposes** and will be discussed in the following sections to substantiate theoretical support for the different perspectives included in this framework. Such an outline includes the following perspectives:

Step 1 **Sport sponsorship management**

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

Step 2 **Integration**

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

Step 3 **Setting of sport sponsorship objectives**

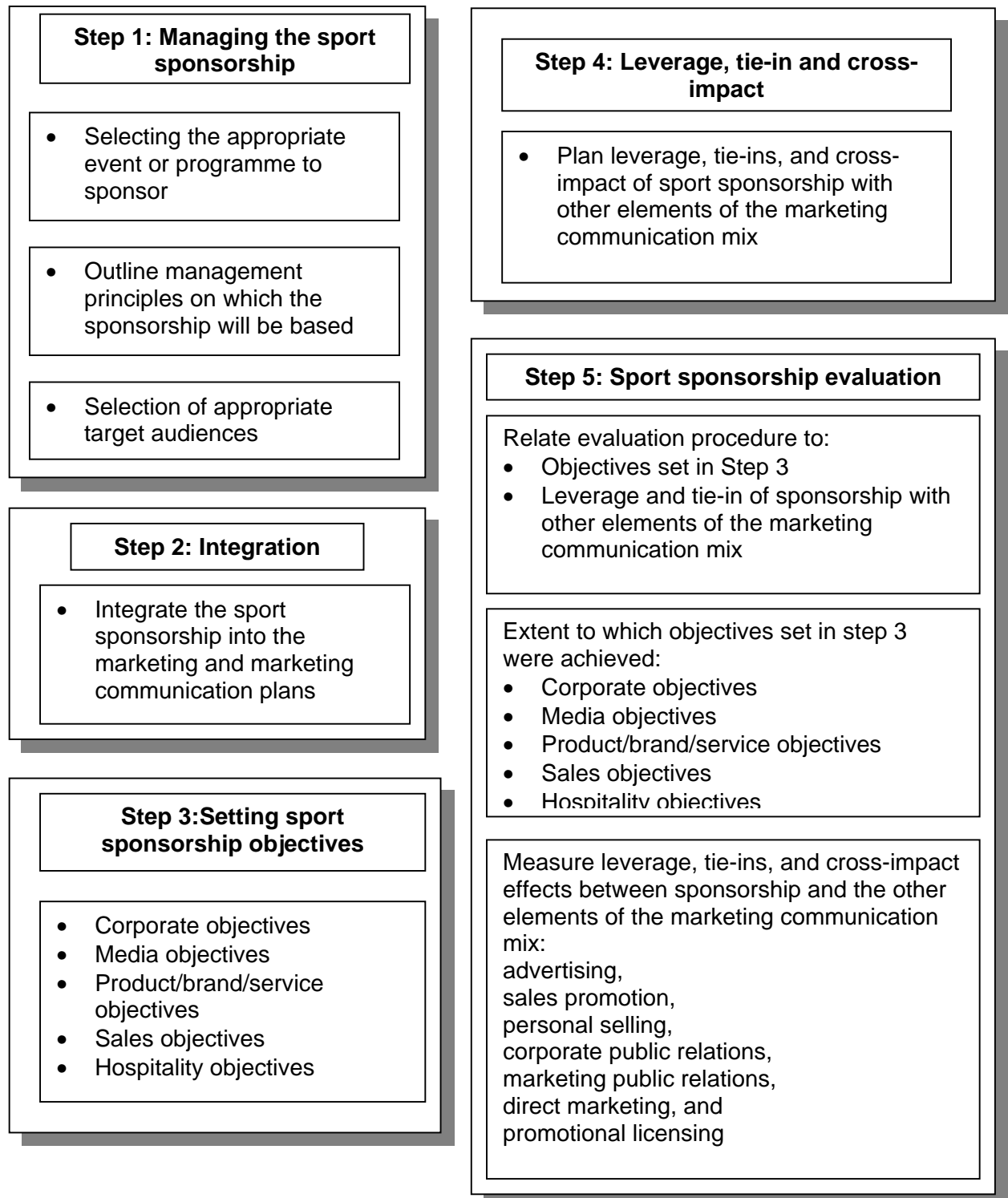
Step 4 **Leverage, tie-in and cross-impact**

- Plan leverage, tie-ins and cross-impact of sport sponsorship with other elements of the marketing communication mix.

Step 5 **Evaluating sport sponsorship effectiveness**

Figure 5.1 (referred to as Framework 1) illustrates a proposed framework that is an attempt to link the theoretical discussion of this thesis in Chapters 4 and 5 to the research procedure to be outlined in Chapters 6 and 7.

FIGURE 5.1 STEPS IN SPORT SPONSORSHIP MANAGEMENT (FRAMEWORK 1)



Each of the steps will be discussed in turn in the following sections.

5.2.1 Step 1: Sport sponsorship management

In the first step, three aspects are important:

- A procedure to select the appropriate sporting event or programme to sponsor,
- Management principles on which the sport sponsorship will be based need to be outlined, and
- Selecting appropriate target audiences.

The procedure to select the appropriate event to sponsor is loosely based on the views of a few authors who have listed a number of aspects that need to be considered when sponsorship decisions are made.

The management principles address the locus of decision-making, the strategic corporate benefits of the proposed sponsorship, and perspectives on affinity and ambush marketing.

Selecting appropriate target audiences should aim to match the intended target audiences to every sport sponsorship objective set. Without specifying the particular audiences targeted the desired effects or outcomes of the sport sponsorship cannot be measured in the last step of the framework proposed earlier.

5.2.1.1 Selecting the appropriate sporting event or programme to sponsor

Watkins (1997:115) emphasises that sport sponsorships should have a long-term focus, while Grobler (1992:44) argues that to ensure a productive relationship, it is important that an organisation should position itself over the long-term with a particular sport that reaches that organisation's target market.

Watkins (1997:116) supports this sentiment that relationship building over time is important in sponsorship. "While individual clubs or events are being

sponsored, more emphasis should be placed on the building of long-term strategic alliances with leading sports organisations”.

Setting of objectives, reaching the target market, integrating different marketing variables, and analysing risk are directly or indirectly implied by authors such as Jobber (1995), Shimp (1997), and Brassington & Pettitt (2000). Jobber (1995:454) states that the following aspects should be considered when an organisation is deciding on selecting an event or programme to sponsor:

- Communication objectives - awareness, image enhancement, improving community relations, and/or creating entertainment opportunities;
- Target market - trade or final customers, matching the customer profile base with the likely audience of the sponsored event or programme;
- Risk - the event (or participants) might attract adverse publicity to the event and the sponsor;
- Promotional opportunities - sales promotion and publicity potential;
- Past record - results of the previous sponsorship and reasons why the previous sponsor withdrew; and
- Cost - sponsorship opportunity representing value for money.

The following aspects should, according to Shimp (1997:566), be considered when the appropriate events to sponsor are analysed:

- Is the event consistent with the brand image (objectives)?
- Does the event offer a strong likelihood of reaching the desired target market?, Is the event geographically suited? Is it consistent with key target audiences?
- Is the event one that the competition has previously sponsored, and is there a risk in sponsoring the event of being perceived to be "me-tooish" and confusing the target audience as to the sponsors' identity?
- Does the event fit into overall marketing plans?
- Does the event complement existing sponsorships and fit with other marketing communication programmes?
- Is the event economically viable?

A number of factors are discussed by Brassington & Pettitt (2000:812/813) that need to be considered before a sponsorship decision is made:

- Relevance - match the sponsorship and the target audience.
- Length of impact - one-off or longer relationship-building to establish name.
- Uniqueness - it is not always financially possible to be a sole sponsor but through associated media coverage maximum advantages can be attained.
- Spin-off promotion - spending more money on other marketing communication variables such as advertising to maximise the impact of the sponsorship.

Universally these views fit into the framework proposed in Figure 5.1 and it is concluded that the following aspects are important when the appropriate event to sponsor is selected:

- Set sponsorship objectives relating to the event that include a focus on defining the appropriate target audiences;
- These objectives should be derived from corporate and marketing objectives, plans, and strategies;
- The event should create leverage and cross-impact opportunities with other marketing communication variables, and
- The event should create measurable long-term commercial benefits to the sponsor.

Crowley (1991:11) and Farrelly *et al* (1997:170) emphasise that an analysis of the intended sponsee(s) should be done to ensure that the correct sport sponsorship management decisions are made. Their views were summarised, and a number of aspects were arbitrarily added to compile Table 5.1 which list a number of suggestions that should be regarded as being important when sponsors make sport sponsorship decisions.

TABLE 5.1 SPORT SPONSORSHIP SPONSEE ANALYSIS

1.	The sponsee(s) having a business plan
2.	The sponsee(s) having a marketing plan
3.	The sponsee(s) having a public relations plan
4.	The sponsee(s) submitting professional sponsorship proposals
5.	The sponsee(s) previous success rate
6.	Sponsee(s) officials'/administrators'/organisers' behaviour
7.	Participants' (athletes/artists/organisations) behaviour
8.	Exposure to a large number of participants
9.	Exposure to a large number of spectators
10.	Addressing previously disadvantaged communities
11.	Being a broadcast sponsor of an event

The first four aspects listed in this table reflect on the professional attitude and behaviour of the sponsee. Items 5 to 7 relate to the level of risk that can be expected, while items 8 and 9 link to possible sport sponsorship objectives. The researcher added items 10 and 11, suggested to be particularly relevant to South Africa. Table 5.2 indicates a number of aspects that are suggested as criteria to evaluate the sponsorship proposals of sponsees.

TABLE 5.2 EVALUATING SPONSEE'S SPORT SPONSORSHIP PROPOSALS

Budget size required
The opportunity for differentiation
Gaining access to specific target media
Gaining access to specific event audiences
The strategic fit with corporate image
The strategic fit with product/brand/service image
Building customer relations
The effect on employee morale
The extent of media coverage that can be gained and publicity opportunities
Exclusive naming rights
Executives' personal preferences
Creating opportunities for long term associations
Being able to complement other marketing communication elements

The criteria listed in Table 5.2 could be based on the objectives set by the sport sponsor. The important issue highlighted here is that the sponsorship decision should be based on matching the sport sponsorship objectives of the sponsor to the target audience reached by the sponsee's event or programme. Reference is also given to the importance of the rights that the sport sponsor can expect during the run of the sponsorship campaign (as discussed in the previous chapter).

The statements listed in Tables 5.1 and 5.2 have been used in two empirical studies (Crowley, 1991:11 and Farrelly *et al*, 1997:170). No published research is known or available where these or similar statements were tested in South Africa. It was therefore considered to be important enough to include in the present study. These statements will be included in the questionnaire and evaluated with respect to importance by the respondents (to be discussed further in Chapter 7).

5.2.1.2 Outline management principles on which the sponsorship will be based

a) Managing the sponsorship

Wragg (1994:10) states that "marketing will usually have responsibility for sponsorship", but public relations also need to be involved "if full value is to be obtained".

Effective sponsorship management therefore requires intimate knowledge of corporate, marketing and public relations strategies. Sponsorship managers should have the opportunity to make inputs in corporate decision-making. They also need to have appropriate negotiation skills to ensure that each and every aspect of the sponsorship and the sponsor's rights, as they pertain to the sponsorship contract, is professionally managed and that nothing is omitted. In the previous chapter sponsorship contract aspects concerning sponsor rights, as identified by Mullin *et al* (2000:235), were listed and they should always be kept in mind.

A decision must be made whether the sponsorship budget should be integrated into the marketing budget as part of the marketing communication mix and should depend on the duration, size and nature of the sponsorship investment. It is strongly suggested that all aspects of the sponsorship programme are implemented and controlled by professionals who are members of a sponsorship division within the marketing department.

b) Strategic corporate benefits of sponsorship involvement

It is suggested that the long term benefits and rewards that flow from a well-managed sponsorship may include the following:

- Flexibility – Sponsorship allows for niche marketing opportunities, enabling the sport marketer to manage relationships with uniquely defined target markets such as a particular group of consumers. This provides the opportunity to connect more closely with these target markets by associating the organisation, its brands or services with the qualities of the event or activity itself. Simultaneously the organisation's corporate personality, values, and style are projected, thus positioning the organisation as being in tune with its target markets and being responsive to their preferences, lifestyles and attitude.
- Brand equity – Sponsorship can serve as an important branding vehicle that can expand, reinforce and even alter brand personality characteristics through the association with the qualities of an event. Sponsorship builds equity over time, increasing its effectiveness over a longer term and improves return on investment. When fully integrated and leveraged events build brand equity, and maximises awareness and loyalty.
- Media exposure – Sponsorship is the only form of marketing communication that allows a marketer to dominate the media without having to directly compete with other promotional clutter. It can also extend the value of advertising campaigns by creating a dynamic, interactive environment that makes key messages, flighted during matches, contests,

and events more relevant and persuasive because the desired target audiences are probably watching or listening.

- Cost effectiveness – Sponsorship enables marketers to obtain coverage and brand awareness at a more favourable rate than traditional advertising, adding greater value to the advertising Rand and simultaneously incorporating corporate public relations and social responsibility programmes.
- Human resources relations – An organisation's reputation and image have direct bearing on the morale of existing staff and can encourage future job applicants of the highest quality to apply for advertised positions.
- Sponsorship influences decision-makers – Through corporate hospitality and establishing a good corporate image and reputation, an organisation's ability to interact with local and national government legislators, decision-makers, and other influential people, can be made easier providing lobbying opportunities.
- Globalisation – Linking a South African organisation with South African sporting success is an invaluable tool in the export focus of organisations and promotion of the nation as a whole. As indicated in the previous chapter sponsorships are global phenomena. All barriers of bureaucracy, national prejudice, cultures and languages can be crossed.
- Presenting new opportunities – Sponsorship and the leverage of the sponsorship to maximise the return on investment, presents great innovative challenges that test creativeness and often the ingenuity skills of sport marketers and marketing communication practitioners.

Sponsorship is a highly flexible form of marketing communication and can be tailored to meet a wide range of marketing and corporate objectives as will be fully discussed later in this chapter. It also demonstrates social responsibility to the consumer thus showing that the organisation is caring, and concerned about society.

Management decisions in this area should therefore be based on how social bonds between sponsors, sponsees, and sport-users are built within

parameters specified by the broad corporate, general marketing and specific sponsorship objectives.

c) Sponsorship creates affinity marketing opportunities

Mullin *et al* (2000:275) describe affinity marketing as an example of "why sponsorships work". An individual's level of cohesiveness, social bonding, identification, and conformity to the norms and standards of a particular reference group is enhanced. Sponsorship therefore creates affinity marketing opportunities through relationship marketing (between sponsor and sponsored team or event and sport-user or fan), frequency marketing (sponsorship campaign runs before, during and after the event), loyalty marketing (e.g. affinity bankcards with team logo's), and database-marketing (membership lists).

It can also be argued that sponsorships create emotional bonds between sport-users and sponsors. Fans might associate more with a sponsor's brand because:

- the sponsor is perceived to be sharing the fan's values and interests and is therefore offering the fan's type of product and the brand becomes the fan's type of brand; or
- if the fan is already a consumer of that brand the fan's continued purchase of it becomes reinforced and the organisation achieves one of the most sought-after indirect marketing objectives, that of brand loyalty.

Sponsorship is a highly flexible form of marketing communication and can be tailored to meet a wide range of marketing and corporate objectives as will be fully discussed later in this chapter. It also demonstrates social responsibility to the consumer thus showing that the organisation is caring, and concerned about society.

Management decisions in this area should therefore be based on how specific sponsorship activities can address certain specific sponsorship objectives such as building brand awareness and increasing loyalty.

d) Sponsorships create ambush marketing opportunities

Mullin *et al* (2000:276) describe ambush marketing as an example of "why sponsorships" don't always work.

Ambush marketing is defined by Sandler & Shani (1989:9) as a planned effort of an organisation to associate itself directly with an event in order to gain at least some of the recognition and benefits that are associated with being an official sponsor. A non-sponsor therefor creates the impression of being an official sponsor of the event or activity by affiliating itself with that event without having paid the sponsorship rights-fee or being involved in the sponsorship contract.

Management decisions in this area should be based on always insisting on negotiating proper sponsorship contracts to close any opportunities to ambush marketers to dilute the effect of a sponsor's investment. All reputable sponsors should voluntarily avoid any actions that may be regarded as "ambush" practices.

Ambush marketing tactics are only inhibited by the ingenuity of the ambush marketer. An organisation may use slogans in their advertising such as "We support the South African team", or they may use symbols commonly associated with an event, such as the Olympic rings or a team's logo or colours. This creates confusion in the market as to the identity of the sponsor and dilutes the investment by the real sponsor.

Another example is when Reebok, the official sponsors of the 1996 Comrades Marathon, paid for the right to use their name and logo at the event but they were ambushed by another organisation. One of their main rivals, Nike, gained some of the Comrades Marathon publicity through its offer to donate

R20 to the national paralympic team for every runner who crossed the line with a Nike “Swoosh” logo painted on his or her face (Koenderman, 1997:75). The publicity that Nike, the ambusher, received from this completely overshadowed the sponsor’s involvement and as a result the danger existed that the real sponsor, Reebok, will lose their commercial impact.

Ambush marketing is extremely destructive. Sponsors can protect themselves and the event to a certain degree from ambush marketing by ensuring they are fully aware of the rights they have to the event and by taking full advantage of these rights, such as naming rights, branding rights, exclusive rights, broadcast rights, licensing, and merchandising rights. The sponsorship contract and a full knowledge of rights under the contract will create some protection as well as a good working knowledge of relevant Acts such as the Trade Mark Act and the Merchandise Market Act, which are being modified to offer protection against blatant ambush marketing.

The International Olympic Committee is formulating anti-ambush marketing regulations that all member countries will have to sign. Failure to do so will lead to a member country’s expulsion from the Olympic movement. In South Africa the Association of Marketers has compiled a document, *Sponsorship Guidelines* (1997) that, *inter alia*, provides an ambush marketing code of conduct. They expect all their members to voluntarily adhere to the stated principles thus creating a focus on self-regulation.

The following aspects to manage the dangers of ambush marketing are important:

- **Cover contractual rights in full** – It is absolutely necessary that sponsors know exactly what the legal aspects of the sponsorship and particularly, what their rights according to the sponsorship contract are (again pointing to the principles identified by Mullin *et al* (2000:235) and discussed in the previous chapter).
- **Negotiate broadcasting rights** – Many sponsors make the mistake, when negotiating an event sponsorship contract, in believing that the broadcast

rights are included in the rights package. Broadcast rights can be bought only from the broadcaster (SABC or SuperSport or e-TV Sport) who holds the rights to broadcast particular events. Broadcast rights are not included as part of the event sponsorship contract. Therefore if a sponsor wishes to be the event **and** broadcast sponsor, terms should be negotiated with the sport body or code, event organisers and the broadcaster at the same time.

- **Management and employee skills** - It is of the utmost importance that sponsorship managers have the appropriate skills to ensure that the sponsorship is managed properly in terms of the sponsorship contract and the objectives that were set. All employees involved in sponsorship activities should be adequately informed about the sponsorship objectives, the terms of the sponsorship agreement, and be trained to deliver the desired outcomes.
- **Sponsorships are expensive** – The sponsorship rights-fee is not the sum total of the sponsorship investment (see Table 4.1 in Chapter 4). It is therefore very important that the investment should be maximised to its fullest potential - it has to be leveraged by investing money in the other forms of marketing communication to maximise the sponsorship ROI and close down any space that potential ambushers might be looking for.

Various authors have commented and expressed their opinion that sponsorship should be based on certain management principles. An extraction of statements on sponsorship management is reflected in Table 5.3. These statements will be included in the final questionnaire.

TABLE 5.3 GENERAL STATEMENTS ON SPORT SPONSORSHIP MANAGEMENT

General statements on sponsorship management	Based on the comments and views of the following authors
<ul style="list-style-type: none"> • Setting measurable sponsorship objectives • Profit objectives in sponsorship strategies • Non-profit objectives in sponsorship strategies • Social responsibility objectives in sponsorship strategies • Philanthropic objectives in sponsorship strategies • Image enhancement objectives in sponsorship strategies • Senior management's co-ordination of the sponsorship effort • Assessing how sponsorships fit into the overall corporate plan • Measuring sponsorship effectiveness • Establishing measurement details and schedules • Alliance-building with business partners • The influence of government legislation • Assessing competitor sponsorships • Countering competitive ambushes • Creating competitive advantages • The benefits that the sponsor gets from sponsorships • Reviewing past sponsorship program performance • A balanced sponsorship portfolio (between sport/ arts/ philanthropy/ environment) 	<p>Fry, Keim & Meiners (1982); d'Astous & Bitz (1995); Copeland <i>et al</i> (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).</p>

5.2.1.3 Target audience selection

One of the strategies of any sponsorship is to target specific corporate audiences. Cornwell (1995:13-24) argues that sponsorship objectives address a number of corporate audiences or stakeholders- *inter alia* the buying public; and non-consumer audiences such as financial institutions, potential investors, and stockholders. Table 5.4 illustrates particular relationships between target audiences, objectives, and effects.

TABLE 5.4 SPORT SPONSORSHIP EFFECTS ON DIFFERENT TARGET AUDIENCES

Objectives	Target	Sponsorship effects
Awareness/salience of brands Image enhancement	Consumers	Sales increase
Awareness/acceptance	Channel members	Facilitate business relationships
Awareness among potential investors	Financial institutions	Attract capital
Esprit de Corps & Enthusiasm	Employees	Increase productivity & morale
Company reputation	Lobbying government & local community leaders	Positive relations and cooperation

Source: Adapted from Gardner & Shuman (1988:11-17) and Cornwell (1995:13-24)

This table suggests that particular sport sponsorship objectives should be set for every identified audience in order to pinpoint the exact sponsorship effect strived for. For example, when consumers are targeted the objectives could range from brand awareness to brand loyalty that could be measured through the effect on sales.

Similar relationships are illustrated in Table 5.5 which also covers a wide range of target audiences: customers, the media, business partners, the community, business and trade relations in particular supply chains, staff relations, business contacts and key decision-makers.

TABLE 5.5 CORPORATE OBJECTIVES AND RELATED TARGET AUDIENCES

Corporate objectives
Increase awareness amongst customers
Enhance or change corporate image amongst the media
Change business partner perceptions or attitudes
Develop an involvement with the community
Build business/trade relations in particular supply chains
Enhance staff relations and motivation
Build "goodwill" amongst customers, business contacts and key decision-makers

Source: Adapted from Pope (1998:1)

Tables 5.4 and 5.5 suggest that management decisions in this area should therefore focus on matching the intended target audiences to the sponsorship objectives (behaviour modification or reinforcement) and desired effects or outcomes (did the expected behaviour modification or reinforcement take place) of the sponsorship activities.

In fact, it can be argued that all sponsorship objectives and evaluation procedures should primarily be based on formulating exactly what the desired effect (behaviour modification or reinforcement) on the intended target audiences should be.

5.2.2 Step 2: Integration

It is important to briefly reflect where sponsorships fit into the broader corporate picture. It is Van Heerden's (1998:358) view that:

- Sport sponsorship is an element of an overall integrative sport marketing mix;
- Sport sponsorship is an option available to be included by all organisations as an integrative element of the promotion or marketing communication mix of a corporate marketing mix; and

- Sport sponsorship supports or is supported by the other marketing communication elements: advertising, sales promotion, personal selling, publicity and/or public relations, direct marketing.

5.2.2.1 Plan and integrate the sport sponsorship into the marketing and marketing communication plans

a) A marketing tool

Sponsorship is an important marketing tool as illustrated by a statement of Grobler as quoted by Koenderman (2000:86) that 14% of all marketing expenditure in South Africa is spent on sponsorship or event management. Sponsorship spending holds substantial spin-offs for the advertising fraternity, generating an almost equal additional amount of supporting promotions and advertising expenditure. Grobler as quoted by Koenderman (2000:86) also states that the direct sponsorship and sponsorship back-up expenditure in 1998 was R1.625 billion compared to the measured total South African advertising expenditure of R7 billion. Eyles (2001:3) estimates the latter to be between R8 billion and R9 billion in 2001. Table 4.1 in Chapter 4 is a summary of direct sponsorship spending in South Africa.

Sponsorship provides opportunities to enhance aspects on which any sound marketing strategy is built. It enhances relationship building with a diverse set of target audiences such as consumers, business partners, the media, and employees. Sponsorship has the ability to provide marketing differentiation opportunities because competitors can advertise in the same media but only one particular organisation gains the right to associate itself with a particular sponsored event. A sponsor can also position itself relative to direct competitors in the minds of consumers by associating with events and teams that are supported by particular fans or sport-users.

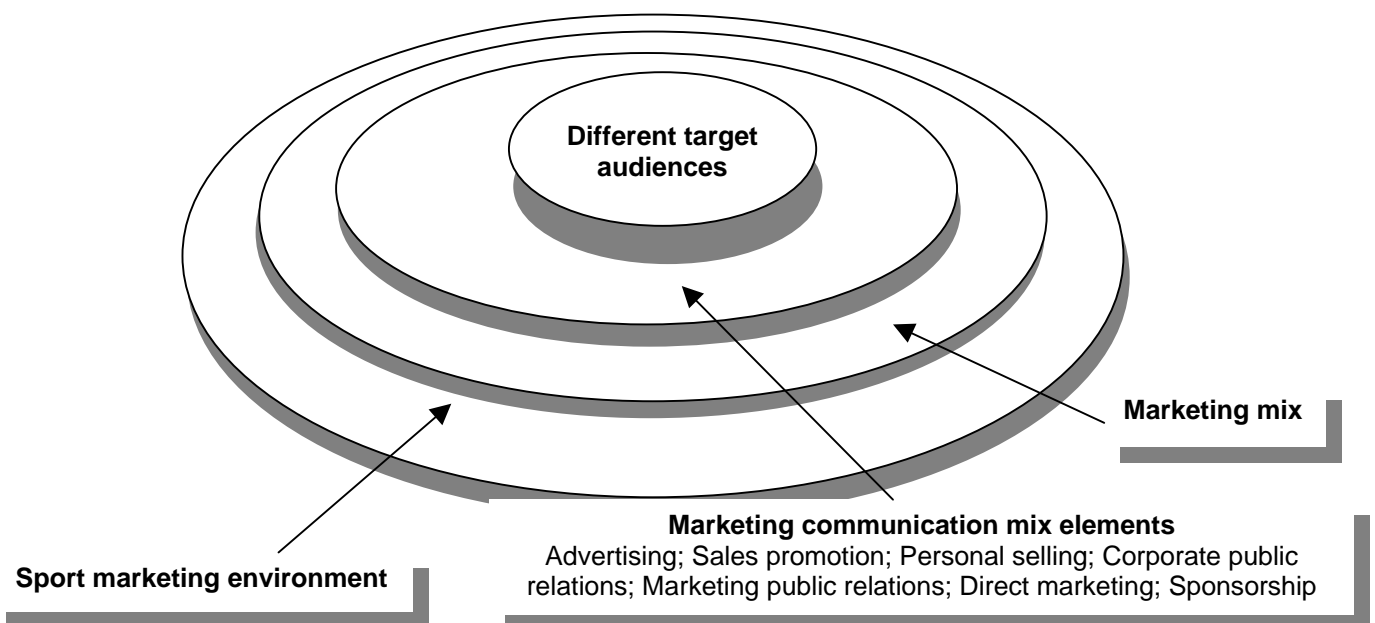
Through an involvement in sponsorship, an organisation can show that it is not merely marketing a successful brand, but that the brand is part of a wider

beneficial involvement in the society of which the consumer is a participating member.

b) A promotion tool in the integrated marketing communication mix

A number of authors (Van der Walt & Machado, 1992; Dibb *et al*, 1994; Furlong, 1994; Thwaites, 1995; Wilmshurst, 1995 and Meenaghan, 1996) (see Chapter 2) emphasise that sponsorship is an important instrument in the marketing communication mix. The reason for this emphasis is that in an era of increasing media fragmentation and subsequent consumer confusion, sponsorships create potential opportunities to be in the *same space* and the *same place* as the intended target audience, which should be immensely appealing to marketers. Sponsorship's inclusion as an important part of an integrated marketing communication mix is depicted in Figure 5.2.

FIGURE 5.2 THE PLACE OF SPONSORSHIPS IN THE MARKETING MIX



Source: Adapted from Mullin *et al* (2000:256)

Sport sponsorship can extend the impact of other elements of the marketing communications mix, such as advertising, sales promotion, and public relations to achieve particular objectives such as sales increase, in a sport marketing environment where sport-users and consumers are more open and receptive, making key messages more relevant and persuasive.

Sponsorship, isolated from the other elements of the marketing communication mix, would not be effective as these elements are required for leverage of the sponsorship programme and similarly, the other elements of the communications mix should link into the sponsorship programme and to each other enabling the communication plan as a whole to flow into achieving the overall corporate, marketing, and marketing communication objectives.

Sponsorship as a marketing tool can impact on sales performance, but its real value lies in forging a long-term relationship with the sporting event or activity and the community at large. The perception is that a sponsorship's impact is not restricted to those that attend the event or activity but acceptance and respect is also gained in the community at large.

There is growing realisation in several advertising agencies that, on their own, classic advertising skills will not suffice for the future. This is typified by efforts in leading agencies such as Hunt Lascaris TBWA and BSB/Bates to bring non-traditional skills such as sport sponsorship into the fold (De Villiers, 1994:17).

Sponsorship offers the opportunity of brand building and the selling of marketers' goods and services as an alternative traditional advertising medium. Sponsorship public relations (might also be referred to as marketing public relations) and publicity is fundamentally different from corporate public relations, social responsibility and corporate affairs, and therefore the corporate communication department should co-operate with the marketing department, on sponsorship issues.

Various authors have commented and expressed their opinion that sport sponsorship management should be based on marketing and communication principles. An extraction of statements covering these opinions is reflected in Table 5.6. These statements will be included in the final questionnaire.

TABLE 5.6 GENERAL STATEMENTS ON MARKETING AND COMMUNICATION ASPECTS OF SPORT SPONSORSHIP MANAGEMENT

General statements on marketing and communication aspects of sponsorship management	Based on the comments and views of the following authors
<ul style="list-style-type: none"> • The relationships that sponsorships build with diverse publics • Sponsorships playing a role in building relationships in the distribution channel • Profitable cause-related marketing opportunities created by sponsorships • Non-profitable cause-related marketing opportunities created by sponsorships • Assessing how sponsorships fit into the overall marketing plan • Assessing how sponsorships fit into the product/brand/service plan • Assessing how sponsorships fit into the overall corporate communication plan • Sponsorships supporting other marketing communication/promotion elements • Other marketing communication/promotion elements supporting sponsorships 	<p>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).</p>

In the previous discussions in this chapter frequent reference to sponsorship objectives were made. In the following section different views on sponsorship objective-setting will be explored.

5.2.3 Step 3: Setting sport sponsorship objectives

Judging by the available number of views on sponsorship objectives it is assumed that this area of sport sponsorship decision-making has been extensively analysed by researchers, academics and practitioners. In the following section a broad discussion is given on different views and approaches.

5.2.3.1 Points to consider in setting sponsorship objectives

Sponsors should decide exactly why they are entering into a specific sport sponsorship. The diverse range of sponsorship objectives discussed in this section illustrates that it is not an easy decision. Sponsorship can be applied directly to the generation of sales, and is often designed to augment other marketing communication variables with objectives stated as to create brand awareness, enhance corporate and brand image, build relationships and develop goodwill in the community.

Sponsorship objectives must be clearly defined and able to match overall marketing objectives to ensure that they will aid in attaining those marketing objectives.

Clearly defined, quantifiable sponsorship objectives provide the best guidance to selecting the events or activities to sponsor, enabling the sport marketer to develop clear selection criteria. Strategies for leverage of the sponsorship can be developed directly from sponsorship objectives. Clear and measurable sponsorship objectives allow for focussing during implementation and enable effective evaluation of whether sponsorship “success” has been achieved.

5.2.3.2 Types of sponsorship objectives

A large number of authors have reported and compiled categories and lists of sponsorship objectives. This section on corporate objectives is based on the viewpoints of a number of these authors:

- a) Corporate sport sponsorship objectives emphasise public relations-related objectives

Irwin & Asimakopoulous (1992:43-51) compare corporate to product/brand-related objectives, as illustrated by Table 5.7, while Cornwell (1995:13-24) compared corporate objectives to marketing objectives, as illustrated by Table 5.8.

TABLE 5.7 COMPARING CORPORATE AND PRODUCT/BRAND-RELATED SPORT SPONSORSHIP OBJECTIVES

Corporation-related objectives	Product/brand-related objectives
Increase public awareness of the company and its services	Increase target market awareness
Enhance company image	Identify/build image with target market (positioning)
Alter public perception	Increase sales and market share
Involvement with the community	
Build business/trade relations and goodwill	
Enhance staff/employee relations and motivation	

Source: Irwin & Asimakopoulous (1992:43-51)

**TABLE 5.8 COMPARING CORPORATE AND MARKETING SPORT
SPONSORSHIP OBJECTIVES**

Corporate objectives	Marketing objectives
Improve corporate image	Generate sales
Boost service image	Focus the attention of the buying public
Improve company visibility	Generate brand name awareness
Influence non-consumer audiences such as financial institutions	Segment markets
Potential investors and stockholders	Pre-empt competitors
Alleviate community hostility toward a sponsor's past action or help to counter negative publicity	Facilitate prospecting for the sales force and create enthusiasm in the distribution channel members
Aid sales or staff relations and recruitment	Increase distribution outlets
Create esprit de corps among employees; influence community leader's perceptions	Develop individual, person-to-person rapport through free or low-cost tickets as well as special treatment at the sponsored event

Source: Cornwell (1995:13-24)

It is interesting to note that most of the corporate objectives listed in Tables 5.7 and 5.8 have a corporate communication or public relations angle. These views reflect on the discussion in Chapter 2 on the apparent disagreement on whether public relations or publicity, or both should be included in the marketing communication mix.

Kuzma *et al* (1993:27-32) compared corporate sponsorship objectives ranked in order of importance by Fortune 100 organisations, sponsors of the 1990 US Olympic Festival and sponsors of the 1991 International Special Olympics. Their findings are illustrated in Table 5.9

**TABLE 5.9 COMPARING SPORT SPONSORSHIP OBJECTIVES SET
BY FORTUNE 500 AND OLYMPIC SPONSORS**

	A	B	C
OBJECTIVE	RANKED BY SPONSORS		
Increase awareness of the company	1	2 (tie)	2
Improve company image	2	2 (tie)	4
Demonstrate community responsibility	3	1	1
Increase awareness of corporate products	4	4	5 (tie)
Provide a forum for customer orientation	5	small	small
Improve product image	6 (tie)	5	5 (tie)
Increase short-term sales revenues	6 (tie)	small	5 (tie)
Increase long-term sales revenues	8	small	small
Foster employee pride and motivation	9	6	3

A = Fortune 100 organisations / B = 1990 US Olympic Festival sponsors / C = 1991 International Special Olympics sponsors.

The higher ranked objectives in all three categories also indicate an emphasis on public relations-related sport sponsorship objectives. Sales stimulation is surprisingly lower down the scale of importance.

b) Sport sponsorship objectives are diverse

It must be noted that sport sponsorship objectives are very diverse. Although not studying sponsorship objectives, Rowley (1998:383-387) lists marketing communication objectives to be the following: increase sales, maintain or improve market share, create or improve brand recognition, create a favourable climate for future sales, inform and educate the market, create a competitive advantage - relative to a competitor's products or market position, and improve promotional efficiency. **Note the almost absence of media, publicity, PR or communication objectives** - a clear indication that sponsorship aims to achieve similar objectives than that of promotion but also aim to achieve a wider set of objectives.

A number of other studies highlight such various and diverse views on sport sponsorship objectives. These views are illustrated in Table 5.10.

TABLE 5.10 A COMPARISON OF DIFFERENT VIEWS ON SPORT SPONSORSHIP OBJECTIVES

Author(s)	Objectives identified
Ensor (1987:40-43) as quoted by McCook, Turco & Riley (1999:2)	<ul style="list-style-type: none"> • demonstrate good citizenship • demonstrate interest in the community • generate visibility for products and services • generate favorable media interest and publicity
Kitchen (1993: 367-386) (the percentages in brackets indicates sponsors who have listed the particular objective)	<ul style="list-style-type: none"> • Press coverage/exposure/opportunity (85%) • Television coverage/exposure/opportunity (79%) • Promote brand awareness (78%) • Promote corporate image (77%) • Radio coverage/exposure/opportunity (72%) • Increase sales (63%) • Enhance community relations (55%) • Entertain clients (43%) • Benefit employees (37%) • Match competition (31%) • Fad/fashion (26%)
Stotlar & Kadlecek (1993:32-36)	<ul style="list-style-type: none"> • The benefits of a corporate affiliation with sport • Access to events • Media exposure through signage within the venue • Ticket access to events • Product/service exclusivity within the sporting venue <p>Supplementary reasons include: desire to increase corporate consumer base, ability to develop tie-in programs, enhancement of the corporate image, tie-ins with the current advertising campaign</p>
Komorofski & Biemond (1996:35-40)	<ul style="list-style-type: none"> • To increase public awareness of the company, the product or both • To alter or reinforce public perception of the company • To identify the organisation with particular market segments • To involve the organisation in the community • To build goodwill among opinion formers and decision makers • To generate media benefits

	<ul style="list-style-type: none"> • To achieve sales objectives • To create an advantage over competitors through association or exclusivity • To gain unique opportunities in terms of hospitality and entertainment
Erdogan and Kitchen (1998: 369-374)	<ul style="list-style-type: none"> • Press coverage/exposure/opportunity • TV coverage/exposure/opportunity • Promote brand awareness • Promote corporate image • Radio coverage/exposure/opportunity • Increase sales • Enhance community relations • Entertain clients • Benefit employees • Match competition • Fad/fashion
Bennett (1998:458-465) (among UK, French and German sponsors)	<ul style="list-style-type: none"> • Building goodwill • Facilitating PR • Involving the organisation in the community • Improving social and economic life and infrastructures • Improving the organisation's image • Improving the loyalty and motivation of employees • Increasing media attention • increasing general public awareness of the organisation and its products • Encouraging loyalty among existing customers • Increasing company/brand awareness among particular consumer groups/market niches • Altering customer perceptions of the organisation or its products (eg by countering bad publicity) • Increasing sales • Gaining a competitive edge over rival businesses • Influencing politicians and other important people • Creating a good impression among shareholders

These views indicate broad corporate objectives with a public relations slant, focus on media exposure and a publicity focus, and suggest a wider set of marketing objectives that are related to brands, products and sales.

c) Linking objectives to benefits

A study by Liu *et al* (1998:93-112) suggest particular relationships between objectives set and the benefits aimed to be achieved. Corporate policy is indicated by the highest percentage of organisations (37%), while achieving high profile & brand awareness; and high profile, brand awareness, and increased sales by (21%) of respondents. Brand awareness is emphasised throughout and amazingly 14% were unsure about their sponsorship objectives.

TABLE 5.11 A COMPARISON OF SPORT SPONSORSHIP OBJECTIVES AND BENEFITS ACHIEVED

Objectives	Benefits
Corporate policy (37%)	High profile & brand awareness (21%)
Local & brand awareness (14%)	High profile & brand awareness % increased sales (21%)
High profile & media coverage & advertising (14%)	Brand awareness & corporate hospitality (21%)
No conflict with competitive products (7%)	Brand awareness (14%)
Large TV audience & corporate hospitality & product sales (7%)	Brand awareness & corporate hospitality & increased sales (7%)
Product development & brand awareness (7%)	Brand awareness & increased sales (7%)
14% were unsure	On-going promotion (7%)

Source: Liu *et al* (1998:93-112)

d) The Sandler & Shani (1993) classification

The views discussed in sections a, b, and c depicts a scenario that demands a more orderly system of grouping objectives in broad but distinctive categories. The most important view, from a more orderly perspective, is that

of Sandler & Shani (1993:38-43) who discuss the following three broad categories of sponsorship objectives:

- Corporate objectives - mostly image related;
- Marketing objectives - for example brand promotion and sales increase; and
- Media objectives - cost effectiveness, reaching target markets.

The first category has been discussed by several authors (e.g. Armstrong, 1988:97-103; Ackerman, 1993 (as quoted by Pope, 1998:1); Cornwell, 1995:13-24; Javalgi *et al*, 1994:47-58; Witcher *et al* 1991:13-33; and Yeo, 1989). Very little proof exists for the impact of sponsorship on image, with the exception of the work of Javalgi *et al* (1994:47-58), which has been disputed by Pope & Voges (1994:38-45) in a replication study.

The second category corresponds to the product/brand objectives for sponsorship identified among others by Ackerman (1993) (as quoted by Pope, 1998:1); Irwin & Asimakopoulos (1992:43-51) and Mescon & Tilson (1987:49-61). Stotlar (1993:35-43) reports that Visa attained market share gains after the 1988 Olympic Games while Irwin & Asimakopoulos (1992:43) state that Volvo realised six dollars in return for every dollar spent on its sport sponsorship programmes.

Pope (1998:124) argues that the last of these categories (media reach and cost effectiveness) is now largely discounted by both theoreticians and practitioners alike". He quotes Cornwell (1995) and Kuzma *et al* (1993) as proof of his statement. Lee *et al* (1997) state that there is a clear shift from emphasising media objectives to emphasising corporate objectives (e.g. corporate image).

It is interesting to note that Javalgi *et al* (1994:48/9) mention that "individuals who are responsible for sponsorship may be reluctant to examine its effects because of possible career risk, especially as the amount of money devoted to sponsorship increases.

e) Pope's classification

Pope (1998:1) who summarised the opinions of a number of authors namely, Gardner & Shuman (1986:11-17); Abratt, Clayton & Pitt (1987:299-311); Gross, Traylor & Shuman (1987:9-13); Gilbert (1988:6-9); Abratt & Grobler (1989:351-362); Stotlar (1992:13-17); and Sandler & Shani (1993:38-43); compiled a table that consists of four main categories: corporate, marketing, media, and personal.

f) Further modification by combining the views of Pope (1998:1) and Shani & Shandler (1993)

Pope's (1998:1) table and Shani & Shandler's (1993:38-43) categories were modified by the researcher by including other objectives listed by a number of authors to create Table 5.12. The marketing grouping was split into two new groupings (product/brand/service) and sales.

TABLE 5.12 MAIN CATEGORIES OF SPORT SPONSORSHIP OBJECTIVES

Corporate (including hospitality)	<u>Marketing</u> Product / brand / service	<u>Marketing</u> Sales	Media	Personal (management interest)
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The last category listed in Table 5.12 does not seem to fit well. Sleight (1989:9) observes that management "self-indulgence" is one of the worst reasons to embark on a sponsorship programme. Pope (1998:1) argues for the deletion of that objective, because Sandler & Shani's groupings are confirmed both by literature and in practice. The importance attached to each of these objectives is still debated, however and for research purposes the last category is included. In the following chapter the five groups of objectives (from Table 5.12) will be expanded to include a large set of objectives listed under each heading. A procedure to test the use of this set of objectives by South African sponsors will be discussed in the next chapter. Hospitality

objectives will for the moment be regarded to be included under corporate objectives.

g) A comprehensive set of sport sponsorship objectives

Table 5.13 indicates which theoretical sources were consulted to arbitrarily compile a range of sponsorship objectives that fit into the five main categories of sport sponsorship (corporate, brand/product/service; sales; media coverage, and guest hospitality) as proposed by the framework in the previous chapter and illustrated in Table 5.12.

TABLE 5.13 SPORT SPONSORSHIP OBJECTIVES

Main objectives in sponsorships	<p>Broad corporate objectives</p> <ul style="list-style-type: none"> • Expression of community involvement • Increase public awareness of the company • Change public perception of the company • To build goodwill amongst opinion formers • To reassure stockholders • To aid relations with current staff • To assist staff recruitment • Promoting corporate image • Gain competitive advantage through exclusivity • Target specific corporate audiences • Tie the company to the success of a team/event/individual <p>Product/brand/ service-related objectives</p> <ul style="list-style-type: none"> • Explore new market segments • Launch new product/brand/service • The product/brand/service can be integrated into the event • Sampling at/during the event • Build image within the target market (positioning) 	<p>Ackerman (1993); Armstrong (1988); Cornwell (1995); Ensor (1987); Erdogan & Kitchen (1998); Gardner & Shuman (1988); 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 (1998); Sandler & Shani (1993); Stotlar (1993); Stotlar & Kadlecek (1993); Quester & Farrelly (1998); Witcher, Gordon, Craigen, Culligan & Harvey (1991); Yeo</p>
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	<ul style="list-style-type: none"> • Increase target market awareness • Increase market share • Support brand advertising • Strengthen brand preference <p>Sales objectives</p> <ul style="list-style-type: none"> • To facilitate sales-force prospecting • Gain new customers • To aid the sales promotion drive • Strengthen relationships with current customers • Increase short-run sales • Increase long-run sales <p>Media coverage</p> <ul style="list-style-type: none"> • Pre-event media coverage • Media coverage during the event • Post-event media coverage • To get coverage in a diverse range of media • Increase overall media attention • To counter adverse publicity <p>Guest hospitality</p> <ul style="list-style-type: none"> • Entertain current customers • Entertain prospective customers • Entertain suppliers • Entertain staff • Entertain intermediaries 	(1989); Wilson (1997).
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The objectives listed in this table will be included in the questionnaire (to be discussed in Chapter 7).

5.2.4 Step 4: Plan leverage, tie-ins and cross-impact with other elements of the marketing communication mix

Hoek (in Kitchen, 1999:361) says that a considerable debate over how "advertising works is ongoing", but that there has been surprisingly little research done into the relationship between advertising and sponsorship, and the different roles they may play in shaping or maintaining consumers' behaviour (Hansen & Scotwin, 1995:173-181). This statement immediately places the spotlight on one of the major objectives of sponsorship - can it change consumer behaviour by supporting and being supported by advertising?

It seems that it can be argued that for a sponsorship to be effective it has to rely on advertising support, a point made by Witcher *et al* (1991:13), who suggested that sponsorship is simply another form of advertising.

Hastings (1984:171-176) noted that while the precise content of advertising can be specified, managers have less control over when, where and how the media might feature sponsorship activity. Sponsorship is dependent on media exposure.

Meenaghan (1991:8) also discussed this dependence and argued that because sponsorship is largely a 'mute and non-verbal medium', it should be used in conjunction with traditional advertising - tie in with other marketing communication variables. Failure to do so, he argues, would mean that a full exploitation of the sponsorship's possibilities could not be guaranteed and this would leave open the opportunity for competitors to sabotage the sponsorship (Meenaghan, 1994:77, and 1996:103). Perhaps this author is alluding to ambush marketing, one of the failings of sponsorship.

Overall, Hoek (in Kitchen, 1999:367) argues, while sponsorship clearly creates awareness' there is, as yet, no evidence that awareness, and the subsequent development of descriptive belief attributes, will prompt product trial. She suggests that sponsorship, like brand advertising, is unlikely to

generate sales increases. If improved sales were sought, managers should consider linking sponsorship to direct behavioural outcomes, through the use of competitions or other lead-generating activities such as sales promotions.

Sponsorships should therefore not be regarded as a marketing quick-fix. As McDonald (1991:33) argues: "As more people have the sponsorship brought to their notice by publicity, they are reminded of something they already approve of; it is brought to the front of their mind. It does not follow that anybody's mind has been changed about the company because of the sponsorship".

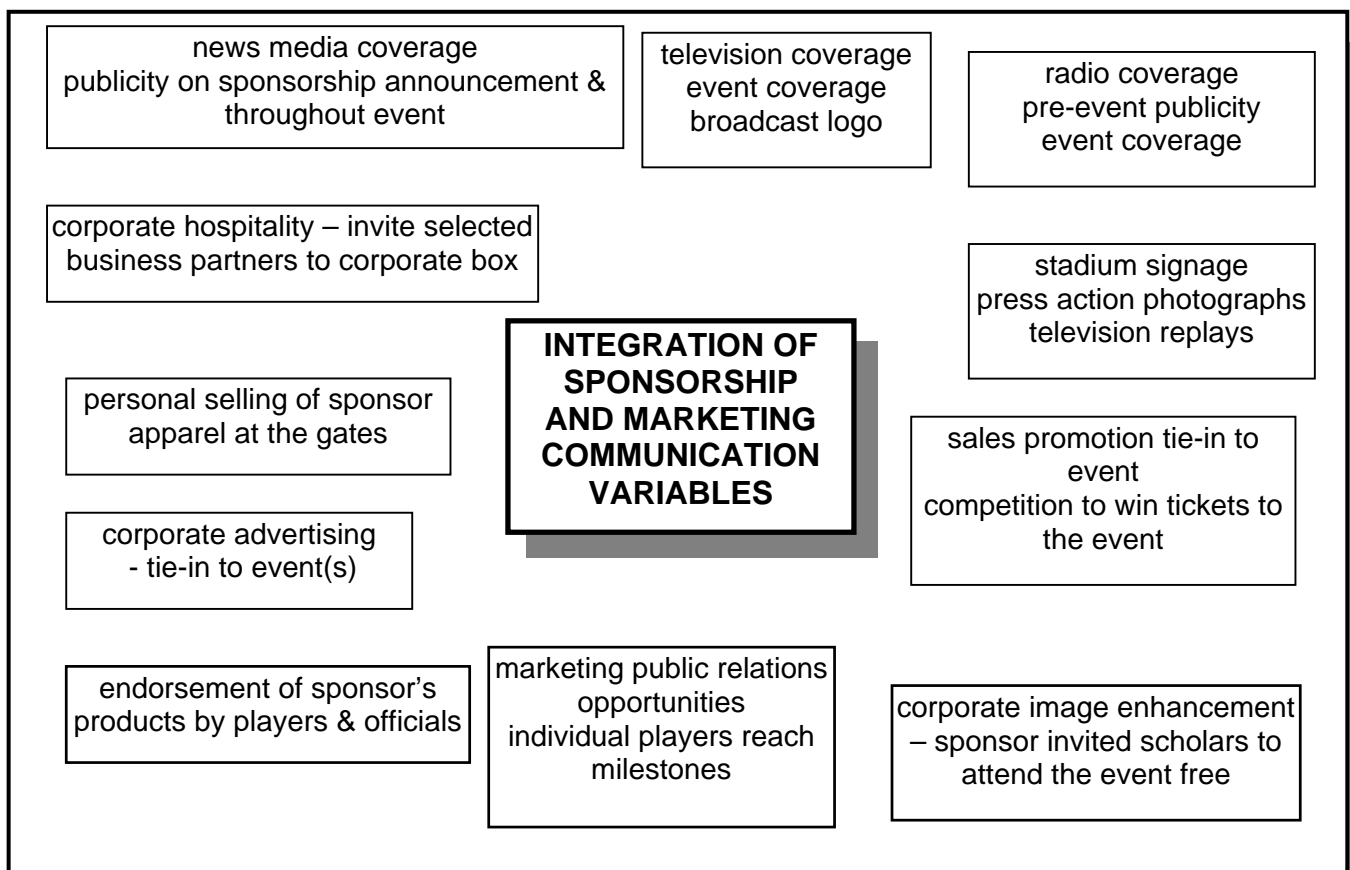
"Classical advertising (on its own?) cannot equal the awareness created through a well implemented sponsorship programme, is stated by Grobler (1992:44-47). Koenderman (1997:75) adds: "Sponsors on average spend another 70% (of budget) leveraging their involvement through advertising and promotions to clients, though the recommended ratio is to match the spend on rights fees rand for rand. If you do not tell the world you are sponsoring the event, nobody else will". The rule of thumb is to spend R1 – R1.25 in advertising for every rand spent on sport sponsorship".

It can be concluded on the cross-impact of sponsorship discussed in this section that sponsorship can change consumer behaviour but because of its dependence on media exposure, sponsorship has to be tied-in (create a cross-impact) with other marketing communication variables such as advertising, sales promotions, and publicity, to create a leveraging effect that increases the total return on investment

Figure 5.3 illustrates examples of different marketing communication variables that can be integrated to maximise the effectiveness of an event sponsorship. These variables have not been tested but serve purely as a fictitious illustration of the different variables that could be considered by a sponsor to maximise the effect of the sport sponsorship.

The main argument is that a sport sponsorship on its own will not create the desired effect if it is not supported by other, often innovative variables that attracts attention and builds awareness amongst the different target audiences.

FIGURE 5.3 INTEGRATING SPONSORSHIP AND OTHER MARKETING COMMUNICATION MIX VARIABLES AT A FICTITIOUS SPORTING EVENT



This figure also reflects the discussion in section 5.2.1.3 that illustrated the distinctive audiences targeted by sponsorships. It can be added that management decisions in this area should therefor focus on matching:

- sponsorship objectives to the intended target audiences;
- the most appropriate marketing communication variables to the intended target audiences; and
- the objectives, target audiences, and marketing communication variables to the desired sponsorship effects (behavioral modification and reinforcement).

The relevance of the cross-impact between the marketing communication (promotion) variables, is important in the context of this thesis. Various authors Jobber (1995:454); Koenderman (1997:75); Shimp (1997:566) and Brassington & Pettitt (2000:814) imply that sponsorship should be leveraged with other marketing communication variables to maximise the sponsorship expenditure.

TABLE 5.14 CROSS-IMPACT MATRIX FOR THE DIFFERENT VARIABLES OF THE MARKETING COMMUNICATION MIX

Variable	Corporate public relations	Marketing public relations	Sales promotion	Personal selling	Promotional licensing	Direct marketing
Sponsorship						

Table 5.14 illustrates a cross-impact matrix between the different variables, identified in the previous chapter as the most likely to be included in a sport-related marketing communication mix. It is argued that sponsorship managers should reflect on the cross-impact between sponsorship and other forms of marketing communication as depicted by this matrix.

Within the scope of this thesis it is suggested that the cross-impact effects between all the different sport marketing communication variables should be examined from the perspective of how they leverage the overall sport sponsorship effect. At the moment the literature is inconclusive on this leverage-effect. It will be guesswork to determine or even categorise what the exact cross-impact would be. A research procedure that will aim to complete this matrix will be discussed in Chapter 7.

Table 5.15 illustrates a collection of marketing communication variables that, as suggested by a number of authors, could to be integrated into a sport sponsorship programme or campaign.

TABLE 5.15 MARKETING COMMUNICATION VARIABLES THAT SHOULD BE INTEGRATED INTO A SPORT SPONSORSHIP

Marketing communication variables	Based on the comments and views of the following authors
<ul style="list-style-type: none"> • Corporate image advertising • General outdoor advertising • Outdoor signage at the event • Product/service/brand advertising • Product/service/brand launches • Direct response activities • Direct marketing activities • Personal selling activities • Corporate public relations activities • Publicity activities • Consumer sales promotions • Trade sales promotions • Sales force promotions • Branded clothing items • Competitions • Exhibitions • The corporate logo 	<p>Fry, Keim & Meiners (1982); d'Astous & Bitz (1995); Copeland <i>et al</i> (1996); Kitchen (1996); Farrelly , Quester & Burton (1997); Lee <i>et al</i> (1997); Mullen (1997); Vignali (1997); Doust (1998); Erdogan & Kitchen (1998); Rowley (1998); and Thwaites & Carruthers (1998).</p>

The marketing communication variables listed in this table will be included in the final questionnaire (to be discussed in Chapter 7).

5.2.5 Step 5: Evaluating sponsorship effectiveness

Hoek (in Kitchen, 1999:367) states that several researchers have noted that, although sponsorship objectives have been well documented, research into sponsorship evaluation has remained, at best, haphazard (Witcher *et al*, 1991:13-33; and Quester & Burton, 1997:1-20). It is therefore not surprising that Speed & Thompson (1997:266) conclude that "models identifying factors that influence a sponsorship's success lag far behind those seen in other areas of promotion (marketing communication)".

Hoek (in Kitchen, 1999:367) and Pope (1998:1) observed that although Javalgi *et al* (1994:47-58) noted that evaluation may not be undertaken because the sponsorships satisfy personal rather than commercial objectives, most researchers agree that evaluation is imperative, especially given the scale of investment now occurring. Thwaites (1995:152) argues that: "measures of exposure, awareness, image, sales effectiveness and guest hospitality are possible", but concludes that "objectives often appear to be imprecise and are not developed in a form that allows subsequent evaluation" (p 161).

This view reflects on the issue that objective-setting and evaluation procedures should be linked and be devised at the same stage in the sponsorship decision process. Arani (1992:7-12) and Sleight (1989:110/111) support this argument by linking evaluation directly to objective setting, emphasising the need to specifically identify anticipated results.

Many objectives listed by authors do not easily lend themselves to be measured in a quantifiable format (e.g. corporate image, avoid clutter, and client entertainment). There is also not any substantial evidence that sponsors engage in evaluation of any kind, let alone linking evaluation practices to pre-set objectives. Findings reported by Gross *et al* (1987:9-13) and Armstrong (1988:97-103) state that almost half of respondents to their survey did not engage in any form of evaluation at all.

Pope & Voges (1994:38-45) reported a direct link between the setting of objectives, evaluation and length of sponsorship agreements which illustrated that shorter sponsorship agreements (less than three years) occurred among those who failed to set objectives and who do subsequent evaluation. It would appear from their results that shorter sponsorship agreements are less satisfying to sponsors, if not also actually less successful.

Some debate over different categories of evaluation research exists. The remainder of this section examines the work undertaken to assess sponsorship's effectiveness.

a) General

According to the Incorporated Society of British Advertisers (ISBA) Guide to Sponsorship Evaluation (1998) the following objectives can be measured: Sponsorship reach and demographics; awareness and attitude; media coverage, reach and quality; merchandise and other sales and staff attitudes - an emphasis on general communication effectiveness.

On the other hand, Meenaghan (1991:35-47) identifies five main categories for measuring sponsorship effectiveness: media exposure; levels of sponsorship awareness by spectators; product sales; spectator feedback; and cost-benefit analysis - an emphasis on measuring general spectator effects.

b) Product/brand related measurement

In terms of market or product/brand related objectives, some evidence exists that sales increase measures are deemed to be important. Stotlar (1993:37) for example mentions that, "Visa conducted its own research, which demonstrated market share gains" after the 1988 Olympics and Irwin & Asimakopoulos (1992:43-44) say: "Volvo, which has determined that for every dollar spent on its sport sponsorship programs it realizes six dollars in return, has measured the cost effectiveness of sponsorships by the general popularity of an event, media-impressions-generated event growth, and dealer response".

In a similar vein, Jeannet & Hennessey (1988:456) report that in 1984, Puma sold only 15,000 tennis rackets per annum. In 1985, following Boris Becker's first victory in Wimbledon and his endorsement of Puma's rackets, sales skyrocketed to 150 000 rackets.

c) Media audits

Although sponsorship requires advertising support, the fact that news coverage of the sponsored event itself is at the discretion of the media means

it also has elements in common with public relations activities. Hoek (in Kitchen, 1999:368) finds that one method of evaluation has entailed a straightforward analysis of media coverage as reported by Abratt *et al* (1987:299-311); Parker (1991:22-30); and Marshall & Cook (1992:307-324).

The problem Hoek (in Kitchen, 1999:368) has with this measure is that, although it is analogous to using the frequency with which an advertisement has been screened on television as a measure of advertising effectiveness, the number of flightings is clearly not a measure of exposure, nor does it indicate whether any change in behaviour has occurred. Authors such as Meenaghan (1994:77-88) and Crimmins & Horn (1996:11-21) also argue that although apparently straightforward and objective, media audits have very limited practical usefulness.

Sleight (1989:229) is extremely critical of the use of media surveys for evaluation purposes. An example is the mechanism of media surveying that is based on the television exposure of the sponsor's name or logo apart from paid- for media advertising, measured in television minutes. The estimated monetary value of this exposure, had it been bought, is compared by sponsors to the monetary cost of the sponsorship. Sleight (1989:227-231) argues that:

- The quality of the message is different;
- Receipt of the message by the audience is not measured; and
- The cost of bought advertising is measured only at the highest rate - which few major advertisers ever pay.

Despite these contentions, Pope (1998:1) argues that figures from media audits are impressive, but "it is easy to see that they may be misleading". An example quoted is of a discussion of American media audits by the organisation Joyce Julius and Associates, where Stotlar (1992:14) observed the following: According to their calculations, top sponsors in NASCAR's Winston Cup Series will average \$4.9 million in television exposure for the season, and CART/PPG Indy Car sponsors will realise an average of \$3.6

million in terms of media exposure gained. These figures do not really reflect the effectiveness of the sponsorship but merely show comparative "publicity" rates which is not really an indication of sponsorship return on investment.

It must also be noted that this form of evaluation does not fit well with many of the objectives mentioned earlier in section 5.2.3.2 (e.g. employee motivation, governmental relations, and product awareness) and it must, therefore, be seen as questionable when used in isolation. Despite these criticisms and difficulties, media audits remain widely used. It also would seem to provide an opportunity to measure media cost-effectiveness.

d) Recognition, recall and awareness

As noted by Sandler & Shani (1993:41): "A first step in sponsorship effectiveness is the correct identification of a firm as a sponsor." This correlates strongly with the corporate objectives noted by the same authors.

Much research has been conducted into recognition and recall of sponsorship signage. Stotlar & Johnson (1989:97), in assessing stadium advertising, noted that between 62% and 77% percent of attendees at sporting events "noted the advertising". They also found that this corresponds favourably with national statistics that indicate a 70% standard for typical outdoor advertising. The advertising was also shown to increase sales by 33% for products available in the stadium.

A replication of Stotlar & Johnson's (1989:90-102) method was done by Cuneen & Hannan (1993:55) who found that of 451 subjects at a Ladies Professional Golf Association golf tournament, 98% noticed the advertising, (91% of these were not consciously looking), and that the most noticed signs (74%) were in concession areas, followed by leader boards (56%) and playing tees (56%). It was also noted that "sponsors who had products/services available on site were recognized in greater frequency than those who had not".

An analysis of 180 responses of a survey of recall and recognition of televised State of Origin Rugby League matches in Australia, led Pope & Voges (1997:38-45) to conclude that three or four signage locations are most beneficial for recall and recognition effects at televised stadium sporting events. Shilbury & Berriman (1996:27-35) who conducted recall and recognition of sponsors and advertisers at the St. Kilda Australian Football League club in Australia, observed that sponsorship needs time to be recalled and recognised. Pope (1998:1) observes that in most of the recall and recognition research, both in Australia and overseas, the emphasis has been placed on the awareness rather than the effect of that awareness - a serious failure. This failure is illustrated by enquiring where "awareness" fits into the consumer response continuum: awareness to interest to trial to conviction to purchase (or non-purchase?).

The natural progression from a media-centred measure should be to one that recognises that the success of any marketing communication campaign depends, at least to some extent, on whether it is noticed. Awareness, according to Hoek (in Kitchen, 1998:368), has long been a popular variable in the assessment of advertising, for two reasons. First, awareness is simple and inexpensive to measure; recall studies can be conducted quickly and they demand less of either researchers or the respondents they interview. More cynically, awareness is regarded as highly responsive to levels of advertising intensity - the marked changes in awareness scores that traditionally occur during an advertising campaign provide an obvious demonstration of the campaign's effect.

Hoek (in Kitchen, 1999:368) adds that researchers have measured a variety of different awareness variables, including awareness of the event itself, as well as awareness of the event sponsors and any sub-branding that may also have been undertaken (these measures are preferable to brand recall, since this may not be attributable to the sponsorship itself). Some research documented that sponsorship can produce marked increases in awareness (Sandler & Shani, 1993:38-43). Other authors such as d'Astous & Bitz

(1995:6-22) have noted a number of variables which mediate consumer awareness during a sponsorship.

Yet whether measurement of awareness variables also offers insights into a campaign's effectiveness remains a contentious question (Javalgi *et al*, 1994:47-58). Its application to a sponsorship campaign is therefore, as yet, unproven and the question whether a high sponsorship awareness holds positive financial benefits is unresolved.

Hoek (in Kitchen, 1999:369) contends that some insight into this is afforded by research exploring the relationship between awareness and actual behaviour, as suggested by Haley & Baldinger (1991:11-32). Nor has the direction of causality been clearly established. Hoek (in Kitchen, 1999:369) also argues that if the belief attributes consumers associate with brands depend largely on their experience of those brands, it could be logical to surmise that awareness may also have two components which parallel the descriptive and evaluative belief attributes - as discussed by Barwise & Ehrenberg (1985:81-93).

That is, people may have a superficial awareness of brands they have seen featured somewhere, but this awareness, like descriptive attributes, is neither an antecedent to, nor a consequence of, usage behaviour. By contrast, consumers may have a sophisticated awareness of brands because they have used them and have some knowledge of them. This latter form of awareness **is** consistent with Ehrenberg's (1974:32) argument that consumers "tend to perceive advertising for the brands [they] are already buying and repetitive advertising allows the habit to continue to operate in the face of competition".

This reasoning implies, according to Hoek (in Kitchen, 1999:369), that simple measures of awareness may provide little insight into the effectiveness of sponsorship (or advertising). This knowledge suggests that sponsorship awareness may vary across users and non-users, and that studies that do not collect usage as a dependent variable may provide little practical guidance or could not really serve as a classification for effectiveness.

Awareness features prominently as a core objective of many sponsorships, but the reasoning should be that the effects of high awareness should be measured and not just praising the high awareness figure itself.

e) Image and attitude

The works of Abratt & Grobler (1989:351-362); Parker (1991:22-30); Javalgi *et al* (1994:47-58); and Stipp & Schiavone (1996:22-28), serve as examples that image and attitudinal variables are popular objectives in sponsorship evaluation. Javalgi *et al* (1994:47-58) investigated whether consumers who were aware of an organisation's sponsorships viewed that organisation more favourably and found that, while some elements were viewed more favourably, this was not consistently the case. Hoek (in Kitchen, 1999:370) similarly finds a test of whether organisations that understood sponsorship had a better image than those who did not as an inconclusive measurement approach. Although Hansen & Scotwin (1995:173-181) noted improved awareness following sponsorship, they found few attitudinal improvements, a result they attributed to the limited information conveyed by sponsorship.

Sleight (1989:227) who also emphasises the importance of evaluation, recommends the use of attitudinal surveys, which would certainly give a justifiable evaluation of for example corporate related image objectives.

D'Astous & Bitz (1995:6-22) specifically investigated the relationship between sponsorship characteristics and consumers' perceptions and found, *inter alia*, that sponsorships that were not overly commercial, tended to be viewed more favourably, and that favourability was further enhanced if consumers were interested in the sponsored event. These findings are, according to Hoek (in Kitchen, 1999:370) not surprising; although they may confirm widely held beliefs, they offer no insights into how these perceptions may be managed, or, more importantly, how they affect consumers' purchase behaviour.

Whereas d'Astous and Bitz (1995:6-22) employed a variety of scenarios in their study, Stipp & Schiavone's (1996:22-28) study addressed very similar questions, but was located specifically within the context of the 1992 Olympics. Their results, that sponsorship of the Olympics improved the sponsor's image, are, according to Hoek (in Kitchen, 1999:370) also largely predictable, if only on the grounds that few organisations deliberately engage in activities likely to detract from their corporate profile.

Rajaretnam (1994:62-74) warns against studies of this nature for adopting an overly short-term perspective. He claimed that longer-term measures were necessary to address the true effects that sponsorship may have on an organization's image or positioning. According to Hoek (in Kitchen, 1999:370) Rajaretnam's case study of one Indian organisation found marked long-term improvements in awareness, corporate image and brand preference. The study did not include a discussion of other mix activities that may have affected these variables, nor have the results been replicated. More importantly, Hoek (in Kitchen, 1999:370) identifies a major failing that although brand preference (arguably a prerequisite for purchase behaviour) improved, the study did not report any attempts to assess the effects of this on sales.

f) Behavioural measures

Hoek (in Kitchen, 1999:371) argues that if sponsorship is undertaken to achieve behavioural outcomes, it would seem logical to measure the behaviours expected to be affected. Yet such measures are complicated by both theoretical and practical considerations. First, numerous authors have acknowledged that sales are affected by more than advertising, sponsorship, or any other promotional variable that may have been employed in a given campaign. In other words, sales are a function of many intervening variables, and the belief that sales can be predicted on the basis of promotion activity alone ignores the plethora of variables thought to affect purchase behaviour.

The question must be asked whether sponsorship can change or reinforce behaviour? The difficulties, either logical, practical, or both, in using

awareness, image or behaviour as an indication of sponsorship effectiveness inevitably raise a question in the mind of Hoek (in Kitchen, 1999:372) of whether sponsorship **can** be evaluated (and may explain why so few managers appear to undertake any formal research). She argues that rather than dismissing this key management question as too difficult, it seems logical to reconsider whether sponsorship can be managed in such a way that behavioural measures are made more accessible.

One method would be to link the sponsorship directly to some form of sales activity, such as a consumer sales promotion. For example, a retail sponsor of the Super 12 league, Mr Price may link in-store competitions to their event sponsorship in all their stores. Visiting any store is a prerequisite for entry into the competition, and entrants can be asked to buy clothing apparel as a further qualifier. The number of entry forms can be directly related to the increase in the number of clothing items sold and compared to target market characteristics such as geographical area.

Where sponsorship has been associated with both an event and the media coverage of that event, sponsors such as Vodacom have also run phone-in competitions, which required entrants to dial a predestined Vodacom-network cellular number to be eligible for a prize sponsored by Vodacom. The value of these associated promotions lies in the direct opportunity to measure the number of calls directly after a prompt was given during a match broadcast.

It would seem that opportunities such as those described in the previous two paragraphs, have a clear emphasis on a direct experience with the sponsor. It is usually supported by some kind of data collection (entry forms, and/or cellular calls) and offers opportunities for behavioural monitoring which relatively few organisations currently exploit.

In summary, evaluation should arguably be the most important phase of any sponsorship. However, Hoek (in Kitchen, 1999:372) argues that the variables currently assessed in sponsorship research seem unlikely to offer managers specific guidance about the success of a campaign, or about how sponsorship

generally could be better managed in the future. To obtain this information, managers may find it more helpful to consider these objectives in terms of cueing or reinforcing behaviour, and to relate their sponsorship to specific sales promotion activities that enable some assessment of behavioural consequences.

Table 5.16 illustrates a summary of current evaluation tools used to measure sport sponsorship effectiveness (as discussed by a number of authors). A few perspectives deemed to be important from the researcher's perspective were also added.

TABLE 5.16 SPORT SPONSORSHIP EVALUATION PRACTICES

Current sponsorship evaluation practices	<ul style="list-style-type: none"> • TV exposure value (time x advertising rates for 30 sec) • Radio exposure value (time x advertising rates for 30 sec) • Rand value of publicity expressed in advertising rates • Column centimetres in the press • Media reach • Readership demographics (segments, profiles, figures) • Viewership demographics (segments, profiles, figures) • Listenership demographics (segments, profiles, figures) • Continuity of publicity after the event • Cost per thousand of audience delivered • Target market reach effectiveness • Pre-event media coverage • Spectator figures • Surveys on staff attitude towards the sponsorship • Staff incentives/rewards • Pre- event attitude surveys towards the sponsor • Post event attitude surveys towards the sponsor 	Sleight (1989); Meenaghan (1991); Arani (1992); Kinney & McDaniel (1996); and ISBA (1998).
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	<ul style="list-style-type: none"> • Time-trend analyses of product awareness • Time-trend analyses of corporate image enhancement • Increase in sponsors' name recall • Cross impact between sponsorships and sales • Cross impact between sponsorships and sales promotion • Cross impact between sponsorships and public relations • Cross impact between sponsorships and advertising • Cross impact between sponsorships and direct marketing • Measuring customer reaction • Product trail opportunities • Product/brand/service awareness • Promotional licensing success • Merchandising success • Physical exposure of company branding • Hospitality success • Effect on community relations • Previous sponsorship spend • Competitive spend on sponsorships • Alliance opportunities with other sponsors • Cost accounting of sponsorship elements • Return on investment in Rand value • Calculating increased business • Sponsorship costs compared to other promotion costs • Successful integration between different sponsorships 	
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The sport sponsorship measurement tools listed in this Table will be included in the final questionnaire (discussed in Chapter 7).

5.3 Building a framework (Framework 2) to enhance marketer's understanding of the relationships between sport sponsorship management decision areas

It is argued that a theoretical framework should also be formulated that would aid a sponsor's understanding of setting sport sponsorship objectives that will allow proper measurement of sponsorship effectiveness.

In the first framework a step by step approach to sport sponsorship management was discussed. This framework does not directly address underlying relationships between important sport sponsorship management decision-areas. Such decision areas were identified in Chapter 4 and their theoretical foundation was discussed in section 5.2.

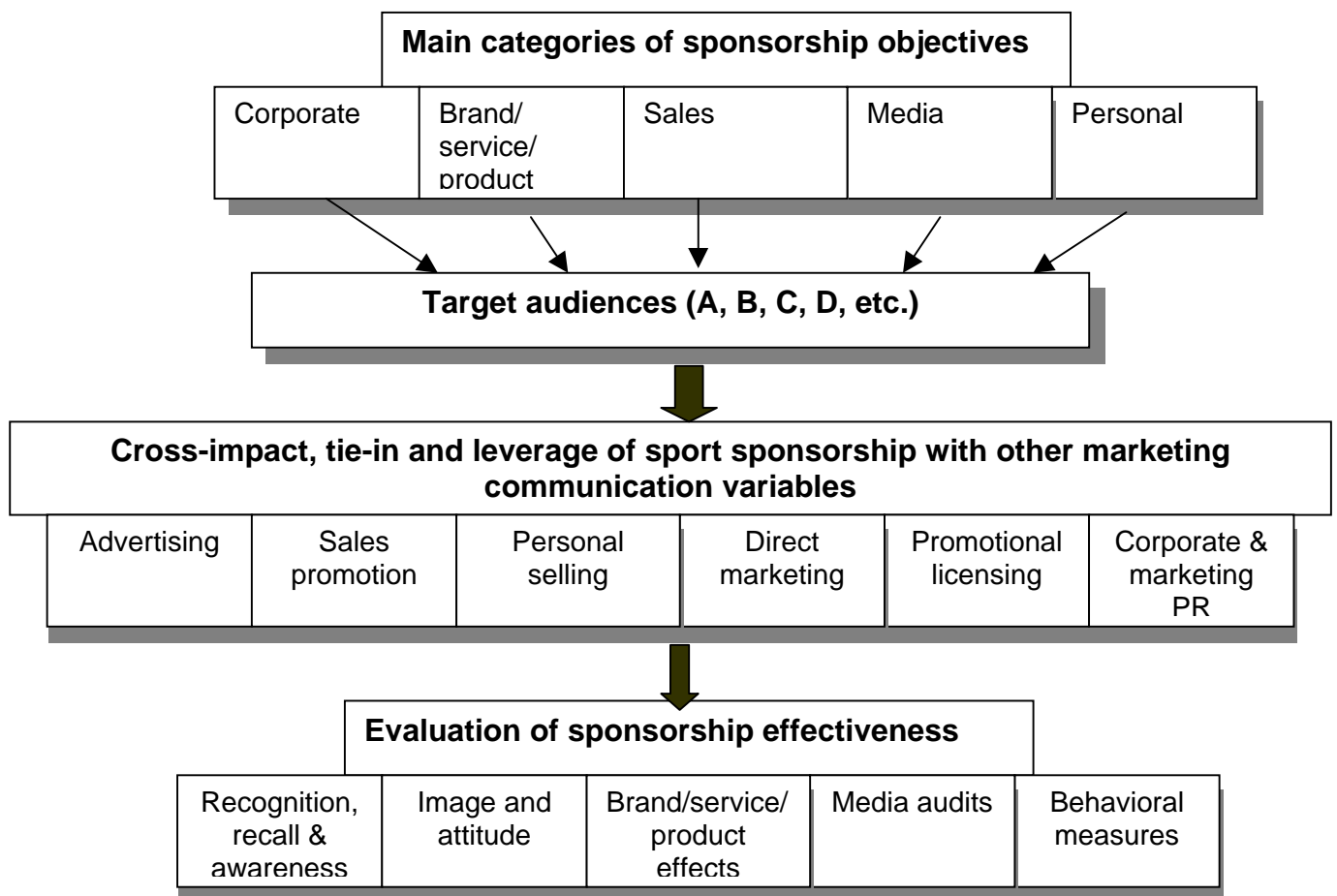
Those decision-areas which can be regarded as factors that affect sport sponsorship decision-making are: sport sponsorship objectives, specifying target audiences, integration of marketing communication mix variables into the sponsorship, and measuring the effectiveness of the sponsorship.

An extraction from Framework 1 was subsequently made to illustrate possible relationships between these decision-areas and is illustrated by Figure 5.4 which will for convenience reasons be referred to as Framework 2. This framework depicts the underlying relationships between the important decision-areas illustrated in Framework 1.

Figure 5.4, which links sport sponsorship objectives; target audiences, cross-impact, tie-in, and leveraging of sport sponsorship with other marketing communication variables; and the evaluation of sport sponsorship objectives summarises some of the discussions and views earlier in this chapter by linking sport sponsorship objectives, audiences, marketing communication variables and evaluation.

The testing of the second framework will be discussed in Chapters 6 to 8.

FIGURE 5.4 RELATIONSHIPS BETWEEN SPORT SPONSORSHIP MANAGEMENT DECISION-MAKING AREAS (FRAMEWORK 2)



Framework 2 postulates the following process:

- The sponsor sets a range of sponsorship objectives. The objectives fit into the five main categories (corporate /marketing (product /brand/service) and marketing (sales) /media /personal).
- The sponsor will have to match the most appropriate target audience (A, B, and/or C) to the range of objectives (corporate, marketing, product/brand/service, media, and/or personal) set.
- The cross-impact, tie-in and leverage of the sponsorship with the other marketing communication variables (advertising, sales promotion, personal selling, direct marketing, promotional licensing, and corporate and marketing public relations) are maximised by correctly fitting the sponsorship objectives set to the most appropriate target audiences and

implementing the most appropriate levels and mixes of marketing communication variables.

- The effectiveness of the sponsorship is analysed by measuring how well the desired response, depicted by the categories of evaluation (recognition, recall, and awareness; image and attitude; brand /service /product effects; media audits; and behavioural measures) and predicted by the range of objectives were achieved.

In the next chapters the research design and results will address whether this framework applies to the South African sport sponsorship scenario.

5.4 Conclusion

In this chapter a number of aspects was covered to formulate a theoretical base that may serve as a framework for the research part of this thesis. The main findings, observations and suggestions in this chapter are:

Sponsorship management

Decisions should be:

- Based on how social bonds between sponsors, sponsees, and sport-users are built within parameters specified by the broad corporate, general marketing and specific sponsorship objectives.
- To force a sponsor to always insist on negotiating proper sponsorship contracts to close any opportunities to ambush marketers to dilute the effect of a sponsor's investment. All reputable sponsors should voluntary avoid any actions that may be regarded as "ambush" practices.

Selecting the appropriate event to sponsor

Universally the views analysed in this chapter indicate the following procedure to select the appropriate event to sponsor:

- Set sponsorship objectives that include a focus on defining the target audience(s) relevant to the event;

- These objectives should be derived from corporate and marketing objectives, plans, and strategies;
- The event should create leverage opportunities with other marketing communication variables, and
- The event should establish measurable long-term commercial benefits to the sponsor.

Target audience selection

Management decisions in this area should focus on matching the intended target audiences to the sponsorship objectives (behaviour modification or reinforcement) and the desired effects or outcomes of the sponsorship activities (did the expected behaviour modification or reinforcement take place?).

Sponsorship objectives

The broad corporate objectives that need to be explored are corporate, marketing (product/service/brand-related and sales), media and personal (management interest).

Cross-impact, leveraging and evaluation

It can be concluded on the cross-impact of sponsorship discussed in this section that sponsorship can change consumer behaviour but because of its dependence on media exposure, sponsorship has to be tied-in with other marketing communication variables such as advertising, sales promotions, and publicity, to create a leveraging effect that increases the total return on investment.

Evaluation should arguably be the most important phase of any sponsorship. The variables currently assessed in sponsorship research seem unlikely to offer managers specific guidance about the success of a campaign, or about how sponsorship generally could be better managed in the future. To obtain this information, managers may find it more helpful to consider these objectives in terms of cueing or reinforcing behaviour, and to relate their sponsorship to specific sales promotion activities that enable some assessment of behavioural consequences.

It can therefore be argued that sponsorship managers should reflect on the cross-impact between sponsorship and other forms of marketing communication.

In the next chapter the scope of the empirical study will be introduced. The problem statement and research objectives will be outlined. The following will also be discussed:

- The formulation of research propositions to test the proposed Framework 1 of sponsorship management and decision-making (Figure 5.1); and
- The formulation of research propositions and hypotheses to test the proposed Framework 2 that illustrates relationships between sport sponsorship objective setting, integration of marketing communication mix variables into the sport sponsorship and eventual sport sponsorship effectiveness measurement (Figure 5.4).

CHAPTER 6

PROBLEM STATEMENT, RESEARCH OBJECTIVES, AND HYPOTHESES / PROPOSITIONS

"The known is finite, the unknown infinite; intellectually we stand upon an islet in the midst of an illimitable ocean of inexplicability. Our business is to reclaim a little more land", TH Huxley as quoted by Dane (1990:61).

6.1 Introduction

The literature review from Chapters 2 to 5 determined, in general, which elements should be included in a sport marketing mix and that sponsorship, in particular, is an important element in an integrated sport marketing communication mix. A major conclusion emanated from this review is that a theoretical base should be developed to link sponsorship objective-setting to sponsorship evaluation.

Such links were illustrated in two frameworks (which were postulated in Chapter 5). The first framework (Figure 5.1) illustrates a proposed sport sponsorship management process – as discussed in Section 5.2 in the previous chapter. The second framework (Figure 5.4) illustrates the proposed linkages (or relationships) between sport sponsorship objectives, audiences, the integration of marketing communication variables and sport sponsorship evaluation – as discussed in Section 5.3 in Chapter 5. The research methodology and design discussed in Chapter 7 will test the application and relevance of these frameworks to selected South African sponsors. In this chapter the formulation of hypotheses and propositions will be discussed as an introduction to the research methodology that will be outlined in Chapter 7.

6.2 Problem statement

In Chapters 1 to 5 existing marketing literature was scrutinized to determine where sport sponsorship fits into the marketing mix. No literature references or research reports were found that provide any evidence on how South African sponsors make sponsorship decisions and whether 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.

No reference to any locally used instrument designed to describe the South African sponsorship decision-making process was found in published literature. This thesis therefor serves as a seminal first step in creating a framework for developing a sponsorship decision-making model.

6.3 Objective of the study

As stated in Chapter 1 the main objective of this study is to evaluate the importance of factors that effect decisions made by South African sport sponsors. Initially these factors were summarised as follows:

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

Based on the theoretical discussion of the previous chapters, a framework to study those factors can be based on the following foundation:

- Sport sponsorship fits into the marketing communication mix but should not be studied in isolation from the broad field of sport marketing;
- Appropriate and measurable sport sponsorship objectives should be set that were derived from broad corporate and more specific marketing and communication objectives;

- The different elements (as identified in Chapter 5) of the marketing communication mix create a leverage effect on the effectiveness of the sponsorship;
- Target audiences should be specified when the marketing communication mix elements are integrated into the sponsorship; and
- The effectiveness of sport sponsorships should be measured in tangible terms.

In Chapter 1 a secondary objective was formulated: to develop a framework that can be used as a benchmark for further post-thesis research and development. The following is 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.

6.4 Research hypotheses and propositions

In this section a number of research hypotheses and propositions that aim to address the research problem and research objectives will be discussed.

6.4.1 Research hypotheses or propositions?

The combined use of research propositions and research hypotheses in this thesis needs some clarification. Dillon, Madden & Firtle (1994:417) and MacDaniel & Gates (1999:514) argue that a hypothesis is an assumption or guess that the researcher makes about some characteristic of the sample population.

Willemse (1990:117) defines a hypothesis as an assumption to be tested with the objective of making statistical decisions based on a scientific procedure. It is

an attempt to determine when it would be reasonable to conclude, from an analysis of a sample, that the entire population possesses a certain property.

Cooper & Schindler (1998:131) argue that the immediate purpose of exploration (research) is usually to develop hypotheses or questions for further research. They (1998:43) also state that research literature disagrees about the meaning of the terms proposition and hypothesis. Their definition of a proposition is that it is a statement about concepts that may be judged true or false if it refers to observable phenomena. When a proposition is formulated for empirical testing, they refer to it as a hypothesis.

6.4.2 Testing the two proposed frameworks

The following research propositions and hypotheses cover the main areas included in the research instruments (to be discussed in Chapter 7) and provide a framework for testing two proposed frameworks and for organising the resultant research results and conclusions that will be discussed in the following chapters.

The propositions and hypotheses only apply to the research subjects, namely members of the Association of Marketers (ASOM) who sponsored sport and entrants to the 1999 and 2000 Raptor Award Competition - organised by ASOM. The term "ASOM-members who sponsor sport" relates to those ASOM-members who are involved in sport sponsorships and excludes those ASOM-members who will return empty questionnaires and have indicated that they are not involved in sport sponsorships.

The reasons for using these groups of sponsors as research subjects will be discussed in Chapter 7 but to introduce the discussion on testing the proposed frameworks it can be mentioned that ASOM is the only recognised not-for-profit organisation representing the corporate marketing fraternity. The Raptor Award competition is the only of its kind that recognises excellence in South African sponsorships.

6.4.2.1 Testing the first framework (Figure 5.1 in Chapter 5 on sponsorship management) on ASOM-members who sponsor sport

Testing of this framework entails a descriptive statistical analysis of information supplied by ASOM-members who sponsor sport as research subjects.

Ten research propositions were formulated that may allow limited statistical analysis and will be judged according to the definition of Cooper & Schindler (1998:131) that a proposition is a statement about concepts that may be judged true or false if it refers to observable phenomena. The propositions will be accepted if they can be judged to be true or rejected if they can be judged to be false. The qualitative and quantitative analysis of questionnaire information and subsequent statistical testing will be described in Chapter 7.

a) Research propositions

Ten research propositions were formulated. A theoretical foundation was described in Chapter 5 and a framework (Figure 5.1) was developed that illustrates steps in sport sponsorship management. Each of the components of the steps was related to one or more research propositions. Following are the research propositions formulated. After each proposition the relevant statements (V) that relate to the components in each step, have been indicated.

P₁: ASOM-members who sponsor sport indicate management principles as being important in their sponsorship programmes.

The response to statements (V1 to V18) (see Table 5.4 in Chapter 5) in section 1 of the questionnaire will be analysed on an importance scale.

P₂: ASOM-members who sponsor sport indicate marketing and communication principles as being important in the management of their sponsorship programmes.

The response to statements (V19 to V27) (see Table 5.7 in Chapter 5) in section 1 of the questionnaire will be analysed on an importance scale.

P₃: ASOM-members who sponsor sport indicate that it is important to integrate different marketing communication variables into their sponsorship programmes.

The response to statements (V28 to V44) in section 1 of the questionnaire will be analysed on an importance scale.

P₄: ASOM-members who sponsor sport indicate that a wide range of sponsorship objectives is important in their sponsorship programmes.

The response to statements on sponsorship objectives (V45 to V81 in section 2 of the questionnaire) will be analysed on an importance scale.

P₅: 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 sponsorship objectives (V45 to V81) regarded to be important by ASOM-members will be compared to those identified in the literature review. This proposition seems to overlap with P₄ that measures the range of sponsorships regarded to be important by ASOM-members. The difference is that P₅ measures whether those objectives (covered by P₄) fit into the main sport sponsorship categories identified in Chapter 5.

P₆: ASOM-members who sponsor sport consider a wide range of measurement tools/techniques as being important in measuring the effectiveness of their sponsorship programmes.

The importance assigned by ASOM-members who sponsor sport to sponsorship measurement tools/techniques (V82 to V162 in section 3 of the questionnaire) will be analysed.

P₇: ASOM-members who sponsor sport indicate that it is important to scrutinise sponsees when evaluating sponsee sponsorship proposals.

The importance assigned by ASOM-members who sponsor sport to statements on evaluating sponsee sponsorship proposals will be analysed.

P₈: ASOM-members who sponsor sport indicate a range of criteria to be important when determining the value of sponsorship proposals.

The importance of criteria (V175 to V188) to determine the value of sponsee proposals will be analysed.

Proposition (P₇) and (P₈) seem to overlap. Proposition (P₇) measures those aspects concerning sponsees that ASOM-members who sponsor sport regard as being important to scrutinise. Proposition (P₈) measures the criteria that ASOM-members who sponsor sport regard as being important when determining the value of the sponsees' sponsorship proposals.

P₉: ASOM-members who sponsor sport indicate a propensity to prioritise the audiences they target in their sponsorship programmes.

The extent to which ASOM-members who sponsor sport prioritise sponsorship audiences (V189 to V204) will be analysed on an importance scale.

P₁₀: ASOM-members who sponsor sport regard the components of Framework 1 (Figure 5.1) as important.

The analysis of the previous propositions (P₁ to P₉) will lead to a conclusion on whether the framework or parts of the framework reflect aspects that ASOM-members who sponsor sport, regard as important factors affecting their sport sponsorship decision-making.

6.4.2.2 Testing the second framework (Figure 5.4 in Chapter 5 on Relationships between sport sponsorship management decision-areas) on Raptor Award Entrants

Testing of this framework entails in the first instance a qualitative analysis of information supplied by a selection of local sponsors (**Entrants to the 1999 and 2000 Raptor Awards Competition were combined - the competition started in 1999**).

No research hypotheses could be formulated because it is argued that statistical decisions based on a scientific procedure as prescribed by Willemse (1990:117) are not possible. The format of the entry form is open-ended and does not require the respondents to indicate perceptions or practices on a scale that makes extensive statistical treatment impractical.

Six research propositions (numbered from P₁₁ to P₁₆ to eliminate confusion) were formulated that may allow limited statistical analysis (basic frequency tables). The propositions will be judged according to the definition of Cooper & Schindler (1998:131) that a proposition is a statement about concepts that may be judged true or false if it refers to observable phenomena. The propositions will be accepted if they can be judged to be true or rejected if they can be judged to be false. The qualitative analysis of the entry form information will be described in Chapter 7.

a) Research propositions

P₁₁: Entrants to the 1999 and 2000 Raptor Awards set objectives that fit into the main categories of sport sponsorship objectives.

The range of sponsorship objectives set by Raptor Award entrants will be compared to those main categories of sponsorship objectives identified in the literature review in Chapter 5.

P₁₂: Entrants to the 1999 and 2000 Raptor Awards specify particular sponsorship audiences in their objectives and measure the desired effects among those audiences.

The entry form requires of the respondent to indicate which sponsorship objectives they set and which sponsorship audiences are targeted. A qualitative analysis will be made on whether the objectives include reference to the range of audiences specified.

P₁₃: Entrants to the 1999 and 2000 Raptor Awards strive to leverage their sponsorship with other variables of the marketing communication mix.

The entry form requires of the respondent to indicate which marketing communication variables are employed to leverage the effectiveness of the sponsorship. The range of variables used will be qualitatively examined.

P₁₄: 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.

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

P₁₅: 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 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 will be made on whether the objectives set reflect the way that the effectiveness of the sponsorship was measured.

P₁₆: 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) is applicable to entrants to the 1999 and 2000 Raptor Awards.

The analysis of the previous propositions (P₁₁ to P₁₅) will lead to a conclusion on whether the second framework reflects how Raptor Award entrants link: *sport sponsorship objectives - to specified target audiences - to the use of different marketing communication variables to leverage the effectiveness of the sponsorship - to the eventual measurement of the effectiveness of the sponsorship.*

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

6.4.2.3 Testing the second framework (Figure 5.4 in Chapter 5 on the relationships between sport sponsorship management decision-areas) on ASOM-members who sponsor sport

It is also questioned whether ASOM-members who sponsor sport indicate similar relationships between sponsorship objectives, integration of marketing communication variables and sponsorship evaluation as those linkages indicated by Framework 2 (Figure 5.4).

The opinions of ASOM-members who sponsor sport on the following aspects will be examined: the importance of relationships between sponsorship objectives; integrating marketing communication to leverage the effect of the sponsorship; and the importance and use of sponsorship evaluation tools.

Four research hypotheses were formulated that may allow for more extensive statistical testing as stated by Willemse (1990:117). A qualitative judgement by the researcher, based on comparing the statistical results of the H_1 - H_4 hypotheses will be used to determine whether ASOM-members who sponsor sport indicate similar linkages as those illustrated in Framework 2 (Figure 5.4.)

a) Research hypotheses

H_1 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 possible sub-hypothesis will also be discussed in Chapter 8).

The questionnaire requires respondents to indicate the importance of a range of sponsorship objectives and the importance of a range of sponsorship measurement tools. The direct relationship will be tested by correlation analysis and statistical treatment.

This hypothesis might seem to overlap with the (P_4)- proposition (discussed earlier). This proposition covers the range of sponsorship objectives that ASOM-members regard as being important, while H_1 measures an assumed

direct relationship between the range of sponsorship objectives regarded as being important and the range of sponsorship evaluation tools regarded to be important.

H₂ 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).

The questionnaire requires 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 will be tested by correlation analysis and statistical treatment.

This hypothesis seems to overlap with the P₆-proposition (discussed earlier), but it measures two aspects - the relative importance of sponsorship evaluation tools and how often those tools are employed. The proposition only measures which measurement tools/techniques are regarded as being important.

H₃ 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 and to sport sponsorship.

H₄ 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 Table 5.14 a cross-matrix was suggested. This hypothesis covers the importance of the cross-impact of different marketing communication variables that ASOM-members use in their sponsorships (the important variables identified in Chapter 5 were: corporate public relations, marketing public relations, sales promotion, personal selling, promotional licensing and direct marketing). The cross-impact of each variable will be tested by correlation analysis and statistical treatment.

This hypothesis might seem to overlap with the P_3 -proposition (discussed earlier). This proposition covers the range of marketing communication variables that ASOM-members include in their sponsorship, while H_4 measures the perceptions that ASOM-members have on the cross-impact effect between sponsorship and the marketing communication variables used in the sponsorship.

6.5 Conclusion

This chapter stated that the main objective of this study is to evaluate the importance of factors that effect decisions made by South African sport sponsors.

A number of research propositions and hypotheses were formulated to cover the main areas included in the research instruments. These research propositions and hypotheses also provide the basis for testing two proposed frameworks (Figure 5.1 and Figure 5.4).

In the next chapter the research methodology will be outlined and discussed.

CHAPTER 7

RESEARCH METHODOLOGY

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

7.1 Introduction

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

7.2 Research design

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

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

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

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

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

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

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

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

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

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

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

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

7.3 The scope of the research

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

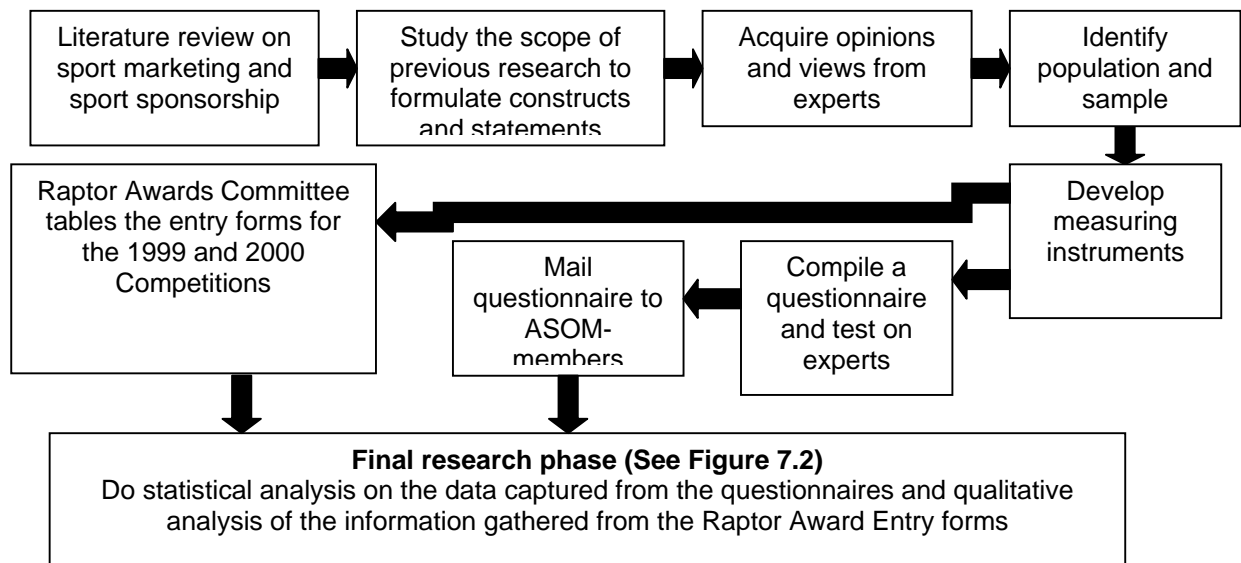
FIGURE 7.1 THE SCOPE OF THE RESEARCH PROCESS

Figure 7.1 can be summarised as follows:

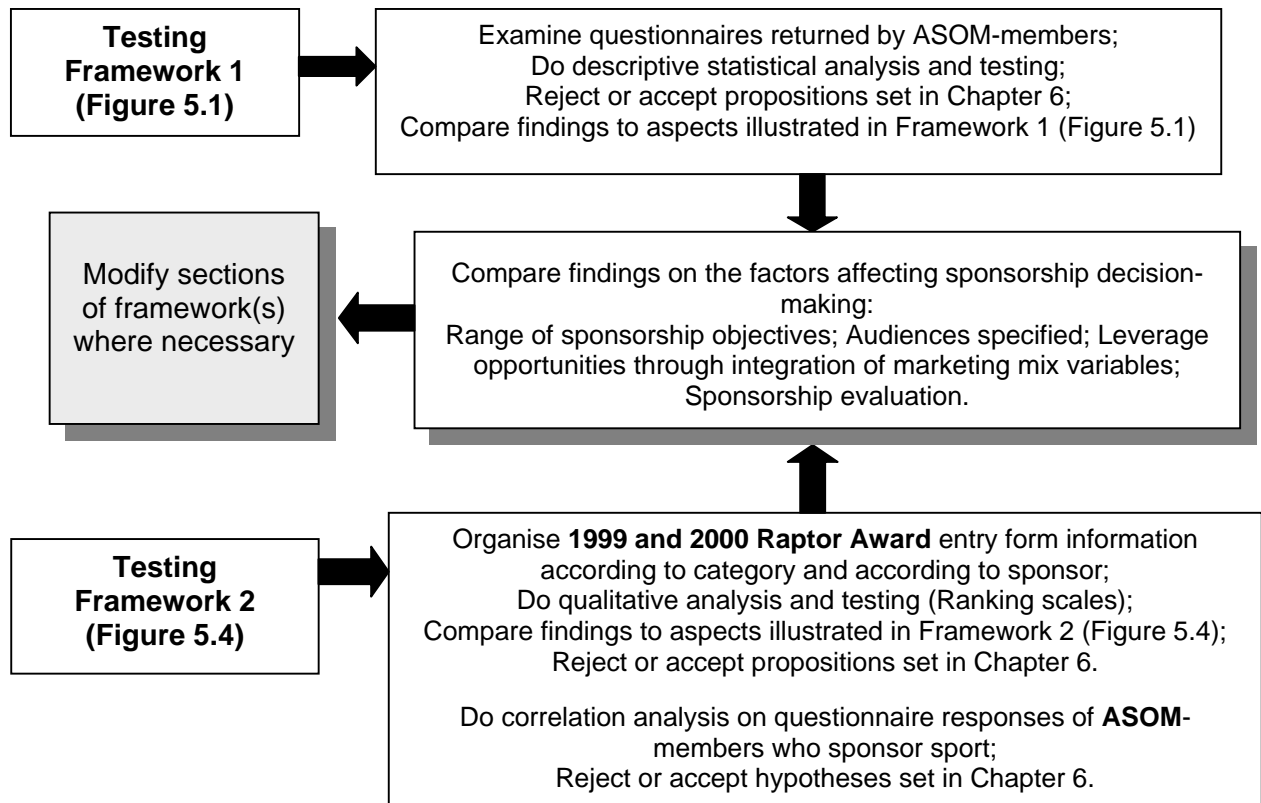
- First - A comprehensive overview of current literature on sport marketing, in general, and sport sponsorship, in particular, provided the academic and theoretical base for this study. This literature review was conducted to generate important theoretical constructs. Views were examined that were deemed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

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

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

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

FIGURE 7.2 THE FINAL RESEARCH PHASE FOLLOWED IN THIS THESIS



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

7.4 Research Methodology to test Framework 1

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

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

The first step (Sponsorship management) covers three aspects:

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

The second step illustrates the following:

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

The third step covers the setting of sport sponsorship objectives.

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

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

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

7.4.1 Objectives

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

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

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

7.4.2 Population and sample

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

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

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

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

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

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

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

7.4.3 Information required

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

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

7.4.4 Sampling

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

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

7.4.5 Measuring instrument

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

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

In the following pages the questionnaire process will be discussed.

7.4.5.1 Ensuring face validity of the questionnaire through an experience survey

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

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

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

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

7.4.5.2 The style of the questionnaire

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

a) The mast of the questionnaire

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

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

FIGURE 7.3 THE EVENTUAL MAST OF THE QUESTIONNAIRE

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

b) Organising a number of categories

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

Section 1: Sponsorship management

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

Section 2: Corporate objectives in sponsorships:

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

Section 3: Current sponsorship evaluation practices

Section 4: Sponsee and audience analysis:

- The evaluation of sponsee sponsorship proposals.

Section 5: Biographical data.

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

7.4.5.3 The contents of the questionnaire

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

a) Section 1 (sponsorship management)

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

TABLE 7.1 QUESTIONNAIRE : SECTION 1

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

**Section 1:
Sponsorship
management**

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

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

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

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

b) Section 2 (sponsorship objectives)

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

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

c) Section 3 (sponsorship evaluation)

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

TABLE 7.2 QUESTIONNAIRE : SECTION 2

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

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

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

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

d) Section 4 (sponsee analysis)

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

TABLE 7.4 QUESTIONNAIRE : SECTION 4

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

4.1 Sponsees and the evaluation of their sponsorship proposals

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

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

e) Section 4 (Audience priorities)

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

TABLE 7.5 AUDIENCES TARGETED IN SPONSORSHIP PROGRAMMES

4.2 Please prioritise the audiences you target in your sponsorship programmes

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

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

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

f) Section 5 (A biographical section)

A biographical section contained the following questions:

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

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

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

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

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

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

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

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

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

5.5 Please specify your direct & indirect expenditure on sponsorships:

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

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

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

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

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

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

7.4.6 Statistical treatment

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

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

7.5 Research Methodology to test Framework 2

7.5.1 Introduction

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

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

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

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

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

7.5.2 The Raptor Awards

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

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

7.5.2.1 Objectives

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

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

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

7.5.2.2 Population

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

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

7.5.2.3 Information required

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

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

TABLE 7.6 MAIN CATEGORIES OF SPONSORSHIP OBJECTIVES

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

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

TABLE 7.7 TARGET AUDIENCES

Sponsor	Target audiences
	Outlining audiences specified

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

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

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

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

TABLE 7.9 EVALUATION OF SPONSORSHIP EFFECTIVENESS

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

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

The data will be organised in different appendices:

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

7.5.2.4 Sampling

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

7.5.2.5 Measuring instrument

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

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

7.5.2.6 Statistical treatment

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

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

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

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

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

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

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

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

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

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

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

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

TABLE 7.10 RULES OF THUMB ABOUT CORRELATION COEFFICIENT SIZE RANGES

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

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

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

7.6 Conclusion

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

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

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

CHAPTER 8

RESEARCH RESULTS AND ANALYSIS

8.1 Introduction

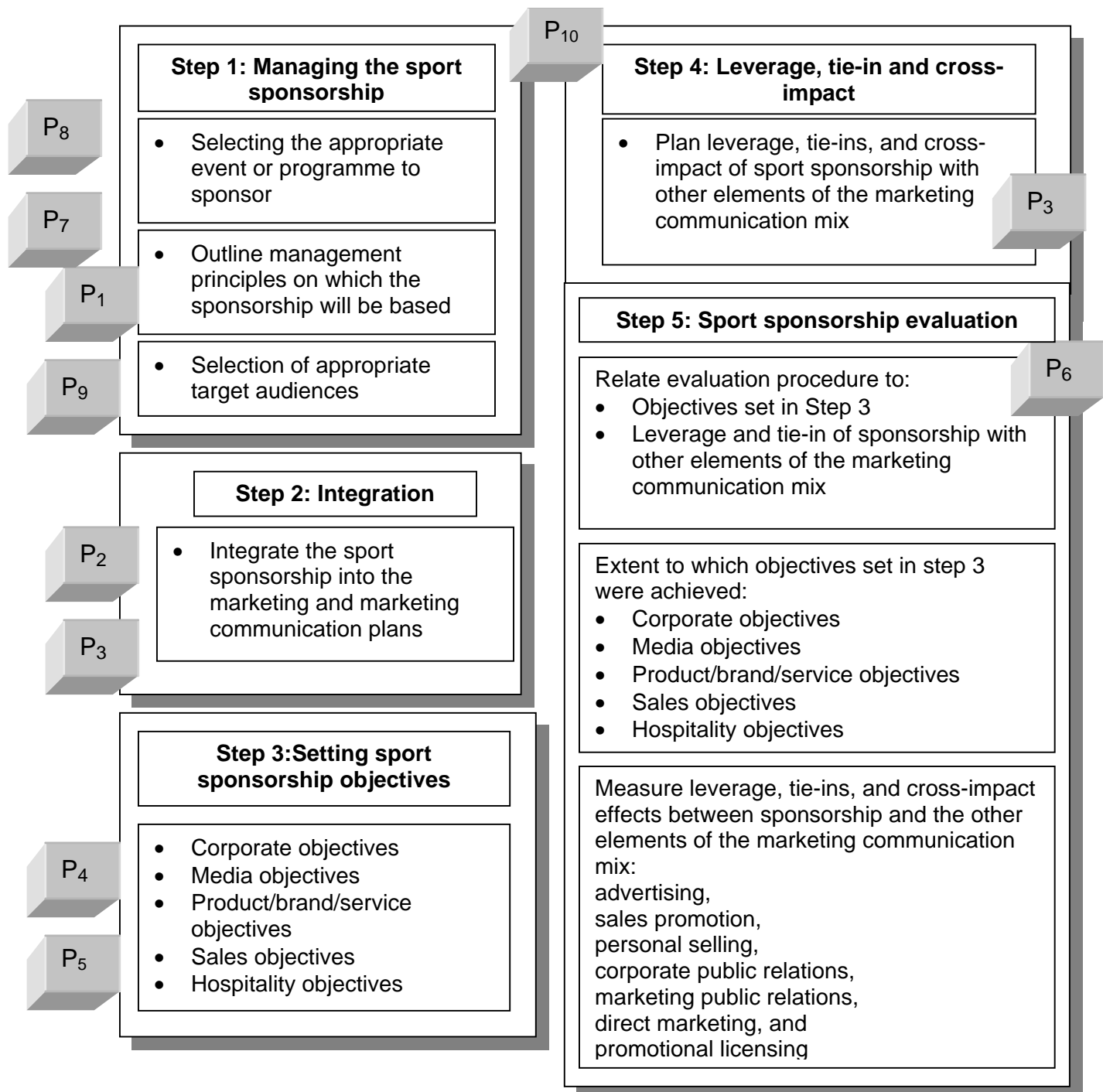
In the previous chapter the research methodology was outlined and discussed. Particular emphasis was placed on outlining how the responses from two groups of respondents (ASOM-members who sponsor sport and the combined entrants to the 1999 and 2000 Raptor Awards Competition) will be analysed to test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



- P₁ covers the importance of management principles in sport sponsorships
P₂ covers the importance of marketing communication principles in sport sponsorships
P₃ covers the importance of integrating marketing communication variables in sport sponsorships
P₄ covers the importance of sport sponsorship objectives
P₅ covers whether the sport sponsorship objectives set by the respondents fit into identified categories
P₆ covers the importance of sport sponsorship measurement tools
P₇ covers the importance of scrutinising sponsees
P₈ covers the importance of criteria to evaluate sport sponsorship proposals
P₉ covers the importance of prioritising sport sponsorship audiences
P₁₀ 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 ≥ 4.0).

TABLE 8.2 THE STATEMENTS ON SPORT SPONSORSHIP MANAGEMENT REGARDED TO BE THE MOST IMPORTANT (MEAN SCORE OF ≥ 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 ≥ 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
A. Broad corporate objectives		Average mean (3.88)	Average SD (0.57)
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. Product/brand/service-related objectives		Average mean (4.22)	Average SD (0.59)
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
C. Sales objectives		Average mean (3.96)	Average SD (0.80)
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
D. Media coverage		Average mean (4.26)	Average SD (0.60)
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
E. Guest hospitality		Average mean (3.66)	Average SD (0.87)
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 ≥ 4.5 ;
- The media objectives of - *Media coverage during the event* (V72), *Increase overall media attention* (V75), and *Pre-event media coverage* (V71) scored ≥ 4.5 ;
- The corporate objective of - *Promoting the corporate image* (V52) scored higher than 4.5;
- No sales objective scored ≥ 4.5 ;
- No guest hospitality objective scored ≥ 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 ≥ 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)

SPORT SPONSORSHIP OBJECTIVE		MEAN	SD
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 ≥ 4.0) by sponsors. Eight of these seventeen are used to a "lesser extent" (mean score ≤ 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 ≥ 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 (≥ 4.00) “*importance*” mean score and a high (≥ 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 ≥ 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 ≥ 3.5)

SPORT SPONSORSHIP MEASUREMENT TOOLS		Use (Mean ≥ 3.5)	Importance (Mean ≥ 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

1997	%
Sport	60.6
Art	24.12
Environment	15.21
Philanthropic	23.25
1998	%
Sport	66.73
Art	25.11
Environment	16.00
Philanthropic	21.41
1999	%
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

% of marketing or communication budget	Average %
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
	100.00

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.

P₁: 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 ≥ 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.

P₂: 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 ≥ 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.

P₃: 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 ≥ 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.

P₄: 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 ≥ 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.

P₅: 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 ≥ 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.

P₆: 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 ≥ 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.

P₇: 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.

P₈: 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.

P₉: 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.

P₁₀: ASOM-members who sponsor sport regard the components of Framework 1 as important.

The analysis of the previous propositions (P₁ to P₁₀) 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

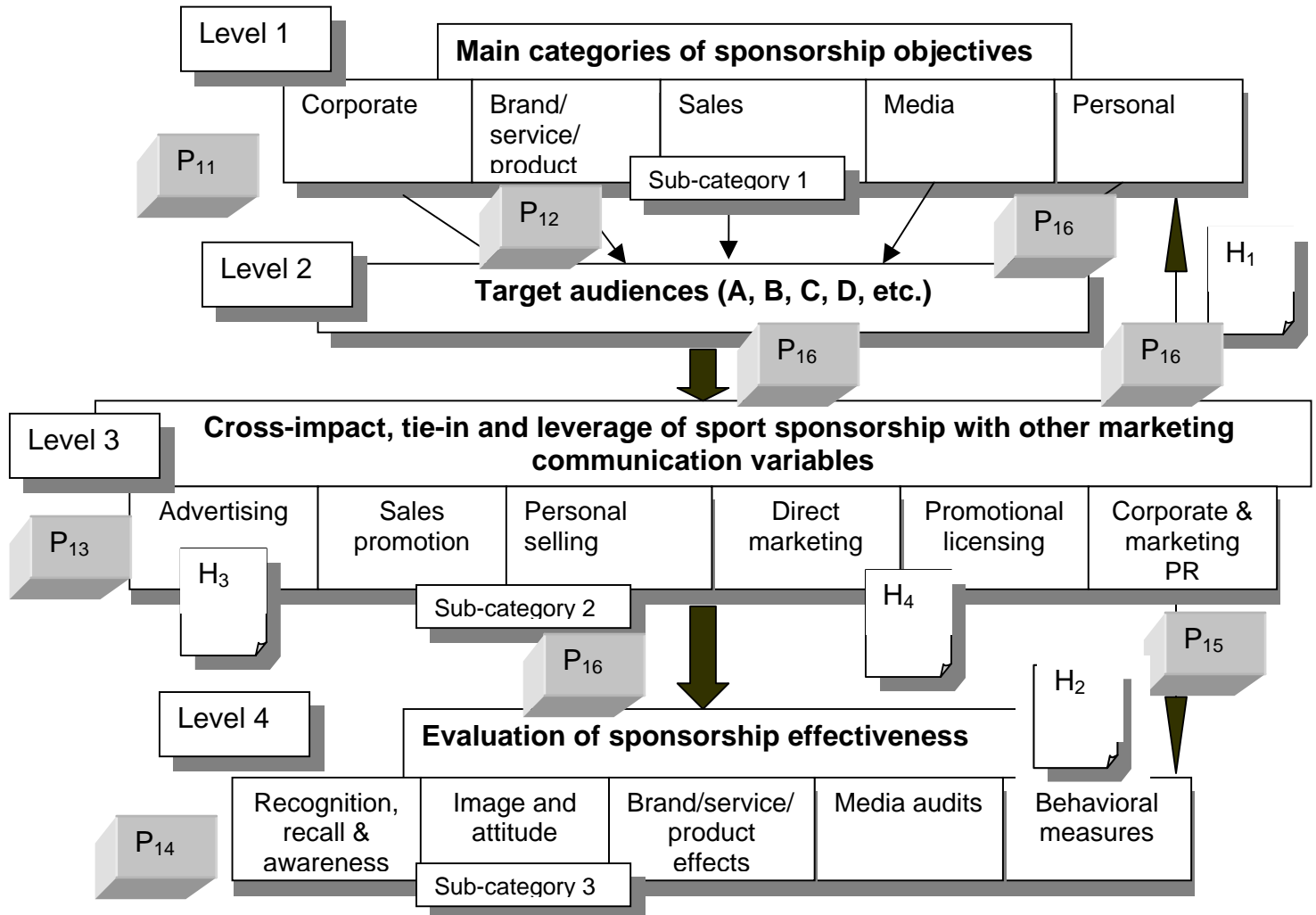
The ASOM-secretariat provided paper copies (after every Award ceremony) of all the entries to the researcher who then had to scrutinise the information

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)



P₁₁ covers the main categories of sponsorship objectives, P₁₂ covers whether audiences are specified in the sponsorship objectives, P₁₃ covers the extent of cross-impact and leverage activities employed by the respondents, P₁₄ covers the range of sport sponsorship measurement tools used, P₁₅ covers the linkage between sponsorship objectives and sponsorship evaluation. P₁₆ covers all relationships illustrated in the Framework

H₁ covers the correlation between the importance of sport sponsorship objectives and the importance of sport sponsorship measurement tools, H₂ covers the correlation between importance and use of sport sponsorship measurement tools, H₃ covers the correlation between different marketing communication mix elements, and H₄ 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 (P₁₁ to P₁₆).

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 (P₁₁ to P₁₆).

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 (P₁₁).

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

SPORT SPONSORSHIP OBJECTIVES
Corporate objectives
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.
Brand/service/product objectives
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
Sales objectives
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).

Media objectives
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:

P₁₁: 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 (P₁₂).

Proposition

P₁₂: 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

P₁₃: 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

SPORT SPONSORSHIP MEASUREMENT TOOLS
Behavioural measures
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.
Recognition, recall & awareness
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

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.

Media audits

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 & weightings (x2).

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.

Image and attitude

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.

Brand/service/ product effects

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,

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

P₁₄: 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

P₁₅: 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 (P₁₁ to P₁₅) aims to answer whether the framework is a reflection on the sport sponsorship behaviour of the 1999 and 2000 Raptor Award entrants.

Proposition

P₁₆: 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 P₁₁ to P₁₆)

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.

H₁ 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).

H₂ 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.

H₃ 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.

H₄ 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 ± 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 α 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 ± 0.6 and “strong” starts at ± 0.61 . There is an arithmetic gap between ± 0.6 and ± 0.61 . The researcher therefore decided to regard all r scores of ≥ 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.

H₁ 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 H₁ 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 Section 2_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)

SPORT SPONSORSHIP OBJECTIVES	SPORT SPONSORSHIP MEASUREMENT TOOLS (From importance perspective)
Broad corporate objectives: (Section 2_1) 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	Correlate with: (IT1_1) 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
Product/brand/ service-related objectives: (Section 2_2) 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	Correlate with: (IT1_2) V116 Time-trend analyses of product awareness V134 Product trial opportunities V136 Product/brand/service awareness V138 Promotional licensing success V140 Merchandising success V142 Physical exposure of company branding

<p>Sales objectives: (Section 2_3) 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>Correlate with: (IT1_3) 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>Media objectives: (Section 2_4) 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>Correlate with: (IT1_4) 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>Guest hospitality objectives: (Section 2_5) V77 Entertain current customers V78 Entertain prospective customers V79 Entertain suppliers V80 Entertain staff V81 Entertain intermediaries</p>	<p>Correlate with: (IT1_5) 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

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

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

SPORT SPONSORSHIP OBJECTIVES	SPORT SPONSORSHIP MEASUREMENT TOOLS (From utilisation perspective)
<p>Broad corporate objectives: (Section 2_1)</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>Correlate with: (UT1_1)</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>Product/brand/ service-related objectives: (Section 2_2)</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>Correlate with: (UT1_2)</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>Sales objectives: (Section 2_3)</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>Correlate with: (UT1_3)</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>Media objectives: (Section 2_4) 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>Correlate with: (UT1_4) 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>Guest hospitality objectives: (Section 2_5) V77 Entertain current customers V78 Entertain prospective customers V79 Entertain suppliers V80 Entertain staff V81 Entertain intermediaries</p>	<p>Correlate with: (UT1_5) 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
Broad corporate objectives (Section 2_1)	V45 – V55	V109, V111, V113, V115, V119, V121, V127, V147, V149, V151, V153, V155, V161, V163 (UT1_1)
Product/brand/ service-related objectives (Section 2_2)	V56 – V64	V117, V135, V137, V139, V141, V143 (UT1_2)
Sales objectives (Section 2_3)	V65 – V70	V123, V125, V131, V133, V157, V159 (UT1_3)
Media coverage (Section 2_4)	V71 - V76	V83, V85, V87, V89, V91, V93, V95, V97, V99, V101, V103, V105, 107, V129 (IT1_4)
Guest hospitality (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)

SPORT SPONSORSHIP OBJECTIVES	SPORT SPONSORSHIP MEASUREMENT TOOLS (UTILISATION PERSPECTIVE) EXPECTED TO CORRELATE	<i>r</i>	p-value
Sect2_1 (Broad corporate)	UT1_1	0.29009 <i>Very weak</i>	0.1073
Sect2_2 (Product/brand/ service-related objectives)	UT1_2	0.02355 <i>None</i>	0.8999
Sect2_3 (Sales objectives)	UT1_3	0.27441 <i>Very weak</i>	0.1285
Sect2_4 (Media coverage)	UT1_4	0.48890 <i>Weak</i>	0.0039
Sect2_5 (Guest hospitality)	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_1 , 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 α -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

Sport sponsorship objectives variables (V45 - V55)	Correlate with sport sponsorship measurement variable (V82 - V164)	$r \geq 0.6$ and $p=0.0001$
BROAD CORPORATE SPORT SPONSORSHIP OBJECTIVES Section 2_1 (V45 - V55 IN SECTION 2 OF THE QUESTIONNAIRE)		
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

Sport sponsorship variables (V56 - V64)	Correlate with sport sponsorship measurement variable (V82 - V164)	$r \geq 0.6$ and $p=0.0001$
PRODUCT/BRAND/SERVICE-RELATED SPORT SPONSORSHIP OBJECTIVES		
Section 2_2 (V56 - V64 IN SECTION 2 OF THE QUESTIONNAIRE)		
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

Sport sponsorship variables (V65 - V70)	Correlate with sport sponsorship measurement variable (V82 - V164)	$r \geq 0.6$ and $p=0.0001$
SALES-RELATED SPONSORSHIP OBJECTIVES		
Section 2_3 (V65- V70 IN SECTION 2 OF THE QUESTIONNAIRE)		
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

Sport sponsorship variables (V71 - V76)	Correlate with sport sponsorship measurement variable (V82 - V164)	$r \geq 0.6$ and $p=0.0001$
MEDIA COVERAGE-RELATED SPORT SPONSORSHIP OBJECTIVES		
Section 2_4 (V71 - V76 IN SECTION 2 OF THE QUESTIONNAIRE)		
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

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

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, H₁: ***“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.

H₂ 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 ≥ 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 ≥ 4.00)

Importance	Use	SPONSORSHIP EVALUATION TOOLS (MEAN ≥ 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

Variable / statement (importance)	Correlate with variable / statement (use)	<i>r</i>	p- value
V82 TV exposure value (time x advertising rates for 30 sec) (Importance)	V83 TV exposure value (time x advertising rates for 30 sec) (Use)	0.66255 Moderate	0.0001
V84 Radio exposure value (time x advertising rates for 30 sec) (Importance)	V85 Radio exposure value (time x advertising rates for 30 sec) (Use)	0.62095 Moderate	0.0001
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)	0.82227 Strong	0.0001
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.

H₃ 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
Importance of the particular measurement tool	V98, V112, V114, V118, V120, V126	V86, V104, V116	V82, V84, V88, V90, V92, V94, V96, V100, V128	V124	V122	V138	V130
Code	IT2_1	IT2_2	IT2_3	IT2_4	IT2_5	IT2_6	IT2_7
Use of the particular measurement tool	V99, V113, V115, V119, V121, V127	V87, V105, V117	V83, V85, V89, V91, V93, V95, V97, V101, V129	V125	V123	V139	V131
Code	UT2_1	UT2_2	UT2_3	UT2_4	UT2_5	UT2_6	UT2_7

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
r	0.34327 Very weak	0.50771 Weak	0.47057 Weak	0.43996 Weak	0.17590 None	0.33187 Very weak	0.22943 Very weak
p	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 H₃ (similar to the sub-hypothesis formulated for the H₁-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 α -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.

H₄ 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

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

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

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

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.

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:

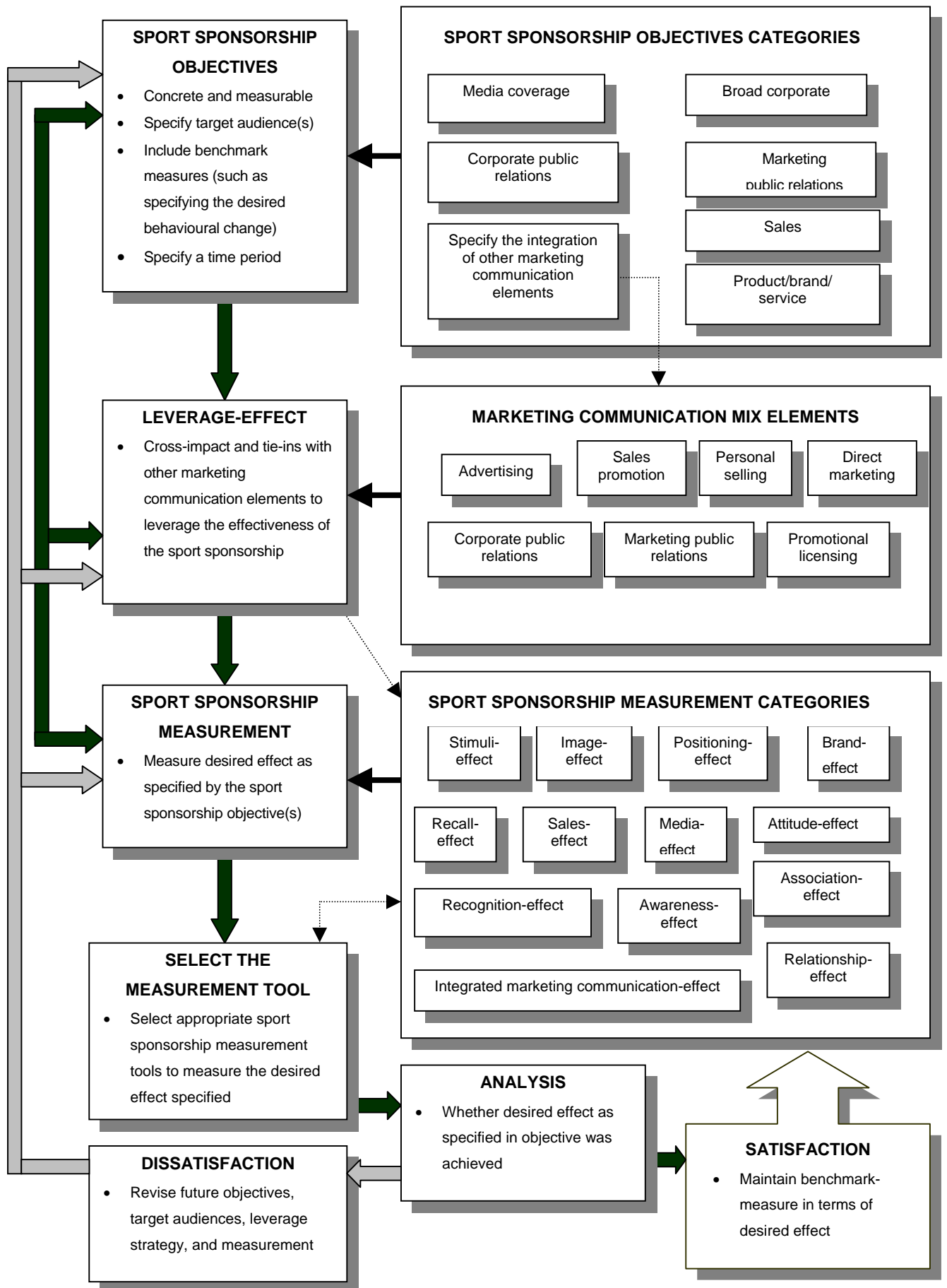
- After evaluating the importance of, and the relationship between, sport sponsorship objectives, the integration of marketing communication mix variables, and the measurement of sport sponsorship effectiveness the intent is to develop a sport sponsorship decision-making model that will integrate sport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

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APPENDIX 1

SPONSORSHIP BY SPORT CODE IN 1996

SPONSORSHIP BY SPORT CODE IN 1996

Rank	Sport	Sponsorship / R million
1	Motor racing (track)	Over R30 million
2	Soccer	
3	Rugby	
4	Golf	
5	Cricket	
6	Horse racing	R10 million to R25 million
7	Athletics	
8	Road running	
9	Motor rallies (off-road)	
10	Tennis	R5 million to R10 million
11	Boxing	
12	Yachting	
13	Motor cycle racing	
14	Cycling	R1 million to R5 million
15	Basketball	
16	Hockey	
17	Show jumping	
18	Power boating	
19	Triathlon	
20	Moto cross	
21	Bowls	
22	Angling	
23	Air racing	
24	Drag racing	
25	Formula K	
26	Surfing	
27	Squash	
28	Canoeing	
29	Snooker/pool	
30	Volleyball	
31	Wind surfing	
32	Hot air ballooning	
33	Disabled sport	
34	Swimming	
35	Karate	R1 million to R300 000
36	Baseball/softball	
37	Netball	
38	Lifesaving	
39	Professional wrestling	
40	Rugby league	
41	Tenpin bowling	

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42	Aerobics	
43	Badminton	
44	Polo	
45	Gymnastics	
46	Hiking	
47	Rowing	
48	Waveski	R300 000 to
49	Darts	R 50 000
50	Shooting	
51	Table tennis	
52	Fencing	
53	Sky diving	
54	Ice skating	
55	Other sport (approx. 25)	Less than R50 000 each
Total market		R552 million

Source: BMI Sportinfo as reported by Van Heerden (1998:375)

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APPENDIX 2

SUMMARY OF 1999 RAPTOR AWARD ENTRIES ORGANISED BY DECISION-MAKING CATEGORY

Main categories of sponsorship objectives

Sponsor	Corporate	Brand/ service/ product	Sales	Media
Insurance organisation sponsoring one of the teams participating in a Southern Hemisphere League (Super 12 rugby)	<p>Creating an identity and national awareness of the corporate brand through the association with the team;</p> <p>Utilising the sponsorship as a staff integration tool during a merger (previous sponsor merged with current sponsor);</p> <p>Building awareness and market share in a geographical region</p>	<p>Transferring brand equity from the previous sponsor's name;</p> <p>Building the rugby team into a marketable brand</p>		
Cellular organisation sponsoring one of the leagues of a major sporting code (rugby)	<p>Establish the sponsor as the leading cellular network operator;</p> <p>Create an awareness amongst previously disadvantaged communities of potential opportunities to participate in the sport</p>	<p>Communicate with existing and potential subscriber base</p>		
Financial institution co-sponsoring a major international sporting event (All African Games)	<p>Strengthen the sponsor's existing involvement in a particular sporting code;</p> <p>Taking ownership of athletic sponsorship;</p> <p>Tactical strategic</p>			

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	opportunity for future business plan in terms of image, awareness and goodwill			
Financial institution sponsoring a major international golfing tournament	Raise funds for a Sport Trust; Raise awareness of the game amongst the youth; Double the number of visitors and clickthroughs on the web site	Market sport affinity products	Specified sales of a particular financial product	Increase in media coverage of 10%
Brewer sponsoring a national sporting code league (cricket)	Corporate image reinforcement; Reach spectator numbers; Hospitality opportunities	Create goodwill and loyalty	Gain market share amongst white consumers; Grow the Black market; Sales at events and pub promotions	Gain media coverage; Avoid advertising clutter;
Petroleum organisation sponsoring a series of events	Position the sponsor as a proud & compassion-nate organisation; Maximise ROI compared to previous year; Position the sponsor as the "owner" of the series of events	Create mass brand awareness; Communicate core brand values		
Petroleum organisation sponsoring a soccer club	Change existing corporate image; Create 45% awareness in the Black market in 3 years; Motivate pump attendants to increase service	Build brand equity in the Black market; Reduce the sponsorship equity of the previous sponsor from 55% to 10% in 18 months; Create an aspirational appeal for the brand; Promote product loyalty		

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	levels from 72% to 90%	in the taxi market		
Cellular sponsoring a sport development scheme	Social upliftment of under-privileged role-players (golf caddies) in the particular sport; Entrench the sponsor as the leading cellular network.	Reach particular market segment (golfers at golf clubs); Provide brand exposure.		
Public utility sponsoring a school sport (netball) challenge	Provide equal opportunities; Supporting the national governing body; Implement a development programme to ensure that selections in future reflect the population demographics			
Leading margarine brand sponsoring a sporting code	To become synonymous with the sporting code; Credibility and to be seen as "giving back to the community"	Communicate brand values to increase goodwill and loyalty		Gain free media exposure
Insurance organisation co-sponsoring a team to participate at a major global sporting event	Grow consumer awareness of the corporate brand to at least 20% (from 3%); Communicate the sponsor's positioning; Position the sponsor alongside the other co-sponsors; Entrench the		Strengthen the sponsor's relationships with new and existing clients and business partners to grow the business	

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	<p>sponsor's corporate values amongst employees</p>			
<p>Motor vehicle manufacturer sponsoring a celebrity challenge and also involving members of the public who won an opportunity to participate in the event</p>		<p>Reinforce a particular brand's positioning to fit the needs of the target markets; Reinforce product changes; Establish a promotional project.</p>		<p>Use appropriate media to communicate to target markets</p>
<p>Cellular co-sponsoring a major golfing event</p>	<p>Associate and reinforce the sponsorship of local golf; Hospitality opportunities</p>	<p>Create brand presence; Offer free cellular calls</p>		<p>Hole-in-one prize creates excitement and media awareness</p>
<p>Cellular sponsoring a champions tennis tour</p>	<p>Re-inforce the sponsor's position as the official sponsor of SA Tennis; Provide a unique regional tennis event.</p>	<p>Use the event as a platform to increase awareness of a new cellular package launched by the sponsor</p>		
<p>Cellular co-sponsoring a team's participation in a global sporting event (Commonwealth Association)</p>	<p>Create awareness of the sponsor's association with the event; Entrench involvement at grass-roots sport development.</p>			
<p>Cellular sponsoring beach activities</p>	<p>Launch sponsor's involvement with a particular game or entertainment TV show</p>			

	(Gladiators); Maintain strong presence on beaches during holiday season; Enhance corporate image of people-friendly service and technology company.			
Cellular sponsoring a regional sporting event (marathon)	Title sponsorship; Position sponsor as being on the leading edge of technology	Foster brand awareness and loyalty by association with an aspirational event; Expose a diverse range of demographic people to the corporate brand	Generate connections at retail level; Generate airtime usage of the cellular network.	National media exposure but also achieving regional focus
Co-sponsors of the 7 th All Africa Games (AAG) 1999 (cellular, logistics solutions, vehicle manufacturer, financial institution and a public utility)	Increase awareness levels of the AAG; Leverage co-sponsors' association with the event; Generate excitement; Deliver messages to all local communities.	Logo recognition		
Public utility sponsoring an event (national championship) of a school sport association	A number of social responsibility objectives ranging from development, to providing equipment to disadvantaged schools to the development of skills.	Build brand awareness and knowledge of a particular brand; Build awareness of the safe use of the sponsor' service product		
Financial organisation sponsoring a national	Eliminate the previous sponsor's equity and association		Leverage financial products	

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sporting body (cricket)	with the event Demonstrate the sponsor's commitment to cricket; Entrench corporate positioning of innovative leadership.			
Sport good manufacturer - co-sponsor of the Comrades ultra-marathon		Establish brand reputation amongst serious participants; Promoting brand's contribution to participant's image and performance	Encourage larger number of participants to use the sponsor's product; Maximise broader market awareness to stimulate sales volumes.	
Brewer sponsoring a sport league (soccer)		Increase awareness of one of the brewer's brand's involvement with the sport; Reinforce the brand's image to that of its slogan	Gain market share in the particular target market; Create selling opportunities at events	Create advertising opportunities
Financial organisation sponsoring a national sporting body (athletics)	Corporate brand building; Change target market perceptions; Community involvement; Build stakeholder goodwill; Staff motivation; Active at branch and town level		Improve market share	Mass media exposure improvement
Cellular sponsoring an outdoor advertising medium (a	Create corporate awareness linked to the corporate slogan; Build relationships	Enhance brand personality		Use outdoor medium at TV events

lightship)	with co-sponsors; Enhance corporate image as an innovative organisation; Differentiated medium that cannot be copied by competitors; Enhance consumer recall.			
Cellular sponsoring a sporting body (provincial cricket)	Social upliftment	Brand awareness	Utilise cellular network	
Food organisation sponsoring a sporting code (triathlon)	Expand into neighbouring countries.	Link particular brand (energy drink) to the sport;	Sales volume growth.	Communicate to target audience.
Financial organisation sponsoring road running	Grow the sporting code; Empower communities	Create brand experience; Increase brand awareness		
Cellular B sponsoring a national racing driver training programme	A long list of objectives were vague and non-specific (staff motivation, upgrade vital equipment on yacht, awareness of the race of the yachtsmen, inspire disadvantaged communities).			
Healthcare sponsoring a competitor (first black person) in the Around Alone Yacht	A long list of vague objectives, which were non-specific			

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Race				
Cellular A sponsoring a beauty pageant associated to soccer	Associate with one of the largest sporting codes (soccer); Extend relationship with one of soccer's governing bodies; Linked to beauty pageant.	Foster brand awareness and loyalty by targeting women's soccer.	Generate connections and increase airtime; Generate network usage.	Broadcasting of matches and beauty pageant.
Vehicle manufacturer sponsoring holes at a premier international golfing event	Host clients & guests at a premier golfing event	Align brand image of vehicle to a premier golf event; Brand exposure; Provide golfers with product experience (courtesy vehicles).		

Did not find any evidence of personal objectives

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Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Insurance	Existing and potential clients (LSM 7&8, national, all races); The media - rugby writers and journalists Team squad, management, sporting codes' governing body, members of the feeder unions, current and new supporters Internal – staff, directors, brokers, broker consultants
Cellular	Current supporters but expanding into development and transformation
Financial	Community, existing and potential customers, shareholder, staff, government and decision-makers
Financial	Existing and potential customers
Brewer	White male (18-49) and secondary Black market
Petroleum	Motor vehicle owners in LSM 6-8; Retain & grow the primary White viewer (18+); Develop the sport amongst young Black adult (18 – 25) viewers from an aspirational and interest point of view
Petroleum	Black consumers in LSM 4-7; Black industry decision-makers (including taxi and vehicle owners); Internal staff with emphasis on 15 000 pump attendants Also cross-over into White, Coloured and Asian vehicle owners
Cellular	Golfers and caddies
Public utility	Youth age group (13 – 18), adult officials, coaches, umpires and spectators
Margarine	Black urban and rural housewives with children – primarily LSM 4-6 but also LSM 1-3, age 25-49 and average household income of R1 200/month. Psychographic segmentation of the mother fits with the synergy of the sporting code,
Insurance	Existing and prospective customers, business partners, participants, employees
Motor manufacturer	Private vehicle buyers (30-55, white, A-income, well-educated, successful, married, outgoing with family) Farmers (25-55, white males, A-income, well-educated, married, vehicle must work hard – be tough and reliable) Fleet-owners (diverse is size with emphasis on toughness, reliability and low maintenance)
Cellular	Service providers, dealers, partners, business associates, staff and VIP's
Cellular	Mass Black and White audience, underprivileged areas
Cellular	Black and White markets, grass-roots development
Cellular	White, A-income families similar to expected audience of Gladiator game/entertainment TV show
Cellular	Past and present participants, regional community, general cellular consumers
AAG co-sponsorship	Local communities; 52 African countries; OAU; African Ministries of Sport; continental and local sport federations; local, African, and global TV audiences, the constituencies specified by the co-sponsors
Public utility	Primary and secondary school-going children participating in the sport, their parents, schools and officials.
Financial organisation	Bankable consumers, current fans, everybody interested in sport and sport

	development
Sport goods manufacturer	Participants, trade groups
Brewer	Black males older than 18
Financial organisation	Primary - Any supporter of sport and athletics, LSM 2-8, communities, public and sport opinion leaders, staff; Secondary – Media, officials, VIP's, athletes.
Cellular	Business market, personal user market, black and under-served market, influencers, shareholders, and co-sponsors
Cellular	Participants from school to provincial level, disadvantaged communities in the sporting body's geographical area.
Food organisation	18 to 34 year olds, radio station as media partner, retail stores to participate in competitions.
Financial organisation	Participants (potential, novice and elite), local community, and customers (LSM 4-8).
Cellular B	Primary - Emerging market; Secondary – higher LSM's and spectators, dignitaries, guests and customers who attend race meetings.
Healthcare	Netcare doctors, patients, and staff in the Cape; and disadvantaged communities in the Cape Flats and Port Elizabeth.
Cellular A	PSL – soccer governing body; Woman's soccer and supporters of woman soccer; Targeting media whose target market reflects that of the cellular organisation.
Motor manufacturer	Dealer network – e-mail, correspondence and internet Clients and guests – corporate hospitality Participants – courtesy vehicles Spectators – brand exposure

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Insurance-	Extensive media campaign; Use of a particular colour	Competitions; Fan magazine;	Establish co-sponsor alliances		Branded merchandise	Relationship building with media representatives Internal communication
Cellular	TV broadcast of matches; Extensive media campaign; Outdoor campaign					
Financial	Electronic advertising board at the event stadium; Perimeter advertising; Billboards; Official programme advertising; Outdoor hoardings; Adapt their existing commercial to suite their sponsorship of athletics at the AAG	In-branch activities	In-branch activities	Messages on bank statements	Promotional gifts	Internal communication Media day;
Financial	Extensive media campaigns; Branding on TV-screens at event; Branding on scoreboards and one specific holes	In-branch promotions running before and during the event; Promotions during the event; Promotions at	Inserts in bank statements Hospitality		Branch merchandising	

		other venues; Independent newspaper promotions.				
Brewer	Extensive media campaigns; Branding on equipment	On-field activities during breaks; Banner competition; Spectator competitions; Pub promotions; Match presentations			Promotional clothing distributed to a variety of people	Media launch & conferences at every region; Local brewer hosts media;
Petroleum	Media campaigns; Moving billboards; Event posters, flyers and brochures	Event competitions; Sponsor mascot;	Hospitality		Branded give-aways	Media launches; Development programme; Celebrity endorsements; Dealer relationships
Petroleum	Stadium signage; Media campaigns; Taxi branding	Player incentives; Offer players bursaries to study at RAU; Pump attendants incentives and competitions	Supporter club activities; Hospitality at stadiums and matches			Create media speculation; Press conferences and media relationship building at matches; Build relationship with club management; Internal communication activities aimed at pump attendants
Cellular		Provide caddies for numerous golfing events				TV, radio and magazine coverage
Public utility	Half-hour weekly TV programmes		Coaching clinics			Relationship building with the

						national governing body
Margarine	Naming rights and presence at national championship; Floor and perimeter signage, branding at trophy table and winners podium; Street posters and flyers;	Performance, demonstrations and coaching at shopping centres	Woman's cookery classes in rural areas			A programme to standardise judging and those who participated received branded certificates and medals (Medal Testing Programme); Media PR campaign at world championship; Feature articles in woman's magazine
Insurance	TV-commercial Press ads		Create hospitality opportunities by taking a group of guests to attend the event		Event apparel & merchandising items	Create human interest and performance publicity opportunities about the team members; Internal communication campaign
Motor manufacturer	Print ad at announcement in the particular magazine; Competition announcement and information on M-Net	Competition to win accommodation at a leading hotel group and magazine subscriptions – draw on M-Net magazine programme Cross promotion in a men's	Point-of-sale material at dealer-ships and news agent			

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		magazine				
Cellular	Sponsor's messages included in event advertising (including official programme; Big screen branding at the event	Print media competition	Free cellular call facility			Hospitality created relationship-building; Staff involvement
Cellular	Electronic and print campaigns; Web site information	TV, radio and print competitions – winners could attend the event	Cellular packages promoted at the event		Event apparel	Frequent press releases; Development coaching clinics in underprivileged areas
Cellular	Electronic and print campaigns; Web site information	TV, radio and print competitions – winners could attend the event			Event apparel	Sponsor three budding athletes' participation at the event; Sponsorship launch; Frequent press releases
Cellular	TV promo-spots on SABC3; Radio promo-spots; Posters; Signage and arenas on specific beaches				Clothing and merchandising apparel	Incidental exposure
Cellular	Live and highlighted broadcast of the event; Broadcast advertising (billboards, stings, squeezebacks, logo on screen); Lightship	Regional product & service offer to participants; Connect to network and track participants' progress & results; Competitions;		Database of past participants and new entrants for every event.	Wide range of clothing and apparel ranging from foam peaks, towels, and marshal bibs to race medals and badges.	Endorsements by road running legends; Media and guest accreditation; Media briefings; Press releases; Media interviews.

	exposure.	Spot the lightship promotion.				
AAG co-sponsors	Joint print advertising campaign; Stadium signage; Official programme; Radio advertising campaign; Exposure at opening and closing ceremonies		Internet site branding;			Branding at press conferences
Public utility sponsoring a school sport association	Above-the-line advertising in the main media; Pamphlets, Giant inflatable figure; Logo and signage at events.			Invitations	Logo on squeeze bottles and cushions.	Sport starter kits to disadvantaged schools; Exposure in SABC's Sports Generation programme; Coaching clinics
Financial organisation	Extensive advertising campaign involving TV, radio, print and outdoor	Individual endorsement by the captain of the national cricket team; Promotions at matches; Promotions in the form of stings, squeeze-backs, and customer competitions.	Point-of-sale in branches; Entertain customers at events		Replica clothing and merchandising	Establishing Development Trusts
Sport goods manufacturer	Catalogue advertising in selected runner magazines; Promotional advertising in specialist and	Involving key SA participants as endorsements; Consumer incentive		Direct response mailing list (registered participants);	Linking event logo and brand logo on clothing apparel;	Secure official clothing sponsor status;

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	general publications.	promotions prior to event; Trade promotions.				
Brewer	Advertising campaigns; End-of-season-award ceremony	Man of the match-awards; Incentive awards to players and media.				PR information to media; Press conferences; Nelson Mandela Challenge match.
Financial organisation	Generic TV commercial to position organisation; Teaser TV commercials to inform viewers about athletic events; Print and radio campaigns				Corporate apparel and clothing items	
	The lightship as an innovative outdoor medium; Belly banner on lightship; Vehicle branding		Relation-ships with co-sponsors; Internet site			Press launches and media releases; Radio station relations
Cellular	Stadium signage; Newsletter advertising	Newspaper competition; Special events and promotions in the particular geographical area	Hospitality suites	Telephone hotline	Logo on clothing	Official newsletter; Media relations
Food organisation		Award prize money to participants; In-store promotions and distribution of competition			Entrants receive sponsor's branded clothing and products	PR efforts to generate TV, radio, and printed media coverage.

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		entry forms.				
Financial organisation	Event specific advertising; Targeted media that cover race information; TV exposure in sponsored magazine show.	Radio competitions.	VIP hospitality facilities ate evens; internal staff newsletters	Compile and use database to generate business	Logo on race/ event clothing	Media partnerships to communicate to target audiences; Press releases
Healthcare	Media advertising					
Cellular B	Cellular branding on driver overalls and racing vehicles.		Distributing programmes to +_ 200 000 race spectators, dignitaries, guests and customers; Drivers attend functions, hospitality areas, and promotions in previously disadvantaged areas.			Naming rights; Programme editorial
Cellular A	Before, during and after beauty pageant on SABC; Radio Metro competition campaign; Sowetan campaign; Identify sponsor on printed material.	Public voters competition; Media references to Cellular A being the presenting sponsor of the Miss Premier Soccer League.	Internet web site			Press releases
Motor manufacturer	Logo signage at event; Logo included in event correspondence; Advertisement in	Prizes at different holes; Dealer network competition	Internet, e-mail to dealers			Press releases

	event programme; Live TV coverage (4 days) exposed brand.					
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Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/product effects	Media audits	Behavioural measures
Insurance	Positioning of corporate brand	Listing win-win relationships	Sales of branded merchandise	Media coverage	Measure effect of staff integration after the merger
Cellular	BMI-Sponsortrack; Sponsor Statistik			Monthly AR's; Constant watch; Newsclip	
Financial	BMI-Infotrack; Link to existing athletic sponsorship			Media coverage	
Financial	Awareness of new products		Number of new sport affinity product accounts; Number of new clients captured for other products	Media coverage	Fundraising targets; Number of new accounts; Number of web site visitors; Compare sponsorship amount to calculated return on sponsorship investment
Brewer	BMI awareness tracking		Measure sales	Media coverage (AR's)	Pub promotions
Petroleum	BMI awareness tracking		Measured free branding exposure	Media coverage	
Petroleum	BMI awareness tracking (0% to 40% after 2 years)	Brand image through focus group studies; Measure internal culture)	Monthly sales figures (1.5% effect achieved)	Media coverage	Service standards measurement (89% achieved)
Cellular	Logo appears at clubs (not previously allowed)			Media coverage	Development programme; Increase caddy standards
Public utility	Sponsorship awareness;			BMI and Mediawatch to measure media exposure;] Letters of response	Number of development players included in national teams; Transformation

				generated by the weekly TV-programmes.	ratio changed from 1:9 (Black:White) to 2:1.
Margarine	Measure that the sponsor "owns" the sport			Equivalent rate card ad values;	Measuring the success of the medal testing programme; and the number of new participants and teachers that pass through the programme
Insurance	Three BMI-surveys during sponsorship indicated that sponsorship awareness grew from 25% to 32% to 38%	In-depth interviews with guests who attended the event; Employee feedback was very positive	Brand awareness rose to 39%; Substantial deals were clinched	Newsclip to track coverage in printed media; Chart-a-clip to track coverage in electronic media	
Motor manufacturer	Exposure on M-Net magazine programme		Brand exposure; Measured market share increase	Media exposure at final event and follow-up coverage	Response to call for entries; Audience at final event
Cellular				TV-exposure (AR's); Logo frequency during TV coverage	
Cellular	Awareness measured by BMI's Sponsortrack and Newsclip			Media effect measured by Newsclip	
Cellular	Awareness measured by BMI's Sponsortrack				
Cellular				Press clippings; TV-spot and radio-promo value	Crowd attendance and participation

				measurement; AR from first Gladiator TV show.	
Cellular	Bateleur research to establish brand awareness and retention; PR evaluation to measure value of exposure.			Spindex measurement of media exposure; Newsclips to measure exposure and mention in the press.	
AAG co- sponsorship				Media evaluation measured to be +- R14 million to each co-sponsor	
Public utility		Survey of and Interviews with members of target market.		Coverage type, sponsorship mention, impact of coverage, and comparative advertising cost	
Financial organisation	Awareness measured by BMI's Sponsortrack				
Sport goods manufacturer			Compare actual retail sales increase; Calculate sales effect of number of consumers participating in sales promotion.	Media exposure analysed.	Compare historical use (by participants) of brand trends
Brewer	Measure number of exposures through Sponsorstatistik			Measure AR's (audience ratings) and compare to TV- programme AR's;	
Financial organisation	BMI-Sponsortrack measures awareness levels				

Cellular	Awareness of lightship; Internet site hits	VIP guest feedback after rides in the lightship		Sponsor Statistik to measure exposure at three particular sporting events; Compare value of media exposure to value of Coca-Cola sign on the Ponte Building in Johannesburg.	
Cellular	BMI tracks brand awareness			Sponsor Statistik measures TV coverage; Measuring print media coverage	
Food organisation			Export sales growth to neighbouring countries; Sales increase at retailers	Media exposure value	Increase in number of entries
Financial organisation	Awareness tracking (BMI);	BMI Eventtrack to measure public attitudes and perceptions		Equivalent rate card values & weightings; Media endorsements.	Monitor number of new participants who are using the sponsor's branded race numbers.
Healthcare		Verbal feedback from certain target audiences mentioned earlier.		Measured (unaudited) potential media value	
Cellular B (again lists that initial objectives were achieved – very vague and non-specific)		Communication, discussions and feedback with the National Sports Commission.	State that Return of Investment through leverage of the sponsorship is 5:1 (no indication of how this was calculated)	TV coverage of 240 minutes on SABC3 and M-Net and monitoring of media clips.	
Cellular A	Media campaign and competitions to stimulate awareness and generate exposure			AR of 11.8 measured equated to a TV audience of 1.3 million viewers;	

				Readership figures of print media used; Web site attracted 120 000 hits	
Motor manufacturer	Entry forms from dealer network provided a database of entrants to competition.			Media reach of over 700 million viewers worldwide.	

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APPENDIX 3
SUMMARY OF 1999 RAPTOR AWARD ENTRIES ORGANISED
BY SPONSOR

Main categories of sponsorship objectives

Sponsor 1	Corporate	Brand/ service/ product	Sales	Media
Insurance organisation sponsoring one of the teams participating in a Southern Hemisphere League (Super 12 rugby)	Creating an identity and national awareness of the corporate brand through the association with the team; Utilising the sponsorship as a staff integration tool during a merger (previous sponsor merged with current sponsor); Building awareness and market share in a geographical region	Transferring brand equity from the previous sponsor's name; Building the rugby team into a marketable brand		

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Insurance	Existing and potential clients (LSM 7&8, national, all races); The media - rugby writers and journalists Team squad, management, sporting codes' governing body, members of the feeder unions, current and new supporters Internal – staff, directors, brokers, broker consultants

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Insurance-	Extensive media campaign; Use of a particular colour	Competitions; Fan magazine;	Establish co-sponsor alliances		Branded merchandise	Relationship building with media representatives Internal communication

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/product effects	Media audits	Behavioural measures
Insurance	Positioning of corporate brand	Listing win-win relationships	Sales of branded merchandise	Media coverage	Measure effect of staff integration after the merger

Main categories of sponsorship objectives

Sponsor 2	Corporate	Brand/ service/ product	Sales	Media
Cellular organisation sponsoring one of the leagues of a major sporting code (rugby)	Establish the sponsor as the leading cellular network operator; Create an awareness amongst previously disadvantaged communities of potential opportunities to participate in the sport	Communicate with existing and potential subscriber base		

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Cellular	Current supporters but expanding into development and transformation

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Cellular	TV broadcast of matches; Extensive media campaign; Outdoor campaign					

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Cellular	BMI-Sponsortrack; Sponsor Statistik			Monthly AR's; Constant watch; Newsclip	

Main categories of sponsorship objectives

Sponsor 3	Corporate	Brand/ service/ product	Sales	Media
Financial institution co-sponsoring a major international sporting event (All African Games)	Strengthen the sponsor's existing involvement in a particular sporting code; Taking ownership of athletic sponsorship; Tactical strategic opportunity for future business plan in terms of image, awareness and goodwill			

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Financial	Community, existing and potential customers, shareholder, staff, government and decision-makers

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Financial	Electronic advertising board at the event stadium; Perimeter advertising; Billboards; Official programme advertising; Outdoor hoardings; Adapt their existing commercial to suite their	In-branch activities	In-branch activities	Messages on bank statements	Promotional gifts	Internal communication Media day;

	sponsorship of athletics at the AAG					
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Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/product effects	Media audits	Behavioural measures
Financial	BMI-Infotrack; Link to existing athletic sponsorship			Media coverage	

Main categories of sponsorship objectives

Sponsor 4	Corporate	Brand/ service/ product	Sales	Media
Financial institution sponsoring a major international golfing tournament	Raise funds for a Sport Trust; Raise awareness of the game amongst the youth; Double the number of visitors and clickthroughs on the web site	Market sport affinity products	Specified sales of a particular financial product	Increase in media coverage of 10%

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Financial	Existing and potential customers

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Financial	Extensive media campaigns; Branding on TV-screens at event; Branding on scoreboards and one specific holes	In-branch promotions running before and during the event; Promotions during the event; Promotions at other venues; Independent newspaper promotions.	Inserts in bank statements Hospitality		Branch merchandising	

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Financial	Awareness of new products		Number of new sport affinity product accounts; Number of new clients captured for other products	Media coverage	Fundraising targets; Number of new accounts; Number of web site visitors; Compare sponsorship amount to calculated ROI

Main categories of sponsorship objectives

Sponsor 5	Corporate	Brand/ service/ product	Sales	Media
Brewer sponsoring a national sporting code league (cricket)	Corporate image reinforcement; Reach spectator numbers; Hospitality opportunities	Create goodwill and loyalty	Gain market share amongst white consumers; Grow the Black market; Sales at events and pub promotions	Gain media coverage; Avoid advertising clutter;

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Brewer	White male (18-49) and secondary Black market

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Brewer	Extensive media campaigns; Branding on equipment	On-field activities during breaks; Banner competition; Spectator competitions; Pub promotions; Match presentations			Promotional clothing distributed to a variety of people	Media launch & conferences at every region; Local brewer hosts media;

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Brewer	BMI awareness tracking		Measure sales	Media coverage (AR's)	Pub promotions

Main categories of sponsorship objectives

Sponsor 6	Corporate	Brand/ service/ product	Sales	Media
Petroleum organisation sponsoring a series of events	Position the sponsor as a proud & compassionate organisation; Maximise ROI compared to previous year; Position the sponsor as the "owner" of the series of events	Create mass brand awareness; Communicate core brand values		

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Petroleum	Motor vehicle owners in LSM 6-8; Retain & grow the primary White viewer (18+); Develop the sport amongst young Black adult (18 – 25) viewers from an aspirational and interest point of view

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Petroleum	Media campaigns; Moving billboards; Event posters, flyers and brochures	Event competitions; Sponsor mascot;	Hospitality		Branded give-aways	Media launches; Development programme; Celebrity endorsements; Dealer relationships

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Petroleum	BMI awareness tracking		Measured free branding exposure	Media coverage	

Main categories of sponsorship objectives

Sponsor 7	Corporate	Brand/ service/ product	Sales	Media
Petroleum organisation sponsoring a soccer club	Change existing corporate image; Create 45% awareness in the Black market in 3 years; Motivate pump attendants to increase service levels from 72% to 90%	Build brand equity in the Black market; Reduce the sponsorship equity of the previous sponsor from 55% to 10% in 18 months; Create an aspirational appeal for the brand; Promote product loyalty in the taxi market		

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Petroleum	Black consumers in LSM 4-7; Black industry decision-makers (including taxi and vehicle owners); Internal staff with emphasis on 15 000 pump attendants Also cross-over into White, Coloured and Asian vehicle owners

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Petroleum	Stadium signage; Media campaigns; Taxi branding	Player incentives; Offer players bursaries to study at RAU; Pump attendants incentives and competitions	Supporter club activities; Hospitality at stadiums and matches			Create media speculation; Press conferences and media relationship building at matches; Build relationship with club management; Internal communication activities aimed at pump attendants

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/product effects	Media audits	Behavioural measures
Petroleum	BMI awareness tracking (0% to 40% after 2 years)	Brand image through focus group studies; Measure internal culture)	Monthly sales figures (1.5% effect achieved)	Media coverage	Service standards measurement (89% achieved)

Main categories of sponsorship objectives

Sponsor 8	Corporate	Brand/ service/ product	Sales	Media
Cellular sponsoring a sport development scheme	Social upliftment of under-privileged role-players (golf caddies) in the particular sport; Entrench the sponsor as the leading cellular network.	Reach particular market segment (golfers at golf clubs); Provide brand exposure.		

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Cellular	Golfers and caddies

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Cellular		Provide caddies for numerous golfing events				TV, radio and magazine coverage

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Cellular	Logo appears at clubs (not previously allowed)			Media coverage	Development programme; Increase caddy standards

Main categories of sponsorship objectives

Sponsor 9	Corporate	Brand/ service/ product	Sales	Media
Public utility sponsoring a school sport (netball) challenge	Provide equal opportunities; Supporting the national governing body; Implement a development programme to ensure that selections in future reflect the population demographics			

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Public utility	Youth age group (13 – 18), adult officials, coaches, umpires and spectators

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Public utility	Half-hour weekly TV programmes		Coaching clinics			Relationship building with the national governing body

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Public utility	Sponsorship awareness;			BMI and Mediawatch to measure media exposure;] Letters of response generated by the weekly TV-programmes.	Number of development players included in national teams; Transformation ratio changed from 1:9 (Black:White) to 2:1.

Main categories of sponsorship objectives

Sponsor 10	Corporate	Brand/ service/ product	Sales	Media
Leading margarine brand sponsoring a sporting code	To become synonymous with the sporting code; Credibility and to be seen as "giving back to the community"	Communicate brand values to increase goodwill and loyalty		Gain free media exposure

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Margarine	Black urban and rural housewives with children – primarily LSM 4-6 but also LSM 1-3, age 25-49 and average household income of R1 200/month. Psychographic segmentation of the mother fits with the synergy of the sporting code,

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Margarine	Naming rights and presence at national championship; Floor and perimeter signage, branding at trophy table and winners podium; Street posters and flyers;	Performance, demonstrations and coaching at shopping centres	Woman's cookery classes in rural areas			A programme to standardise judging and those who participated received branded certificates and medals (Medal Testing Programme); Media PR campaign at world championship; Feature articles in woman's magazine

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Margarine	Measure that the sponsor "owns"			Equivalent rate card ad values;	Measuring the success of the

	the sport				medal testing programme; and the number of new participants and teachers that pass through the programme
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Main categories of sponsorship objectives

Sponsor 11	Corporate	Brand/ service/ product	Sales	Media
Insurance organisation co-sponsoring a team to participate at a major global sporting event	Grow consumer awareness of the corporate brand to at least 20% (from 3%); Communicate the sponsor's positioning; Position the sponsor alongside the other co-sponsors; Entrench the sponsor's corporate values amongst employees		Strengthen the sponsor's relationships with new and existing clients and business partners to grow the business	

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Insurance	Existing and prospective customers, business partners, participants, employees

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Insurance	TV-commercial Press ads		Create hospitality opportunities by taking a group of guests to attend the event		Event apparel & merchandising items	Create human interest and performance publicity opportunities about the team members; Internal communication campaign

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Insurance	Three BMI-surveys during sponsorship indicated that sponsorship awareness grew from 25% to 32% to 38%	In-depth interviews with guests who attended the event; Employee feedback was very positive	Brand awareness rose to 39%; Substantial deals were clinched	Newsclip to track coverage in printed media; Chart-a-clip to track coverage in electronic media	

Main categories of sponsorship objectives

Sponsor 12	Corporate	Brand/ service/ product	Sales	Media
Motor vehicle manufacturer sponsoring a celebrity challenge and also involving members of the public who won an opportunity to participate in the event		Reinforce a particular brand's positioning to fit the needs of the target markets; Reinforce product changes; Establish a promotional project.		Use appropriate media to communicate to target markets

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Motor manufacturer	Private vehicle buyers (30-55, white, A-income, well-educated, successful, married, outgoing with family) Farmers (25-55, white males, A-income, well-educated, married, vehicle must work hard – be tough and reliable) Fleet-owners (diverse in size with emphasis on toughness, reliability and low maintenance)

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate & Marketing PR
Motor manufacturer	Print ad at announcement in the particular magazine; Competition announcement and information on M-Net	Competition to win accommodation at a leading hotel group and magazine subscriptions – draw on M-Net magazine programme Cross promotion in a men's magazine	Point-of-sale material at dealer-ships and news agent			

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Motor manufacturer	Exposure on M-Net magazine programme		Brand exposure; Measured market share increase	Media exposure at final event and follow-up coverage	Response to call for entries; Audience at final event

Main categories of sponsorship objectives

Sponsor 13	Corporate	Brand/ service/ product	Sales	Media
Cellular co-sponsoring a major golfing event	Associate and reinforce the sponsorship of local golf; Hospitality opportunities	Create brand presence; Offer free cellular calls		Hole-in-one prize creates excitement and media awareness

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Cellular	Service providers, dealers, partners, business associates, staff and VIP's

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Cellular	Sponsor's messages included in event advertising (including official programme; Big screen branding at the event	Print media competition	Free cellular call facility			Hospitality created relationship-building; Staff involvement

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Cellular				TV-exposure (AR's); Logo frequency during TV coverage	

Main categories of sponsorship objectives

Sponsor 14	Corporate	Brand/ service/ product	Sales	Media
Cellular sponsoring a champions tennis tour	Re-inforce the sponsor's position as the official sponsor of SA Tennis; Provide a unique regional tennis event.	Use the event as a platform to increase awareness of a new cellular package launched by the sponsor		

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Cellular	Mass Black and White audience, underprivileged areas

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Cellular	Electronic and print campaigns; Web site information	TV, radio and print competitions – winners could attend the event	Cellular packages promoted at the event		Event apparel	Frequent press releases; Development coaching clinics in underprivileged areas

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Cellular	Awareness measured by BMI's Sponsortrack and Newsclip			Media effect measured by Newsclip	

Main categories of sponsorship objectives

Sponsor 15	Corporate	Brand/ service/ product	Sales	Media
Cellular co-sponsoring a team's participation in a global sporting event (Commonwealth Association)	Create awareness of the sponsor's association with the event; Entrench involvement at grass-roots sport development.			

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Cellular	Black and White markets, grass-roots development

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Cellular	Electronic and print campaigns; Web site information	TV, radio and print competitions – winners could attend the event			Event apparel	Sponsor three budding athletes' participation at the event; Sponsorship launch; Frequent press releases

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Cellular	Awareness measured by BMI's Sponsortrack				

Main categories of sponsorship objectives

Sponsor 16	Corporate	Brand/ service/ product	Sales	Media
Cellular sponsoring beach activities	Launch sponsor's involvement with a particular game or entertainment TV show (Gladiators); Maintain strong presence on beaches during holiday season; Enhance corporate image of people-friendly service and technology company.			

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Cellular	White, A-income families similar to expected audience of Gladiator game/entertainment TV show

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Cellular	TV promo-spots on SABC3; Radio promo-spots; Posters; Signage and arenas on specific beaches				Clothing and merchandising apparel	Incidental exposure

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Cellular				Press clippings; TV-spot and radio-promo value measurement; AR from first Gladiator TV show.	Crowd attendance and participation

Main categories of sponsorship objectives

Sponsor 17	Corporate	Brand/ service/ product	Sales	Media
Cellular sponsoring a regional sporting event (marathon)	Title sponsorship; Position sponsor as being on the leading edge of technology	Foster brand awareness and loyalty by association with an aspirational event; Expose a diverse range of demographic people to the corporate brand	Generate connections at retail level; Generate airtime usage of the cellular network.	National media exposure but also achieving regional focus

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Cellular	Past and present participants, regional community, general cellular consumers

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Cellular	Live and highlighted broadcast of the event; Broadcast advertising (billboards, stings, squeezebacks, logo on screen); Lightship exposure.	Regional product & service offer to participants; Connect to network and track participants' progress & results; Competitions; Spot the lightship promotion.		Database of past participants and new entrants for every event.	Wide range of clothing and apparel ranging from foam peaks, towels, and marshal bibs to race medals and badges.	Endorsements by road running legends; Media and guest accreditation; Media briefings; Press releases; Media interviews.

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Cellular	Bateleur research to establish brand awareness and retention; PR evaluation to measure value of exposure.			Spindex measurement of media exposure; Newsclips to measure exposure and mention in the press.	

Main categories of sponsorship objectives

Sponsor 18	Corporate	Brand/ service/ product	Sales	Media
Co-sponsors of the 7 th All Africa Games (AAG) 1999 (cellular, logistics solutions, vehicle manufacturer, financial institution and a public utility)	Increase awareness levels of the AAG; Leverage co-sponsors' association with the event; Generate excitement; Deliver messages to all local communities.	Logo recognition		

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
AAG co-sponsorship	Local communities; 52 African countries; OAU; African Ministries of Sport; continental and local sport federations; local, African, and global TV audiences, the constituencies specified by the co-sponsors

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
AAG co-sponsors	Joint print advertising campaign; Stadium signage; Official programme; Radio advertising campaign; Exposure at opening and closing ceremonies		Internet site branding;			Branding at press conferences

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
AAG co-sponsorship				Media evaluation measured to be +- R14 million to each co-sponsor	

Main categories of sponsorship objectives

Sponsor 19	Corporate	Brand/ service/ product	Sales	Media
Public utility sponsoring an event (national champion-ship) of a school sport association	A number of social responsibility objectives ranging from development, to providing equipment to dis-advantaged schools to the development of skills.	Build brand awareness and knowledge of a particular brand; Build awareness of the safe use of the sponsor' service product		

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Public utility	Primary and secondary school-going children participating in the sport, their parents, schools and officials.

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Public utility sponsoring a school sport association	Above-the-line advertising in the main media; Pamphlets, Giant inflatable figure; Logo and signage at events.			Invitations	Logo on squeeze bottles and cushions.	Sport starter kits to disadvan- tagged schools; Exposure in SABC's Sports Generation programme; Coaching clinics

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Public utility		Survey of and Interviews with members of target market.		Coverage type, sponsorship mention, impact of coverage, and comparative advertising cost	

Main categories of sponsorship objectives

Sponsor 20	Corporate	Brand/ service/ product	Sales	Media
Financial organisation sponsoring a national sporting body (cricket)	Eliminate the previous sponsor's equity and association with the event Demonstrate the sponsor's commitment to cricket; Entrench corporate positioning of innovative leadership.		Leverage financial products	

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Financial organisation	Bankable consumers, current fans, everybody interested in sport and sport development

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Financial organisation	Extensive advertising campaign involving TV, radio, print and outdoor	Individual endorsement by the captain of the national cricket team; Promotions at matches; Promotions in the form of stings, squeeze-backs, and customer competitions.	Point-of-sale in branches; Entertain customers at events		Replica clothing and merchandising	Establishing Development Trusts

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Financial organisation	Awareness measured by BMI's Sponsortrack				

Main categories of sponsorship objectives

Sponsor 21	Corporate	Brand/ service/ product	Sales	Media
Sport good manufacturer - co-sponsor of the Comrades ultra-marathon		Establish brand reputation amongst serious participants; Promoting brand's contribution to participant's image and performance	Encourage larger number of participants to use the sponsor's product; Maximise broader market awareness to stimulate sales volumes.	

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Sport goods manufacturer	Participants, trade groups

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Sport goods manufacturer	Catalogue advertising in selected runner magazines; Promotional advertising in specialist and general publications.	Involving key SA participants as endorsements; Consumer incentive promotions prior to event; Trade promotions.		Direct response mailing list (registered participants);	Linking event logo and brand logo on clothing apparel;	Secure official clothing sponsor status;

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Sport goods manufacturer			Compare actual retail sales increase; Calculate sales effect of number of consumers participating in sales promotion.	Media exposure analysed.	Compare historical use (by participants) of brand trends

Main categories of sponsorship objectives

Sponsor 22	Corporate	Brand/ service/ product	Sales	Media
Brewer sponsoring a sport league (soccer)		Increase awareness of one of the brewer's brand's involvement with the sport; Reinforce the brand's image to that of its slogan	Gain market share in the particular target market; Create selling opportunities at events	Create advertising opportunities

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Brewer	Black males older than 18

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Brewer	Advertising campaigns; End-of-season-award ceremony	Man of the match-awards; Incentive awards to players and media.				PR information to media; Press conferences; Nelson Mandela Challenge match.

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Brewer	Measure number of exposures through Sponsorstatistik			Measure AR's (audience ratings) and compare to TV-programme AR's;	

Main categories of sponsorship objectives

Sponsor 23	Corporate	Brand/ service/ product	Sales	Media
Financial organisation sponsoring a national sporting body (athletics)	Corporate brand building; Change target market perceptions; Community involvement; Build stakeholder goodwill; Staff motivation; Active at branch and town level		Improve market share	Mass media exposure improvement

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Financial organisation	Primary - Any supporter of sport and athletics, LSM 2-8, communities, public and sport opinion leaders, staff; Secondary – Media, officials, VIP's, athletes.

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Financial organisation	Generic TV commercial to position organisation; Teaser TV commercials to inform viewers about athletic events; Print and radio campaigns				Corporate apparel and clothing items;	

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Financial organisation	BMI-Sponsortrack measures awareness levels				

Main categories of sponsorship objectives

Sponsor 24	Corporate	Brand/ service/ product	Sales	Media
Cellular sponsoring an outdoor advertising medium (a lightship)	Create corporate awareness linked to the corporate slogan; Build relationships with co-sponsors; Enhance corporate image as an innovative organisation; Differentiated medium that cannot be copied by competitors; Enhance consumer recall.	Enhance brand personality		Use outdoor medium at TV events

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Cellular	Business market, personal user market, black and under-served market, influencers, shareholders, and co-sponsors

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Cellular	The lightship as an innovative outdoor medium; Belly banner on lightship; Vehicle branding		Relationships with co-sponsors; Internet site			Press launches and media releases; Radio station relations

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/product effects	Media audits	Behavioural measures
Cellular	Awareness of lightship; Internet site hits	VIP guest feedback after rides in the lightship		Sponsor Statistik to measure exposure at three particular sporting events; Compare value of media exposure to value of Coca-Cola sign on the Ponte Building in Johannesburg.	

Main categories of sponsorship objectives

Sponsor 25	Corporate	Brand/ service/ product	Sales	Media
Cellular sponsoring a sporting body (provincial cricket)	Social upliftment	Brand awareness	Utilise cellular network	

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Cellular	Participants from school to provincial level, disadvantaged communities in the sporting body's geographical area.

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Cellular	Stadium signage; Newsletter advertising	Newspaper competition; Special events and promotions in the particular geographical area	Hospitality suites	Telephone hotline	Logo on clothing	Official newsletter; Media relations

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Cellular	BMI tracks brand awareness			Sponsor Statistik measures TV coverage; Measuring print media coverage	

Main categories of sponsorship objectives

Sponsor 26	Corporate	Brand/ service/ product	Sales	Media
Food organisation sponsoring a sporting code (triathlon)	Expand into neighbouring countries.	Link particular brand (energy drink) to the sport;	Sales volume growth.	Communicate to target audience.

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Food organisation	18 to 34 year olds, radio station as media partner, retail stores to participate in competitions.

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Food organisation		Award prize money to participants; In-store promotions and distribution of competition entry forms.			Entrants receive sponsor's branded clothing and products	PR efforts to generate TV, radio, and printed media coverage.

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Food organisation			Export sales growth to neighbouring countries; Sales increase at retailers	Media exposure value	Increase in number of entries

Main categories of sponsorship objectives

Sponsor 27	Corporate	Brand/ service/ product	Sales	Media
Financial organisation sponsoring road running	Grow the sporting code; Empower communities	Create brand experience; Increase brand awareness		

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Financial organisation	Participants (potential, novice and elite), local community, and customers (LSM 4-8).

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Financial organisation	Event specific advertising; Targeted media that cover race information; TV exposure in sponsored magazine show.	Radio competitions.	VIP hospitality facilities at events; internal staff newsletters	Compile and use database to generate business	Logo on race/ event clothing	Media partnerships to communicate to target audiences; Press releases

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Financial organisation	Awareness tracking (BMI);	BMI Eventtrack to measure public attitudes and perceptions		Equivalent rate card values & weightings; Media endorsements.	Monitor number of new participants who are using the sponsor's branded race numbers.

Main categories of sponsorship objectives

Sponsor 28	Corporate	Brand/ service/ product	Sales	Media
Cellular B sponsoring a national racing driver training programme	A long list of objectives were vague and non-specific (staff motivation, upgrade vital equipment on yacht, awareness of the race of the yachtsmen, inspire disadvantaged communities).			

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Cellular B	Primary - Emerging market; Secondary – higher LSM's and spectators, dignitaries, guests and customers who attend race meetings.

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Cellular B	Cellular branding on driver overalls and racing vehicles.		Distributing programmes to +_ 200 000 race spectators, dignitaries, guests and customers; Drivers attend functions, hospitality areas, and promotions in previously disadvantaged areas.			Naming rights; Programme editorial

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Cellular B (again lists that initial objectives were achieved – very vague and non-specific)		Communication, discussions and feedback with the National Sports Commission.	State that Return of Investment through leverage of the sponsorship is 5:1 (no indication of how this was calculated)	TV coverage of 240 minutes on SABC3 and M-Net and monitoring of media clips.	

Main categories of sponsorship objectives

Sponsor 29	Corporate	Brand/ service/ product	Sales	Media
Healthcare sponsoring a competitor (first black person) in the Around Alone Yacht Race	A long list of vague objectives, which were non-specific			

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Healthcare	Netcare doctors, patients, and staff in the Cape; and disadvantaged communities in the Cape Flats and Port Elizabeth.

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Healthcare	Media advertising					

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Healthcare		Verbal feedback from certain target audiences mentioned earlier.		Measured (unaudited) potential media value	

Main categories of sponsorship objectives

Sponsor 30	Corporate	Brand/ service/ product	Sales	Media
Cellular A sponsoring a beauty pageant associated to soccer	Associate with one of the largest sporting codes (soccer); Extend relationship with one of soccer's governing bodies; Linked to beauty pageant.	Foster brand awareness and loyalty by targeting women's soccer.	Generate connections and increase airtime; Generate network usage.	Broadcasting of matches and beauty pageant.

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Cellular A	PSL – soccer governing body; Woman's soccer and supporters of woman soccer; Targeting media whose target market reflects that of the cellular organisation.

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Cellular A	Before, during and after beauty pageant on SABC; Radio Metro competition campaign; Sowetan campaign; Identify sponsor on printed material.	Public voters competition; Media references to Cellular A being the presenting sponsor of the Miss Premier Soccer League.	Internet web site			Press releases

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Cellular A	Media campaign and competitions to stimulate awareness and generate exposure			AR of 11.8 measured equated to a TV audience of 1.3 million viewers; Readership figures of print media used; Web site attracted 120 000 hits	

Main categories of sponsorship objectives

Sponsor 31	Corporate	Brand/ service/ product	Sales	Media
Vehicle manufacturer sponsoring holes at a premier international golfing event	Host clients & guests at a premier golfing event	Align brand image of vehicle to a premier golf event; Brand exposure; Provide golfers with product experience (courtesy vehicles).		

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Cellular A	PSL – soccer governing body; Woman's soccer and supporters of woman soccer; Targeting media whose target market reflects that of the cellular organisation.
Motor manufacturer	Dealer network – e-mail, correspondence and internet Clients and guests – corporate hospitality Participants – courtesy vehicles Spectators – brand exposure

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Motor manufacturer	Logo signage at event; Logo included in event correspondence; Advertisement in event programme; Live TV coverage (4 days) exposed brand.	Prizes at different holes; Dealer network competition	Internet, e-mail to dealers			Press releases

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Motor manufacturer	Entry forms from dealer network provided a database of entrants to competition.			Media reach of over 700 million viewers worldwide.	

APPENDIX 4

**SUMMARY OF 2000 RAPTOR AWARD ENTRIES ORGANISED
BY DECISION-MAKING CATEGORY**

Main categories of sponsorship objectives

Sponsor	Corporate	Brand/ service/ product	Sales	Media
Brewer sponsoring an international series (cricket)	Enhance awareness of sponsorship	Increase brand awareness; Reinforce brand image; Create goodwill & loyalty (in market segments)	Increase sales at sporting events	Create media opportunities;
Brewer sponsoring a national league (soccer)	Enhance awareness of sponsorship	Increase brand awareness; Reinforce brand image; Create goodwill & loyalty (in market segments)	Increase sales at sporting events	Create media opportunities;
Brewer sponsoring a national sporting team (soccer)	Enhance awareness of sponsorship	Increase brand awareness; Reinforce brand image; Create goodwill & loyalty (in market segments)	Increase sales at sporting events	Create media opportunities;
Brewer as an official supplier to a sporting body and its national team (rugby)	Enhance awareness of sponsorship		Increase sales at sporting events	
Retail Group sponsoring an event (cycle tour)	Associate sponsor with a prestigious event; Corporate brand building and awareness; Enhance staff relations; Social responsibility)P roceeds go to charity	Reach particular target markets		Link with media partner
Retail Group sponsoring a regional sporting event	Associate sponsor with a prestigious event; Corporate brand building and awareness;	Promote sponsors' house brands	Promote sponsors' products	Publicity opportunities through media partner link

	<p>Position sponsor as contributor to the community;</p> <p>Enhance staff relations;</p> <p>Reach target markets</p>			
Cellular sponsoring an international sporting series (rugby)	<p>Establish sponsor as the new sponsor to the series</p>	<p>Increase use of sponsor's service</p>		
Cellular sponsoring an international sporting competition	<p>Create awareness and establish organisation as sponsor;</p> <p>Erode previous sponsor's association;</p> <p>Change event positioning;</p> <p>Create interest among new supporter segments</p>			
Cellular sponsoring a national sporting body (cricket)	<p>Position sponsor ahead of main cellular rival;</p> <p>Awareness of sponsor's association with the particular sport;</p> <p>Enhance growth of sport and development programme;</p> <p>Create participation opportunities and aspirations to continue participation</p>			

University of Pretoria etd

Financial organisation sponsoring an international sporting event (which was already covered in the 1999 Raptor Award analysis)				
Petroleum organisation sponsoring a prestigious sporting event (athletics)	Enhance corporate positioning; Entrench sponsor's association with the event			Gain free media exposure

Did not find any evidence of personal objectives

University of Pretoria etd

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Brewer	Males aged 18 to 39 of all race groups
Brewer	Black males 18-39
Brewer	Black males 18-39
Brewer	White males 18-39 (primary) and Black males 18-39 (secondary)
Retail Group	LSM 6,7 & 8 - Age 16 to 50+
Retail Group	LSM 6,7 & 8 (upper income/ age 25-49 and listenership of radio (media) partner
Cellular	Male & female; Income R1 500+; Age 16+
Cellular	Young 16-34; male & female; R1 500-R5 000 monthly income; new generation event supporters
Cellular	Boys of all ages, races and income groups living within cellular organisation's coverage area; schools; local communities
Financial	1999 Raptor Awards
Petroleum	No target markets specified

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Brewer	Signage on sport field; Logo on sport equipment used during the event; Media coverage	Redemption prizes at events	Stakeholder entertainment in suites; Golf days; Sales at events		Participant's clothing; Clothing giveaways	Media information kit; Golf days
Brewer	Branding at events; Media coverage	Participant's competitions and prizes	Complimentary tickets; Sales at events		Participant's clothing	Media relations
Brewer	Branding at events; Media coverage		Sales units at events		Participant's clothing	Player autograph cards; Corporate suites; Media relations
Brewer	Branding at events; Media coverage	Promotions in bars; Media competitions				Development campaign; Gifts to participants and officials; Gifts to the media; Hospitality suites
Retail Group	Media advertising; Banners		Web site In-store activities; Refresh-ment station		Branded items	Event communication LifeCycle expo; Hospitality; Senior management presence & support; Internal marketing
Retail Group	Media advertising; Banners	Promote housebrands	Web site In-store activities; Refresh-ment station		Branded items	Event communication Event Expo; Hospitality; Senior management presence & support;

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						Internal marketing
Cellular	Media campaign	Offer vehicle as a competition prize				Media launch; Publicity material
Cellular	Media campaign; Link to particular television programme					Media launch
Cellular	Media campaign; Signage at schools		Regional representative activities at schools		Brand clothing	PR strategy; Schools package; Coaching clinics; Bursary programme
Financial	1999 Raptor Awards					
Petroleum	Broadcast package	Forecourt promotions at petrol garages				PR campaign; Media launch; News breaking press conferences; International athletes activities and functions; Communication between athletes and certain publics; Event hospitality

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/product effects	Media audits	Behavioural measures
Brewer	BMI-Sportinfotrack			BMI Mediatrack; AR measures	
Brewer	BMI-Sportinfotrack			BMI Mediatrack; AR measures	
Brewer	BMI-Sportinfotrack			BMI Mediatrack; AR measures	
Brewer	BMI-Sportinfotrack			BMI Mediatrack; AR measures	
Retail Group	Sponsor awareness; Visible branding success; Event profiling	Raise funds for charity		Media exposure	Enhance staff relations
Retail Group	Sponsor awareness; Visible branding success; Event profiling			Media exposure and reach	Enhance staff relations
Cellular	Sponsor awareness; BMI Sponsortrack;				Track number of cellular calls during competition span; Web site click rate
Cellular	BMI Sponsortrack; Increase of new sponsorship awareness compared to decrease of old sponsorship awareness; AdTrack to measure awareness & likability of TV-ad				
Cellular	BMI-Sponsortrack;	Sponsor and body two-way communication; Bateleur research to track likability			PR analysis
Financial	1999 Raptor Awards				
Petroleum	BMI Research results		Sales promotion and competition monitoring	Free media analysis	Event attendance figures

APPENDIX 5
SUMMARY OF 2000 RAPTOR AWARD ENTRIES ORGANISED
BY SPONSOR

Main categories of sponsorship objectives

Sponsor 1	Corporate	Brand/ service/ product	Sales	Media
Brewer sponsoring an international series (cricket)	Enhance awareness of sponsorship	Increase brand awareness; Reinforce brand image; Create goodwill & loyalty (in market segments)	Increase sales at sporting events	Create media opportunities;

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Brewer	Males aged 18 to 39 of all race groups

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Brewer	Signage on sport field; Logo on sport equipment used during the event; Media coverage	Redemption prizes at events	Stakeholder entertain- ment in suites; Golf days; Sales at events		Participant's clothing; Clothing give- aways	Media information kit; Golf days

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Brewer	BMI- Sportinfotrack			BMI Mediatrack; AR measures	

Main categories of sponsorship objectives

Sponsor 2	Corporate	Brand/ service/ product	Sales	Media
Brewer sponsoring a national league (soccer)	Enhance awareness of sponsorship	Increase brand awareness; Reinforce brand image; Create goodwill & loyalty (in market segments)	Increase sales at sporting events	Create media opportunities;

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Brewer	Black males 18-39

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Brewer	Branding at events; Media coverage	Participant's competitions and prizes	Compli- mentary tickets; Sales at events		Participant's clothing	Media relations

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Brewer	BMI- Sportinfotrack			BMI Mediatrack; AR measures	

Main categories of sponsorship objectives

Sponsor 3	Corporate	Brand/ service/ product	Sales	Media
Brewer sponsoring a national sporting team (soccer)	Enhance awareness of sponsorship	Increase brand awareness; Reinforce brand image; Create goodwill & loyalty (in market segments)	Increase sales at sporting events	Create media opportunities;

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Brewer	Black males 18-39

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Brewer	Branding at events; Media coverage		Sales units at events		Participant's clothing	Player autograph cards; Corporate suites; Media relations

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Brewer	BMI- Sportinfotrack			BMI Mediatrack; AR measures	

Main categories of sponsorship objectives

Sponsor 4	Corporate	Brand/ service/ product	Sales	Media
Brewer as an official supplier to a sporting body and its national team (rugby)	Enhance awareness of sponsorship		Increase sales at sporting events	

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Brewer	White males 18-39 (primary) and Black males 18-39 (secondary)

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Brewer	Branding at events; Media coverage	Promotions in bars; Media competitions				Development campaign; Gifts to participants and officials; Gifts to the media; Hospitality suites

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Brewer	BMI- Sportinfotrack			BMI Mediatrack; AR measures	

Main categories of sponsorship objectives

Sponsor 5	Corporate	Brand/ service/ product	Sales	Media
Retail Group sponsoring an event (cycle tour)	Associate sponsor with a prestigious event; Corporate brand building and awareness; Enhance staff relations; Social responsibility) Proceeds go to charity	Reach particular target markets		Link with media partner

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Retail Group	LSM 6,7 & 8 - Age 16 to 50+

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Retail Group	Media advertising; Banners		Web site In-store activities; Refreshment station		Branded items	Event communication LifeCycle expo; Hospitality; Senior management presence & support; Internal marketing

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Retail Group	Sponsor awareness; Visible branding success; Event profiling	Raise funds for charity		Media exposure	Enhance staff relations

Main categories of sponsorship objectives

Sponsor 6	Corporate	Brand/ service/ product	Sales	Media
Retail Group sponsoring a regional sporting event	Associate sponsor with a prestigious event; Corporate brand building and awareness; Position sponsor as contributor to the community; Enhance staff relations; Reach target markets	Promote sponsors' house brands	Promote sponsors' products	Publicity opportunities through media partner link

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Retail Group	LSM 6,7 & 8 (upper income/ age 25-49 and listenership of radio (media) partner

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Retail Group	Media advertising; Banners	Promote housebrands	Web site In-store activities; Refreshment station		Branded items	Event communication Event Expo; Hospitality; Senior management presence & support; Internal marketing

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Retail Group	Sponsor awareness; Visible branding success; Event profiling			Media exposure and reach	Enhance staff relations

Main categories of sponsorship objectives

Sponsor 7	Corporate	Brand/ service/ product	Sales	Media
Cellular sponsoring an international sporting series (rugby)	Establish sponsor as the new sponsor to the series	Increase use of sponsor's service		

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Cellular	Male & female; Income R1 500+; Age 16+

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Cellular	Media campaign	Offer vehicle as a competition prize				Media launch; Publicity material

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Cellular	Sponsor awareness; BMI Sponsortrack;				Track number of cellular calls during competition span; Web site click rate

Main categories of sponsorship objectives

Sponsor 8	Corporate	Brand/ service/ product	Sales	Media
Cellular sponsoring an international sporting competition	Create awareness and establish organisation as sponsor; Erode previous sponsor's association; Change event positioning; Create interest among new supporter segments			

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Cellular	Young 16-34; male & female; R1 500-R5 000 monthly income; new generation event supporters

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Cellular	Media campaign; Link to particular television programme					Media launch

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Cellular	BMI Sponsortrack; Increase of new sponsorship				

	awareness compared to decrease of old sponsorship awareness; AdTrack to measure awareness & likability of TV-ad				
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Main categories of sponsorship objectives

Sponsor 9	Corporate	Brand/ service/ product	Sales	Media
Cellular sponsoring a national sporting body (cricket)	Position sponsor ahead of main cellular rival; Awareness of sponsor's association with the particular sport; Enhance growth of sport and development programme; Create participation opportunities and aspirations to continue participation			

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Cellular	Boys of all ages, races and income groups living within cellular organisation's coverage area; schools; local communities

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Cellular	Media campaign; Signage at schools		Regional representative activities at schools		Brand clothing	PR strategy; Schools package; Coaching clinics; Bursary

						programme
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Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/product effects	Media audits	Behavioural measures
Cellular	BMI-Sponsortrack;	Sponsor and body two-way communication; Bateleur research to track likability			PR analysis

Main categories of sponsorship objectives

Sponsor 10	Corporate	Brand/ service/ product	Sales	Media
Financial organisation sponsoring an international sporting event (which was already covered in the 1999 Raptor Award analysis)				

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Financial	1999 Raptor Awards

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Financial	1999 Raptor Awards					

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Financial	1999 Raptor Awards				

Main categories of sponsorship objectives

Sponsor 11	Corporate	Brand/ service/ product	Sales	Media
Petroleum organisation sponsoring a prestigious sporting event (athletics)	Enhance corporate positioning; Entrench sponsor's association with the event			Gain free media exposure

Target audiences (A, B, C, D, etc.)

Sponsor	Target audiences
Petroleum	No target markets specified

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

Sponsor	Advertising	Sales promotion	Personal selling	Direct marketing	Promotional licensing	Corporate and marketing PR
Petroleum	Broadcast package	Forecourt promotions at petrol garages				PR campaign; Media launch; News breaking press conferences; International athletes activities and functions; Communication between athletes and certain publics; Event hospitality

Evaluation of sponsorship effectiveness

Sponsor	Recognition, recall & awareness	Image and attitude	Brand/service/ product effects	Media audits	Behavioural measures
Petroleum	BMI Research results		Sales promotion and competition monitoring	Free media analysis	Event attendance figures

APPENDIX 6

**SUMMARY OF 1999 RAPTOR AWARD ENTRIES ORGANISED
BY GROUPING RESPONSES INTO CATEGORIES**

List of sponsors who have entered into the 1999 Raptor Awards Competition

1. Brewer sponsoring a national sporting code league (cricket)
2. Brewer sponsoring a sport league (soccer)
3. Cellular A sponsoring a beauty pageant associated to soccer
4. Cellular B sponsoring a national racing driver training programme
5. Cellular co-sponsoring a major golfing event
6. Cellular co-sponsoring a team's participation in a global sporting event (Common-wealth Association)
7. Cellular organisation sponsoring one of the leagues of a major sporting code (rugby)
8. Cellular sponsoring a champions tennis tour
9. Cellular sponsoring a regional sporting event (marathon)
10. Cellular sponsoring a sport development scheme
11. Cellular sponsoring a sporting body (provincial cricket)
12. Cellular sponsoring an outdoor advertising medium (a lightship)
13. Cellular sponsoring beach activities
14. Co-sponsors of the 7 th All Africa Games (AAG) 1999 (cellular, logistics solutions, vehicle manufacturer, financial institution and a public utility)
15. Financial institution co-sponsoring a major international sporting event (All African Games)
16. Financial institution sponsoring a major international golfing tournament
17. Financial organisation sponsoring a national sporting body (athletics)
18. Financial organisation sponsoring a national sporting body (cricket)
19. Financial organisation sponsoring road running
20. Food organisation sponsoring a sporting code (triathlon)
21. Healthcare sponsoring a competitor (first black person) in the Around Alone Yacht Race
22. Insurance organisation co-sponsoring a team to participate at a major global sporting event
23. Insurance organisation sponsoring one of the teams participating in a Southern Hemisphere League (Super 12 rugby)
24. Leading margarine brand sponsoring a sporting code
25. Motor vehicle manufacturer sponsoring a celebrity challenge and also involving members of the public who won an opportunity to participate in the event
26. Petroleum organisation sponsoring a series of events
27. Petroleum organisation sponsoring a soccer club
28. Public utility sponsoring a school sport (netball) challenge
29. Public utility sponsoring an event (national champion-ship) of a school sport association
30. Sport good manufacturer - co-sponsor of the Comrades ultra-marathon
31. Vehicle manufacturer sponsoring holes at a premier international golfing event

Main categories of sponsorship objectives**Corporate objectives**

A long list of objectives were vague and non-specific (staff motivation, upgrade vital equipment on yacht, awareness of the race of the yachtsmen, inspire disadvantaged communities).
A long list of vague objectives, which were non-specific
A long list of social responsibility objectives ranging from development, to providing equipment to disadvantaged schools to the development of skills.
Active at branch and town level
Associate and reinforce the sponsorship of local golf;
Associate with one of the largest sporting codes (soccer);
Build relationships with co-sponsors;
Build stakeholder goodwill;
Building awareness and market share in a geographical region
Change existing corporate image;
Change target market perceptions;
Communicate the sponsor's positioning;
Community involvement;
Corporate brand building;
Corporate image reinforcement;
Create 45% awareness in the Black market in 3 years;
Create an awareness amongst previously disadvantaged communities of potential opportunities to participate in the sport
Create awareness of the sponsor's association with the event;
Create corporate awareness linked to the corporate slogan;
Creating an identity and national awareness of the corporate brand through the association with the team;
Deliver messages to all local communities.
Demonstrate the sponsor's commitment to cricket;
Differentiated medium that cannot be copied by competitors;
Double the number of visitors and click-throughs on the web site
Eliminate the previous sponsor's equity and association with the event
Empower communities
Enhance consumer recall.
Enhance corporate image as an innovative organisation;
Enhance corporate image of people-friendly service and technology company.
Entrench corporate positioning of innovative leadership.
Entrench involvement at grass-roots sport development.
Entrench the sponsor as the leading cellular network.
Entrench the sponsor's corporate values amongst employees
Establish the sponsor as the leading cellular network operator;
Expand into neighbouring countries.
Extend relationship with one of soccer's governing bodies;
Generate excitement;
Grow consumer awareness of the corporate brand to at least 20% (from 3%);

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Grow the sporting code;
Hospitality opportunities
Hospitality opportunities
Host clients & guests at a premier golfing event
Implement a development programme to ensure that selections in future reflect the population demographics
Increase awareness levels of the event (AAG);
Launch sponsor's involvement with a particular game or entertainment TV show (Gladiators);
Leverage co-sponsors' association with the event;
Linked to beauty pageant.
Maintain strong presence on beaches during holiday season;
Maximise ROI compared to previous year;
Motivate pump attendants to increase service levels from 72% to 90%
Position sponsor as being on the leading edge of technology
Position the sponsor alongside the other co-sponsors;
Position the sponsor as a proud & compassionate organisation;
Position the sponsor as the "owner" of the series of events
Provide a unique regional tennis event.
Provide equal opportunities;
Raise awareness of the game amongst the youth;
Raise funds for a Sport Trust;
Reach spectator numbers;
Re-inforce the sponsor's position as the official sponsor of SA Tennis;
Social upliftment
Social upliftment of under-privileged role-players (golf caddies) in the particular sport;
Staff motivation;
Strengthen the sponsor's existing involvement in a particular sporting code;
Strengthen the sponsor's relationships with new and existing clients and business partners to grow the business
Supporting the national governing body;
Tactical strategic opportunity for future business plan in terms of image, awareness and goodwill
Taking ownership of athletic sponsorship;
Title sponsorship;
Utilising the sponsorship as a staff integration tool during a merger (previous sponsor merged with current sponsor);
To become synonymous with the sporting code;
Credibility and to be seen as "giving back to the community"

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Examples of very specific objectives: Create 45% awareness in the Black market in 3 years; and Grow consumer awareness of the corporate brand to at least 20% (from 3%); and Motivate pump attendants to increase service levels from 72% to 90%;

Corporate objective	Action
Active at branch and town level	Active (being)
Associate with a sporting code (soccer);	Associate
Associate and reinforce	Associate & reinforce
Leverage co-sponsors' association with the event;	Association
Building awareness and market share in a geographical region	Awareness
Create 45% awareness in the Black market in 3 years;	Awareness
Create an awareness of potential opportunities to participate in the sport	Awareness
Create awareness of the sponsor's association with the event;	Awareness
Create corporate awareness linked to the corporate slogan;	Awareness
Grow consumer awareness of the corporate brand to at least 20% (from 3%);	Awareness
Increase awareness levels of the event ;	Awareness
Raise awareness of the game amongst the youth;	Awareness
Creating an identity and national awareness of the corporate brand through the association with the team;	Awareness & identity building
Tactical strategic opportunity for future business plan in terms of image, awareness and goodwill	Awareness, image and goodwill
Double the number of visitors and click-throughs on the web site	Behaviour change
Corporate brand building;	Brand building
Grow the sporting code;	Code (sporting) growth
Demonstrate the sponsor's commitment to the sporting code;	Commitment
Empower communities	Community empowerment
Community involvement;	Community involvement
Credibility and to be seen as "giving back to the community"	Community relations
Deliver messages;	Deliver message
Entrench involvement at grass-roots sport development.	Development
Implement a development programme to ensure that selections in future reflect the population demographics	Development
Differentiated medium that cannot be copied by competitors;	Differentiate
Provide a unique regional tennis event.	Differentiate
Eliminate the previous sponsor's equity and association with the event	Eliminate previous equity
Provide equal opportunities;	Equal opportunity
Generate excitement;	Excitement
Expand into neighbouring countries.	Expand market
Raise funds for a Sport Trust;	Fund-raising
Build stakeholder goodwill;	Goodwill
Hospitality opportunities	Hospitality
Hospitality opportunities	Hospitality
Host clients & guests at a premier golfing event	Hospitality

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Corporate image (existing) change;	Image
Enhance corporate image as an innovative organisation;	Image
Enhance corporate image of people-friendly service and technology company.	Image
Corporate image reinforcement;	Image reinforcement
Strengthen the sponsor's existing involvement in a particular sporting code;	Involvement strengthen
Launch sponsor's involvement with a particular game or entertainment TV show;	Launch
Linked to beauty pageant.	Link
A long list of objectives were vague and non-specific	List
A long list of objectives were vague and non-specific	List
A long list of social responsibility objectives	List
Taking ownership of athletic sponsorship;	Own sporting code
To become synonymous with the sporting code;	Own sporting code
Change target market perceptions;	Perception
Position the sponsor as the "owner" of the series of events	Positioning
Communicate the sponsor's positioning;	Positioning
Entrench corporate positioning of innovative leadership.	Positioning
Entrench the sponsor as the leading cellular network.	Positioning
Entrench the sponsor's corporate values amongst employees	Positioning
Establish the sponsor as the leading cellular network operator;	Positioning
Position sponsor as being on the leading edge of technology	Positioning
Position the sponsor alongside the other co-sponsors;	Positioning
Position the sponsor as a proud & compassionate organisation;	Positioning
Re-inforce the sponsor's position as the official sponsor of the sporting code;	Positioning
Maintain strong presence on beaches during holiday season;	Presence
Reach particular market segment (golfers at golf clubs);	Reach target segment
Enhance consumer recall.	Recall
Reduce the sponsorship equity of the previous sponsor from 55% to 10% in 18 months;	Reduce previous equity
Build relationships with co-sponsors;	Relationships
Extend relationship with one of the sporting codes' governing bodies;	Relationships
Strengthen the sponsor's relationships with new and existing clients and business partners to grow the business	Relationships
Maximise ROI compared to previous year;	ROI maximise
Motivate pump attendants to increase service levels from 72% to 90%	Service level
Social upliftment	Social upliftment
Social upliftment of under-privileged role-players (golf caddies) in the particular sport;	Social upliftment
Reach spectator numbers;	Spectator reach
Utilising the sponsorship as a staff integration tool during a merger (previous sponsor merged with current sponsor);	Staff integrate

Staff motivation;	Staff motivate
Supporting the national governing body;	Support sporting body
Title sponsorship;	Title sponsorship

Main categories of sponsorship objectives

Brand/ service/ product
Align brand image of vehicle to a premier golf event;
Brand awareness
Brand exposure;
Build awareness of the safe use of the sponsor' service product
Build brand awareness and knowledge of a particular brand;
Build brand equity in the Black market;
Building the rugby team into a marketable brand
Communicate brand values to increase goodwill and loyalty
Communicate core brand values
Communicate with existing and potential subscriber base
Create an aspirational appeal for the brand;
Create brand experience;
Create brand presence;
Create goodwill and loyalty
Create mass brand awareness;
Encourage larger number of participants to use the sponsor's product;
Enhance brand personality
Establish a promotional project.
Establish brand reputation amongst serious participants;
Expose a diverse range of demographic people to the corporate brand
Foster brand awareness and loyalty by association with an aspirational event;
Foster brand awareness and loyalty by targeting women's soccer.
Increase awareness of one of the brewer's brand's involvement with the sport;
Increase brand awareness
Link particular brand (energy drink) to the sport;
Logo recognition
Market sport affinity products
Offer free cellular calls
Promote product loyalty in the taxi market
Promoting brand's contribution to participant's image and performance
Provide brand exposure.
Provide golfers with product experience (courtesy vehicles).
Reach particular market segment (golfers at golf clubs);
Reduce the sponsorship equity of the previous sponsor from 55% to 10% in 18 months;
Reinforce a particular brand's positioning to fit the needs of the target markets;
Reinforce product changes;
Reinforce the brand's image to that of its slogan

Transferring brand equity from the previous sponsor's name;
Use the event as a platform to increase awareness of a new cellular package launched by the sponsor

Brand/ service/ product	Action
Market sport affinity products	Affinity marketing
Align brand image of vehicle to a premier golf event;	Align brand
Create an aspirational appeal for the brand;	Appeal create
Brand awareness	Awareness
Build awareness of the safe use of the sponsor' service product	Awareness
Build brand awareness and knowledge of a particular brand;	Awareness
Create mass brand awareness;	Awareness
Increase awareness of one of the brewer's brand's involvement with the sport;	Awareness
Increase brand awareness	Awareness
Use the event as a platform to increase awareness of a new cellular package launched by the sponsor	Awareness
Foster brand awareness and loyalty by association with an aspirational event;	Awareness & loyalty
Foster brand awareness and loyalty by targeting women's soccer.	Awareness & loyalty
Reinforce product changes;	Changes to product
Communicate brand values to increase goodwill and loyalty	Communicate values
Communicate core brand values	Communicate values
Communicate with existing and potential subscriber base	Communicate with customers
Build brand equity in the Black market;	Equity
Transferring brand equity from the previous sponsor's name;	Equity
Create brand experience;	Experience
Provide golfers with product experience (courtesy vehicles).	Experience product
Brand exposure;	Exposure
Expose a diverse range of demographic people to the corporate brand	Exposure
Provide brand exposure.	Exposure
Offer free cellular calls	Free trail
Create goodwill and loyalty	Goodwill & loyalty
Promoting brand's contribution to participant's image and performance	Image
Reinforce the brand's image to that of its slogan	Image
Link particular brand (energy drink) to the sport;	Link
Promote product loyalty in the taxi market	Loyalty
Encourage larger number of participants to use the sponsor's product;	Participant use
Enhance brand personality	Personality
Reinforce a particular brand's positioning to fit the needs of the target markets;	Positioning
Create brand presence;	Presence
Establish a promotional project.	Promotional project
Logo recognition	Recognise logo

Establish brand reputation amongst serious participants;	Reputation
Building the rugby team into a marketable brand	Team as brand

Main categories of sponsorship objectives

Sales
Create selling opportunities at events
Encourage larger number of participants to use the sponsor's product;
Gain market share amongst white consumers;
Gain market share in the particular target market;
Generate airtime usage of the cellular network.
Generate connections and increase airtime;
Generate connections at retail level;
Generate network usage.
Grow the Black market;
Improve market share
Leverage financial products
Maximise broader market awareness to stimulate sales volumes.
Sales at events and pub promotions
Sales volume growth.
Specified sales of a particular financial product
Utilise cellular network

Sales	Action
Leverage financial products	Leverage
Grow the Black market;	Market growth
Gain market share amongst white consumers;	Market share gain
Gain market share in the particular target market;	Market share gain
Improve market share	Market share gain
Specified sales of a particular financial product	Sales
Create selling opportunities at events	Sales at event
Sales at events and pub promotions	Sales at event
Sales volume growth.	Sales volume
Maximise broader market awareness to stimulate sales volumes.	Sales volumes
Generate airtime usage of the cellular network.	Service use
Generate connections and increase airtime;	Service use
Generate connections at retail level;	Service use
Generate network usage.	Service use
Utilise cellular network	Service use

Main categories of sponsorship objectives

Media
Avoid advertising clutter;
Broadcasting of matches and beauty pageant.
Communicate to target audience.
Create advertising opportunities
Gain free media exposure
Gain media coverage;
Hole-in-one prize creates excitement and media awareness
Increase in media coverage of 10%
Mass media exposure improvement
National media exposure but also achieving regional focus
Use appropriate media to communicate to target markets
Use outdoor medium at TV events

Media	Action
Create advertising opportunities	Advertising
Broadcasting of matches and beauty pageant.	Broadcast
Avoid advertising clutter;	Clutter avoid
Communicate to target audience.	Communicate
Use appropriate media to communicate to target markets	Communicate
Hole-in-one prize creates excitement and media awareness	Media awareness
Gain free media exposure	Media coverage
Gain media coverage;	Media coverage
Increase in media coverage of 10%	Media coverage
Mass media exposure improvement	Media coverage
National media exposure but also achieving regional focus	Media coverage
Use outdoor medium at TV events	Media coverage

Target audiences (A, B, C, D, etc.)

Target audiences
18 to 34 year olds, radio station as media partner, retail stores to participate in competitions.
Also cross-over into White, Coloured and Asian vehicle owners
Bankable consumers, current fans, everybody interested in sport and sport development
Black and White markets, grass-roots development
Black consumers in LSM 4-7; Black industry decision-makers (including taxi and vehicle owners); Internal staff with emphasis on 15 000 pump attendants
Black males older than 18
Black urban and rural housewives with children – primarily LSM 4-6 but also LSM 1-3, age 25-49 and average household income of R1 200/month.
Business market, personal user market, black and under-served market, influencers, shareholders, and co-sponsors
Clients and guests – corporate hospitality
Community, existing and potential customers, shareholder, staff, government and decision-makers
Current supporters but expanding into development and transformation
Dealer network – e-mail, correspondence and internet
Develop the sport amongst young Black adult (18 – 25) viewers from an aspirational and interest point of view
Existing and potential clients (LSM 7&8, national, all races);
Existing and potential customers
Existing and prospective customers, business partners, participants, employees
Farmers (25-55, white males, A-income, well-educated, married, vehicle must work hard – be tough and reliable)
Fleet-owners (diverse in size with emphasis on toughness, reliability and low maintenance)
Golfers and caddies
Internal – staff, directors, brokers, broker consultants
Local communities; 52 African countries; OAU; African Ministries of Sport; continental and local sport federations; local, African, and global TV audiences, the constituencies specified by the co-sponsors
Mass Black and White audience, underprivileged areas
Motor vehicle owners in LSM 6-8;
Netcare doctors, patients, and staff in the Cape; and disadvantaged communities in the Cape Flats and Port Elizabeth.
Participants – courtesy vehicles
Participants (potential, novice and elite), local community, and customers (LSM 4-8).
Participants from school to provincial level, disadvantaged communities in the sporting body's geographical area.
Participants, trade groups
Past and present participants, regional community, general cellular consumers
Primary - Any supporter of sport and athletics, LSM 2-8, communities, public and sport opinion leaders, staff;
Primary - Emerging market; Secondary – higher LSM's and spectators, dignitaries, guests and customers who attend race meetings.
Primary and secondary school-going children participating in the sport, their parents, schools and officials.
Private vehicle buyers (30-55, white, A-income, well-educated, successful, married, outgoing with family)

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PSL – soccer governing body;
Psychographic segmentation of the mother fits with the synergy of the sporting code,
Retain & grow the primary White viewer (18+);
Secondary – Media, officials, VIP's, athletes.
Service providers, dealers, partners, business associates, staff and VIP's
Spectators – brand exposure
Targeting media whose target market reflects that of the cellular organisation.
Team squad, management, sporting codes' governing body, members of the feeder unions, current and new supporters
The media - rugby writers and journalists
White male (18-49) and secondary Black market
White, A-income families similar to expected audience of Gladiator game/entertainment TV show
Woman's soccer and supporters of woman soccer;
Youth age group (13 – 18), adult officials, coaches, umpires and spectators

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

Advertising
Above-the-line advertising in the main media;
Adapt their existing commercial to suite their sponsorship of athletics at the AAG
Advertisement in event programme;
Advertising campaigns;
Before, during and after beauty pageant on SABC;
Belly banner on lightship;
Big screen branding at the event
Billboards;
Branding on equipment
Branding on scoreboards and on specific holes
Branding on TV-screens at event;
Broadcast advertising (billboards, stings, squeezebacks, logo on screen);
Catalogue advertising in selected runner magazines;
Cellular branding on driver overalls and racing vehicles.
Competition announcement and information on M-Net
Electronic advertising board at the event stadium;
Electronic and print campaigns;
Electronic and print campaigns;
End-of-season-award ceremony
Event posters, flyers and brochures
Event specific advertising;
Exposure at opening and closing ceremonies
Extensive advertising campaign involving TV, radio, print and outdoor
Extensive media campaign
Extensive media campaign
Extensive media campaign
Extensive media campaign;
Extensive media campaign;
Extensive media campaign;
Extensive media campaign;
Floor and perimeter signage, branding at trophy table and winners podium;
Generic TV commercial to position organisation;
Giant inflatable figure;
Half-hour weekly TV programmes
Identify sponsor on printed material.
Joint print advertising campaign;
Lightship exposure.
Live and highlighted broadcast of the event;
Live TV coverage (4 days) exposed brand.

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Logo and signage at events.
Logo included in event correspondence;
Logo signage at event;
Moving billboards;
Naming rights and presence at national championship;
Newsletter advertising
Official programme advertising;
Official programme advertising;
Outdoor campaign
Outdoor hoardings;
Pamphlets,
Perimeter advertising;
Posters;
Press advertising
Print advertisement at announcement in the particular magazine;
Print and radio campaigns
Promotional advertising in specialist and general publications.
Radio advertising campaign;
Radio Metro competition campaign;
Radio promo-spots;
Signage and arenas on specific beaches
Sowetan campaign;
Sponsor's messages included in event advertising (including official programme;
Stadium signage;
Stadium signage;
Stadium signage;
Street posters and flyers;
Targeted media that cover race information;
Taxi branding
Teaser TV commercials to inform viewers about athletic events;
The lightship as an innovative outdoor medium;
TV broadcast of matches;
TV exposure in sponsored magazine show.
TV promo-spots on SABC3;
TV-commercial
Use of a particular colour
Vehicle branding
Web site information
Web site information

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

Sales promotion
Award prize money to participants;
Banner competition;
Competition to win accommodation at a leading hotel group and magazine subscriptions – draw on M-Net magazine programme
Competitions;
Competitions;
Connect to network and track participants' progress & results;
Consumer incentive promotions prior to event;
Cross promotion in a men's magazine
Dealer network competition
Event competitions;
Fan magazine;
In-branch activities
In-branch promotions running before and during the event;
Incentive awards to players and media.
Independent newspaper promotions.
Individual endorsement by the captain of the national cricket team;
In-store promotions and distribution of competition entry forms.
Involving key SA participants as endorsements;
Man of the match-awards;
Match presentations
Media references to Cellular A being the presenting sponsor of the Miss Premier Soccer League.
Newspaper competition;
Offer players bursaries to study at RAU;
On-field activities during breaks;
Performance, demonstrations and coaching at shopping centres
Player incentives;
Print media competition
Prizes at different holes;
Promotions at matches;
Promotions at other venues;
Promotions during the event;
Promotions in the form of stings, squeeze-backs, and customer competitions.
Provide caddies for numerous golfing events
Pub promotions;
Public voters competition;
Pump attendants incentives and competitions
Radio competitions.
Regional product & service offer to participants;
Special events and promotions in the particular geographical area

Spectator competitions;
Sponsor mascot;
Spot the lightship promotion.
Trade promotions.
TV, radio and print competitions – winners could attend the event
TV, radio and print competitions – winners could attend the event

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

Personal selling
Cellular packages promoted at the event
Coaching clinics
Create hospitality oppor-tunities by taking a group of guests to attend the event
Distributing programmes to +_ 200 000 race spectators, dignitaries, guests and customers;
Drivers attend functions, hospitality areas, and promotions in previously disadvantaged areas.
Entertain customers at events
Establish co-sponsor alliances
Free cellular call facility
Hospitality
Hospitality
Hospitality at stadiums and matches
Hospitality suites
In-branch activities
Inserts in bank statements
internal staff newsletters
Internet site
Internet site branding;
Internet web site
Internet, e-mail to dealers
Point-of-sale in branches;
Point-of-sale material at dealer-ships and news agent
Relationships with co-sponsors;
Supporter club activities;
VIP hospitality facilities ate evens;
Woman's cookery classes in rural areas

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

Direct marketing
Compile and use database to generate business
Database of past participants and new entrants for every event.
Direct response mailing list (registered participants);
Invitations

Messages on bank statements
Telephone hotline

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

Promotional licensing
Branch merchandising
Branded give-aways
Branded merchandise
Clothing and merchandising apparel
Corporate apparel and clothing items
Entrants receive sponsor's branded clothing and products
Event apparel
Event apparel
Event apparel & merchandising items
Linking event logo and brand logo on clothing apparel;
Logo on clothing
Logo on race/ event clothing
Logo on squeeze bottles and cushions.
Promotional clothing distributed to a variety of people
Promotional gifts
Replica clothing and merchandising
Wide range of clothing and apparel ranging from foam peaks, towels, and marshal bibs to race medals and badges.

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

Corporate and marketing PR
A programme to standardise judging and those who participated received branded certificates and medals (Medal Testing Programme);
Branding at press conferences
Build relationship with club management;
Celebrity endorsements;
Coaching clinics
Create human interest and performance publicity opportunities about the team members;
Create media speculation;
Dealer relationships
Development coaching clinics in underprivileged areas
Development programme;
Endorsements by road running legends;
Establishing Development Trusts
Exposure in SABC's Sports Generation programme;
Feature articles in woman's magazine

Frequent press releases
Frequent press releases;
Hospitality created relationship-building;
Incidental exposure
Internal communication
Internal communication
Internal communication activities aimed at pump attendants
Internal communication campaign
Local brewer hosts media;
Media and guest accreditation;
Media briefings;
Media day;
Media interviews.
Media launch & conferences at every region;
Media launches;
Media partnerships to communicate to target audiences;
Media PR campaign at world championship;
Media relations
Naming rights;
Nelson Mandela Challenge match.
Official newsletter;
PR efforts to generate TV, radio, and printed media coverage.
PR information to media;
Press conferences and media relationship building at matches;
Press conferences;
Press launches and media releases;
Press releases
Press releases
Press releases
Press releases;
Programme editorial
Radio station relations
Relationship building with media representatives
Relationship building with the national governing body
Secure official clothing sponsor status;
Sponsor three budding athletes' participation at the event;
Sponsorship launch;
Sport starter kits to disadvantaged schools;
Staff involvement
TV, radio and magazine coverage

Evaluation of sponsorship effectiveness

Image and attitude
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.
VIP guest feedback after rides in the lightship

Evaluation of sponsorship effectiveness

Brand/service/ product effects
Brand awareness rise;
Brand exposure;
Calculate sales effect of number of consumers participating in sales promotion.
Compare actual retail sales increase;
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
State that Return of Investment through leverage of the sponsorship is 5:1 (no indication of how this was calculated)
Substantial deals were clinched

Evaluation of sponsorship effectiveness

Media audits
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
Equivalent rate card ad values;
Equivalent rate card values & weightings;
Letters of response generated by the weekly TV-programmes.
Logo frequency during TV coverage

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Measure AR's of TV-exposure
Measure AR from first TV show.
Measure AR of 11.8 measured equated to a TV audience of 1.3 million viewers;
Measure AR's (audience ratings) and compare to TV-programme AR's;
Measured (unaudited) potential media value
Measuring print media coverage
Media coverage
Media coverage
Media coverage
Media coverage
Media coverage
Media coverage
Media coverage (AR's)
Media endorsements.
Media evaluation measured to be +- R14 million to each co-sponsor
Media exposure analysed.
Media exposure at final event and follow-up coverage
Media exposure value
Media reach of over 700 million viewers world-wide.
Monthly AR's;
Newsclip
Newsclip to track coverage in printed media;
Newsclip to measure exposure and mention in the press.
Newsclip to measure Media effect
Press clippings;
Readership figures of print media used;
Spindex measurement of media exposure;
Sponsor Statistik
Sponsor Statistik measures TV coverage;
Sponsor Statistik to measure exposure at three particular sporting events;
TV coverage of 240 minutes on SABC3 and M-Net and monitoring of media clips.
TV-spot and radio-promo value measurement;

Evaluation of sponsorship effectiveness

Behavioural measures
(89% achieved)
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;
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;
Pub promotions
Response to call for entries;
Service standards measurement
Transformation ratio changed from 1:9 (Black:White) to 2:1.
Web site visitors (number);
Web site hits
Web site attracted 120 000 hits

Evaluation of sponsorship effectiveness

Recognition, recall & awareness
Awareness of sponsorship;
Awareness of lightship;
Awareness of new products
Bateleur research to establish brand awareness and retention;
BMI's Sponsortrack to measure awarenesss
BMI's Sponsortrack to measure awarenesss
BMI's Sponsortrack and Newsclip to measure awarenesss
BMI-surveys (3) during sponsorship indicated that sponsorship awareness grew from 25% to 32% to 38%
BMI Awareness tracking;
BMI awareness tracking
BMI awareness tracking
BMI awareness tracking (0% to 40% after 2 years)
BMI tracks brand awareness
BMI-Infotrack;
BMI-Sponsortrack measures awareness levels
BMI-Sponsortrack;
Entry forms from dealer network provided a database of entrants to competition.
Exposure on M-Net magazine programme
Link to existing athletic sponsorship
Logo appears at clubs (not previously 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
PR evaluation to measure value of exposure.

APPENDIX 7**SUMMARY OF 2000 RAPTOR AWARD ENTRIES ORGANISED
BY GROUPING RESPONSES INTO CATEGORIES**

Sponsor	
1.	Brewer as an official supplier to a sporting body and its national team (rugby)
2.	Brewer sponsoring a national league (soccer)
3.	Brewer sponsoring a national sporting team (soccer)
4.	Brewer sponsoring an international series (cricket)
5.	Cellular sponsoring a national sporting body (cricket)
6.	Cellular sponsoring an international sporting competition
7.	Cellular sponsoring an international sporting series (rugby)
8.	Financial organisation sponsoring an international sporting event (which was already covered in the 1999 Raptor Award analysis)
9.	Petroleum organisation sponsoring a prestigious sporting event (athletics)
10.	Retail Group sponsoring a regional sporting event
11.	Retail Group sponsoring an event (cycle tour)

Main categories of sponsorship objectives

Corporate
Associate sponsor with a prestigious event;
Associate sponsor with a prestigious event;
Awareness of sponsor's association with the particular sport;
Change event positioning;
Corporate brand building and awareness;
Corporate brand building and awareness;
Create awareness and establish organisation as sponsor;
Create interest among new supporter segments
Create participation opportunities and aspirations to continue participation
Enhance awareness of sponsorship
Enhance awareness of sponsorship
Enhance awareness of sponsorship
Enhance awareness of sponsorship
Enhance corporate positioning;
Enhance growth of sport and development programme;
Enhance staff relations;
Enhance staff relations;
Entrench sponsor's association with the event
Erode previous sponsor's association;
Establish sponsor as the new sponsor to the series
Position sponsor ahead of main cellular rival;
Position sponsor as contributor to the community;
Reach target markets
Reach particular target markets
Social responsibility (Proceeds go to charity)

Corporate	Action
Associate sponsor with a prestigious event;	Association
Associate sponsor with a prestigious event;	Association
Entrench sponsor's association with the event	Association
Awareness of sponsor's association with the particular sport;	Awareness
Create awareness and establish organisation as sponsor;	Awareness
Enhance awareness of sponsorship	Awareness
Enhance awareness of sponsorship	Awareness
Enhance awareness of sponsorship	Awareness
Enhance awareness of sponsorship	Awareness
Establish sponsor as the new sponsor to the series	Awareness
Corporate brand building and awareness;	Awareness & brand-building
Corporate brand building and awareness;	Awareness & brand-building
Erode previous sponsor's association;	Erode previous sponsor equity
Enhance growth of sport and development programme;	Growth of sport & development

Create interest among new supporter segments	Interest create
Create participation opportunities and aspirations to continue participation	Opportunities to participate
Change event positioning;	Positioning
Enhance corporate positioning;	Positioning
Position sponsor ahead of main cellular rival;	Positioning
Position sponsor as contributor to the community;	Positioning
Reach target markets	Reach target market
Reach particular target markets	Reach target market
Enhance staff relations;	Relationships
Enhance staff relations;	Relationships
Social responsibility (Proceeds go to charity)	Social responsibility

Main categories of sponsorship objectives

Brand/ service/ product
Create goodwill & loyalty (in market segments)
Create goodwill & loyalty (in market segments)
Create goodwill & loyalty (in market segments)
Increase brand awareness;
Increase brand awareness;
Increase brand awareness;
Increase use of sponsor's service
Promote sponsors' house brands
Promote sponsors' products
Reinforce brand image;
Reinforce brand image;
Reinforce brand image;

Brand/ service/ product	Action
Increase brand awareness;	Awareness of brand
Increase brand awareness;	Awareness of brand
Increase brand awareness;	Awareness of brand
Promote sponsors' house brands	Brand promotion
Promote sponsors' products	Brand promotion
Create goodwill & loyalty (in market segments)	Goodwill & loyalty
Create goodwill & loyalty (in market segments)	Goodwill & loyalty
Create goodwill & loyalty (in market segments)	Goodwill & loyalty
Reinforce brand image;	Image of brand
Reinforce brand image;	Image of brand
Reinforce brand image;	Image of brand
Increase use of sponsor's service	Service use

Main categories of sponsorship objectives

Sales
Increase sales at sporting events
Increase sales at sporting events
Increase sales at sporting events
Increase sales at sporting events

Sales	Action
Increase sales at sporting events	Sales at event
Increase sales at sporting events	Sales at event
Increase sales at sporting events	Sales at event
Increase sales at sporting events	Sales at event

Main categories of sponsorship objectives

Media
Create media opportunities;
Create media opportunities;
Create media opportunities;
Gain free media exposure
Link with media partner
Publicity opportunities through media partner link

Media	Action
Create media opportunities;	Media coverage
Create media opportunities;	Media coverage
Create media opportunities;	Media coverage
Gain free media exposure	Media coverage
Link with media partner	Media partnership
Publicity opportunities through media partner link	Publicity

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Target audiences (A, B, C, D, etc.)

Target audiences
1999 Raptor Awards
Black males 18-39
Black males 18-39
Boys of all ages, races and income groups living within cellular organisation's coverage area; schools; local communities
LSM 6,7 & 8 - Age 16 to 50+
LSM 6,7 & 8 (upper income/ age 25-49 and listenership of radio (media) partner
Male & female; Income R1 500+; Age 16+
Males aged 18 to 39 of all race groups
No target markets specified
White males 18-39 (primary) and Black males 18-39 (secondary)
Young 16-34; male & female; R1 500-R5 000 monthly income; new generation event supporters

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

Advertising
1999 Raptor Awards
Banners
Banners
Branding at events;
Branding at events;
Branding at events;
Broadcast package
Link to particular television programme
Logo on sport equipment used during the event;
Media advertising;
Media advertising;
Media campaign
Media campaign;
Media campaign;
Media coverage
Media coverage
Media coverage
Media coverage
Promote housebrands
Signage at schools
Signage on sport field;

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

Sales promotion
Forecourt promotions at petrol garages
Offer vehicle as a competition prize
Media competitions
Participant's competitions and prizes
Promotions in bars;
Redemption prizes at events

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

Personal selling
Complimentary tickets;
Golf days;
In-store activities;
In-store activities;
Refreshment station

Refreshment station
Regional representative activities at schools
Sales at events
Sales at events
Sales units at events
Stakeholder entertainment in suites;
Web site
Web site

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

Direct marketing
None

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

Promotional licensing
Branded clothing
Branded items
Branded items
Clothing give-aways
Participant's clothing
Participant's clothing
Participant's clothing;

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

Corporate and marketing PR
Bursary programme
Coaching clinics;
Communication between athletes and certain publics;
Corporate suites;
Development campaign;

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Event communication
Event communication
Event Expo;
Event hospitality
Gifts to participants and officials;
Gifts to the media;
Golf days
Hospitality suites
Hospitality;
Hospitality;
Internal marketing
Internal marketing
International athletes activities and functions;
LifeCycle expo;
Media information kit;
Media launch
Media launch;
Media launch;
Media relations
Media relations
News breaking press conferences;
Player autograph cards;
PR campaign;
PR strategy;
Publicity material
Schools package;
Senior management presence & support;
Senior management presence & support;

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Evaluation of sponsorship effectiveness

Image and attitude
Bateleur research to track likability

Evaluation of sponsorship effectiveness

Brand/service/ product effects
Sales promotion and competition monitoring

Evaluation of sponsorship effectiveness

Media audits
AR measures
AR measures
AR measures
AR measures
BMI Mediatrack;
BMI Mediatrack;
BMI Mediatrack;
BMI Mediatrack;
Free media analysis
Media exposure
Media exposure and reach

Evaluation of sponsorship effectiveness

Behavioural measures
Enhance staff relations
Enhance staff relations
Event attendance figures
PR analysis
Raise funds for charity
Sponsor and sport body two-way communication;
Track number of cellular calls during competition span;
Web site click rate

Evaluation of sponsorship effectiveness

Recognition, recall & awareness
1999 Raptor Awards
AdTrack to measure awareness & likability of TV-ad
BMI Research results
BMI Sponsortrack;
BMI Sponsortrack;
BMI-Sponsortrack;
BMI-Sportinfotrack
BMI-Sportinfotrack

BMI-Sportinfotrack
BMI-Sportinfotrack
Event profiling
Event profiling
Increase of new sponsorship awareness compared to decrease of old sponsorship awareness;
Sponsor awareness;
Sponsor awareness;
Sponsor awareness;
Visible branding success;
Visible branding success;

APPENDIX 8
SUMMARY OF 1999 AND 2000 RAPTOR AWARD ENTRIES
ORGANISED BY GROUPING RESPONSES INTO CATEGORIES

Key words described in Column marked "Action"

Sport Sponsorship objectives

Corporate objective	Action
Active at branch and town level	Active (being)
Associate with a sporting code (soccer);	Associate
Associate and reinforce	Associate & reinforce
Leverage co-sponsors' association with the event;	Association
Associate sponsor with a prestigious event;	Association
Associate sponsor with a prestigious event;	Association
Entrench sponsor's association with the event	Association
Building awareness and market share in a geographical region	Awareness
Create 45% awareness in the Black market in 3 years;	Awareness
Create an awareness of potential opportunities to participate in the sport	Awareness
Create awareness of the sponsor's association with the event;	Awareness
Create corporate awareness linked to the corporate slogan;	Awareness
Grow consumer awareness of the corporate brand to at least 20% (from 3%);	Awareness
Increase awareness levels of the event ;	Awareness
Raise awareness of the game amongst the youth;	Awareness
Awareness of sponsor's association with the particular sport;	Awareness
Create awareness and establish organisation as sponsor;	Awareness
Enhance awareness of sponsorship	Awareness
Enhance awareness of sponsorship	Awareness
Enhance awareness of sponsorship	Awareness
Enhance awareness of sponsorship	Awareness
Establish sponsor as the new sponsor to the series	Awareness
Corporate brand building and awareness;	Awareness & brand-building
Corporate brand building and awareness;	Awareness & brand-building
Creating an identity and national awareness of the corporate brand through the association with the team;	Awareness & identity building
Tactical strategic opportunity for future business plan in terms of image, awareness and goodwill	Awareness, image and goodwill
Double the number of visitors and click-throughs on the web site	Behaviour change
Corporate brand building;	Brand building
Grow the sporting code;	Code (sporting) growth
Demonstrate the sponsor's commitment to the sporting code;	Commitment
Empower communities	Community empowerment
Community involvement;	Community involvement
Credibility and to be seen as "giving back to the community"	Community relations
Deliver messages;	Deliver message
Entrench involvement at grass-roots sport development.	Development

Implement a development programme to ensure that selections in future reflect the population demographics	Development
Differentiated medium that cannot be copied by competitors;	Differentiate
Provide a unique regional tennis event.	Differentiate
Eliminate the previous sponsor's equity and association with the event	Eliminate previous equity
Provide equal opportunities;	Equal opportunity
Erode previous sponsor's association;	Erode previous sponsor equity
Generate excitement;	Excitement
Expand into neighbouring countries.	Expand market
Raise funds for a Sport Trust;	Fund-raising
Build stakeholder goodwill;	Goodwill
Enhance growth of sport and development programme;	Growth of sport & development
Hospitality opportunities	Hospitality
Hospitality opportunities	Hospitality
Host clients & guests at a premier golfing event	Hospitality
Corporate image (existing) change;	Image
Enhance corporate image as an innovative organisation;	Image
Enhance corporate image of people-friendly service and technology company.	Image
Corporate image reinforcement;	Image reinforcement
Create interest among new supporter segments	Interest create
Strengthen the sponsor's existing involvement in a particular sporting code;	Involvement strengthen
Launch sponsor's involvement with a particular game or entertainment TV show;	Launch
Linked to beauty pageant.	Link
A long list of objectives were vague and non-specific	List
A long list of objectives were vague and non-specific	List
A long list of social responsibility objectives	List
Create participation opportunities and aspirations to continue participation	Opportunities to participate
Taking ownership of athletic sponsorship;	Own sporting code
To become synonymous with the sporting code;	Own sporting code
Change target market perceptions;	Perception
Position the sponsor as the "owner" of the series of events	Positioning
Communicate the sponsor's positioning;	Positioning
Entrench corporate positioning of innovative leadership.	Positioning
Entrench the sponsor as the leading cellular network.	Positioning
Entrench the sponsor's corporate values amongst employees	Positioning
Establish the sponsor as the leading cellular network operator;	Positioning
Position sponsor as being on the leading edge of technology	Positioning
Position the sponsor alongside the other co-sponsors;	Positioning

Position the sponsor as a proud & compassionate organisation;	Positioning
Re-inforce the sponsor's position as the official sponsor of the sporting code;	Positioning
Change event positioning;	Positioning
Enhance corporate positioning;	Positioning
Position sponsor ahead of main cellular rival;	Positioning
Position sponsor as contributor to the community;	Positioning
Maintain strong presence on beaches during holiday season;	Presence
Reach target markets	Reach target market
Reach particular target markets	Reach target market
Reach particular market segment (golfers at golf clubs);	Reach target segment
Enhance consumer recall.	Recall
Reduce the sponsorship equity of the previous sponsor from 55% to 10% in 18 months;	Reduce previous equity
Build relationships with co-sponsors;	Relationships
Extend relationship with one of the sporting codes' governing bodies;	Relationships
Strengthen the sponsor's relationships with new and existing clients and business partners to grow the business	Relationships
Enhance staff relations;	Relationships
Enhance staff relations;	Relationships
Maximise ROI compared to previous year;	ROI maximise
Motivate pump attendants to increase service levels from 72% to 90%	Service level
Social responsibility (Proceeds go to charity)	Social responsibility
Social upliftment	Social upliftment
Social upliftment of under-privileged role-players (golf caddies) in the particular sport;	Social upliftment
Reach spectator numbers;	Spectator reach
Utilising the sponsorship as a staff integration tool during a merger (previous sponsor merged with current sponsor);	Staff integrate
Staff motivation;	Staff motivate
Supporting the national governing body;	Support sporting body
Title sponsorship;	Title sponsorship

Sport Sponsorship objectives

Brand/ service/ product	Action
Market sport affinity products	Affinity marketing
Align brand image of vehicle to a premier golf event;	Align brand
Create an aspirational appeal for the brand;	Appeal create
Brand awareness	Awareness
Build awareness of the safe use of the sponsor' service product	Awareness
Build brand awareness and knowledge of a particular brand;	Awareness
Create mass brand awareness;	Awareness
Increase awareness of one of the brewer's brand's involvement with the sport;	Awareness
Increase brand awareness	Awareness
Use the event as a platform to increase awareness of a new cellular package launched by the sponsor	Awareness
Foster brand awareness and loyalty by association with an aspirational event;	Awareness & loyalty
Foster brand awareness and loyalty by targeting women's soccer.	Awareness & loyalty
Increase brand awareness;	Awareness of brand
Increase brand awareness;	Awareness of brand
Increase brand awareness;	Awareness of brand
Promote sponsors' house brands	Brand promotion
Promote sponsors' products	Brand promotion
Reinforce product changes;	Changes to product
Communicate brand values to increase goodwill and loyalty	Communicate values
Communicate core brand values	Communicate values
Communicate with existing and potential subscriber base	Communicate with customers
Build brand equity in the Black market;	Equity
Transferring brand equity from the previous sponsor's name;	Equity
Create brand experience;	Experience
Provide golfers with product experience (courtesy vehicles).	Experience product
Brand exposure;	Exposure
Expose a diverse range of demographic people to the corporate brand	Exposure
Provide brand exposure.	Exposure
Offer free cellular calls	Free trail
Create goodwill and loyalty	Goodwill & loyalty
Create goodwill & loyalty (in market segments)	Goodwill & loyalty
Create goodwill & loyalty (in market segments)	Goodwill & loyalty
Create goodwill & loyalty (in market segments)	Goodwill & loyalty
Promoting brand's contribution to participant's image and performance	Image
Reinforce the brand's image to that of its slogan	Image

Reinforce brand image;	Image of brand
Reinforce brand image;	Image of brand
Reinforce brand image;	Image of brand
Link particular brand (energy drink) to the sport;	Link
Promote product loyalty in the taxi market	Loyalty
Encourage larger number of participants to use the sponsor's product;	Participant use
Enhance brand personality	Personality
Reinforce a particular brand's positioning to fit the needs of the target markets;	Positioning
Create brand presence;	Presence
Establish a promotional project.	Promotional project
Logo recognition	Recognise logo
Establish brand reputation amongst serious participants;	Reputation
Increase use of sponsor's service	Service use
Building the rugby team into a marketable brand	Team as brand

Sport Sponsorship objectives

Sales	Action
Leverage financial products	Leverage
Grow the Black market;	Market growth
Gain market share amongst white consumers;	Market share gain
Gain market share in the particular target market;	Market share gain
Improve market share	Market share gain
Specified sales of a particular financial product	Sales
Create selling opportunities at events	Sales at event
Sales at events and pub promotions	Sales at event
Increase sales at sporting events	Sales at event
Increase sales at sporting events	Sales at event
Increase sales at sporting events	Sales at event
Increase sales at sporting events	Sales at event
Sales volume growth.	Sales volume
Maximise broader market awareness to stimulate sales volumes.	Sales volumes
Generate airtime usage of the cellular network.	Service use
Generate connections and increase airtime;	Service use
Generate connections at retail level;	Service use
Generate network usage.	Service use
Utilise cellular network	Service use

Sport Sponsorship objectives

Media	Action
Create advertising opportunities	Advertising
Broadcasting of matches and beauty pageant.	Broadcast
Avoid advertising clutter;	Clutter avoid
Communicate to target audience.	Communicate
Use appropriate media to communicate to target markets	Communicate
Hole-in-one prize creates excitement and media awareness	Media awareness
Gain free media exposure	Media coverage
Gain media coverage;	Media coverage
Increase in media coverage of 10%	Media coverage
Mass media exposure improvement	Media coverage
National media exposure but also achieving regional focus	Media coverage
Use outdoor medium at TV events	Media coverage
Create media opportunities;	Media coverage
Create media opportunities;	Media coverage
Create media opportunities;	Media coverage
Gain free media exposure	Media coverage
Link with media partner	Media partnership
Publicity opportunities through media partner link	Publicity

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

Advertising
1999 Raptor Awards
Above-the-line advertising in the main media;
Adapt their existing commercial to suite their sponsorship of athletics at the AAG
Advertisement in event programme;
Advertising campaigns;
Banners (x2)
Before, during and after beauty pageant on SABC;
Belly banner on lightship;
Big screen branding at the event
Billboards;
Branding/signage/advertising at events/stadium/on equipment/scoreboards/TV-screens (x19);
Broadcast advertising/package (billboards, stings, squeezebacks, logo on screen) (x2);
Catalogue advertising in selected runner magazines;
Cellular branding on driver overalls and racing vehicles.
Competition announcement and information on M-Net
Electronic and print campaigns (x2);
End-of-season-award ceremony
Extensive advertising & media campaign involving various media (x8)
Generic TV commercial to position organisation;
Giant inflatable figure;
Half-hour weekly TV programmes
Identify sponsor on printed material.
Joint print advertising campaign;
Lightship exposure.
Link to particular television programme
Live and highlighted broadcast of the event;
Live TV coverage (4 days) exposed brand.
Logo and event communication (x4)
Media advertising/campaign/coverage (x9)
Moving billboards;
Newsletter advertising
Official programme advertising (x3);
Outdoor campaign
Outdoor hoardings;
Pamphlets,
Posters;
Press advertising

Print advertisement at announcement in the particular magazine;
Print and radio campaigns
Promote housebrands
Promotional advertising in specialist and general publications.
Radio campaign (x3);
Sowetan campaign;
Street posters and flyers;
Targeted media that cover race information;
Taxi branding
Teaser TV commercials to inform viewers about athletic events;
The lightship as an innovative outdoor medium;
TV broadcast of matches;
TV exposure in sponsored magazine show.
TV promo-spots on SABC3;
TV-commercial
Use of a particular colour
Vehicle branding
Web site information (x2)

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

Sales promotion
Award prize money to participants;
Banner competition;
Competition to win accommodation at a leading hotel group and magazine subscriptions – draw on M-Net magazine programme
Competitions (x2);
Connect to network and track participants' progress & results;
Consumer incentive promotions prior to event;
Cross promotion in a men's magazine
Dealer network competition
Event competitions;
Fan magazine;
Forecourt promotions at petrol garages
In-branch activities/promotions running before and during the event (x3);
Incentive awards to players and media.
Independent newspaper promotions.
Individual endorsement by the captain of the national cricket team;
Involving key SA participants as endorsements;
Man of the match-awards/ Match presentations;

Media competitions
Media references to Cellular A being the presenting sponsor of the Miss Premier Soccer League.
Newspaper competition;
Offer players bursaries to study at RAU;
Offer vehicle as a competition prize
On-field activities during breaks;
Participant's competitions and prizes
Performance, demonstrations and coaching at shopping centres
Player incentives;
Print media competition
Prizes at different holes;
Promotions at matches/ at other venues/ during the event (x6);
Provide caddies for numerous golfing events
Public voters competition;
Pump attendants incentives and competitions
Radio competitions.
Redemption prizes at events
Regional product & service offer to participants;
Special events and promotions in the particular geographical area
Spectator competitions;
Sponsor mascot;
Spot the lightship promotion.
Trade promotions.
TV, radio and print competitions – winners could attend the event (x2)

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

Personal selling
Cellular packages promoted at the event
Coaching clinics
Complimentary tickets;
Create hospitality opportunities by taking a group of guests to attend the event
Distributing programmes to +_ 200 000 race spectators, dignitaries, guests and customers;
Drivers attend functions, hospitality areas, and promotions in previously disadvantaged areas.
Entertain customers at events
Establish co-sponsor alliances
Free cellular call facility
Golf days;
Hospitality at stadiums and matches (x4)
In-branch/store activities/promotions (x5)

Inserts in bank statements
internet campaign (x7)
Refreshment station (x2)
Regional representative activities at schools
Relationships with co-sponsors;
Sales at events (x3)
Stakeholder entertainment in suites;
Supporter club activities;
VIP hospitality facilities ate evens;
Woman's cookery classes in rural areas

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

Direct marketing
Compile and use database to generate business
Database of past participants and new entrants for every event.
Direct response mailing list (registered participants);
Invitations
Messages on bank statements
Telephone hotline

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

Promotional licensing
Branch merchandising
Branded clothing/event apparel/items/give-aways (x17)
Entrants receive sponsor's branded clothing or products/clothing (x4)
Promotional clothing distributed to a variety of people
Promotional gifts

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

Corporate and marketing PR
A programme to standardise judging and those who participated received branded certificates and medals (Medal Testing Programme);
Branding at press conferences
Build relationship with club management;
Bursary programme
Celebrity endorsements;
Coaching clinics (x2)

Communication between athletes and certain publics;
Corporate suites & event hospitality (x6);
Create human interest and performance publicity opportunities about the team members;
Create media speculation;
Dealer relationships
Development campaign (x3);
Endorsements by road running legends;
Establishing Development Trusts
Event communication (x2)
Exposure in SABC's Sports Generation programme;
Feature articles in woman's magazine
Frequent press releases (x2)
Gifts to participants and officials;
Gifts to the media;
Golf days
Incidental exposure
Internal communication & marketing (x6)
International athletes activities and functions;
LifeCycle expo;
Media relations/conferences & hosting/press releases/publicity material (x28);
Naming rights;
Nelson Mandela Challenge match.
Official newsletter;
Player autograph cards;
PR campaign & activities (x3);
Programme editorial
Relationship building with the national governing body
Schools package;
Secure official clothing sponsor status;
Senior management presence & support (x2);
Sponsor three budding athletes' participation at the event;
Sponsorship launch;
Sport starter kits to disadvantaged schools;
Staff involvement
TV, radio and magazine coverage

Evaluation of sponsorship effectiveness

Image and attitude
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.
VIP guest feedback after rides in the lightship

Evaluation of sponsorship effectiveness

Brand/service/ product effects
Brand awareness rise;
Brand exposure;
Calculate sales effect of number of consumers participating in sales promotion.
Compare actual retail sales increase;
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)
Substantial deals were clinched

Evaluation of sponsorship effectiveness

Media audits
AR measures (x10)
BMI and Mediawatch to measure media exposure;]
BMI Mediatrack (x4);
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
Equivalent rate card ad values & weightings (x2);
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 coverage/exposure/reach (x13)
Media endorsements.
Newsclip/press clippings (x5)
Readership figures of print media used;
Spindex measurement of media exposure;
Sponsor Statistik (x3)
TV coverage of 240 minutes on SABC3 and M-Net and monitoring of media clips.
TV-spot and radio-promo value measurement;

Evaluation of sponsorship effectiveness

Behavioural measures
(89% achieved)
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;
Enhance staff relations (x2)
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;
Transformation ratio changed from 1:9 (Black:White) to 2:1.
Web site visitors (number)/hits (x4);

Evaluation of sponsorship effectiveness

Recognition, recall & awareness
1999 Raptor Awards
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;
BMI measurement (e.g. Sponsortrack, Sportinfotrack, sawareness tracking) (x17)
Entry forms from dealer network provided a database of entrants to competition.
Event profiling
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 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
PR evaluation to measure value of exposure.
Sponsor awareness (x3);
Visible branding success (x2);

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APPENDIX 9

CORRELATION GRID 1

SPONSORSHIP EVALUATION : CORRELATION BETWEEN SPONSORSHIP EVALUATION TOOLS

SPONSORSHIP EVALUATION
CORRELATION BETWEEN STATEMENTS
(Correlation coefficient > 0.6000 and p=0.0001)

Variable / statement	Correlate with variable / statement	Correlation coefficient	p-value
V82 TV exposure value (time x advertising rates for 30 sec) Importance	V83 TV exposure value (time x advertising rates for 30 sec) Use	0.66255	0.0001
V82 TV exposure value (time x advertising rates for 30 sec) Importance	V84 Radio exposure value (time x advertising rates for 30 sec) Importance	0.69594	0.0001
V82 TV exposure value (time x advertising rates for 30 sec) Importance	V86 Rand value of publicity expressed in advertising rates Importance	0.63925	0.0001
V83 TV exposure value (time x advertising rates for 30 sec) Use	V84 Radio exposure value (time x advertising rates for 30 sec) Importance	0.63502	0.0001
V83 TV exposure value (time x advertising rates for 30 sec) Use	V84 Radio exposure value (time x advertising rates for 30 sec) Importance	0.74806	0.0001
V84 Radio exposure value (time x advertising rates for 30 sec) Importance	V85 Radio exposure value (time x advertising rates for 30 sec) Use	0.62095	0.0001
V84 Radio exposure value (time x advertising rates for 30 sec) Importance	V104 Pre-event media coverage Use	0.67059	0.0001
V85 Radio exposure value (time x advertising rates for 30 sec) Use	V89 Column centimetres in the press Use	0.61954	0.0001
V86 Rand value of publicity expressed in advertising rates Importance	V87 Rand value of publicity expressed in advertising rates Use	0.76337	0.0001
V86 Rand value of publicity expressed in advertising rates Importance	V88 Column centimetres in the press Importance	0.78522	0.0001
V86 Rand value of publicity expressed in advertising rates Importance	V89 Column centimetres in the press Use	0.60155	0.0003
V87 Rand value of publicity expressed in advertising rates Use	V88 Column centimetres in the press Importance	0.66-78	0.0001

V87	Rand value of publicity expressed in advertising rates Use	V89	Column centimetres in the press Use	0.86105	0.0001
V88	Column centimetres in the press Importance	V89	Column centimetres in the press Use	0.67399	0.0001
V88	Column centimetres in the press Importance	V101	Cost per thousand of audience delivered Use	0.61751	0.0002
V89	Column centimetres in the press Use	V91	Media reach Use	0.63756	0.0001
V91	Media reach Use	V93	Readership demographics (segments, profiles, figures) Use	0.60472	0.0002
V92	Readership demographics (segments, profiles, figures) Importance	V94	Viewership demographics (segments, profiles, figures) Importance	0.63171	0.0001
V92	Readership demographics (segments, profiles, figures) Importance	V96	Listenership demographics (segments, profiles, figures) Importance	0.84120	0.0001
V93	Readership demographics (segments, profiles, figures) Use	V95	Viewership demographics (segments, profiles, figures) Use	0.68962	0.0001
V93	Readership demographics (segments, profiles, figures) Use	V97	Listenership demographics (segments, profiles, figures) Use	0.83380	0.0001
V99	Continuity of publicity after the event Use	V105	Pre-event media coverage Use	0.75416	0.0001
V99	Continuity of publicity after the event Use	V107	Spectator figures Use	0.61703	0.0003
V103	Target market reach effectiveness Use	V117	Time-trend analyses of product awareness Use	0.63379	0.0002
V105	Pre-event media coverage Use	V107	Spectator figures Use	0.75619	0.0001
V105	Pre-event media coverage Use	V143	Physical exposure of company branding Use	0.69086	0.0001

V105	Pre-event media coverage Use	V147	Effect on community relations Use	0.64718	0.0001
V106	Spectator figures Importance	V107	Spectator figures Use	0.60652	0.0002
V108	Surveys on staff attitude towards the sponsorship Importance	V109	Surveys on staff attitude towards the sponsorship Importance	0.65744	0.0001
V110	Staff incentives/rewards Importance	V111	Staff incentives/rewards Use	0.66379	0.0001
V112	Pre- event attitude surveys towards the sponsor Importance	V114	Post event attitude surveys towards the sponsor Importance	0.76738	0.0001
V112	Pre- event attitude surveys towards the sponsor Importance	V137	Product/brand/service awareness Use	0.60346	0.0003
V113	Pre- event attitude surveys towards the sponsor Use	V115	Post event attitude surveys towards the sponsor Use	0.89725	0.0001
V113	Pre- event attitude surveys towards the sponsor Use	V133	Measuring customer reaction Use	0.64531	0.0001
V113	Pre- event attitude surveys towards the sponsor Use	V145	Hospitality success Use	0.61742	0.0002
V115	Post event attitude surveys towards the sponsor Use	V133	Measuring customer reaction Use	0.71076	0.0001
V116	Time-trend analyses of product awareness Importance	V122	Cross impact between sponsorships and sales Importance	0.74917	0.0001
V116	Time-trend analyses of product awareness Importance	V158	Calculating increased business Importance	0.62295	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	V121	Increase in sponsors' name recall Use	0.60919	0.0003
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
V121	Increase in sponsors' name recall Use	V137	Product/brand/service awareness Use	0.61423	0.0003
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	V131	Cross impact between	0.60951	0.0002

sponsorships and public relations Use	sponsorships and direct marketing Use		
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
V135 Product trail opportunities Use	V139 Promotional licensing success Use	0.74188	0.0001
V136 Product/brand/service awareness Importance	V151 Competitive spend on sponsorships Use	0.62020	0.0002
V138 Promotional licensing success Importance	V140 Merchandising success Importance	0.67080	0.0001
V142 Physical exposure of company branding Importance	V143 Physical exposure of company branding Use	0.62289	0.0001
V144 Hospitality success Importance	V145 Hospitality success Use	0.78266	0.0001
V148 Previous sponsorship spend Importance	V149 Previous sponsorship spend Use	0.66721	0.0001
V148 Previous sponsorship spend Importance	V157 Return on investment in Rand value Use	0.61415	0.0003
V149 Previous sponsorship spend Use	V155 Cost accounting of sponsorship elements Use	0.63711	0.0002
V149 Previous sponsorship spend Use	V161 Sponsorship costs compared to other promotion costs Use	0.60422	0.0002

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V151	Competitive spend on sponsorships Use	V154	Cost accounting of sponsorship elements Importance	0.62055	0.0002
V152	Alliance opportunities with other sponsors Importance	V153	Alliance opportunities with other sponsors Use	0.63973	0.0001
V153	Alliance opportunities with other sponsors Use	V155	Cost accounting of sponsorship elements Use	0.68437	0.0001
V153	Alliance opportunities with other sponsors Use	V157	Return on investment in Rand value Use	0.64409	0.0001
V153	Alliance opportunities with other sponsors Use	V163	Successful integration between different sponsorships Use	0.67033	0.0001
V154	Cost accounting of sponsorship elements Importance	V162	Successful integration between different sponsorships Importance	0.63135	0.0001
V155	Cost accounting of sponsorship elements Use	V161	Sponsorship costs compared to other promotion costs Use	0.61899	0.0001
V155	Cost accounting of sponsorship elements Use	V163	Successful integration between different sponsorships Use	0.69342	0.0001
V156	Return on investment in Rand value Importance	V158	Calculating increased business Importance	0.63320	0.0001
V161	Sponsorship costs compared to other promotion costs Use	V163	Successful integration between different sponsorships Use	0.64141	0.0001

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APPENDIX 10
CORRELATION GRID 2
SPONSORSHIP MANAGEMENT : CORRELATION BETWEEN
STATEMENTS

CORRELATION BETWEEN STATEMENTS

Needs CC between section 2 and Section 3

r 0.6 and $p=0.0001$

Table 1: Link objectives to measurement tools

Objectives	Variables / statements	CC
Broad corporate objectives	V108, V110, V112, V114, V118, V120, V126, V146, V148, V150, V152, V154, V160, V162	
Product/brand/service-related objectives	V116, V134, V136, V138, V140, V142	
Sales objectives	V122, V124, V130, V132, V156, V158	
Media coverage	V82, V84, V86, V88, V90, V92, V94, V96, V98, V100, V102, V104, 106, V128	
Guest hospitality	V144	

Select measurement variables that are expected to correlate with sponsorship objectives categories.

Table 2: Cross-impact between sponsorship and other marketing communication variables

Variable	Corporate public relations	Marketing public relations	Advertising	Sales promotion	Personal selling	Promotional licensing	Direct marketing
	IT_1	IT_2	IT_3	IT_4	IT_5	IT_6	IT_7
Sponsorship	V98, V112, V114, V118, V120, V126	V86, V104, V116	V82, V84, V88, V90, V92, V94, V96, V100, V128	V124	V122	V138	V130
CC							

	T3_1	T3_2	T3_3	T3_4	T3_5	T3_6	T3_7
Sponsorship	V36, V44	V32, V37	V28, V29, V30, V31	V38, V39, V40, V42,	V35, V43	V41	V33, V34
CC							

Select variables that might indicate cross-impact.

Link T 1 & 2

*Initial correlations***NB Averages of statements**

Objectives	Variables / statements			CC	p
Broad corporate objectives	V108, V110, V112, V114, V118, V120, V126, V146, V148, V150, V152, V154, V160, V162	IT1_1	IT2_1	0.71167	0.0001
			IT2_7	0.60856	0.0001
Product/brand/service-related objectives	V116, V134, V136, V138, V140, V142	IT1_2	IT2_2 IT2_6	0.75728 0.77796	0.0001 0.0001
Sales objectives	V122, V124, V130, V132, V156, V158	IT1_3	IT2_2	0.70111	0.0001
			IT2_4	0.80901	0.0001
			IT2_5	0.83109	0.0001
			IT2_7	0.71152	0.0001
Media coverage	V82, V84, V86, V88, V90, V92, V94, V96, V98, V100, V102, V104, 106, V128	IT1_4	IT2_2	0.87126	0.0001
			IT2_3	0.97313	0.0001
Guest hospitality	V144	IT1_5	-	-	-

Table 2: Cross-impact between sponsorship and other marketing communication variables

Variable	Corporate public relations	Marketing public relations	Advertising	Sales promotion	Personal selling	Promotional licensing	Direct marketing
	IT_1	IT_2	IT_3	IT_4	IT_5	IT_6	IT_7
Sponsorship	V98, V112, V114, V118, V120, V126	V86, V104, V116	V82, V84, V88, V90, V92, V94, V96, V100, V128	V124	V122	V138	V130

Table 2: Cross-impact between sponsorship and other marketing communication variables

Variable	Corporate public relations	Marketing public relations	Advertising	Sales promotion	Personal selling	Promotional licensing	Direct marketing
	IT_1	IT_2	IT_3	IT_4	IT_5	IT_6	IT_7
Sponsorship	V98, V112, V114, V118, V120, V126	V86, V104, V116	V82, V84, V88, V90, V92, V94, V96, V100, V128	V124	V122	V138	V130

Correlation with section 1 of questionnaire

Strong correlations emerged:

Sect2_1	-	-	-
Sect2_2	IT1_1	0.65066	0.0001
	IT1_2	0.62782	0.0001
Sect2_3	IT1_3	0.69698	0.0001
Sect2_4	-	-	-
Sect2_5	-	-	-

Table 1 & 3 no clear correlations

Table 3: Integrating marketing communication into sponsorship (leverage effect)

Variable	Corporate public relations	Marketing public relations	Advertising	Sales promotion	Personal selling	Promotional licensing	Direct marketing
	T3_1	T3_2	T3_3	T3_4	T3_5	T3_6	T3_7
Sponsorship	V36, V44	V32, V37	V28, V29, V30, V31	V38, V39, V40, V42,	V35, V43	V41	V33, V34
CC							

Table 4: Correlation between cross-impact (table 2) and leverage effect (table 3)

Variable	Corporate public relations	Marketing public relations	Advertising	Sales promotion	Personal selling	Promotional licensing	Direct marketing
Sponsorship	V98, V112, V114, V118, V120, V126	V86, V104, V116	V82, V84, V88, V90, V92, V94, V96, V100, V128	V124	V122	V138	V130
	IT2_1	IT2_2	IT2_3	IT2_4	IT2_5	IT2_6	IT2_7
CC >0.6	0	0	0	0	0	0	0
	T3_1	T3_2	T3_3	T3_4	T3_5	T3_6	T3_7
Sponsorship	V36, V44	V32, V37	V28, V29, V30, V31	V38, V39, V40, V42,	V35, V43	V41	V33, V34

T3_4 correlates with IT2_2 /cc = 0.61602 / p = 0.0001

UT2_2 correlates with IT2_2 / cc = 0.60460 / p = 0.0001

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APPENDIX 11
QUESTIONNAIRE (SECTION 1)
SPORT SPONSORSHIP MANAGEMENT

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		
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

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APPENDIX 12
QUESTIONNAIRE (SECTION 2)
SPORT SPONSORSHIP OBJECTIVES

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

SECTION 2: Corporate objectives in sponsorships		<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	
		Not important					Very important	
Broad corporate objectives								
Expression of community involvement	V45	1	2	3	4	5		
Increase public awareness of the company	V46	1	2	3	4	5		
Change public perception of the company	V47	1	2	3	4	5		
To build goodwill amongst opinion formers	V48	1	2	3	4	5		
To reassure stockholders	V49	1	2	3	4	5		
To aid relations with current staff	V50	1	2	3	4	5		
To assist staff recruitment	V51	1	2	3	4	5		
Promoting corporate image	V52	1	2	3	4	5		
Gain competitive advantage through exclusivity	V53	1	2	3	4	5		
Target specific corporate audiences	V54	1	2	3	4	5		
Tie the company to the success of a team/event/individual	V55	1	2	3	4	5		
Product/brand/service-related objectives								
Explore new market segments	V56	1	2	3	4	5		
Launch new product/brand/service	V57	1	2	3	4	5		
The product/brand/service can be integrated into the event	V58	1	2	3	4	5		
Sampling at/during the event	V59	1	2	3	4	5		
Build image within the target market (positioning)	V60	1	2	3	4	5		
Increase target market awareness	V61	1	2	3	4	5		
Increase market share	V62	1	2	3	4	5		
Support brand advertising	V63	1	2	3	4	5		
Strengthen brand preference	V64	1	2	3	4	5		
Sales objectives								
To facilitate salesforce 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		

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APPENDIX 13
QUESTIONNAIRE (SECTION 3)
SPORT SPONSORSHIP EVALUATION

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

SECTION 3: Current sponsorships evaluation practices

- Indicate the importance of these tools/ techniques in evaluating sponsorships
- Indicate how often you use these tools/ techniques to evaluate your sponsorships
- Add any tool/technique not listed here and indicate how often you use them

- 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

- 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		
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
		Never		Always		
	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

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APPENDIX 14

QUESTIONNAIRE (SECTION 4)

SPORT SPONSORSHIP SPONSEE AND AUDIENCE ANALYSIS

Section 4: Sponsee and audience analysis

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4.1 Sponsees and the evaluation of their sponsorship proposals

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

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

4.2 Please prioritise the audiences you target in your sponsorship programmes

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

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

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APPENDIX 15
QUESTIONNAIRE (SECTION 5)
BIOGRAPHICAL INFORMATION

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

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

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

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

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

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

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

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

- 5.5 Please specify your **direct & indirect** expenditure on sponsorships:

Year	Direct sponsorship expenditure ** (Total Rand spend)	Indirect sponsorship expenditure *** (Total Rand spend)
1997	R	R
1998	R	R
1999	R	R

** Direct sponsorship cost items

*** (advertising, sales promotion, PR, direct marketing, etc. as sponsorship support)

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

(please allocate percentages that add up to 100%)	Activity	%
	Evaluation of sponsorship proposals	V205
	Creating and finalising sponsorship deals	V206
	Sponsorship planning	V207
	Integrating other marketing communication areas into sponsorship programmes	V208
	Scanning competitive sponsorship activities	V209
	Attending events	V210
	Provide consulting service to sponsees	V211
	Evaluating sponsorship performance	V212
Other: Please specify		
Other: Please specify		
Other: Please specify		
Other: Please specify		
Other: Please specify		
Other: Please specify		
		100%
		100%

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APPENDIX 16
CORRELATION TABLE
INDIVIDUAL SPORT SPONSORSHIP VARIABLES
CORRELATING WITH INDIVIDUAL SPORT SPONSORSHIP
MEASUREMENT TOOLS

All correlations adhere to the following parameters

$r \geq 0.41$ (Weak to strong correlation)

and

$p \leq 0.05$ to fit into desired range of significance (5% significant-level)

TABLE 1

Sport sponsorship variables (V45 - V55)	Correlate with sport sponsorship measurement variable (V82 - V164)	(Correlation coefficient) <i>r</i>	p-value
BROAD CORPORATE SPORT SPONSORSHIP OBJECTIVES			
Section 2_1 (V45 - V55 IN SECTION 2 OF THE QUESTIONNAIRE)			
V45	V98	0.56338	0.0003
V46	V98	0.62656	0.0001
V47	V98	0.62656	0.0001
V52	V98	0.47486	0.0030
V45	V99	0.48233	0.0081
V54	V103	0.60206	0.0003
V46	V106	0.44180	0.0049
V46	V108	0.45474	0.0041
V55	V110	0.47793	0.0024
V48	V112	0.50362	0.0013
V46	V118	0.43145	0.0068
V48	V118	0.43623	0.0070
V48	V120	0.47132	0.0032
V48	V126	0.52317	0.0008
V53	V132	0.48164	0.0019
V53	V136	0.43965	0.0051
V53	V140	0.42027	0.0096
V46	V142	0.63496	0.0001
V47	V142	0.46540	0.0028
V52	V142	0.72090	0.0001
V45	V146	0.53981	0.0004
V47	V146	0.45297	0.0038
V45	V147	0.52322	0.0030
V55	V150	0.46149	0.0053
V50	V160	0.40761	0.0100
V48	V162	0.46699	0.0036

TABLE 2

Sport sponsorship	Correlate with sport sponsorship	(Correlation coefficient)	
-------------------	----------------------------------	---------------------------	--

variables (V56 - V64)	measurement variable (V82 - V164)	<i>r</i>	p-value
PRODUCT/BRAND/SERVICE-RELATED SPORT SPONSORSHIP OBJECTIVES			
Section 2_2 (V56 - V64 IN SECTION 2 OF THE QUESTIONNAIRE)			
V58	V82	0.49901	0.0019
V61	V82	0.42142	0.0094
V59	V84	0.43577	0.0079
V61	V84	0.48084	0.0026
V62	V86	0.45621	0.0052
V62	V90	0.43677	0.0077
V64	V90	0.52068	0.0010
V59	V94	0.44688	0.0063
V61	V98	0.41850	0.0099
V62	V98	0.47079	0.0038
V63	V98	0.46916	0.0034
V64	V98	0.47463	0.0030
V64	V100	0.42409	0.0099
V58	V102	0.59012	0.0002
V61	V102	0.44604	0.0057
V62	V102	0.45460	0.0053
V59	V104	0.57672	0.0002
V61	V104	0.67722	0.0001
V62	V104	0.43955	0.0065
V64	V104	0.47621	0.0025
V61	V106	0.45352	0.0042
V56	V110	0.46565	0.0042
V57	V110	0.44916	0.0053
V56	V110	0.45194	0.0064
V56	V116	0.45194	0.0064
V62	V116	0.49756	0.0024
V64	V120	0.45789	0.0044
V59	V122	0.42771	0.0083
V61	V122	0.52563	0.0007
V62	V122	0.65104	0.0001
V62	V124	0.52860	0.0009
V64	V124	0.42570	0.0086

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V59	V126	0.42396	0.0089
V61	V126	0.47336	0.0027
V62	V126	0.60346	0.0001
V64	V126	0.42358	0.0080
V61	V128	0.46142	0.0035
V62	V128	0.55528	0.0004
V62	V130	0.63246	0.0001
V64	V130	0.43552	0.0071
V57	V134	0.61157	0.0002
V58	V136	0.47863	0.0027
V61	V136	0.42723	0.0075
V63	V136	0.51361	0.0010
V64	V136	0.71749	0.0001
V63	V140	0.46838	0.0040
V64	V140	0.47864	0.0031
V58	V150	0.44812	0.0079
V64	V150	0.48153	0.0034
V59	V154	0.47425	0.0040
V62	V158	0.54224	0.0009
V62	V160	0.47750	0.0028
V64	V160	0.45512	0.0041
V59	V162	0.50332	0.0018
V61	V162	0.61261	0.0001
V64	V162	0.53471	0.0007

TABLE 3

Sport sponsorship variables (V65 - V70)	Correlate with sport sponsorship measurement variable (V82 - V164)	(Correlation coefficient) <i>r</i>	p-value
SALES-RELATED SPONSORSHIP OBJECTIVES			
Section 2_3 (V65- V70 IN SECTION 2 OF THE QUESTIONNAIRE)			
V65	V116	0.51999	0.0012
V66	V116	0.59988	0.0001
V67	V116	0.52795	0.0009
V70	V116	0.44550	0.0073
V65	V122	0.55380	0.0003
V66	V122	0.70685	0.0001
V67	V122	0.68123	0.0001
V70	V122	0.55239	0.0004
V65	V124	0.57751	0.0002
V66	V124	0.56229	0.0003
V67	V124	0.65015	0.0001
V70	V124	0.46800	0.0040
V66	V126	0.50738	0.0011
V67	V126	0.58608	0.0001
V70	V126	0.43925	0.0065
V67	V128	0.65677	0.0001
V69	V128	0.46832	0.0035
V67	V130	0.55187	0.0004
V69	V130	0.42613	0.0096
V65	V132	0.49818	0.0015
V67	V134	0.52521	0.0017
V68	V142	0.42233	0.0083
V66	V154	0.45252	0.0056
V65	V158	0.44717	0.0071
V67	V158	0.60400	0.0001
V67	V162	0.43570	0.0070

TABLE 4

Sport sponsorship variables (V71 - V76)	Correlate with sport sponsorship measurement variable (V82 - V164)	(Correlation coefficient) <i>r</i>	p-value
MEDIA COVERAGE-RELATED SPORT SPONSORSHIP OBJECTIVES			
Section 2_4 (V71 - V76 IN SECTION 2 OF THE QUESTIONNAIRE)			
V72	V82	0.44211	0.0061
V71	V84	0.47809	0.0032
V72	V94	0.46474	0.0038
V71	V95	0.54085	0.0025
V71	V98	0.43253	0.0084
V74	V98	0.53131	0.0007
V75	V98	0.66421	0.0001
V75	V99	0.56290	0.0015
V71	V104	0.54624	0.0005
V72	V104	0.56149	0.0002
V71	V107	0.54391	0.0023
V75	V106	0.69082	0.0001
V75	V107	0.59035	0.0006
V75	V108	0.44662	0.0056
V72	V112	0.43636	0.0062
V73	V112	0.57430	0.0002
V73	V114	0.50959	0.0013
V73	V135	0.51361	0.0073
V73	V137	0.56244	0.0018
V75	V138	0.43392	0.0092
V72	V140	0.55483	0.0004
V74	V142	0.64960	0.0001
V75	V142	0.7687	0.0001
V74	V143	0.47545	0.0079
V76	V144	0.42228	0.0092
V71	V162	0.48922	0.0025
V72	V162	0.50717	0.0014

TABLE 5

Sport sponsorship variables (V77 - V81)	Correlate with sport sponsorship measurement variable (V82 - V164)	(Correlation coefficient) <i>r</i>	p-value
GUEST HOSPITALITY-RELATED SPONSORSHIP OBJECTIVES Section 2_5 (V77- V81 IN SECTION 2 OF THE QUESTIONNAIRE)			
V77	V98	0.44963	0.0059
V77	V99	0.49685	0.0061
V79	V99	0.48192	0.0081
V77	V103	0.53153	0.0025
V78	V103	0.55869	0.0013
V79	V104	0.42811	0.0082
V78	V113	0.48503	0.0066
V79	V132	0.49258	0.0021
V77	V142	0.51841	0.0010
V77	V144	0.48601	0.0027
V78	V144	0.48771	0.0026
V77	V145	0.57655	0.0011
V78	V145	0.58382	0.0009
V77	V162	0.57023	0.0003
V78	V162	0.44249	0.0069