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# Sport Sponsorship Evaluation:

The Perception of Sport Sponsorship Practitioners in  
Botswana

스포츠 스폰서십 효과 분석:

보츠와나 스포츠 스폰서십 실무자들의  
관점을 중심으로

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## **Abstract**

# **Sport Sponsorship Evaluation:**

## **The Perception of Sport Sponsorship Practitioners in Botswana**

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The study of sponsorship has been the subject of many studies in recent decades especially in developed countries, with less attention has been dedicated to developing countries. Typically, sponsors pursue sponsorship association for the attainment of marketing objectives and organizations plow millions in fees yet sponsorship testing is rarely undertaken. The area of sponsorships performance is often overlooked when organizations measure the effectiveness of organizational expenditure or other elements of the marketing mix. The objective of this study is to understand sponsorship evaluation in a less developed context because while there has been rich literature as to the subject in developed contexts,

little has been done as to less developed markets. In the current study the research adopts a general approach to determine the perceptions of practitioners of sponsorship and the prevailing landscape of the evaluation aspect in Botswana. Interviews were carried out with practitioners from the various industries where it was evident that the concept is still at its infancy in Botswana. Interview transcripts were coded and summarized and the findings have shown that the concept is still at its infancy stage and there is lack of expertise in the area and similar to developed countries practitioners disregard evaluation despite the huge amount of money plowed into sponsorship and where it is done it is normally very informal and traditional advertising measurement are employed.

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**Keywords** : Evaluation, Sponsorship, Sport, Sponsors

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## Table of Contents

Abstract .....	i
List of Tables .....	vi
List of Figures .....	vii
Chapter 1. Introduction .....	1
1.1. Background .....	1
1.2. Research Questions .....	8
Chapter 2. Review of Literature .....	9
2.1. Growth of Sport Sponsorship .....	9
2.2. Sponsorship evaluation.....	13
2.3. Return on investment (ROI) .....	14
2.4. Return on objectives (non-financial evaluation).....	16
2.5. Return on relationships.....	17
2.6. Evaluation and accountability.....	17
2.7. Evaluative models and systems .....	19
2.8. Process of establishing a sponsorship .....	21
2.9. Implementing sponsorship and the role of evaluation .....	21
2.10. Sponsorship implementation.....	23
3.0. Sponsorship Essentials .....	24
3.1. Involvement .....	24
3.2. Leveraging .....	25
3.3. Exclusivity .....	26
3.4. Image transfer .....	27
4.0. Sponsorship evaluation practice .....	29
5.0. Studies on Sport Sponsorship Evaluation.....	43
6.0. Challenges in Sponsorship Evaluation .....	46

7.0. New challenges in sponsorship evaluation.....	50
8.0 Critical Analysis of Sport Sponsorship .....	52
Chapter 3. Methodology.....	56
3.1. Research Approach: Case Study.....	56
3.2. Case Selection.....	56
3.3. Data Collection .....	59
3.3.1. Interview.....	60
3.4. Data Analysis.....	62
Chapter 4. Findings and Discussion.....	64
4.1. Background - Interviews .....	64
4.2. Background - Sponsorship Information .....	67
4.3. Factors that determine Sponsorship continuation and discontinuation.....	67
4.4. Understanding the Sponsor-Sponsee Relationship .....	69
4.4.1. Sponsorship Initiation and Termination .....	70
4.4.2. Formal Contract .....	71
4.4.3. Frequency of Communication.....	71
4.4.4. Evidence of Sponsee Monitoring .....	72
4.4.5. Sponsee Compliance .....	73
4.4.6. Sponsor and Sponsee Objectives.....	74
4.4.7. The Importance of Exclusivity.....	76
4.4.8. The Importance of Leveraging.....	77
4.5. Understanding Current Practice in Sponsorship Evaluation .....	78
4.5.1. Experience in Sponsorship Evaluation .....	79
4.5.2. Frequency of Sponsorship Evaluation.....	80
4.5.3. Identification of sponsorship evaluation practices .....	81
4.5.4. Future Growth of Sponsorship Evaluation Practice .....	81
4.6. Sponsorship Evaluation Barriers and Benefits .....	83
4.6.1. Belief in sponsorship evaluation .....	83

4.6.2. Benefits of Evaluation .....	84
4.6.3. Future Funding.....	86
4.6.4. Barriers to effective sponsorship evaluation.....	87
4.6.5. Sponsor and Sponsee Support for Evaluation.....	89
4.7. Understanding the Timing of Evaluation .....	89
Chapter 5. Conclusions .....	92
5.1. Summary of Discussions .....	92
5.2. Limitations.....	97
5.3. Future Research .....	98
Bibliography .....	100
Appendix A. Interview Script.....	104
국 문 초 록.....	111

## **List of Tables**

Table 1. Global Sponsorship Values (Source: IEG. 2003).....	2
Table 2. Dimensions of Sponsorship (O'Reilly, 2007).....	13
Table 3. Top 10 Sponsorship Best Practices (Sesuin, Teed & O'Reilly, 2005).....	23
Table 4. Percentage of rights fees spent on research by sponsors as adapted from Amis & Cornwell (2005).....	29
Table 5. Basis for performance analysis as adapted from Amis & Cornwell (2005).....	32
Table 6. Models and Frameworks of Sponsorship Evaluation (O'Reilly, 2007)....	33
Table 7. Monitoring of Volvo Ocean Race.....	35
Table 8. Echo Research See Kolah Ardi (2003) Maximizing the Value of Sponsoship, London Sports Business Group, p. 109.....	37
Table 9. Proposed cases and Dimensions of Operational Definition of Sponsorship (O'Reilly, 2007).....	57
Table 10. Background of Practitioners.....	65
Table 11. Objectives of Sponsors.....	74
Table 12. Objectives of Sponsees.....	74
Table 13. Barriers to Effective Sponsorship Evaluation.....	88



## **List of Figures**

Figure 1. Steps for Implementing Sponsorship .....	22
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# Chapter 1. Introduction

## 1.1. Background

Sponsorship has proven not to be one of the easily defined occurrences. This is evidenced by the many different definitions by scholars who have attempted to define the concept. Nonetheless worth noting is the fact that definitions habitually carry a similar key element, the fact that it involves a mutually beneficial exchange for association (Olkkonen, 2001).

Defined by IEG (2013) as a “cash or in-kind<sup>1</sup> fee paid to a sponsee (property) in return for access to the commercially exploitable potential associated with the sponsee,” sponsorship has gone from in many ways a mere novelty in which sponsors paid to be associated with “cool” sponsees in sports, arts, and entertainment, to arguably the most important weapon (Belzer, 2013).

While a sponsor is an investor who invests in a sponsee and in return seeks promotional value and other objectives from their association with the sponsee, a sponsee is the property which receives resources and equally

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<sup>1</sup> “In-kind” refers to the contribution of product or services in lieu of cash by a sponsor. For example, a corporate company provides the volunteer T-shirts and computers for result management during an event.

seeks to achieve their own objectives from the association (O'Reilly & Muller 2009).

Sponsorship has enjoyed major growth over its relatively young history relative to other forms of marketing and communications mainly in two interrelated changes, the increased scale of expenditure and the changed corporate perception. Although it is difficult to estimate sponsorship spending accurately, total global sponsorship spending in 2008 escalated to \$43.1 billion, whilst it was projected to reach \$51.0 billion in 2012 (IEG, 2013). According to Cornwell (2014), sponsorship spending worldwide exceeded \$53 billion in 2013 (IEG, 2013) and while it is dwarfed by advertising spending it is at the same time sponsorship that fuels and direct advertising nature.

Table 1. Global Sponsorship Values (Source: IEG. 2003)

Territory	Sponsorship values in 2003 (US\$ billions)	Percentage growth (over 2002)
North America	\$10.5	9.1%
Central and South America	\$2.2	4.8%
Europe	\$7.4	4.2%
Pacific Rim	\$4.7	9.3%
Other	\$1.4	7.6%

As sponsors and brands are rarely at the same point in their life cycle or face similar competitive environments, a sponsorship program may be necessary to create stimulation in a new market while simultaneously

driving the brand in a mature market (Amis & Cornwell, 2005). Sponsorship is often required to fulfill a broad range of objectives ranging from the early stages of consumer interaction to assisting the act of purchase to ensuring a positive ongoing consumer brand relationship. Sponsorship provides an extremely versatile platform, which enables communication to and connection with stakeholder groups and in the process attains a variety of corporate brand objectives (Meenaghan, McLoughlin, & McCormack, 2013). This broadened view of sponsorship stakeholders and related objectives is acknowledged in the suggestion that performance measurement will require a return on objectives (ROO) perspective in addition to a narrower return on investment (ROI) perspective (ESA, 2009).

Experts and scholars in the field tout a broad spectrum of benefits that can be gained through sponsorship aside enhancing visibility and image, such as differentiating the sponsor from competitors, helping to develop closer and better relationships with customers, showcasing services and products, and even getting rid of outdated inventory. It is also its ability to be leveraged extensively as part of an integrated marketing communications mix that makes it more attractive than other promotional tools such as advertising and publicity (Cornwell, Pruitt & Clark, 2005).

Nonetheless critical understanding of Sport Sponsorship is also important because it allows us to gain more insights of the wider rationales for sponsorship and broader outcomes of various sponsors activities. It enables us to engage more fully with the wider dynamics and underlying motivations of sport sponsorship relationships and also go beyond to critically assess some of the broader contexts that accompany sponsorship agreements (Slack & Amis, 2004). In this framework of thinking, it is important we also consider the wider impacts sport sponsorship has by serving as a conduit for the establishment of certain values and norms, their ability to exert considerable influence on the ways in which we think and act. This aspect is discussed in details in the next chapter.

Evaluation is the process of measuring the success of an activity or event. Sponsorship evaluation can be thought of as a systematic gathering and assessment of information to provide useful feedback about sponsorship to support decision making (Cornwell, 2014). The exercise is concerned with assessing the degree to which the sponsorship as a whole has accomplished what it set out to achieve (Chelladurai, 2014).

While its significance has been widely discussed in literature, surprisingly few companies rigorously evaluate the effectiveness of their sponsorship investments and those that do, an overall lack of sophistication

in terms of metrics employed clearly emerges (Meenaghan et al., 2013). The ESA/SMS survey of European Sponsorship Association (ESA) members in 2007 found that only a handful of sponsors measure and believed that their own organization was effective in measuring ROI while 58% believed they were not effective in doing so. These results, suggest that sponsors are aware of their own organization's inadequacies pertaining to sponsorship measurement but for whatever reason they do not feel compelled to act. Since sponsors do not evaluate their investments against the set objectives, they miss on the opportunity to gather feedback necessary to take corrective action (redesign and refine strategies and tactics) when sponsorship performance does not match expectations (Chelladurai, 2014).

The world over, the demand for sponsorship is significantly greater than the supply and Botswana is no exception. In Botswana like in other parts of the world, sponsorship is confined to the private sector and companies seek to partner with organizations and events throughout sport, arts, entertainment, and causes for mutual benefits.

Although there are no studies or official records indicating the growth of sport sponsorship in Botswana, it seems that the activity has grown dramatically in the last decade as indicated by Mr. Gaorekwe Gaorekwe of Brand Botswana. This development can mainly be attributed

to the decreasing government support due to increased competition for resources from other sectors forcing sport sector to diversify their revenue sources. The increasing interest by corporations to engage into sport sponsorship arrangements can also be ascribed to the increasing popularity of sport and involvement and success of Botswana athletes in international sport competitions like the Olympics and Commonwealth Games.

This development like any other new phenomenon has not been without challenges. It has been accompanied by several challenges, chiefly among them the lack of professionally organized club and sport structures, and lack of adequately qualified sport administrators. These result in poor execution of sponsorship transactions. Moreover, sport organizations expect sponsorship for philanthropic purposes, whereas for some corporations it is an activity to push corporate brand objectives.

While considerable investigations into sponsorship has taken place over the years, practitioners and academic researchers note that evaluation remains one of the greatest challenges facing sponsorship development (Crompton, 2004 & Harvey, 2001). As investments in sponsorship continue to increase so will the incentives for both sponsors and sponsees to evaluate sponsorships and justify exorbitant expenditures. The increased scale of expenditure would suggest that sponsorship be regarded in investment terms

with attendant corporate expectations in terms of accountability and return on investment (Amis & Cornwell, 2005). In addition, the increase in expenditure and the related development of an investment orientation demand the proper evaluation of benefits accruing to the sponsor.

Although several studies have been conducted to study sponsorship evaluation, very few have been dedicated to less developed contexts. Therefore, the current study set out to fill the knowledge gap of limited sponsorship evaluation studies as regards less developed contexts by interrogating continued and discontinued sport sponsorship transactions.

The study embarks to understand sponsorship evaluation in the context of a less developed Botswana market by evaluating sponsorship contracts of two mobile telecommunications companies and two sport federations. This is expected to contribute significantly to understanding the activity of sponsorship evaluation in a less mature market by uncovering insights in the area, management practices thereof and evaluation mechanisms adopted. For the practitioners the study may provide more insights in understanding how sponsorship evaluation in a less developed market is unique and what specific factors determine continuation and discontinuation.



## **1.2. Research Questions**

RQ1. What are the factors that determine the continuation and discontinuation of a sponsorship arrangement?

RQ2. What are the barriers to and benefits of measuring sponsorship performance?

To satisfactorily answer the above questions, the four sub objectives below must also be addressed:

#1: to attain a better or profound understanding of the sponsor and sponsee's relationship i.e. comprehension of objectives and inner workings.

#2: to get a better understanding of present sponsorship evaluation practices.

#3: to an understanding of the perceptions of barriers and benefits pertaining to sponsorship evaluation.

#4: to find out if sponsorship evaluation happens and if it does, when exactly it occurs in practice.

## **Chapter 2. Review of Literature**

### **2.1. Growth of Sport Sponsorship**

There is extensive debate among researchers over the exact origins of sponsorship and while their views are divergent, most authors suggest modern sponsorship has been around for at least the last 40-50 years. According to Mason (1992), offering financial support for the right to be associated with a property is a common practice although it is not a recent phenomenon as similar practices have been reported since the 1860s, when a small Australian company financially supported the costs of a cricket tour, Whannel, 1992 (as cited in Mason, 1999).

Arthur, Scott, Woods & Booker (1998) claim that sponsorship has been around for thousands of years since the gladiator days of ancient Rome. Cornwell, Pruitt & Clark (2005) trace its formal beginnings to the 1984 Summer Olympic Games and others give credit to Mark McCormack, founder of sport marketing firm IMG (O'Reilly & Muller, 2009). To Wilkinson (1993) the first true use of sponsorship was in the 1960s when corporations realized its importance and began to seek return on their

donations to sport and other social service associations<sup>2</sup>. These were known as “Philanthropic Sponsorships” (ibid).

Despite these divergent views, it is widely agreed that sponsorship has indeed developed from its roots of philanthropy where sponsors provided resources to third parties based on altruism, to the current situation, a promotional activity with mutual benefits to the sponsor and sponsee, used to achieve respective organizational goals (Dolphin, 2003).

Meenaghan (1999) posits that this substantial progression in sponsorship can be attributed to the increasing cost of advertising combined with its inefficiencies (e.g. clutter), the recognition of the importance of sponsorship as a marketing tool, the new opportunities that emerged due to increased individual leisure activities and the ever growing interest of the media to cover sport events. In addition, the development of sponsorship is ascribed to the restrictive policies on tobacco and alcohol marketing activities. Sponsors representing different sectors like banking, and high-tech companies started entering in to sponsorship agreements following the

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<sup>2</sup> ROI is a commonly used term in business to refer to the ratio of money earned or lost on an investment to the amount of money invested in that activity.

success of tobacco and alcohol companies which were the first movers in the sponsorship industry.

Cornwell (2008, p.41), “sponsorship is a mainstay of marketing communications” the area has continued to grow in the most recent decades because of the growing participation in sport-related activities especially in the United States of America (USA), United Kingdom (UK) and other European countries. Furthermore, the growing emotional attachment to sport events combined with technologically advancements in communications (wireless, self-selected communication mediums etc.) have contributed to the expansion of sport sponsorship. The technological advances have created a proliferation of means to reach and interact with audiences and sport sponsorship has served as an ideal platform for implementing initiatives encouraging dynamic interaction and relationship building with customers. Social media is increasingly the engine driving fan experience through interaction using different media platforms and social networking in an integrated way.

Although the impact of technological advances and economic factors are widely accepted as the main driving force behind this trend, Cornwell (2008, p. 41) suggests that “it is the intersection of these drivers with changed lifestyles and values of consumers that are making this trend

irreversible”. Additionally, the author argues that the irreversible trend towards sponsorship can be credited to the companies themselves and the development of structures surrounding the area. Activities such as the development of processes and policies dealing with sponsorship and the establishment of intermediary agencies offering sponsorship-related services have also contributed significantly to the evolution of sponsorship.

There is also the altering nature of consumer behavior, and the importance placed upon consumer input and understanding in an attempt by businesses to create a total experience for the consumers. These have culminated in the adoption of interactive marketing tactics focusing on direct communication and collaboration with the consumer, Kolah (2006) (as cited in Santomier, 2008). Partly, as a result of this open personal interaction, social media allows fans to get closer to athletes and sports personalities, and provides sponsors with an opportunity for two-way communication, thus enabling them both to embed their brand, and also to understand and manage how fans perceive the brand. The developments have resulted in the ever increasing use of unconventional communication platforms like sport sponsorship, which can convey messages more efficiently and effectively compared to conventional platforms.

Table 2. Dimensions of Sponsorship (O'Reilly, 2007)

1	One party invests resources in another party where the sponsee provides promotional value in return, and the sponsor makes the investment in order to achieve image-based, brand-based and/or media-based objectives and others.
2	The relationship between the sponsor and the sponsee is a principal-agent relationship, where the sponsee provides a service to the sponsor.
3	Joint sponsor-sponsee activities are part of the sponsorship.
4	Consumers (or members of the target market of the promotion) are exposed to three specific entities: the sponsor's brand, the sponsee's brand and the sponsor-sponsee association
5	Consumers (or members of the target market of the promotion) consider the sponsor of a given sponsee to be a partner of that sponsee, and this consideration lasts longer than the sponsorship due to the goodwill or emotional ties that consumers build over time.
6	The sponsor-sponsee association is exploited or leveraged by one or both parties.
7	The transfer of elements of the sponsee's image to the sponsor is of interest to the sponsor
8	The exclusivity of the sponsorship is of interest to the sponsor.
9	Congruency (fit) between the sponsor and the sponsee is important to both parties.
10	Philanthropy is not the primary objective of the sponsor (i.e. the investor has non philanthropic expectations from the sponsorship).

Depending where you are and the level at which you are operating, a number of other stakeholders may be involved in a sponsorship partnership. These stakeholders may include other sponsors, intermediaries, property management firms and player agents. All of these influence the relationship and need to be considered in any related research.

## 2.2. Sponsorship evaluation

Sponsorship evaluation can be thought of as the systematic gathering (facts gathering) and assessment of information about a sponsorship to provide feedback to support decision-making (Cornwell, 2014). It is important to recognize the fact that sponsorship evaluation depends heavily

on sponsorship measurements but goes beyond that because measurements should ideally feedback into a comprehensive evaluation system.

Furthermore, Cornwell (2014) stresses the term evaluation rather than terms such as measurements of effectiveness or marketing measurement to differentiate between the assessment of outcomes of a sponsorship (recall, attitudes and purchase behavior) and the evaluation of the overall performance of a program. Measurement of sponsorship outcomes alone does not bring out a full picture of a successful sponsorship. Over the past 20 years there has been a shift towards measurement of return on marketing investment or objectives according to Seggie et al (as cited in Cornwell, 2014) an emphasis which is seen as overdue by researchers in the area.

### **2.3. Return on investment (ROI)**

There has been extensive debate about return on investment in sponsorship evaluation among researchers with the new investment orientation where sponsorship is used as a platform to achieve overall corporate objectives. Used when assessing the loose links or connections between an individual or portfolio of sponsorships and purchase of the sponsors products, return on investment is simply calculated by taking the gains of an investment minus the cost of the investment divided by the cost of the investment.

According to Stewart (2009) there are three types of return on marketing namely short-term incremental effects (incremental sales, awareness, brand preference and purchase intention), long-term persistent effects (brand equity, market share and customer loyalty) and real options originating in financial discussions are opportunities that may be pursued in the future like image building and brand development with unique associations that drive brand value with distinctiveness. The author argues short-term and long-term measures can be standardized but real options are unique in their nature and outcomes in these areas must be linked to financial performance.

While calculating ROI may come across as simple, it is actually not, the main challenging in determining return on investment is isolating the effects or impact of sponsorship from other elements of the marketing mix. It is always challenging to detach carry over effects from previous marketing communications and consumers past brand experience. To attempt to deal with this challenge is very complex and would require long standing programs, a baseline and some measure of other contributors to marketing success or lack thereof (Cornwell, 2014, p. 95)



#### **2.4. Return on objectives (non-financial evaluation)**

Return on investment is not the only measure in sponsorship, some companies because of their nature can only focus on return on objectives (non-financial). Not only profit organization which make up the bulk of sponsors engage in sponsorship, non-profits like government institutions and non-governmental organizations also partake in sponsorship partnerships. The objectives of these organizations will normally be building exposure, recruitment, interest and image among other objectives like the sponsorship of NASCAR by the US Army whose main objective was to increase the number of recruits parallel building exposure, interest and image of the armed forces (Cornwell, 2014). The author further notes that though there are no monetary measurable gains from the investment, there can be financial accountability of the sponsorships employed relative to other marketing approaches through analysis of ROO.

Worth noting is also the fact that isolation here is also a challenge in evaluating the influence of a marketing communications activity because a single visit or initiative can never suffice, it takes a sequence of phases to eventually bring about the desired effect and it may be hard to put a financial value on behaviors and changes in attitude (volunteering and recruiting) so the use of return on objectives becomes more viable.

## **2.5. Return on relationships**

“This is the long-term net financial outcome caused by the establishment and maintenance of an organization’s network of relationship’s” (Gummesson, 2004). According to Cornwell (2014) while this metric has gained currency in social media, the inventive thinking based on industrial connections has not been developed in sponsorships. The approach examines investments in relationships and assess joint productivity gains and incremental values (Gronroos & Helle 2012). Walker et al. (2011) argues the rationale or practicability of this metric to sponsorship is clear taking into account that a sponsor can improve the image of an event much as an event does to support the image of a sponsor. For example, Hublot, luxury watch manufacturer in their relationship with UEFA EURO 2008 tournament devoted their entire billboard allocation to “Unite Against Racism”, this drew extensive commentary and the company was credited for being genuine in their relationship and gaining extensive positive media coverage for the brand McDermott (as cited in Cornwell, 2014).

## **2.6. Evaluation and accountability**

One of the main challenges that has been seen to threaten the future of marketing and its existence as a distinct capability is the failure of the

function to be accountable from an organizational value adding perspective (Rust et al, 2004). This has fueled pressure on the marketing function activities to demonstrate how they are adding value to the organization from a financial accountability standpoint. However, in so far as sponsorship is concerned, according to Cornwell (2014) there has been considerable effort to develop in this area though the measures are only interim as they only provide data that go into the evaluation.

Stewart (2009), one of the scholars who has come out to urge accountability in marketing arguing that the excuse that sponsorship is distinctive thus difficult or less amenable to practices like evaluation and accountability is lame criticizing it by an analogy to the quality movement. The scholar argues that similarly when the quality movement began critics suggested that identifying standard process that work across various industries was impossible (Stewart, 2009, p.638). In this framework of thinking, the author reiterates that though the characteristic and versatility feature has immense consequences on evaluation, it must not represent an obstacle to evaluation. The importance of establishing standards is some lesson marketers can learn from the quality movement and in turn sponsorship can learn from marketing. The author further states sponsorship should be made accountable through a formal process to connect actions to

intermediate and financial outcomes respectively to identify drivers of the end goal of interest and specify intermediate measures linked to the end results. Once identification of all the links is complete, they can be put together into a causal model with a marketing activity giving rise to specific results that are measurable with specific metric (Stewart, 2009).

## **2.7. Evaluative models and systems**

An evaluation model helps in the objective analysis of the effectiveness and impact of a particular program for future development or improvement. The accountability of marketing especially in financial terms has spanned two decades of debate culminating in various evaluation models and systems and this is now taking place in the dominion of sponsorship. In the effort of determining brand value, companies use different models influenced by their circumstances and according to Shankar et al (2008) many marketing evaluation models however tend to adopt brand equity as their focus. This is supported by Frosen et al. (2013) who reiterated that market performance assessment systems are contextual in nature i.e. the most effective system is the one that fits the firm and its environment. These researchers also identified nine dimensions of marketing performance based on a survey of Finnish managers the combination of which varies across companies in different industries and at

diverse phases: brand equity, market position, financial position, long-term firm value, innovation, customer feedback, customer equity, channel activity (distribution management) and sales process. Some companies combine financial demand and competitive analysis to determine brand value which is measured as net present value of brand earnings while others use survey responses regarding familiarity and favorability, Interbrand & Corebrand (as cited in Cornwell, 2014).

A comprehensive marketing model, customer lifetime value (CLV) which focuses on customers over their lifetime value with the company rather than the brand combines customer value equity (what the customer believes the utility of the brand to be), brand equity (assessment of the brand by the customer in addition to the perceived value) and retention equity (loyalty to the brand) (Rust et al. 2000, 2004b). Others use the balanced scorecard method developed by Kaplan and Norton which considers customer, internal learning, business process and financial information to capture value of both tangible and intangible assets to the firm. Though this method has been criticized because it does not allow for causal interpretations regarding the direct impact of marketing actions on the long-term financial performance of the firm, it is still widely utilized to get a comprehensive picture of the firm, Seggie et al (as cited in Cornwell, 2014).

## **2.8. Process of establishing a sponsorship**

Attracting sponsorships is the process of convincing a potential sponsor to enter into some form of contractual agreement, exchange transaction with the sponsee (O'Hagan & Harvey, 2000). The contractual agreement between the two parties has obligations which each have to satisfy, abide by or at least meet if not exceed. It is important to note that once the transaction has been made, not all the work is done as the relationship needs to be managed by the two parties for individual objectives attained and enhancement of the possibilities for renewal. The selection of the sponsee normally followed by leveraging to maximize the return on investment is very important, hence sponsors must carefully evaluate prospects and one which is selected at the end must offer the greatest affinity and returns.

## **2.9. Implementing sponsorship and the role of evaluation**

This section tries to look at the process of implementing a sponsorship, what it entails and the role of evaluation in the process. The document uses a model developed by McAllister (2002) for successful sponsorship implementation from the sponsor's perspective as per figure 2 below.

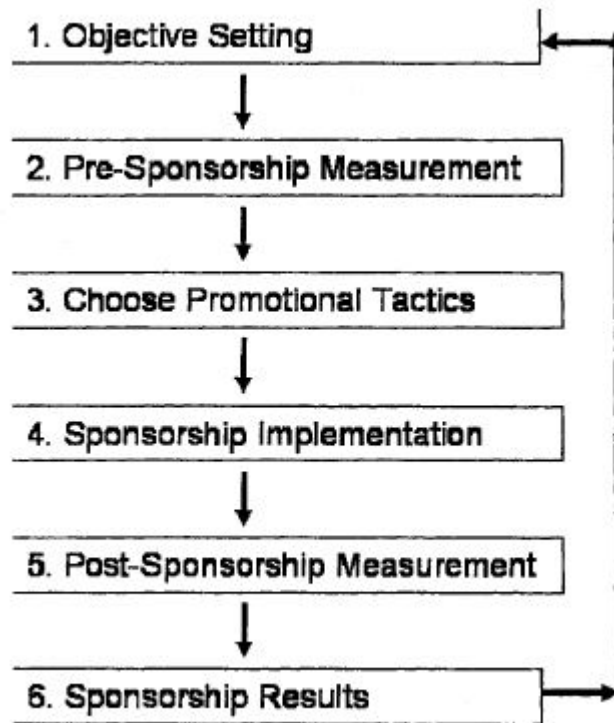


Figure 1. Steps for Implementing Sponsorship

The model outlines six steps. The process begins with the identification and understanding of objectives sought and the sponsorship relationship. Early involvement of the evaluation researcher is highly recommended at this stage for clear and measurable objectives. The next step is to conduct a market analysis, baseline pre-sponsorship measurement to measure key attributes. In the third and fourth stages of this model, promotional tactics are selected and the sponsorship is implemented. In the

last but one stage, post-sponsorship measurement provides data to compare against the pre-sponsorship measurement and subsequently the results are assessed in order to ascertain successes and failures and changes are incorporated into the plan as may be necessary.

### **2.10. Sponsorship implementation**

After the sponsee has been selected, the next step is to get the wheels rolling on operationalizing the contract. Several authors have written on the process with different promotional techniques, leveraging the association and the media. Below is one example by Seguin, Teed & O'Reilly (2005) who adopted an in-depth, multi-case study approach to identify the top ten sponsorship best practices.

Table 3. Top 10 Sponsorship Best Practices (Sesuin, Teed & O'Reilly, 2005)

#	Best Practice
1	A significant investment in human and financial resources in leveraging the investment in the sponsorship
2	Clearly defined objectives (both the sponsor and sponsee)
3	Integration with the sponsor's overall marketing mix
4	A consideration of customer interests (drive sales, build brand, etc.)
5	The need for strong long-term relationships
6	The requirement of on-going television coverage on a major network
7	A good fit between the sponsor's objectives and the sponsee's produces)



8	The incorporation of branding as a sponsorship objective
9	Hospitality as a prominent leveraging technique
10	Cross-promotion with associate sponsors

The authors make mention to the fact that the best practices outlined above are merely guides as they do not offer any specific direction to practitioners on implementing or evaluating their objectives. Arthur, Scott, Woods & Booker's (1998) implore organizations to always stick to evaluating their sponsorships against the set objectives and strive to ignore those that do not measure up to pre-set objectives.

### **3.0. Sponsorship Essentials**

#### **3.1. Involvement**

More and more viewers and sports fans follow sporting events, and their level of involvement may even lead them to travel internationally to support and follow their athletes and teams (Davies & Williment, 2008). Involvement can be considered to refer to the significance of the product to the consumer. Anne & Cheron (1991) found that consumers are more likely to recall a sponsor if the following three situations exist. They are more involved with the sponsee, they have prior knowledge about the sponsor and if they have interest in the sponsee. D'Astous & Bitz (1995) & Pham (1992)

somewhat agree by highlighting that consumers are more likely to recall a sponsor if the association is with an exciting sponsee and there is high level of consumer engagement which enhances information-processing by the consumer and more interest in the sponsorship.

### **3.2. Leveraging**

Leveraging is the use of collateral marketing communications and activities to develop the marketing potential of the association between a sponsor and sponsee (Cornwell, 2014). Leveraging activities can be defined as any marketing or promotional tactic undertaken with the aim of promoting a sponsor or a sponsor-sponsee association (Cornwell, Pruitt & Van Ness, 2001).

Sponsorship authors like Meenaghan (1998) & Cornwell (2014) argue it is good practice to leverage sponsorship by investing additional resources in complementary promotional activities that strengthen the association as the initial investment only buys the rights to an association. Following rights purchasing, there is still a need to exploit this further by investing more funds in marketing communications and activities to develop the marketing potential. However, surprisingly a 2005 IEG survey of 200 sponsorship decision makers showed that they surprisingly spend little on leveraging. Around 30% of sponsors spent less than \$1 for every dollar they paid in the

sponsorship fee, 41% paid dollar for dollar, 14% paid \$2 to \$1, and only 12% paid around \$3 to \$1.

Typical leveraging initiatives range from an advertising campaign, media coverage and public relations campaigns that enhances awareness of the association, to linking a sought-after sponsee image with an integrated marketing communication mix. They may also include cross-promotions to cultivate relationships with suppliers and partners, public appearances by high-profile athletes or entertainment stars at company functions, related charitable ventures to associate a positive social or community benefit with the sponsorship and hospitality activities for key partners, clients and suppliers.

### **3.3. Exclusivity**

This refers to a sponsor being granted the privilege to be the only sponsor in their business category and this is one of the attractions to sponsoring (Cornwell, 2014). As a result of the very large sponsorship investments influenced by exclusivity, it has become a vital aspect of sponsorship despite the fact that the opportunities and nature of exclusivity have changed considerably over the years. In reality, the extent of category exclusivity usually falls somewhere in the middle. A sponsor may have exclusivity to their sponsor benefits, but broadcast advertisers could include

a sponsor's competitors. In general terms it is in a sponsor's best interest to have total category exclusivity, but that may not be in the best interest of the sponsee or simply may not be possible because of agreements with third-parties or the sponsee just doesn't control certain aspects of the property etc. (IEG & Kapraun, 2009).

In practice, exclusivity arrangements have become more complex due to increasingly varied levels of property sponsorship, for example the NFL has layered (league level) which allows the sport to generate more revenue but at the same time run the risk of consumer confusion and sponsor alienation (Fortunato & Mezle, 2008). Exclusivity is indeed the key to success in sponsorship and sponsees must determine ways to protect the exclusive rights of sponsors. The onus lies with the sponsee to protect the exclusivity of its sponsors from ambush where a true sponsor loses the limelight to a direct competitor who has not paid for the rights for official association (Crow & Hoek, 2003).

### **3.4. Image transfer**

Image transfer is defined based on the fact that, in any given sponsorship, the sponsor and the sponsee bring their own specific image values which in turn can be transferred to each of the parties (Grimes & Meenaghan, 1998). According to Walliser (2003), the concept of image

transfer is of paramount importance for comprehending sponsorship and differentiating it from other promotional strategies. The transfer takes place in the minds of the consumers, who transfer through the association some image value from one party to another mainly via engagement which enhances information processing.

A review of literature reveals that in the case of a well-known and long-established sponsee and a less established sponsor, the chance of image transfer is less likely as consumers are more likely to relate to the well-known sponsee and not to the association or to the sponsor. However, a sponsor promoting a low involvement product, in conjunction with a sponsee with a positive brand image represent a formidable combination in enhancing the image or brand of the sponsor. Also the transfer of the image depends on the level of involvement or engagement the sponsor has with the sponsee and the targeted consumers. Similar brand images in terms of strong sponsor and sponsee the ability to leverage and transfer effectively is highly enhanced (Gwinner & Eaton, 1999). The more involved the sponsor becomes in the relationship with the sponsee, the stronger the perceived relationship becomes and, in turn, the greater the image transfer. The transfer of image depends on the exclusivity of the agreement between the

sponsor and sponsee and ability to reduce ambush may lead to improved image transfer.

#### **4.0. Sponsorship evaluation practice**

The escalating role of sponsorship has generated increased attention in the area and demand for effective evaluation. Despite the increased scale of sponsorship expenditure, many sponsors still exhibit considerable reluctance to measure the effects of their sponsorship investments. A study by IEG/Performance Research Study (2003) of US sponsors found that some 32% of respondents spent nothing on research while a further 48% spent less than 1% of the property rights fees on research (Amis & Cornwell, 2005, and Walliser, 2003). Research in this instance includes both research prior to selection and evaluation of effectiveness post-implementation. Despite the lack of supporting research, sponsors generally express satisfaction with the return on investments, which “creates a seeming paradox of satisfaction with sponsorship results without measures of what exactly these results are.” (Thjomoe et al., 2002, p. 10).

Table 4. Percentage of rights fees spent on research by sponsors as adapted from Amis & Cornwell (2005)

Percentage of rights fees spent on research	Percentage of sponsors
Nothing	32%
Less than 1%	48%
1-5%	19%
More than 5%	1%

Source: IEG/Performance Research, 2003 Survey of Sponsorship Decision-Makers, Chicago, IEG.

However, contemporary literature on sponsorship evaluation documents a variety of practices. The practices include, tracking changes in the sponsor's stock price (if publicly traded) before, during and after the sponsorship relationship, quantitative assessment of news clippings, exposure and attitude measures, media exposure such as ratings, impressions and footsteps, profiling management practice (tracking management's effectiveness in implementing sponsorship). Overall, these practices indicate that there is a wide range of objectives that a sponsorship effort may pursue or achieve.

Sponsorship benefits which can be tangible or intangible are generally measured via protocols like consumer surveys, advertising impressions, televised signage impressions, ticket sales and impressions from on-site signage. The testing of intangible profits employs such measures as audience loyalty, category exclusivity by consumer response and awareness levels, owned trademarks and patented logos according to O'Reilly & Madill (2009).

Historically, sponsorship has been viewed as something different and this suggestion has previously been advanced to argue that it is less

amenable to management practices including the evaluation of effects. Rightly so, there are discernable differences of sponsorship from other forms of marketing communications, but the question is, do these differences preclude the rigorous evaluation of sponsorship effectiveness. It is true that the difference and versatility of sponsorship may impact on whether and how it is evaluated, it has immense consequences for its evaluation but this feature must represent a hurdle rather than an obstacle to the evaluation of sponsorship effects (Amis & Cornwell, 2005).

Most work to date that has purported to be evaluation type analysis has reported quantitatively expressed exposure times, awareness levels and recall rates (Amis & Cornwell, 2005). These are of limited utility because there is no clearly demonstrated link between, for example, the ability of an individual to recall the sponsor of an event and his or her inclination to make a purchase decision based on the information (Amis & Cornwell, 2005).

Sponsorship is used extensively for building brands and with sponsors willing to pay premium fees, the demand for accountability has also grown, making it as answerable for effectiveness as any other element of marketing. Similarly, as the need for accountability in sponsorship has increased and



the area has gained credibility, measurement and evaluation have become more important to all parties involved in sponsorship arrangements.

Measurement plays a very crucial role in a successful sponsorship process, not simply to estimate the success of a particular program and further develop it (pre and post event analysis) but also to safeguard and justify sponsorship budgets against the competing demands of other elements of the marketing mix and/or organization.

Table 5. Basis for performance analysis as adapted from Amis & Cornwell (2005)

Method	Frequency of Use (%)
Internal feedback	53
Sales/promo bounce-back measures	29
TV exposure analysis	26
Print media analysis/clipping (quantitative assessment and ratings)	26
Primary consumer research (exposure & attitudes)	23
Dealer/trade response	18
Syndicated consumer research	8

Source: IEG/Performance Research, 2003 Survey of sponsorship

Decision-Makers, Chicago, IEG

While syndicated consumer research and dealer/trade response were found to be the less widely used methods of evaluation respectively, by contrast, internal feedback and media exposure analysis were the most widely used methods of evaluation. Primary consumer research, which enables the measurement of a standard range of sponsorship effects such as

awareness, image and sales-related effects came across as relatively low priority for many sponsors at the time.

It is important to acknowledge that the aforementioned contemporary sponsorship evaluation metrics (ticket sales, onsite signage, televised and advertising impressions, tracking changes of the sponsor's stock price etc.) all demonstrates the interest in the area, and several objectives that organizations may pursue and the fact that scholars are looking for fresh evaluation methods.

Table 6. Models and Frameworks of Sponsorship Evaluation (O'Reilly, 2007)

Model	Description	Metrics
Cornwell, Pruitt, & Clark (2005)	Event study of the effect of sponsorship of major North American professional sport properties on sponsors' stock valuations.	Changes in sponsors' stock market prices (using the Scholes-Williams model) tested around sponsorship announcements with five major properties (NBA, MLB, NHL, NFL and MLB). A 51-day trading window (25 trading days prior and 25 days following the sponsorship announcement).
Cornwell, & Coote (2005)	Purchase Intention in Individuals	Questionnaires to participants (mostly sponsors) at a special luncheon supporting breast cancer and sponsored by 70 organizations.
Grohs, Wagner, & Vsetecka (2004)	Empirical study to identify obstacles to awareness and image transfer in sport Sponsorship.	Mass market consumer surveys pre- and post-event (2001 Alpine Ski World Championships in Austria). Questions asked, and

		metrics analyzed, about sponsor awareness (percentages), brand Prominence (Chi Square tests), event-sponsor fit (Chi Square tests), event involvement (odds ratio), exposure (multinomial logistic regression), and sponsor & event images (regression model).
Cornwell, Roy, & Steinar (2001)	Managers' Perceptions of Sponsorship Impact	Managers of firms who use sponsorship responded to 4-page questionnaires one-year apart on sponsorship's role in brand-building over time
Ludwig, & Karabetsos (1999)	Identification of important items to evaluation for event sponsorship effectiveness	Hospitality opportunity, sales, media coverage, image and public perception, attitude towards ads, distributors, market share, and sponsor awareness. Empirical analysis of the 1996 Olympics included.

The table above suggests five areas of sponsorship evaluation namely (1) recognition, (2) recall and awareness, (3) image and attitude, (4) brand, service or product effects, and (5) media audits and behavioral measures. It also highlights the wide range of objectives and methods that sponsors set out to achieve.

Sponsorship evaluation can take place at several stages on the objectives-effects continuum: exposure-awareness-image-affinity-sales according to (Amis and Cornwell, 2005).

## Sponsorship exposure

This is the most common form of evaluation (media coverage analysis) to indicate sponsorship effects undertaken by sponsors and this can comprise several successive phases;

Gathering the coverage, include the collection of all media coverage of the event and the media examined generally encompass press, television and increasingly online sponsorship exposure. Other media including radio are often not included in such evaluations. In the case of a large-scale coverage, a sampling approach is often used, which is then scaled up. Web-presence as a leveraging medium is increasingly important. An example of this form of monitoring of Volvo ocean race.org to July 1, 2002 – site performance statistics is indicated in the table below adapted from Amis & Cornwell (2005).

Table 7. Monitoring of Volvo Ocean Race

Unique Visitors	3.05 million
Pages viewed total	102,379,494
Pages viewed per day	349,418
Visit total	17.5 million
Average daily visit	59,902
Average visit length	9.26 minutes
Highest number of unique visitors	93,169*
Highest hits	23 million**
Total hits	1,669,729,414

\*June 9, Finish in Kiel \*\*May 29, 2002, End of Leg to Goteborg

Source: Marketing through the Volvo Ocean Race, 2005-2006, p. 21.

Hampshire, UK, Volvo Ocean Race

### Valuing the Coverage

Other sponsors go further than just gathering and weighing or totaling the coverage received to prize or cost it. The standard practice is to apply an advertising-media equivalent value to the coverage attained and basically this involves applying the advertising rate card value (cost per thousand, CPT) to the coverage achieved (in terms of space or time). In the case of press coverage, the advertising equivalent value (based on SCI rate card costs) is sometimes factored up. This is based on the argument that media coverage is “editorial” rather than advertising. Some analysts multiply the press coverage valuation by a factor of three, based on perhaps the unprovable PR industry argument/convention that ‘editorial’ is three times more valuable than “advertising.”

In the case of television, there are three inputs to the determination of value, namely scale of sponsor exposure (i.e. in-focus time of logo, brand name, etc.), the audience for the exposure and the relevant CPT rate. Unlike the case of press exposure, television exposure is generally discounted to determine final value. However, it is important to note that, practices vary by individual sponsor and in relation to different media.

## Refining the value

In the case of press, the value can be refined using weighting systems which would have been established and agreed as valuation templates as shown in the table below, analysis of press coverage adapted from Amis & Cornwell (2005). A rating scale can also be applied to the press coverage to reflect its “favorability” to the sponsor.

Table 8. Echo Research See Kolah Ardi (2003) Maximizing the Value of Sponsorship, London Sports Business Group, p. 109

Category	Relative weighting
Heading mention	0.20
Sub-heading	0.15
Body text mention	0.10
Classified	0.15
Colour photograph	0.50
Black and white photo	0.33
Photos sized half page or above	2.00

## Sponsorship exposure – Recent Development

Sponsorship exposure valuation generally consists of several elements, the determination of coverage, the size of audience and the relevant advertising CPT/RPM rate or metric. CPR/RPM refers to the cost to sponsors (which equates to revenue for sponsee) for 1,000 ad impressions which can be very difficult to calculate given the multiple mediums (mobile devices, online videos and e-mails and each has unique traits that impact value) through which sponsors are served and web traffic consumes content and ads. Whereas the advent of computer signal reading enabled greater

accuracy, in the past, exposure monitoring was merely basic with high level of human input which sometimes had huge cost implications and variability, for example in the case of television, exposure analysis was undertaken by an individual (often using a stop-watch) who monitored and logged key aspects of the exposure (e.g. duration of exposure, quality of branding). In more recent times computer-based monitoring approaches, have been launched which offer consistency of application and improved computation of brand exposure (i.e. location, size and quality of exposure on screen) (Hollis, 2003). Their short falls though is that they are confined to television exposure and do not yet address the huge variation among sponsors and agency (once exposure time has been agreed) in the application of value.

#### Media exposure

The popularity of media exposure analysis as a basis for evaluating sponsorship effectiveness can possibly be ascribed to its practicability (something that sponsors can do under the circumstances of budget constraints and uncertainty regarding measuring sponsorship effects), comfort factor (under the circumstances of uncertainty such results provide a tangible indication of benefits despite its suspect validity) and consistency in evaluation (facilitate yearly comparisons). However, it is important to note that publicity is not effects and this approach fails to appreciate that

media exposure emanating from sponsorship is mere publicity (Amis & Cornwell, 2005). It is not a measure of the effects of such publicity shaped upon the consumer. Sponsorship is more than a media buy and this approach takes no cognizance of the message element which is inherent in any brand/sponsorship relationship. In spite of the short falls, this approach can be a useful indicator for certain effects, provided its capabilities are not overstated and its limitations understood.

Basic advertising effectiveness measures can be used to indicate the effects of specific sponsorship programs and key measures here are recall (spontaneous) and recognition (prompted awareness) measures. Sponsorship awareness indicates the extent to which a brand is associated with a particular event or activity and Amis & Cornwell (2005) posit that it is a useful measure of effectiveness in that it indicates how successful the sponsor has been in creating linkage in the consumer's mind between the sponsor's brand and the sponsored activity or entity. This linkage is critical to successful sponsorship in that it represents first base without which subsequent sponsorship effects (image transfer, sales etc.) cannot occur.

#### Brand Attitude/Imagery

Sponsorship can also be evaluated in terms of attitude to the image of the brand. Simple measures like Favorability "I am Favorably disposed



towards Brand X,” indexed over time and attributable to the sponsorship represent a simple but limited surrogate measure of attitude to the brand. More complex measures rely on standard brand image type research and such measures indicate the extent of image transfer from the sponsored property to the sponsor’s brand. The extent to which sponsorship bring about brand image change can be measured in survey research using standard semantic differential and Likert scale approaches.

#### Affinity/Bond Measures

The task of evaluating how and the extent to which consumers bond with brands is increasingly important in sponsorship research. The measurement of (brand) affinity is reflected in research statements such as “Brand X is for people like me” or “Brand Y is my type of brand.” The challenge here is to link brand affinity movements to sponsorship activity, rather than other marketing inputs.

#### Sales effects

According to Amis & Cornwell (2005), much as the ability to relate sales outcomes to specific marketing inputs has been recognized as problematic, sponsorship is no different, however a range of what might be described as sales related outcomes can be measured as indicators of sponsorship effectiveness. Sales and sales-related measures can include

tastings/product trials/lead generation, consideration set, intention to purchase, actual/claimed purchase and repeat purchase/loyalty.

Tastings/Product trials/Lead generation

This is an obvious objective for some sponsorship involvement and effects evaluation. For example, according to Amis & Cornwell (2005), Guinness sponsored a two-day rock music festival in Ireland which provided the sponsor with substantial tasting/sales opportunities. Other sponsored events may provide sponsors with sales leads whose ultimate conversion rates can be linked to the sponsorship program.

Intention to purchase

This represent an important measure of sponsorship evaluation. Sponsorship increase buying intentions significantly as evidenced by the Philips CD/Dire Straits case (as cited in Amis & Cornwell, 2005) and in another study of the effects of web-sponsorship, Harvey (2001) found that sponsorship delivers a range of improved benefits such as consideration set inclusion, willingness to purchase as well as enhanced brand perceptions.

Actual/Claimed Sales

As mentioned above, relating sales outputs to specific marketing inputs remains a problem due to the range of marketing and communications elements impacting on sales outcomes, with obvious

difficulties in terms of input/output linkage. This also applies to sponsorship though in certain instances it may be easier to observe the linkage of sales to sponsorship. This may occur where a sponsor has certain sales rights surrounding a sponsorship program where the sponsor's product has exclusive sales rights with obvious linkage potential, e.g. Brewing company in Botswana such as KBL sponsors music festivals as well as a program of local festivals.

Claimed sales though less tangible can be measured through specific survey programs where such sales can be linked to particular consumer responses like levels of sponsorship exposure, awareness, image etc. and in some cause-related marketing, programs, quantification may be possible. For example, in the case of a bank it may be possible to link certain outcomes such as the number of new accounts /cards opened or transaction numbers to the sponsorship.

#### Repeated Purchases/Loyalty

Similarly, the connection between repeat sales and brand loyalty claims and sponsorship can be examined in surveys where such claims are related to specific consumer responses to levels of sponsorship awareness, image and affinity. In the USA, fans of NASCAR racing and NFL it was found were twice as likely to have switched brands as a result of

sponsorship compared with non-fans. Similarly, they were twice as likely to remain brand loyal to the sponsor brand compared to non-fans (Sri, 1995 & Hitchen, 1998).

### **5.0. Studies on Sport Sponsorship Evaluation**

According to O'Reilly & Madill (2009), several studies have been undertaken on sponsorship evaluation. The author notes that Walliser (2003) in-depth review of sponsorship reports on 83 published studies related to measuring sponsorship impact. While the thinking has moved considerably beyond the thinking that sponsorship is different and thus less amenable to conventional management practices like evaluation of effects, there is still the residual belief that particular features of sponsorship render it less susceptible to evaluation (Amis & Cornwell, 2005).

Though sponsorship is a growing tool of promotions and marketing, its future especially in developing markets is threatened by lack of effective impact measurements and consideration for return on investments in the few evaluations that take places, (O'Reilly & Madill, 2009). Marketer research techniques cannot in general help all that much in the evaluation of sponsorship beyond answering the basic questions of awareness, understanding and interest, Mintel (as cited in Amis & Cornwell, 2005). Walliser (2003) also notes that the majority of studies conducted on

sponsorship evaluation did not provide actual metrics and for the few that did most adopted basic tracking techniques to measure awareness or image constructs with few exploring the issue of purchase intention. In a study of the 1996 Olympic conducted by Ludwig & Karabetsos (1999) found that ten out of 11 sponsors indicated benchmarks (pre and post-Olympics were used to measure the outcomes of their respective sponsorships and hospitality opportunity, sales, media coverage and image were the most important criteria.

According to Crompton (2004) the best way to measure sponsorship is via sales (traffic, leads or sales figures), followed by intent to purchase, media equivalency and awareness/recall studies. It is also important to note that each sponsorship objective may be linked to different outcomes like sales, consumer views, awareness and others which may or may not relate or match measurement tools employed in empirical research (O'Reilly & Madill, 2009). They further point out that difficulties arise because measurement tools are applied erroneously, no evaluation occurs and inappropriate or misapplication of measurement tools (adopting metrics from advertising research like recall and recognition to evaluate sponsorship) are applied and posits these challenges point to the need to expand and

disseminate the tools available for testing based on objectives as opposed to being grounded simply on the available methodologies.

Overall, from related literature, there is a need to overcome methodological deficiencies that currently limit sponsorship evaluation, the need for improved tools, frameworks and models for more sophisticated measurement of sponsorship outcome or impact. The researchers are still faced with developing a way by which to measure each sponsor and sponsee objective as identified by Walliser (2003) in his review of sponsorship literatures (O'Reilly & Madill, (2009). The whole delicate relationship between sponsorship activity and ultimate product sales remains something of a mystery which makes sponsorship much more interesting, cannot be scientifically evaluated. According to O'Reilly & Madill (2009), like other sponsorship researchers more sophisticated metrics are required that are directly related to sponsor and sponsee relationship of interest.

One thing to note is that, while sponsorship researchers outline evaluation as the biggest challenge facing sponsorship both in theory and practice, little is offered as to how to deal with these challenges effectively and mainly pertaining to detecting metrics required to examine the numerous sponsorship objectives effectively.

## **6.0. Challenges in Sponsorship Evaluation**

Sponsorship evaluation is an area which has been identified to need more attention by researchers. The most important and apparent challenges as identified by O'Reilly & Madill (2009) are misapplication of measurement tools like adopting metrics from advertising research like recall and recognition to evaluate sponsorship, snubbing testing of sponsorship impact and failure to ground metrics in the objectives of interest. The authors contend that advertising tools (commonly cited in literature) may not consider the association component of sponsorship hence not address its full benefits. In addition, in practice some managers have little interest in measuring the impact of particular sponsorship arrangements because some associations are adopted to meet personal interests and objectives like supporting a sport which they or their superiors have a personal interest in. The existence of stated and unstated such as personal interest make the measurement process considerably challenging (Barrett & Slack, 1995). They argue that in these situations where the sponsorship contract is incomplete or the true rationale for its existence is hidden, this will render evaluation flawed particularly if sponsors wish to keep their sponsorship objectives private. Specific metrics to measure interest, awareness and attitude are also lacking in literature and some authors do not

rule out the fact that it is likely that metrics are in place in practice but are proprietary in nature hence not shared publicly. In the framework of this thinking, Quester & Farrelly (1998) points out that sponsors should be concerned about measuring the awareness that consumers have of their organization and its products and that of their competition. The authors argue that this is important as market share and prominent brands can influence the effectiveness of a sponsorship relative to the competition. Literature also point out that evaluation outside sponsorship has developed similar metrics which could be adapted and sponsorship evaluation specific to social marketing concepts in sponsorship has been conceptualized.

While work on the strategic nature of sport sponsorship has emerged, there is little doubt of the understanding of the fact that strategic evaluation of sport sponsorship agreements is clearly underdeveloped (Amis & Cornwell, 2005). This is so because conventional metrics typically involved non-complex tests of recall and recognition and the use of advertising measurement metrics to measure performance effectiveness of sponsorship.

According to Walliser (2003, p. 90), assessment needs to develop to also include other objectives and go beyond brand awareness and image transfer since most of the objectives are found further steps of the consumer response continuum i.e. from awareness to interest to test to conviction to



purchase. There is need to come up with more sophisticated metrics to explore the awareness behavior relationship, as awareness measures only provide limited insights as the construct of sponsorship effectiveness in the context of this analysis is complex. There is need for metrics that are directly related to the objectives of interest as these approaches do not offer much to fully comprehend the impact of sponsorship effects on decisions. It is no longer enough simply to monitor media hits. Instead, reporting must show whether the sponsorship is achieving far more ambitious business objectives.

Authors like Thwaites (1995) & Meenaghan (1999 & 2005) have also commented that while post-campaign awareness and brand image perceptions are often measured, the major challenge is the fact that there are no universally agreed methods for measuring sponsorship effects. In addition, there is also the issue of separating and measuring of the impact specifically attributable to sponsorship aside from other elements of the marketing mix, the impact of sponsorship on sales is difficult to isolate as results are usually driven by multiple marketing inputs.

Meenaghan extends this debate by talking about the versatility of sport sponsorship and suggesting that this versatility creates hurdles for evaluation. He argues while there has been a reluctance of sponsors to

engage in measurable evaluation that has in turn resulted in a lack of consistency and coherence, there is a need to consider holistically the range of publics that are targeted by the sponsorship effort and the range of objectives capable of being pursued (Amis & Cornwell, 2005).

As sport sponsorship opportunities continue to increase and companies recognize its potential, funding has been diverted from marketing and public relations budgets, fueling further the demand for accountability (sophisticated measurement techniques) from management and stakeholders to demonstrate the returns on investment (ROO & ROI). More generally, the rising importance of establishing value and demonstrating returns from sponsorship for both sides will intensify the demand for accurate and auditable measurement of results (PriceWaterhouseCooper's Outlook for the Global Sport Industry to 2015 (2011)).

Moreover, additional challenges include lack of understanding of the sponsor-sponsee relationship, the lack of consideration, specification and use of objectives in the evaluation process, the limited understanding of the barriers to, benefits of, and timing of sponsorship evaluation, and the difficulty of measuring accurately in the context of larger marketing mixes.

## **7.0. New challenges in sponsorship evaluation**

A lot of changes have and are taking place in sponsorship which represent important challenges for the evaluation of sponsorship effects. One of the key changes is the manner in which sponsorship is viewed by sponsors, holistically and strategically as a platform to address the entire range of stakeholder groups enabled by sponsorship (Meenaghan, McLoughlin, & McCormack, 2013). There is also the increased use of social media in sponsorship and its capacity to engage and connect with sponsorship audience.

The increased scale of sponsorship expenditure and the very public questioning of its value by politicians, media, and the public have together put substantial pressure on sponsors to justify their investment decisions in terms of accountable returns. The significant change in business and society has been the scale of innovation in and the rapid adoption of new media (social media now a significant category of sponsorship investment, important channel for activation) by both business and society at large, the effects of which represent important challenges for the measurement of sponsorship performance. For both of these reasons new media have become an important location for performance measurement. The deployment of sponsorship toward particular social media opportunities, e.g.,

sponsored blogs and the increased utilization of social media as sponsorship activation channels have new challenges for sponsorship evaluation.

Patterns of expenditure have shifted away from sport, the dominant category and the importance now of venue sponsorship, often of course sports-related, and particularly of new broadcast and social media investment opportunities is an important feature of the overall market. The dominance of some categories and brands has been challenged by the emergence of new entrants such as Internet gaming/gambling and the globalization of sponsorship activity has seen new players in the form of brands from the Brazil, Russia, India and China (BRIC) countries.

The appealing of sponsorship for positive brand association has mainly seen strong participation from alcohol, gambling, fast food, and carbonated drinks brands and these categories have attracted regulatory attention and may ultimately face the kind of legislative constraints, which were imposed on the tobacco industry (Meenaghan, McLoughlin, & McCormack, 2013). Nonetheless, there is currently an expansion of activity with more sponsors and a focus now on sponsorship assets. These trends have cultivated greater regulatory and investment accountability interest, as evidenced by the European Sponsorship Association (ESA) study (2009) and the PWC Report (2010).

As Sponsors and rights owners are now clearly pursuing objectives which involve strategic communication with multiple stakeholders and are also conscious of an emerging demand for reliable measurement as a crucial underpinning of future growth, clearly the approach to measurement must seek to incorporate and address these targets and measurement points given their importance to the overall return on sponsorship investment. There is an increasing recognition also that measurement can no longer rely merely on exposure and awareness metrics but must seek to address issues of engagement and experience which have become the stated focus of many consumer marketing campaigns according to (Meenaghan, McLoughlin, & McCormack, 2013).

## **8.0 Critical Analysis of Sport Sponsorship**

Like any other concept or everything, sport sponsorship also has its dark side. Consideration of both the bright and dark side Sport Sponsorship allows us to gain more insights of the wider rationales for, and outcomes of various sponsors activities. Moreover, it enables us to engage more fully with the wider dynamics and underlying motivations of sport sponsorship relationships and also go beyond to critically assess some of the broader contexts that accompany sponsorship agreements (Slack & Amis, 2004).

In this framework of thinking, it is therefore important to also put in to perspective broader impacts sport sponsors have by serving as conduits for the cultivation of certain values and norms. Consideration of mediated experience and others that cause us to accept without question particular norms and while this is in itself not necessarily bad, it is clear that sponsors have the aptitude to wield significant effect on how we reason and act, (Slack & Amis, 2004). There has been debates around, the issues of what constitute an acceptable sponsorship activity, Obesity and type two diabetes as a result of junk food purveyors, pressure on athletes and sport organization to alter their schedules. There has been a lot of discussion about sport organizations that accept money from tobacco and alcohol executives and this has culminated in the ban on alcohol sponsorship in France and tobacco in Canada let alone the UK and US from 2000 (Currie, Dewhirst, 2004 & Sparks et al., Chapter 2).

Sponsors have also pressured governing bodies for new, more television friendly versions of games, the launch of the “Twenty20” cricket and the Monday Night football in England, and others can all be attributed to the decision to satisfy commercial sponsors and broadcasters in order to maximize income by governing and organizing bodies. This resulting in a demanding schedule which athletes are expected to follow and still perform

at an optimum level, fans who must travel great distances at inconvenient times and local residents living next to events venues who must put up with late night floodlit sporting events with the accompanying traffic disruptions and noise. Slack & Amis (2004) also note the ways in which sponsors are able to secure most if not all, prime seating for major events further disadvantaging the economically less powerful individual fan, sport for the rich.

Also, another issue is a debate around sponsoring of school sporting and other activities, particularly by purveyors of the so-called "junk food" (Currie, 2004). Though these arrangements bring the much needed into underfunded schools and thus allow the provision of sport activities that would otherwise be denied, there is need to examine the impact that explicit marketing messages positioned in environments of learning in which information that is provided is typically accepted without question have on vulnerable children.

A similar consideration needs to be accorded to athletes and sports, and the associated pressures to conform to certain idealized norms. Males and females are expected to exhibit particular body images, dress in certain ways and engage in conventional behavior deemed acceptable and desirable by western corporate executives. For those that conform to the stereotypes

the rewards from sponsors can be enormous and by contrast those that do not conform are often marginalized and excluded (Homosexual Amelie Mauresmo, was warned by the WTA to limit public displays of affection to her partner in case it negatively affected sponsors perception of the WTA.



## **Chapter 3. Methodology**

### **3.1. Research Approach: Case Study**

The current study aims to gain in-depth information on the factors that lead to the continuation and discontinued of a sponsorship arrangement and barriers and benefits of sponsorship evaluation. In order to fully examine the factors that determine the continuation and discontinuation of a sponsorship relationship and have a true picture of the benefits, challenges to sponsorship evaluation, a case study was deemed appropriate. This is because an in-depth, yet exploratory and investigative understanding of sponsorship evaluation is needed. An exploratory design is deemed appropriate as there is lack of practical knowledge in Botswana when it comes to sport sponsorship arrangements, and also case studies provide the possibility to use several sources of evidence.

A case study, which is a popular research mode within a qualitative research encompasses the study of a case or cases within a real-life setting, it investigates a contemporary phenomenon within its real-life context (Yin, 2009 & Easton, 2010, p.118).). It is simply a choice of what is to be studied.

### **3.2. Case Selection**

This is a critical stage because the ability of the researcher to fully comprehend the phenomenon under the microscope depends highly on

selecting the right cases (Stake, 2005). The study has chosen to look at companies that are involved in sport sponsorship. On the premise of time constraints, the present study settled for 6 sponsors (companies) which have been involved in sport sponsorship over the years, at least last five years.

According to Yin (as cited in Easton, 2010) the evidence from multiple cases designs is more compelling than single cases, since a multiple case study provides the researcher with the opportunity to investigate and explain patterns in different phenomena. For the current study, the selection criterion was mainly based on accessibility and continuous involvement in sport sponsorship over the years. The cases were purposefully selected and also considering the operational definition as well as research questions, they were found most attractive to adequately answer the research questions.

Table 9. Proposed cases and Dimensions of Operational Definition of Sponsorship (O'Reilly, 2007)

Dimensions of Operational Definition	Mascom	Orange
One party (the sponsor) invests resources in another party (the sponsee), where the sponsee provides promotional value in return, and the sponsor makes the investment in order to achieve image-based, brand-based and/or media-based objectives.	Satisfied	satisfied
The relationship between the sponsor and the sponsee is a principal-agent relationship, where the sponsee provides a service to the sponsor.	Satisfied	satisfied
Joint sponsor-sponsee activities are part of the sponsorship.	Satisfied	satisfied
Consumers are exposed to three specific entities: the sponsor's brand, the sponsee's brand and the sponsor-	satisfied	satisfied

sponsee association.		
Consumers consider the sponsor of a given sponsee to be a partner of that sponsee, and this consideration lasts longer than the sponsorship due to the goodwill or emotional ties that consumers build over time.	satisfied	satisfied
The sponsor-sponsee association is exploited or leveraged by one or both parties	Satisfied	satisfied
The transfer of elements of the sponsee's image to the sponsor is of interest to the sponsor.	Satisfied	satisfied
The exclusivity of the sponsorship is of interest to the sponsor.	Satisfied	satisfied
Congruency between the sponsor and the sponsee is important to both parties.	Satisfied	satisfied
Philanthropy is not the primary objective of the sponsor (i.e. the investor has no philanthropic expectations from the sponsorship).	Satisfied	satisfied

The companies identified as case studies are Botswana Investment Trade Centre (BITC), Metropolitan Botswana, Botswana Tourism Organization (BTO), Vivo Energy, Bocodol and International Women Group (IWG). that sponsor different sports like football, chess, motor racing, softball and parachuting respectively.

#### Researcher Case Relationship

More about researcher's standing and experience. Identifying and selecting the case studies was not a difficult task as the researcher has strong networks in sport in Botswana by virtue of being employed by the Botswana National Olympic Committee (BNOC) and a former football player and

sport reporter<sup>3</sup>. Nonetheless, the researcher still had a challenge to convince sponsors of the value of the exercise for them to agree to participate. I do not think my relationship with respondents will in anyway affect how my respondents will respond to the survey granted their professional standing and also I do not know personally most of them except three of them. They would probably be a bit protective especially as to confidential information but give me something reasonable to work with.

### **3.3. Data Collection**

With the research approach and cases selected, the next step was to determine instruments of data collection. Two types of data exist, primary and secondary data<sup>4</sup>. According to Yin (1994), six sources of evidence for case studies exist namely (1) documentation, (2) archives (3) interview (4) direct and participant observation and (5) physical artefacts. Yin (1994) also notes that none of the sources is better than the other, they complement one another and a good study needs to use as many sources as possible.

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<sup>3</sup> Played for Notwane Football Club and Gaborone United Sporting Club. Worked for a private youth local radio station called YaronaFM

<sup>4</sup> Primary data is data, which is collected by the researcher themselves. It is new, original research information. Primary sources are first-hand information from a person who witnessed or participated in an event. Examples of primary data are: interviews, questionnaires and observations.

Secondary data refer to information that already exists. It is created relying on primary source documents for information and usually analyzes and interprets. Examples of secondary data: Internet Books, magazines, newspapers, websites and many others.

Therefore, the data to answer research questions and achieve the purpose of the present study is collected from both primary and secondary sources. In order to comprehensively understand the cases, interviews (semi structured) and documentation were adopted as the main sources of evidence.

### 3.3.1. Interview

Interview, the most important source of case study information was selected over other alternative instruments of data collection like questionnaires and ethnography because of its non-rigid, fluid conversational manner. It was identified for as offering the best opportunity to fully understand the subject. Interview is a more reliable method with high validity and reliability than other instruments like questionnaires where respondents can easily decide not to tell the truth and the questionnaires themselves may not have been answered by the people who they were aimed at. In an interview it is like two or more people are working together (interviewer and interviewee) and this helps the work on its own to become more valid and reliable with less chances of inaccuracies. Interviews have the capacity to elicit detailed information on the subject matter at the same time allowing the researcher to maintain a degree of control.

While identified as suitable for the present study, a probable limitation is that the blend of interviews and in-depth case studies, whereas

rich in details it could be limited on grounds of external validity, that is its generalizability and transferability abilities to wide-ranging sponsorship evaluation occurrences as the current study is being undertaken within a sport sector. This is an issue because of the potential lack of representativeness emanating from single cases or small sample cases used in case studies for example the present study is examining only two sponsors. Therefore, as a way of alleviating or mitigating against the possible flaw, six sponsorship Practitioners from a variety of industries (profit and non-profit), experiences and positions were incorporated in the current study. This also assisted with broader improved understanding of the sport sponsorship phenomenon.

The Practitioners from the various industries were selected based on their level of expertise in the field of sponsorship, and their willingness to participate in the study. Moreover, the Practitioners' interviewee's were selected based on each individual's experiences, their company's continuous or previous involvement in sport sponsorship and referrals from industry contacts. The relevant expertise of each Practitioner was researched by pre-interview and verified during the interview. The interviews followed the same approach adopted for interviewing participants from the sponsor and sponsee organizations.

In this current study focused interviews were adopted because of the set of questions that needed to be answered in order to gather relevant data to the research questions. The idea was to keep interview questions open-ended to a certain extent to afford and allow for probing. In-depth interviews were carried out with key personnel responsible for sponsorship in the respective organizations. The interviews were conducted in English language and an interview guide is used to guide the discussion. Each of the respondents was contacted via e-mail in order to set up appointments. Questions were scripted in order to extract as much as possible the respondent's in-depth knowledge of the sponsorship area, measurements and the sponsor-sponsee relationship. In order to give the respondents time to prepare for the interview, interview guides were shared with them in advance.

### **3.4. Data Analysis**

#### Triangulation

In addition to the data shared by interviewees, content analysis of other sources like websites, annual reports and others was carried out with the aim of supporting and validating or augmenting the evidence from other sources and gathering any other information that may not have been covered by the interview but necessary (secondary sources). Triangulation increase

confidence in research data by creating innovative ways of understanding a phenomenon and establish validity by analyzing research questions from multiple perspectives<sup>5</sup>.

For all the respective interview sessions, the format involved assuring participants of confidentiality and posing of a scripted question followed by an opportunity for open discussion. The interview protocol is appended. The interviews were conducted via skype and whatsapp. The interviews were scheduled to take between twenty to sixty minutes and each interview was audio recorded, transcribed and interpreted. When the transcripts were complete, they were sent to participants to identify veracity and misinterpretations in case any. Following the completion of interviews, conclusions and recommendations were made based on what was learned from the two cases concerning the research questions.

Furthermore, follow-up discussion about the associations continued post interviews over e-mail. Detailed information on the profiles of practitioners will be provided in section.

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<sup>5</sup> Schuh (2009) defines triangulation as using multiple sources of data, data collection methods, or both, and multiple investigators to collect and data. The logic is based on the premise that no single method ever adequately solves the problem of rival casual factors. Because each method reveals different aspects of empirical reality, multiple methods of observation must be employed.



## **Chapter 4. Findings and Discussion**

### **4.1. Background - Interviews**

The interviews were arranged in seven parts, (1) interviewee background questions, (2) sponsorship issues in the literature, (3) understanding the factors that determine the continuation and discontinuation of a sponsorship, (4) perceptions of the barriers and benefits of evaluation, (5) understanding the sponsor and sponsee relationship, (6) understanding current practices in sponsorship evaluation and (7) understanding the timing of evaluation. At the beginning, respondents were asked to provide for the record their background information (name, designation, work experience and qualifications) as well as share information on sponsorship practice based on their experience and comment on the issues in sponsorship.

The overall goal of this part was to comprise practitioners so that the view points of the various roles involved in sponsorship can be taken into account. The identification of each interview is kept confidential and they are identified as sponsorship practitioners (Practitioner\_1,2,3,4,5).

Table 10. Background of Practitioners

#	Position	Organization	Years of Experience	Sponsorships in the last 2 years	Expertise
Practitioner_1	Director: International Portfolio	Botswana Investment Trade Centre	9	50	Marketing, Public Relations and Communications
Practitioner_2	Marketing Communications Executive	Metropolitan Botswana	8	5	Public Relations, Marketing and Communications
Practitioner_3	Marketing Executive: Sport & Adventure Programs	Botswana Tourism Organization	9	15	Marketing & Investment
Practitioner_4	Brand Manager: Lubricants	Vivo Energy	8	20	Sales & Marketing

Practitioner_ 5	Resource Mobilization Manager	IWG	5	5	Accounting & M.A. International Development Management
Practitioner_ 6	Director, Corporate Relations & Marketing	BOCODO L	8	1	BA Humanities, M. A. Marketing

Each interviewee (practitioners) currently occupies a senior position and the sample has an average of seven years of experience, have worked on at least five sponsorships over the past two years save for one. The sponsorship practitioners have been involved in a wide ranging of sponsorships, different sizes and types. Not all of them identified themselves as sponsorship experts though it falls within their function. Only Practitioner\_1&\_3 identified themselves as sponsorship experts and practitioners\_2,4,5 &\_6 did not identify themselves as experts in the field. The interviewees revealed that they have been involved in the sponsorship process from planning to negotiation and evaluation. Differences between the qualifications is also strong evident with practitioner\_5 having qualification in accounting and Educations, practitioner\_3 has a background in investment, practioner\_4 in sales and practitioner\_ in public relations.

## **4.2. Background - Sponsorship Information**

The interviewees were mainly asked three questions in relation to questions in sponsorship literature namely their respective working definitions of sponsorship, sponsorship effectiveness as a promotional tool and the difference between sponsorship and advertising. The framework of thinking here was to delve deeper into issues and set the stage for the subsequent important questions. The responses checked all the boxes of the ten tenets of the dimensions of a sponsorship definition adopted for the current study. Their responses were also solidly positive regarding the effectiveness of sponsorship. On the question of whether sponsorship is different from advertising, all but one unanimously agreed that sponsorship is indeed different from advertising though it is also an element of the marketing mix and it sets out to attain the similar objectives in some cases like advertising as promotional platform.

## **4.3. Factors that determine Sponsorship continuation and discontinuation**

The interviewees were asked how they would define a continued (successful) and discontinued (unsuccessful) sponsorship and traits thereof. Practitioner\_1, stated that a successful sponsorship gives the sponsor the required results, adding value to the brand, creating talk ability about a

brand and ensuring overall visibility of a brand and an unsuccessful sponsorship gives the opposite, completely not what was anticipated by the sponsor. This could be because of various reasons like mismanagement, external forces, unforeseen impediments. Practitioner\_6, on the other hand noted that a successful sponsorship attains what it was set out to achieve, a positive experience, meets key performance indicators and an unsuccessful sponsorship does not meet expectations, key performance indicators are not satisfied as initially envisaged.

All the practitioners unanimously agreed that a successful sponsorship gives the sponsor the required results and an unsuccessful sponsorship gives the sponsor the opposite. However, practitioner\_4 also highlighted that while that is generally the case, sometimes return on investment (ROI) or return on objectives (ROO) are not the main objectives but corporate social responsibility. In such a case, elements that determine success will be measured in terms of how well the event went or how well it was executed. For example, assuming the objective was to build a house for a needy individual, then success will be measured in terms of the eventual delivery of the house as envisaged.

Interviewees were also asked if they think there is any causal relationship between leadership and sponsorship continuation or

discontinuation, and if so, what is of significant influence from a leadership perspective. They unanimously agreed that indeed there is a cause and effect relationship because leadership plays a key role in the success or lack thereof of a sponsorship. Practitioner\_1 mentioned that “yes, successful sponsorship has strong pillars of good leadership, in terms of the people managing the exercise to ensure the project is delivered as expected”. Practitioner\_4 stated that yes, it is very important, good support which ensures smooth running of activities, the leaders who understand the need of sponsorship and the whole work around marketing and issues around and understand a delayed sponsorship can result in a failing event.

#### **4.4. Understanding the Sponsor-Sponsee Relationship**

Based on practitioner’s experience in the various industries, this section sought to get an idea of the rapport between the sponsor and sponsee. How sponsorship relationships are typically initiated and terminated, if there are usually formal contracts involved, the frequency of communication once the deal is on and if the sponsors monitors the sponsees in anyway during a running sponsorship. Each interview was requested to describe how a recent sponsorship they have worked on was started and how it would ordinarily be terminated.

#### 4.4.1. Sponsorship Initiation and Termination

Three main ways in which sponsorships are usually initiated were apparent and the relationships can generally be started by either the sponsor, sponsee and intermediary according to interviewees. Practitioner\_4 stated that “Mining Energy and Resources Expo, we saw an advert about the event and we contacted the organizers, expressed our interest and eventually sponsored because the mining industry forms part of our interests”.

Practitioner\_2 mentioned that “University of Botswana (UB) foundation dinner sponsorship, a relationship that has been going on for a few years came about as a request from the UB and other sponsorships happen as the Managing Director’s vision in pursuit of strategic organizational goals”.

Sponsees naturally initiate sponsorships as a result of the need for additional funding and sponsors on the other hand want to work with the sponsee to ride on their platform in pursuit of specific marketing objectives. Nevertheless, Practitioner\_5 noted that there are situations where sponsorships come about as a result of third parties, i.e. where intermediaries are engaged by a particular sport organization to seek sponsorship on their behalf. Botswana Netball Association (BONA) recently engaged a marketing agency to seek for sponsorship on their behalf when they hosted world cup netball qualifiers.

#### 4.4.2. Formal Contract

From a legal standpoint, a question was asked to assess how often contracts are used in sponsorship arrangements. The larger majority of the interviewees (5) confirmed that indeed contracts are usually involved depending on the size of a sponsorship. In some instances, a simple letter is used according to practitioner\_1 where small sponsorships are concerned. They unanimously agreed that a formal contract is usually involved, Practitioner\_6 stated “yes there is a contract that is drafted and discussed by the parties involved and once the contents are accepted by all the two parties proceed to append their signatures (mandated representatives)”. Practitioner\_4 emphasized “however, there are relationships in which a contract is not necessary given the magnitude of the sponsorship, the bigger the investment, a formal contract is used and the smaller the contract, the lesser the chances of a formal contract being used”.

#### 4.4.3. Frequency of Communication

Communication is a very important aspect of any relationship and this applies to sponsorship as well. Interviewees were asked about how often communication between the sponsor and sponsee normally happens, whether it is daily, weekly, sporadically or rarely. The most common



response was that sponsors and sponsee do communicate very often though variation in communication does exist. Practitioner\_6 underlined that “in their space interaction is not so often, the meetings are mainly called if there are major issues to be discussed and when the existing contract is due to end”. Practitioner\_1 also highlighted that, it generally depends on the magnitude of the sponsorship or event and for an event, communication of feedback and progress report generally becomes more intensive as the event draws nearer and this was supported by both Practitioner\_3,4 and 5. The larger the sponsorship transaction the more likely there will be more communication between the sponsor and sponsee and the smaller the transaction the less likely there will be frequent communication. Thus it is evident that sometimes there is need to keep close communication but in other instances it is not necessary.

#### 4.4.4. Evidence of Sponsee Monitoring

This section sought to find out if at any point the sponsor gets to monitor the sponsee. Responses indicate that sponsees are indeed monitored with a bit of variation as sometimes they are not monitored at all.

Practitioner\_3 mentioned that “yes, we do monitor our sponsees to see to it that they are adhering to the agreed terms of the contract, i.e. where a

contract was involved, to see if obligations are/have been met and to see if the investment is being used accordingly, this is very critical”. It is also worth noting that in some instances the parties involved can monitor each other according to Practitioner\_4 indicating that monitoring and shirking can be two way constructs.

#### 4.4.5. Sponsee Compliance

Practitioners were requested to share what they think sponsors can do to manage sponsees, ensure compliance and reduce shirking. The importance of management of sponsee by the sponsor is highly emphasized and the essence of sponsee compliance in a sponsorship arrangement for sponsorship renewal was also clearly evident. The respondents shared some tactics that sponsors could use to encourage sponsee obedience which are good for the sponsee because it increases sponsee performance to help the sponsor meet their objectives hence increase the chances of the sponsorship being renewed. They suggested sponsors should develop a clear, strong and binding contract that includes timeframes for the deliverables let alone termination clauses and regular monitoring and communication. Practitioner\_4 summarized it nicely by saying that “have a clear understanding of expectations and all the parties must commit to meeting

expectations and have progressive feedback let alone keep everyone accountable of their responsibilities then everyone is aware of the expectations thereof’.

#### 4.4.6. Sponsor and Sponsee Objectives

This section sought to understand what it is that sponsors and sponsee alike are mainly interested in when they set out to seek or engage in sponsorship associations. Below is a summary of practitioner’s reflections.

Table 11. Objectives of Sponsors

Objectives	Mentions
Improve brand visibility/awareness/exposure/circulation/mileage	6
Honesty/Credibility/transparency	4
Return on Investment/Increase sales	3

Table 12. Objectives of Sponsees

Objectives	Mentions
Financial assistance to deliver programs	6

Endorsements	2
Long term relationship building	2
In-kind support	1
Honesty	1

The need to generate additional resources comes across as the chief driving force behind sponsees engaging in or seeking to engage in sponsorship arrangements (6 mentions) and for the sponsor’s mainly driving force is normally promotional opportunities to build organizational brand. While sponsorship can exist in-kind (1 mention), it is surprising how in-kind support comes across as not so popular because potential sponsors are normally willing to support by providing or giving access to services than cash.

Furthermore, one would expect sponsees to take advantage of endorsements as a means to attracting more sponsors as more often stakeholders to organizations who sometimes are not willing to sponsor by providing cash or access to certain internal services would be willing to endorse a particular event. This can be a mechanism for attracting sponsors which some could be stakeholders to the endorsing organization or company

and could easily be willing to be part of a particular arrangement once certain organizations which they perhaps identify with are part of some event. Also as to the objectives of sponsors, surprisingly return on investment (3 mentions) does not come across as highly rated among respondents coming third after promotional opportunity (6 mentions) and transparency respectively (4 mentions).

#### 4.4.7. The Importance of Exclusivity

The right of a sponsor to be the only company within its product or service category associated with the sponsee or a particular event. This section sought to understand the significance of exclusivity (product category/event) in a sponsorship transaction, when exactly is it important and how. Exclusivity came across as very important (6 mentions) though there was variation depending on the organization providing the sponsorship. Practitioner\_1 indicated that exclusivity is indeed critically important even though at times for them it is not because they are not a profit making entity, in the business of managing national brand and not in competition with anybody.

However, practitioner\_2 stressed that “yes, we do not want to play in the same sponsorship as our competitors, we want to have ownership when it comes to our business line”. Nonetheless, sometimes it is not

necessary (non-profit or associations) and it depends on the magnitude of the event or type of sponsorship. Practitioner\_4 went further to underscore that “not necessarily and we never state any when we do sponsorships, sponsees tend to voluntarily exclude our competitors, Oil Expo did not include other oil companies without us necessarily insisting on it”. Another practitioner emphasized that service or product category exclusivity is of certainly of paramount importance, nevertheless, event exclusivity is not really important because companies now offer a wide range of offerings complicating further product category exclusivity. Worth noting is the fact that exclusivity is typically of interest and is mainly seen with large profit making firms, therefore, a variation exists in the way the concept is seen by profit and nonprofit organizations.

#### 4.4.8. The Importance of Leveraging

Usually a sponsor will incur additional expenditure in addition to the sponsorship fee to maximize the return on the sponsorship investment. The widely accepted practice is for a sponsor to spend at least the equivalent value of their sponsorship fee though some experts advocate for spending two or three times as much to maximize ROI. Practitioners were asked to comment on how they see the importance of leveraging a sponsorship and they unanimously agreed that leveraging is definitely very important as it

maximizes the sponsorship (5 mentions). Only one interviewee expressed neutrality saying he cannot really say whether it is really important or not. The argument for incurring additional expenditure is that the sponsorship fee is not a promotion in itself because it merely buys the rights of association. It is also important to note that sometimes sponsors buy a sponsorship package and do not engage on leveraging it in order to freeze out competitors.

#### **4.5. Understanding Current Practice in Sponsorship Evaluation**

This section aimed at understanding the current approaches in measuring sponsorship performance. The practitioners were requested to share how familiar they are with sponsorship evaluation and how many of the sponsorships that they have been involved in were actually evaluated and to what extent they were evaluated. They were also asked what proportions of sponsorships they think are actually evaluated and to share the current sponsorship evaluation approaches that they are aware of. The section also sought to find out what they know that their competitors are doing in so far as sponsorship evaluation is concerned and how they see sponsorship evaluation practices evolving in the future.

#### 4.5.1. Experience in Sponsorship Evaluation

A lot of variation is very evident among the responses with other respondents conceding they do not have any experience in evaluation of sponsorships (Practitioner\_2,3,5,6) while only Practitioner\_4 mentioned they are somewhat experienced. What is clear is that all but one does not have any specific experience though Practitioner\_1,2, and 3 claim to have done performance testing, they have only done proposal evaluation. They have only been involved in proposal evaluation and traditional output measurements like media exposure and digital impressions though they identify themselves experts in sponsorship testing especially practitioner\_1.

As outlined in reiterated in literature, the shortfall of these metrics is that they are not able to capture whether a sponsorship actually impacted perceptions, attitudes, behaviors leading to purchase and other desired actions. Practitioner\_4 seems to have a bit of experience and mentioned that “somewhat have the experience, we consider sponsorships collectively, those sponsorships that share the same mandate, brand, volume, at the end of the quarter we check them against key performance indicators to see if they achieved their objectives, we do quarterly researches to evaluate our sponsorships”.



#### 4.5.2. Frequency of Sponsorship Evaluation

Interviewees were asked to comment in percentage terms the frequency of sponsorship evaluations in practice. Practitioner\_1 said that all of the sponsorships are evaluated though he was referring to proposal evaluation and Practitioner\_2 mentioned that their sponsorships were only evaluated casually. The two were not in any position to give any particular percentage estimation. What was also apparent is the fact that though efforts are there to evaluate proposals, evaluation is mainly infrequent and unsophisticated for sponsorships that are evaluated. Practitioner\_5 and 6 stated that they have not done any evaluation at all while practitioner\_3 stated that only 50% of their sponsorships were evaluated in the last two years. Practitioner\_4 noted that mainly the big sponsorships (above 10 000 dollars) are the ones which are evaluated but small ones (below 10 000 dollars) can also be evaluated sometimes based on the evaluation significance. As to what competitors are doing regarding sponsorship evaluation, they all stated that they are not aware of what their competitors are doing. Practitioner\_5 suggested that this emanate from the fact that the exercise of evaluating sponsorships is very expensive and complex and is also not their core.

#### 4.5.3. Identification of sponsorship evaluation practices

To the question of their awareness as to the current evaluation practices and tactics, to capture previously undetected evaluation methods they mentioned that they were not aware of any. Only practitioner\_1 mentioned that committees or individuals or executive committee are some of the tactics that are used but he was mainly referring to the evaluation of proposals as opposed to the actual measuring of sponsorship performance. Practitioner\_4 talked about what they do internally saying “internally, sponsorship best practices, we see how vivo in other countries evaluate their sponsorship, we call it best practices sponsorship platform” The tactics, return on investment, GCT, mostly measures brand preference, to what extend is there talk ability about our brand, do the consumers know we are around”.

#### 4.5.4. Future Growth of Sponsorship Evaluation Practice

The last question under this section of understanding the current practices in sponsorship evaluation sought to pick their minds as to how they see sponsorship evaluation evolving in the future. Their sentiments were as follows; Practitioner\_1, no change in the near future, what could change would be the modalities, processes and procedures, Practitioner\_2, more interaction and involvement to stop throwing money at situations and

be involved with what's happening on the ground because there is so much that we miss as sponsors, Practitioner\_3, it needs to be put in to play and guiding /working tools be developed to get the real value out of it, Practitioner\_4, evaluation approaches will change with market dynamics, see criteria's being more rigorous and accurate than now, Practitioner\_5 corporations will begin to take sponsorship seriously and evaluation will start receiving the attention it deserves, Practitioner\_6, given the difficult economic situations prevailing sponsors will begin to fully evaluate sponsorships to be informed on the return on investment.

What is clear is that all the respondents see a shift one way or the other in sponsorship evaluation, they foresee it being given the attention it deserves because of the amount of money that is spent in sponsorship especially with the prevailing difficult economic situations. They also envisage the change of processes and procedures to adapt to changing times let alone close collaboration between the sponsor and sponsee.

Perceptions were also shared by practitioners when it comes to the position that sponsorship evaluation needs to improve let alone develop with regards to practice and its tools. All agreed companies will grow to take evaluation seriously as competition becomes tougher and shareholders and sponsors and sponsees alike will want justification for spending money on

sponsorship as opposed to other marketing and communications tools. The practitioners highlighted the need for better evaluation tools more so considering the evolution of sponsorship in practice and the need to justify the linkage between sponsorship and sales.

#### **4.6. Sponsorship Evaluation Barriers and Benefits**

This part sought to get an understanding of the challenges that hinder evaluation practice by sponsees and sponsors alike and the benefits that accrue to those that carry out evaluation.

##### **4.6.1. Belief in sponsorship evaluation**

This section sought to establish the position of respondents as to the effectiveness of evaluation of a sponsorship arrangement. The interviewees unanimously indicated that indeed sponsorship could be evaluated effectively. Practitioner\_1 responded with an outright yes but Practitioner\_3,4 put conditions on their yes. Practitioner\_1 answered in the affirmative but underlined that as long as metrics are mutually agreed at the beginning of the process while Practitioner\_6 responded “definitely, if its sales you can tell that sales have gone up and the brand perception too can

be measured to appreciate the effect of the sponsorship”. Based on their responses it is evident that the practitioners strongly believe in sponsorship evaluation and that it can be done well.

#### 4.6.2. Benefits of Evaluation

An assessment of the performance or effectiveness of a sponsorship is definitely of paramount importance for decision making, respondents were asked to share the positives of carrying out sponsorship evaluation well. The motivations of evaluation of sponsorships identified in literature were echoed by the respondents. Practitioner\_1 noted that “to identify risk, and come up with mitigating factors to manage the risk, establish if the project is in line with your mandate and within your budget, and goes further to highlight, at the end, it is equally important to establish if objectives have been met, stalk taking”.

Exper\_2 made mention to the fact that, it is important to determine whether you are getting something from the sponsorship though sometimes properties are merely sponsored because the managing director takes a lot of interest in a particular property or because he knows the field very well or has close friends there without any clear marketing objectives to drive the overall organizational strategy. Practitioners stressed that a properly done

evaluation provides identification, direction, justification and mitigation against risks thereof for informed decision making.

From a corporate governance perspective, the sponsorship spends like any other corporate spend needs to be justified. Thus, doing the research that identifies the causal links between the investment and corporate objectives is a critical corporate governance function that marketing like other functions must be obliged to undertake.

The other respondents emphasized different inspirations for evaluating sponsorships in business. Practitioner\_5 pointed out that, competition is fierce in some industries and margins are getting tighter by the day and this motivates senior management to evaluate in order to justify the spending in sponsorship and also sometimes it is because management want validation for some partnerships in the future. What comes out strongly is that sponsors or companies mainly test sponsorships to measure effectiveness and verify return on investment. The reason why some sponsors or sponsees do not evaluate their sponsorships from a ROI perspective were also shared, Practitioner\_2 and \_5 outlined that evaluations do not happen mostly because of lack of expertise as it is a highly specialized and expensive area.

#### 4.6.3. Future Funding

Practitioners were asked if they think sponsorship evaluation results has any bearing in so far as funding in the future by the sponsor is concerned. All of the respondents agreed that indeed positive or negative evaluation influences future funding or future resource allocation save for practitioner\_1. Practitioner\_1 noted that, a positive evaluation does not always affect future funding and/or resource allocation decisions because sometimes the role of a sponsorship or objectives change or evolve overtime, for example from building awareness to image reinforcement. However, like the other practitioners, practitioner\_1 agrees that for future decisions should the sponsor and sponsee decide to continue their association, a positive or a negative evaluation wield a particular influence. Sometimes the findings may be negative but the sponsor still decides to associate with the particular sponsee because there is potential in that relationship.

Practitioner\_2 emphasized that a negative evaluation may mean pulling out by the sponsor or reduction of fees or no increment for the sponsee and by contrast a positive assessment may give the sponsee more bargaining power when it comes to renegotiating a sponsorship. Having detailed data regarding what works best provides you with far greater power,

allowing you to focus on the opportunities that matter and negotiate a cost that you can confidently predict will deliver on return on investment.

Practitioner\_5 emphasized on prioritization of opportunities as some sponsors spread their budgets between more than one sponsees in order to maximize reach or target disparate audiences. From this position, effective measurement allows such sponsors to assess the relative merit of each sponsorship to corporate goals hence they are able to make informed decisions about which sponsorships to maintain and where to prioritize budget. A positive evaluation can also be an essential mechanism for protecting one's budget internally for the coming year/s by proving the value that it is providing this year. Maintaining a consistent budget is particularly important where sometimes there are sponsors who might have been around for a long time hence it may take years of investment to break in and gain consistent awareness and behavioral change with the target audience.

#### 4.6.4. Barriers to effective sponsorship evaluation

Sponsorship evaluation does not happen for a variety of reasons and this section investigated what exactly stops sponsors from measuring the performance of their sponsorships. Respondents provided a variety of



reasons for failure to test the effectiveness of sponsorships, responses were reviewed, summarized and captured in the table below.

Table 13. Barriers to Effective Sponsorship Evaluation

Barriers	Mentions	Explanation
Withholding of information	2	Lack of information sharing, sometimes sponsees keep certain information from the sponsor
Lack of Budget	6	No funds set aside specifically to conduct or test the performance of a given sponsorship
Lack of expertise	6	Lack of know how in so far as testing sponsorship performance is concerned
Deteriorated relationships	1	Misunderstandings between parties

From the table above, two main barriers in budget and expertise come out as the main challenges to effective sponsorship evaluation. This support literature on sponsorship evaluation that emphasizes most evaluations do not occur because managers do not know where to start, lack of expertise and also because no funding is ever specifically set aside for evaluation. Though it does not come out clearly it can be discerned that the importance of a functioning sponsor-sponsee relationship, lack of management support and doing philanthropy under sponsorship banner as well as lack of uniform and effective tools of evaluation are some of the other key challenges.

#### 4.6.5. Sponsor and Sponsee Support for Evaluation

This part sought to find out if sponsors and sponsees regard highly the effort of sponsorship testing and how often it takes place with the blessings from the sponsor and the sponsee. Three main variations could be gathered from the interviewees, that it is generally not common for both to be supportive at the same time. In two instances it is only the sponsees according to practitioner\_2 and 4 while in another instance it is common for both to be supportive (2 mentions) and in the third only the sponsor is fond of being supportive of evaluation, according to practitioner\_3. It is clear that there are instances where both support the effort, though rare and instances where the other party though they do subscribe to the idea, they do not do anything with respect to it. One interviewee noted that dully support seems to be evolving as the concept also evolves because in the past nothing like that was ever heard of as sponsees only saw sponsorship as philanthropy (Practitioner\_3).

#### **4.7. Understanding the Timing of Evaluation**

Just at what point of the arrangement does testing takes place. The last section sought to develop a background understanding of performance testing scheduling of a sponsorship transaction and when exactly is the aspect of evaluation mentioned. It is strongly evident that the aspect of

evaluation is typically mentioned pre contract (5 mentions) during the negotiations. It is also sometimes mentioned during the contract (2 mentions) and post contract (2 mentions).

Interviewees were also asked whether they think evaluation can be done effectively post contract and all but one agreed that indeed it can be done effectively at the end of a contract especially if the two parties still have a good relationship. Practitioner\_2 notes, yes, because it enables the specific sponsor to identify the gaps towards the next big arrangement, allows them to identify and turn the gaps into opportunities, brings out low and highlights. Practitioner\_1 summarized these issues and the essence of testing sponsorship performance by highlighting that evaluation can only work if planned properly, in an unbiased fashion, with access to reliable and valid data.

Lastly the respondents were asked what they can recommend respectively to the sponsor to ensure sponsee compliance. All the practitioners in their own words recommend a well written contract/service level document that clearly spells out the objectives and obligations let alone any other expectations from both sides. Practitioner\_4 sums it up nicely by stating that “have a clear understanding of expectations and have all the parties commit to meeting expectations. In addition, have progressive

feedback and keep everyone accountable of their responsibilities then everyone is aware of the expectations thereof”.

## **Chapter 5. Conclusions**

### **5.1. Summary of Discussions**

The study investigated an important topic considered to be of high interest to researchers and believed to be threatening the future of sponsorship (O'Reilly & Madill, 2009). The endeavour towards interrogating evaluation of sponsorships involved soliciting the perceptions of sport sponsorship practitioners, thus, the current study presents from the sponsors or companies side, the perceptions of sport sponsorship practitioners in Botswana.

The study has found out that while the concept of sponsorship is widely practiced in Botswana, it is still relatively at its infancy stage and evaluation to measure the impact of sponsorships is still highly disregarded and where it takes place it is mainly sporadic and informal. One would expect that substantial sponsorship investments would be subjected to intense scrutiny to test sponsorship impact and return on investment, but surprisingly sponsorships contracts run for years with little to no measurement of their value or effectiveness. Sponsors exhibit considerable reluctance to evaluate effects of their sponsorships expenditure yet sponsors are well aware of the significance of evaluation and are also clearly pursuing objectives which involve strategic communication with multiple

stakeholders. This supports the findings of Meenaghan, McLoughlin & McCormack (2013) though carried out in a developed context that while a lot has been documented about the significance of evaluation in sponsorship only a handful of sponsors undertake the exercises and there is lack of consideration for ROI in the few evaluations that take place.

Surprisingly, despite the lack of research, sponsors generally express satisfaction with the return on investment which creates a seeming paradox of satisfaction with impact results without measures of what exactly their results are. Because sponsors do not measure the effectiveness of their sponsorship arrangements, as alluded to by Chelladurai (2014) they miss the opportunity to gather feedback necessary to take corrective action when performance does not meet expectations. They miss on gathering feedback necessary to know where they are, what they are doing right, what they need to stop doing, what they need to start doing and what they need to keep doing.

While there are no universally agreed methods for measuring sponsorship effects, and this has resulted in lack of cohesion and consistency when it comes to examining sponsorship impact, it is evident that where some level of evaluation transpires, it is mainly characterised by misapplication of measurement tools. Misemployment of testing tools like

the use of conventional metrics which typically involve non-complex tests of recall and recognition and advertising metrics (quantitative assessment of news clippings) which may not consider the association component of sponsorship thus may not address its full benefits. The popularity of these metrics despite their inappropriateness can perhaps be ascribed to their practicability as they transcend budgets and expertise constraints.

Scholars like Amis and Cornwell (2008) discourages this because publicity is not effects and the approaches fail to appreciate and differentiate exposure from sponsorship, sponsorship is more than publicity, it is more than a media buy. The distinctiveness and versatility of sponsorship from other elements of marketing which also comes across as one of the chief impediments, the authors also argue the features must represent a hurdle rather than obstacle to practitioners. Assessment especially from a strategic perspective needs to develop and include other objectives since most of the objectives like awareness, image and affinity are found further steps of the consumer response continuum as alluded to by Amis & Cornwell, (2005).

It is evident as O'Reilly & Madill (2009) and Crompton (2004) mentioned that measurement of sponsorship impact remains one of the greatest challenges facing sponsorship development. While sponsors are well aware of their inadequacies pertaining to measurement of outcomes and

the significance of undertaking measurement, surprisingly they do not feel the urge to act. Evaluation plays a very critical role in a successful sponsorship process not merely for purposes of stock taking to estimate success thereof and development of a particular program but also to safeguard and justify sponsorship budgets against the competing demands of other elements of the marketing mix. In addition, it allows prioritization of opportunities as testing effectiveness allows sponsors to assess the relative merit of each sponsorship as it relates to corporate goals hence they are able to know where to prioritize.

Another significant discovery according to one of the respondents is the use of sponsorship to meet personal interests. Some sponsorships in practice are used to meet personal interests and objectives of managing directors and these can contribute to little interest in evaluating them (sponsor sport in which they have personal interests) reiterating sentiments of Barrett & Slack, 1995). The existence of such stated and unstated objectives can make the measurement process considerably challenging because the sponsorship contract is incomplete or the rationale for existence is hidden which can render even the limited evaluation flawed.

Furthermore, the practice of philanthropy under the banner of sponsorship and the lack of knowledge and expertise within the area are



some of the other major challenges to evaluation. This means structures (policies and processes) and services around the area are also not so well developed. Moreover, it is clear that sponsorship, a versatile platform which can satisfy a wide range of intangible and tangible promotional benefits is not fully exploited. The objectives are shallow considering several objectives outlined in published reviews of sport sponsorship literature. The approach of practising philanthropy under the banner of sponsorship needs to change for sponsors and sponsees to fully enjoy the true benefits of sponsorship. There need to be holistic consideration of the wide range of publics able to be targeted by a sponsorship effort let alone the scale of objectives capable of being pursued and achieved.

However, the future looks bright for sport sponsorship in Botswana because business concepts are often linked to the level of development within a particular market or country, thus, as sport sponsorship grows and new trends come in, the evaluation aspects will also experience spill over effects. The appealing nature of sponsorship for positive brand association is likely to see strong participation from various industries and categories let alone brands. This could be accompanied by expansion of activity, the emergence of new entrants in the market like gambling in developed markets which will attract greater regulatory and accountability interest

necessary for growth of the concept. As the investment orientation also increases and sport sponsorship also gains more credibility (importance of establishing value), it will ignite and grow the demand for accurate accountability from a good corporate governance perspective to demonstrate to show return on investment/objectives and make sponsorship as answerable for effectiveness as any other element of marketing. This will give bargaining or renegotiation power in the foregoing by having detailed data regarding what works best for the company hence they can focus on opportunities that matter.

## **5.2. Limitations**

It is critical to appreciate and recognize the restrictions of the current study. Sponsorship evaluation literature reviews in addition appreciate measurements challenges and the respondent's lack of expertise was evident which affected the effectiveness of the study. Though sponsorship falls with the marketing function and practitioners identified themselves as marketing experts in charge of sponsorship, the lack of know how in sponsorship is very clear which limited the findings of the study to a certain extent.

Although the concept of sponsorship can be seen to be growing, evaluation which is fundamental to the accountability, learning process and decision making as alluded by Cantillon (1998) is not accorded the attention

it deserves, no resources specifically dedicated to measuring sponsorship impact.

Also worth mentioning is the challenge of time and geographical limitations as the research and respondents were miles apart from each other hence access and communication was very challenging, restrictive and very expensive. The study was carried out in South Korea while the respondents were in Botswana. This made the overall aspect of carrying out the study challenging as the researcher was deprived of privileges like face to face interviews and personal visits to practitioners.

Lastly, the generalizability of the findings from 6 respondents must be questioned as other industries were not covered which are completely different from the ones examined.

### **5.3. Future Research**

Identified for future research is a similar study with a larger sample size and well balanced variety of respondents is recommended and studies could also be specific to public, private and non-profit organisations respectively to uncover if any unique results will be yielded.

Since this study was mainly focused on the sponsor's perspective, a similar study on the side of the sponsees is highly recommended as well as a study which sets out to interrogate both sponsor and sponsee simultaneously.

Furthermore, a study in a wide range of sponsorship arrangements in terms of size is also recommended. One of the reasons advanced in regard to challenges that typically affect sponsorship evaluation is the fact that the exercise itself is expensive so researchers could also consider studies on partial evaluations of single objectives.

These future research agendas point to several areas which have not been investigated in regard to less developed markets demonstrating the need for more studies in sponsorship evaluation as alluded to by several sponsorship researchers like Cornwell (2005).

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## **Appendix A. Interview Script**

Hello, my name is Fredrick Seno, a Master Degree Candidate in Global Sport Management at Seoul National University in South Korea. I am carrying out a study on Sport Sponsorship Evaluation in the context of Botswana hence would like to ask you a few questions. The interview will be recorded and will take approximately 60 minutes. Participation is voluntary and confidential and information collected will solely be used for academic purposes. Should you have any questions or concerns please feel free to contact my advisor Ilhyeok Park, Ph.D. Professor at +82-2-880-7818 or [ipark@snu.ac.kr](mailto:ipark@snu.ac.kr) . Thank you in advance for your time.

### *Background Questions:*

- 1) Please state your name, position and work experience for the record?
- 2) Approximately how many sponsorships have you worked on in any capacity (volunteer, professional, contract, etc.) during the last 2 years?
- 3) Do you consider yourself to be an expert in sponsorship?
- 4) In working on a sponsorship, from negotiations to eventually signing and implementing a contract, what kinds of activities are you typically involved in?

*Sponsorship Issues in the Literature*

- 1) In your opinion and working environment, what is your working definition of sponsorship?
- 2) Do you consider sponsorship to be an effective promotional tool?
- 3) Is sponsorship different from advertising, if it is, how?

*Research Objective 1: Understanding the factors that determine the success and failure of a Sponsorship*

Based on your experience in dealing with sponsorship arrangements, please respond to the following questions. If you do not have a specific answer, please respond based on your general experience.

- 1) In your opinion, how would you define a successful and unsuccessful sponsorship?
  - a) What are the traits of a successful and unsuccessful sponsorship?
    - i) Of the successful and unsuccessful sponsorships, what would you say they have in common respectively?

- ii) Would you say there is any causal relationship between leadership and sponsorship success or failure, if so what is of significant influence from a leadership perspective?

*Research Objective 2: Perceptions of Barriers, Fears and the Benefits of Evaluation*

- 1) Do you believe that sponsorship can be evaluated effectively?
- 2) Based on your experience, if they do, why do sponsors and/or sponsees decide to evaluate a given sponsorship?
- 3) In your opinion and experience, does a positive evaluation influence future funding decisions and/or resource allocations by sponsors or sponsees?
- 4) Similarly, in your experience, does a negative evaluation effect future funding decisions and/or resource allocations by sponsors or sponsees?
- 5) What barriers to effective sponsorship evaluation have you experienced?  
What other barriers exist?
- 6) Do any fears exist around sponsorship evaluation for sponsors and sponsees?

- 7) What benefits does a well-done evaluation provide to sponsors and sponsees?
- 8) What disadvantages does a badly-done evaluation provide to sponsors and sponsees?
- 9) Are there any barriers, fears and/or benefits that develop from the external environment or market related factors?
- 10) Is it common for both the sponsor and sponsee to be fully supportive of an evaluation?

*Research Objective 3: Understand the Sponsor-Sponsee Relationship*

On the basis of your experience in your industry and with sponsorships, please respond to the following questions. If you do not have a specific answer to the question, please respond based on your general experience in the business.

- 1) Think of a recent sponsorship you have been involved in and describe how that sponsorship was initiated?

- a) Follow-up: “Would this be typical of how sponsorship relationships begin in general?”. If not, what are some of the other ways this can happen?
- 2) I am interested in the way that the sponsor-sponsee relationship works and I would like to ask a few questions about that:
  - a) Still on the recent sponsorship:
    - i) Once a contract is signed, how often do the sponsor and sponsee communicate and meet?
    - ii) Is there usually a formal contract involved? If yes, please describe the process.
    - iii) After contract is signed, does the sponsor monitor the sponsee in any way? If explanation is required... i.e. did the sponsor spend time and resources’ observing the sponsee to make sure their investment was used properly.
- 3) What are the three most important things that a sponsor usually wants from of a sponsorship relationship?

- 4) What are the three most important things that a sponsee normally wants out of a sponsorship relationship?
- 5) Based on your experience, how often are intermediaries used:
- 6) In the sponsorships you have worked on, is exclusivity important? If so, how often in percentage terms is exclusivity important and under what conditions is it important?
- 7) In your experience, is leveraging important? If so, when is it and how much in percentage terms would you say leveraging is important? Under what conditions would you say leveraging is important?
- 8) How is a sponsor-sponsee relationship normally terminated and what role, if any, do Intermediaries play in the termination of a sponsorship?

*Research Objective 4: Understand Current Practice in Sponsorship*

*Evaluation*

- 1) Of the sponsorships that you have been involved in, how many were evaluated and to what extent? In your opinion based on your experience, what proportions of sponsorships are actually evaluated?

- 2) Do you have any specific experience in the evaluation of sponsorship? If so, please explain?
- 3) What current sponsorship evaluation practices or tactics are you aware of? Please list them all.
- 4) What are your competitors doing that you know vis-a-vis sponsorship evaluation?
- 5) Do typical sponsees and mega-sponsees evaluate sponsorship differently?
- 6) How do you see sponsorship evaluation practice evolving in the future?

*Research Objective 5: Understand the Timing of Evaluation*

The following questions refer to the ‘when’ around sponsorship evaluation.

- 1) Of the sponsorship evaluations that you have been involved in, when was the aspect of evaluation typically first discussed: pre-contract, during the contract or post contract?
- 2) Can evaluation be done effectively post-contract? If so, how?
- 3) From your experiences, what can you recommend to the sponsor to ensure sponsee compliance with the sponsor’s expectations with respect to timing?

국문초록

## 스포츠 스폰서십 효과분석:

보츠와나 스포츠 스폰서십 실무자들의  
관점을 중심으로

Fredrick Seno

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스포츠 스폰서십 관련 연구는 선진국에서는 이미 오래 전부터 다양하게 진행되어 왔지만, 개발도상국 관점에서의 스폰서십 관련 연구는 매우 부족한 상황이다. 일반적으로 기업들은 목적 달성의 일환으로 스포츠 스폰서십을 활용하고 그 대가로 높은 금액을 지불하지만 그 효과에 대한 검증은 제대로 이루어 지지 않는다. 특히 기업들은 스포츠 스폰서십의 효과를 투자와 대비해 확인하거나 다른 마케팅 믹스 요인들 효과를 토대로 깊게 확인하지 않는다.

따라서 본 연구의 목적은 스포츠 스폰서십 효과분석에 대한 이해를 높이는 것이다. 특히, 선진국을 배경으로 했던 기존 연구들과 달리 본 연구는 개발도상국에서의 스폰서십 효과분석을 확인하고자



하였다. 본 연구는 보츠와나 스포츠 스폰서십 시장에서 통상적으로 사용되는 스폰서십 효과분석 항목들을 조사하고 스포츠 스폰서십 실무자들의 견해를 알아보고자 하였다.

여러 현직 실무자들을 대상으로 인터뷰를 진행하였고, 전사된 인터뷰 내용을 요약 및 코딩 작업을 통해 분석하였다. 결과에 따르면 보츠와나에서는 스포츠 스폰서십 효과분석이라는 개념 자체가 아직 초기 단계에 있고 전문성이 많이 떨어지는 것으로 나타났다. 또한, 선진국들을 대상으로 진행된 다수의 선행연구들과 마찬가지로 높은 비용이 집행되는 스폰서십임에도 불구하고 스폰서십 효과분석에 큰 비중을 두고 있지 않는 것으로 나타났다.

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**주요어:** 스폰서십 효과분석, 스폰서십, 스포츠, 스폰서

**학번:** 2015-22368