

**School of Human Kinetics  
Faculty of Health Sciences  
University of Ottawa**

*EXECUTIVE MASTERS IN SPORTS ORGANISATION MANAGEMENT*



**MEMOS XXVI  
2023-2024**

**Title**

***Creating strategies to increase exposure and revenue for the Dominica Athletics Association***

**Mr. Brendan V.A. Williams**

**Tutored by Professor Dr. Lisa Delpy Neirotti**

Affiliation of Tutor



## **ABSTRACT**

This research paper explores innovative strategies to enhance exposure and revenue for the Dominica Athletics Association (DAA). In the context of limited resources and growing competition, the DAA faces significant challenges in promoting athletic events and generating financial support. This study employs a mixed-methods approach, including interviews to better understand the interests and needs of companies as it relates to sponsorship and important actions to increase sponsorship as well as benchmarking to identify effective practices employed by regional athletics associations. Key strategies proposed include the development of a sponsorship template, aligning with Government policies, enhancing governance structure and enhancing community engagement through grassroots programs. The findings suggest that a multifaceted approach, combining traditional and modern techniques, can significantly elevate the DAA's profile and financial stability. Implementing these strategies is projected to not only boost the visibility and popularity of athletics in Dominica but also act as a catalyst for the socio-economic development of the wider community.

## **ABSTRAIT**

Ce rapport de recherche explore des stratégies innovantes pour améliorer la visibilité et les revenus de l'Association athlétique de la Dominique (DAA). Dans un contexte de ressources limitées et de concurrence croissante, la DAA est confrontée à des défis importants pour promouvoir les événements sportifs et générer un soutien financier. Cette étude utilise une approche mixte, comprenant des entretiens pour mieux comprendre l'intérêt et les besoins des entreprises en matière de sponsoring et les actions importantes pour augmenter le sponsoring, ainsi qu'une analyse comparative pour identifier les pratiques efficaces employées par les associations athlétiques régionales. Les stratégies clés proposées comprennent l'élaboration d'un modèle de parrainage, l'alignement sur les politiques gouvernementales, l'amélioration de la structure de gouvernance et le renforcement de l'engagement communautaire par le biais de programmes de base. Les résultats suggèrent qu'une approche à multiples facettes, combinant des techniques traditionnelles et modernes, peut considérablement améliorer le profil et la stabilité financière de l'AAD. La mise en œuvre de ces stratégies devrait non seulement renforcer la visibilité et la popularité de l'athlétisme en Dominique, mais aussi servir de catalyseur pour le développement socio-économique de l'ensemble de la communauté.

## ACKNOWLEDGEMENT

This research would have been incomplete without voicing my thanks to the large number of individuals who in one way or another contributed to the success of my research.

First, I would like to thank the almighty God for making this possible, since through him nothing is impossible. Special thanks to the Dominica Olympic Committee for providing financial assistance for making this degree possible. During this journey, I have been blessed with tremendous support and motivation from my research supervisor Dr. Lisa Delpy Neirotti in the completion of my research. And for that, I would like to say a heart-filled thank you, for going above and beyond. Also, to the respondents who provided valuable data through their experiences and candid opinions, I would like to say thank you.

Additionally, I would like to thank my family and close friends for their support, as this journey was not an easy one. Their positive spirit and endless assistance assisted in the completion of my research paper. Lastly, I would like to thank my now extended family, MEMOS 26, for your invaluable support, exchange of knowledge, and motivation when needed. Thank you all and may the lord immensely bless you for being there during this period.

## Table of Contents

Abstract .....	2
Acknowledgment .....	4
Introduction.....	6
Literature Review.....	8
What classifies a country as a developing nation? .....	8
How does a developing nation raise finances?.....	8
How can economic growth be achieved in a developing economy?.....	8
Sports as an alternative tool to generate revenue in a developing nation. ....	9
Value of sports in the global economy .....	9
How does a National Sporting Federation generate revenue? .....	10
How do you create exposure for a sporting organization within a developing nation? .....	11
How can the NF create an effective sponsorship pitch? .....	12
Data Collection .....	14
Data Analysis Strategy .....	17
Results.....	18
Financial Sector:.....	18
Tourism Sector – Discover Dominica Authority (DDA) .....	20
Corporate Dominica .....	21
Insurance Sector .....	24
Olympic Sport Organization .....	26
Government – Minister of Sports.....	28
Comparison and Analysis of Regional Counterparts' Strategic and Marketing Plan .....	31
Limitations .....	36
Recommendations.....	37
References.....	39
Appendix.....	41

## INTRODUCTION

The great American poet and civil rights activist, Maya Angelou, once said, “You can't really know where you're going until you know where you have been.” Therefore, in order to tackle my thesis paper entitled, *Creating Strategies to Increase Exposure and Revenue for the Dominica Athletics Association*, I must first review work already done in this space. This enables me to create a benchmark based on the extensive research done by others and apply it to the domain I am reviewing. Moreover, this literature review will allow me, the researcher, to define several terminologies and create linkages to existing theories that may not have been done before. Henceforth, the main aim of this review is to formulate research questions that may not have been answered or explored before.

Additionally, a thorough understanding of the current landscape of the athletics associations in Dominica is crucial for developing effective strategies. This is because athletics associations in smaller nations like Dominica often face unique challenges such as limited funding, lack of infrastructure, and insufficient media coverage. By analyzing and comparing the successes and failures of similar organizations, the researcher can therefore identify key factors that contribute to their growth and sustainability. This background knowledge will lead to the development of tailored strategies that address the specific needs and circumstances of the Dominica Athletics Association.

Also, to ensure a comprehensive and well-rounded perspective, this study will include interviews conducted with 14 experts from various cross sectors, including the Olympic Committee, Ministry of Sports, Corporate, Financial, and Insurance sectors, as well as the tourism industry. These interviews will provide valuable insights into the challenges and opportunities faced by the Dominica Athletics Association from multiple viewpoints, enriching the research with practical experiences and expert opinions.

A comparative analysis of three athletics associations in the Caribbean—namely, those in Jamaica, Barbados, and Trinidad and Tobago—was conducted. By examining their strategies for increasing exposure and revenue, as well as their organizational structures and marketing practices, the researcher will be able to identify best practices and potential areas for improvement. This comparative analysis will highlight the diverse approaches taken by different

associations and offer a broader context for understanding the Dominica Athletics Association's position within the regional athletic landscape.

Moreover, the socio-economic impact of sports on community development should not be underestimated. Sports can play a significant role in promoting national pride, improving public health, and fostering social cohesion. Henceforth, by increasing the exposure and revenue of the Dominica Athletics Association, these entities can contribute to these broader societal goals. This research will not only benefit the association but also support the overall development of sports in Dominica, creating a positive ripple effect throughout the community.

Finally, this study aims to bridge the gap between theory and practice in sports management. By integrating academic research with practical insights from industry professionals, the researcher can develop comprehensive strategies that are both theoretically sound and practically feasible. The outcomes of this research will provide valuable recommendations for the Dominica Athletics Association and potentially serve as a model for other small sporting organizations facing similar challenges. Through this work, the researcher hopes to contribute to the growing body of knowledge in sports management and make a meaningful impact on the future of athletics in Dominica.

## **LITERATURE REVIEW**

### **What classifies a country as a developing nation?**

One of the most crucial questions that must be answered during the research process is what classifies a country as a developing nation. The relevance of this is to establish the limitations or benefits of a country that possesses this designation. It would also illustrate the ease or difficulty for a sporting organization to increase its exposure or raise revenue in such a nation. Additionally, it may create linkages to societal factors that influence how these nations operate such as norms, beliefs, culture, international relations, and political elements. Henceforth, the United Nations (n.d.) categorizes all countries into one of three comprehensive categories: developed economies, economies in transition, and developing economies (Nations), to reflect basic economic conditions. In this regard, a developing economy (nation) is deemed as a country with a low standard of living, an underdeveloped industrial base, and a moderate to low Human Development Index (United Nations, n.d.). Furthermore, the United Nations (n.d.) shows that this index is a global comparative assessment of literacy, poverty, education, life expectancy, and other relative aspects of the development of a nation.

### **How does a developing nation raise finances?**

Developing nations are plagued with limitations that are derived from their population, annual imports, exports, geographical location, and resources available within. Study Smarter (2023) suggests that these nations aim to enhance their economies, improve technology and infrastructure, and uplift their citizens' living standards. However, it must be noted that each country within this category has unique economic or social conditions affecting them outside the realms of its general definition. Furthermore, developing nations raise finances through agriculture, tourism, microloans, foreign direct investment (FDI), funding from international agencies such as the International Monetary Fund (IMF), and taxation (Study Smarter, 2023).

### **How can economic growth be achieved in a developing economy?**

Increasingly, conventional methods of generating revenue within a developing economy have been a challenge. This is a direct result of wars and hardening geopolitical divisions, climate change, elevated inflation, higher interest rates, and reduced investment. Therefore, proactive measures must be taken by heads of government to curb the sharp decline in revenues



normally raised., Stern, Lankes, et al., (2022) recommend four (4) measures that can be undertaken to alleviate economic meltdowns. These are as follows.

1. Investment in the right kinds of capital and infrastructure
2. Innovation and systems transformation
3. Policies to foster investments, innovation, and a just transition
4. Finance and international cooperation for economic growth

### **Sports as an alternative tool to generate revenue in a developing nation.**

The most basic definition of sport offered by the World Health Organization (2022), is any physical activity or game that uses, maintains, or improves physical ability and skills while bringing enjoyment to participants and, in certain situations, entertainment to spectators. Moreover, sports can be considered a catalyst to raise revenue within communities or nations based on entertainment revenue. This is done through sponsorship, gate revenues, and sports tourism. Blair, (1997) suggests that few local events command attention as does the gain or loss of major sporting events. Additionally, the author denotes that the business of sports can be seen as a catalyst to generate revenue within a community due to the ripple effects of its spending fans. Therefore, individuals who attend sports events may spend on dinner, pay for parking, and purchase memorabilia. Also, visitors may stay overnight at hotels, and Bed & Breakfasts, henceforth, further stimulating the economy directly and indirectly (Blair, 1997)

Hence, policymakers within small nations must make decisions as it relates to sports development strategies not only on direct investments but also on indirect contributions to the economy.

### **Value of sports in the global economy**

The value of sports for economic growth must be assessed on a case-by-case basis as several prevailing factors must be analyzed. Factors such as levels of participation, current sports infrastructure, society's appetite towards sports, and level of sports governance. It is undeniable that activities associated with sports hold a significant value. Gough (2023) estimated that in 2022, the global sporting industry's revenue was estimated to be valued at nearly 487 billion U.S. dollars. Additionally, it was expected to grow at a compound annual growth rate (CAGR) of 5.2 percent between 2022 and 2023. Moreover, by 2027, it is estimated that the global sports market

will be worth over 623 billion U.S. dollars. Further, Gough (2023) illustrated that this enormous industry includes the people (athletes), activities, and organizations that are involved with creating, facilitating, or planning sports activities.

### **How does a National Sporting Federation generate revenue?**

A national sporting federation can be defined as an organization that successfully applies to be recognized as the sole governing body for a particular sport or recreational activity in a nation. Moreover, it is accepted by the appropriate international governing body as the nation's only authority for the administration and control of that sport or recreational activity. National Sports Federations are also responsible for the management, direction, control, regulation, promotion, development, and sponsorship of the respective sport for which they are recognized by the Government or the concerned International Federation.

To exercise these functions, national federations must employ numerous mechanisms to generate revenue. According to Leoisaac (2023), some methods that are employed at various life cycles of a national federation include:

- Sports at a Grassroots Level
  - Membership Fees, Game fees, or where applicable, facility usage fees
  - Raising funds from the sale of food or drinks at sporting events hosted
  - Clothing and equipment sales
  - Fundraising: Raffle sheets, cake sales and walk-a-thons
  - Funding from the government, international federations, or NGOs
- Sports at a medium level, with lesser entertainment value
  - Government funding
  - Registration/capitation/affiliation fees
  - Commercial sponsorship
  - Services provided to registered participants
- Sports at the highest level with high entertainment value
  - Television broadcasting rights
  - Commercial sponsorships and endorsements
  - Spectator fees at events
  - Licensed Merchandise

- Transfer fees of professional sports players

### **How do you create exposure for a sporting organization within a developing nation?**

Research indicates that there are mechanisms to raise funds for sports organizations at any level. However, some precursors must be established in these entities to attain any level of funding. Fundamentally, they are established on the strength of the organization's marketing strategies and the steps taken to create value for the entities from whom funding is required. Lyons (2023) shares five (5) main strategies that can be employed to create exposure and attract potential sponsors, namely.

1. Targeting a specific audience; these are entities or individuals whose strategic objectives are aligned with that of a sports federation.
2. Creating engaging content – ensuring that the content that is disseminated is relevant and appeals to the targeted audience through fresh and creative ideas.
3. Timing your content perfectly – The content must be distributed at periods when it will attract a wider audience.
4. Building brand partnerships and sponsorships – Partnering with entities that have a widespread social media reach. This could be social media influencers or leveraging the fan base of the federation's most famous athletes.
5. Using social media – With the advent of the vast advancement of social media, it is imperative that national sports federations capitalize on social media tools by building a strong following.

Moreover, besides the strategies highlighted above by Lyons (2023), national sports federations must be innovative in their approach to broaden their exposure to new audiences and sponsors. One such example found during the assessment of pre-existing literature was the Spanish Ice Sports Federation using technology to increase its exposure to ice sports in Spain. PR Newswire (2018) denotes that the Spanish Ice Sports Federation used Pixellot systems to broadcast figure skating, hockey, and curling.

Without the need for a production crew or camera operators, Pixellot offers completely automated sports production systems that deliver live and excellent-quality event videos. Moreover, Pixellot democratizes the sporting world by enabling fans to stream all kinds of

sports. Its technology is honed using algorithms tailored for sports, enabling it to expertly cover all ice sports as well as soccer, football, basketball, and volleyball. Every month, 16,000+ hours of live sports are streamed on more than 2,000 systems worldwide (PR Newswire, 2018).

Henceforth, Pixellot brought sports to fans that are generally not available on traditional broadcast outlets. Therefore, this demonstrates that sporting organizations within small nations must be innovative in creating strategies for increasing exposure for their activities to generate revenue. This can be done through the availability of modern technology, social media platforms, streaming services, partnerships with larger media entities, and targeted marketing campaigns. By leveraging these tools, sporting organizations can reach a larger audience, attract sponsorships, and engage with fans in new and meaningful ways, ultimately driving revenue growth and sustainability.

### **How can the NF create an effective sponsorship pitch?**

It can be determined that National Sporting Federations in developing nations such as the Commonwealth of Dominica, must have a structural approach to generate sufficient revenue for its operations. This foundation encompasses societal support, an understanding of the economic climate, marketing strategies employed, and sufficient exposure to its sport. Henceforth, it makes its product enticing for entities to sponsor its operations. However, administrators within these national federations must be equipped with the necessary tools to leverage their assets to attract sponsors. Therefore, using a sponsorship pitch that not only lures in potential partners but illustrates to them the benefits of mutual collaboration. SportNZ (2023) clearly demonstrates that sponsorships are not all about monetary gain received by the national federation. However, a good sponsor can significantly increase value by becoming the sport's main advertiser and increasing brand visibility.

In the long term, this advantage can be worth more than the first direct sponsorship payment. Effective sponsorship partnerships demand a significant financial and time commitment from both parties. The sponsor must provide financial resources, time management, and assistance with leveraging the federation's activities. The sports organization must then offer the methods, structures, and services necessary to guarantee that the sponsor gets a good deal.

SportNZ (2023) further illustrates sponsorship must go through a well-structured process as depicted below.

1. Brand Management
2. Property Identification and Development
  - a. Identify all owned properties
  - b. Assess each owned property in terms of the partner need it may serve
  - c. Understand your sport's participants and followers
  - d. Consider innovations and new opportunities
3. Identifying the Sponsor Target Market
  - a. Create a list of suitable businesses operating in your area (national or regional)
  - b. Estimate the value of your property
  - c. Revise the list to include only those businesses you believe have the potential to afford to sponsor your property
  - d. Research the businesses
4. Matching Product and Sponsor
  - a. Is there partnership potential?
  - b. Set up a meeting with the right person
  - c. Develop partner-specific marketing
5. Selling the Product
6. Servicing the Partnership

Sports New Zealand, clearly outlines, what most of the pre-existing research has established. That is; to create strategies for increased exposure and revenue for a national federation within a developing nation a structured approach must be taken to assess varying factors. An internal assessment must be conducted on the national federation as to its strengths, weaknesses, and opportunities that exist as well as threats from other sports or competing entities. Furthermore, it must examine the external factors that may affect its operations such as Political, Economic, Societal, Technological, Environmental, and Legal. This entails that further research must be conducted on the developing nation that will be examined. Though research on the topic is available, it may not apply to the context needed to solve the problem that exists.

## DATA COLLECTION

To address the research question and *creating strategies to increase exposure and revenue for the Dominica Athletics Association*, two categories of data collection were identified: quantitative and qualitative. Moreover, the process of collecting data is essential as it allows the researcher to gather relevant information for analysis and decision-making, generate perceptions, observe trends, solve prevailing topical problems, and contribute to the existing body of knowledge. Additionally, the primary goal of this exercise is to collect information in a measured and methodical manner in order to ensure accuracy and enable data analysis.

Henceforth, before the researcher can decide which method of data collection must be implored to obtain the relevant information, they must first understand the objective of the research. That is, whether the data refers to any information that can be quantified, counted, measured, and given a numerical value. Or, whether the data is descriptive, that is, information that allows the researcher to understand trends and meanings of natural actions.

Based on the proposed topic, a qualitative research design is employed. This data collection framework emphasizes the human factor (Neuman, 2006). It addresses the who, where, when, why, and how questions deemed necessary for the research topic. Consequently, qualitative approaches deal with small numbers of subjects, through interviews, observation, focus groups, or benchmarking. In this way, the researcher can gain a deep understanding of the persons being studied. Such in-depth strategies are seen as enhancing the validity of the outcome of the research effort (Neuman, 2006).

In this regard, benchmarking and interviews were utilized as the method for collecting data. Firstly, benchmarking can be considered a balance between qualitative and quantitative data collection. This process was used by the researcher to compare its operations and structures against other regional sports organizations such as the Athletics Association of Barbados, Jamaica Athletics Administrative Association, and National Association of Athletics Administrations of Trinidad and Tobago. Further, this tool was used to identify best practices utilized by similar regional sporting organizations with comparable objectives. Additionally, benchmarking helped the researcher determine how the organization compared to others and allowed them to set targets to solve its problems. Moreover, this research method sought to answer the following questions through benchmarking.

- How did these organizations leverage their assets to generate revenue?
- What actions were taken by these entities to strengthen their brand?
- Were dedicated individuals assigned to support its sponsorship initiatives?

Conversely, interviews were used as a method for data collection to provide a degree of structure to address the research question and sub-questions. These interviews were conducted with the following individuals.

- Hon. Oscar George - Minister of State in the Ministry of Culture, Youth, Sports and Community Development, with specific responsibility for Youth and Sports
- Mr. Billy Doctrove – President of the Dominica Olympic Committee
- Ms. Andia Ravariere– Destination Manager at Discover Dominica Authority
- Mrs. Shari Pascal – Maronie - Marketing Manager at National Co-operative Credit Union Ltd
- Mrs. Gina Severin – Country Manager of Republic Bank Dominica
- Mrs. Elsa Pacquette – General Manager of Grand Bay Credit Union
- Mr. Oliver Scheer – Global Sports Development Consultant attached to World Athletics
- Ms. Monique Jacob – Marketing Officer at the Karl Group of Companies
- Ms. Geniveve Astaphans – Executive Director at J. Astaphans Co. Ltd
- Mrs. Cheryl Rolle – Principal Representative, Sagicor Life Inc., in Dominica
- Ms. Marva Williams – Marketing Manager of Digicel Ltd., Dominica
- Mrs. Antonillia Doctrove – Managing Director – Big Edge Financial Express
- Ms. Shani Jacob – Business Support Officer, Flow (Dominica) Ltd.
- Mr. Aaron Gadson – Coach and Athlete Representative
- Mr. Norman Peart – Athlete Representative (Athlete Manager)

A mix of respondents such as government officials, NOC, corporate entities, and athlete representatives was used by the researcher to explore the possibilities of generating revenues/ funding through sponsorships or grants that may be available. Through Olympic solidarity, sustainable goals initiatives, or collaborative initiatives to promote the country.

Additionally, interviews allow the interviewer to observe the surroundings and use nonverbal communication and visual aids. Blaxter et al., (2010) also argued that the interview method may be viewed as a valuable method for collecting data, which would probably not be accessible using techniques such as participant observations and questionnaires.

Therefore, to garner rich data from the respondents, the researcher invited the interviewees to respond to pre-set questions through face-to-face interviews. Throughout the interview, the researcher made field notes as they related to thoughts, ideas, and observations about the interview questions. Additionally, the researcher attempted to ensure that he was not affiliated with the research site or the research subjects. This is key since the researcher approached the investigation with little or no prejudice. Hence, the tone and appearance of the researcher may not influence the respondents' answers since the researcher is not familiar with the respondents and the research site.

The pre-research questions used for both benchmarking and interviews were as follows.

- How can your company leverage the DAA assets to your benefit?
- How can we work together to achieve your goals?
- What do you typically look for in a partnership?
- Are there any policies in the pipeline geared towards tax concessions for corporate entities sponsoring NFs?



## **DATA ANALYSIS STRATEGY**

Data analysis, as elucidated by Eldridge (2023), is the systematic process of collecting, cleaning, transforming, describing, modeling, and interpreting data, often utilizing statistical techniques. Moreover, it plays a crucial role in research by providing deeper insights into processes, behaviors, and trends. This enables the researcher to understand prevailing preferences, market dynamics, and operational efficiency. Thereby, guiding decision-making and further research endeavors.

Qualitative content analysis served as the methodological approach in this study, allowing the consideration of both the context in which the data was generated and the theoretical background of the research (Mayring, 2000). For this research paper, a systematic approach was adopted to ensure meaningful insights were gleaned from the data collected, primarily through interviews.

To begin with, research questions and aims were articulated with the assistance of the tutor, which, therefore, guided the data collection process effectively. The qualitative data collected through interviews, supplemented by benchmarking similar organizations within the region, aligned with the research objectives and was systematically documented, including participant demographics and contextual observations.

Interviews were facilitated and recorded using the mobile Artificial Intelligence (AI) application Otter. AI. Therefore, enabling the researcher to transcribe and organize the interview notes for analysis. The information gathered underwent coding to identify key themes, condensing qualitative data into manageable segments. Tentative categories were defined and explained in the coding agenda, with quotes attached to highlight significant statements.

These quotes were of great significance. The code categories took different forms during the research process and led to the creation of many sub-codes with positive or negative codes attached to them, which stood for enabling or constraining factors to access deeper insights, which is at the core of this study. The study includes the voices of the participants as direct quotations in the study, which adds to the reliability of the inferences and observations made. Furthermore, data collected through benchmarking underwent validation through triangulation, ensuring the credibility and reliability of the findings. This was done by combining multiple data sources, theoretical perspectives, and results from implemented strategies. Moreover, it helped

the researcher better understand the data in various conceptual contexts. Through this process, the researcher was able to outline the initial results of the data collection.

## **RESULTS**

This section presents the findings derived from a multifaceted data collection approach. It encompasses qualitative interviews and benchmarking analysis, offering insights into how the researcher can create strategies to increase exposure and revenue for the Dominica Athletics Association. Fifteen (15) individuals from varying professional backgrounds were approached to participate in the study, all consented, however, only thirteen (13) were interviewed over two months. Several scheduling clashes between the researcher and the outstanding two individuals (athlete representatives) hindered the interviews from materializing.

Of the 13, three individuals were from the financial sector (one credit union, one bank, and one quick loan financial institution), one from the Discover Dominica Authority (National Tourism Authority), two from the sports organization (Dominica Olympic Committee, and World Athletics), and four from major corporations including a supermarket, two from a telecommunication provider, a conglomerate, and an insurance company. Additionally, the Minister of Culture, Sports, Community Development, and Youth Affairs of Dominica were interviewed.

It should be noted that, while reaching out to more participants might seem beneficial at first glance, practical constraints such as time and a limited pool of experts in the country, where the research findings will be applied, played a crucial factor. Therefore, emphasis was placed on quality over quantity. Whereby, engaging a smaller group of participants, the researcher was able to delve deeply into their perspectives and experiences, yielding rich and nuanced data that provided valuable insights into the research questions.

Henceforth, based on the respondents interviewed, the common themes per sector are outlined below.

### **Financial Sector:**

In the dynamic arena of sports sponsorship and exposure, the metrics used by financial sector organizations to support sports initiatives play a crucial role in shaping the outcomes of

such partnerships. As the relationship between finance and sports grows more complex and intertwined, it becomes essential to dissect and understand the methodologies and criteria that these financial entities use to evaluate their sponsorship investments. This investigation aimed to uncover the varied metrics employed by financial organizations, such as Sagicor Insurance, Big Edge Financial Express, National Co-operative Credit Union Ltd, the Grand Bay Credit Union, and the Republic Bank Dominica to ascertain why they sponsored sport, which they sponsor, and the effectiveness of their sports-related sponsorships and the extent of exposure these partnerships afford.

To probe deeply into these practices, a well-structured list of interview questions was developed, posing critical questions to these financial mainstays. Among the questions asked were: “Do you currently sponsor any sport organization?” “If so, which one(s) and why did you decide to partner with these organizations.” “Have you heard of the Dominica Athletics Association?” “If yes, what are your perspectives of the organization?” Moreover, the following were asked of the interviewees, " How do you believe your organization can leverage the Dominica Athletics Association?", "How do you measure the impact of your sponsorship on brand visibility and consumer engagement?" and "What type of sponsorship opportunities are you interested in exploring (e.g., event sponsorship, branding opportunities, athlete endorsements)?" Additionally, inquiries such as, "How do you track the return on investment (ROI) for the funds allocated to sports sponsorships?" and "What hinders your organization from collaborating with or sponsoring a sports organization?" were included. These questions were meticulously crafted to draw out detailed information on the strategic approach and performance metrics these companies utilize, allowing for a granular analysis of how financial sector sponsorships can be optimized to boost the visibility and success of sporting ventures. The answers to these questions would present to the researcher qualitative outcomes like community impact and brand alignment with sports values, providing a holistic view of the sponsorship landscape within the financial sector.

Based on these questions, the researcher was able to discern the following results from the organizations interviewed within the financial services sector. Firstly, there was a common theme amongst interviewees, that the use of sports clubs, elite athletes, and sporting organizations has been an ideal avenue to market their products. One interviewee said, “When

launching new products in certain parts of the country, using images of prominent sporting icons within that area, shows that we are aligned with those they admire.” Currently, the National Cooperative Credit Union sponsors the Dominica Cricket Association’s national premiere league on an annual basis in the sum of \$100,000.00 EC or \$37,000.00. Whereas the Grand Bay Cooperative Credit Union sponsors World U18 ranked National Sprinter Kerelle Etienne on a case-by-case basis and upon request for items such as airline tickets, training gear, and supplements.

Additionally, these organizations seek to be aligned to success on and off the field of play; hence, they strive to partner with entities that embody these traits. Interestingly, there are no set criteria for organizations to be sponsored by these financial institutions, however, proposals submitted must be aligned with their values, Corporate Social Responsibility (CSR), and financial feasibility. Some of the CSRs highlighted by these organizations were.

- Community investments - Supporting local communities through philanthropy
- Promotion of economic growth
- Eradication of poverty in rural areas
- Support of the Indigenous people in the country
- Promotion of education within the community
- Youth entrepreneurship initiatives
- Funding for sports infrastructure such as stadiums or community sports centers.
- Recognizing and rewarding sports personalities for exemplary performances
- Offering investment products that include environmental, social, and governance (ESG) criteria

### **Tourism Sector – Discover Dominica Authority (DDA)**

With tourism standing as a cornerstone of Dominica's economy, contributing significantly to its gross domestic product (GDP), the exploration of alternative avenues for revenue generation becomes imperative. Recognizing the intrinsic link between sports and tourism, the researcher embarked on compelling research to discern the potential of sports as a diversified revenue stream and a vehicle for heightened exposure for the Dominica Athletics Association (DAA). As a nation endowed with breathtaking natural landscapes and a rich cultural heritage, Dominica possesses immense potential to leverage its sporting endeavors as a magnet for

tourism, thereby bolstering economic vitality and fostering global recognition for its athletic prowess.

Henceforth, one of the major themes that presented itself during the research process was that sports organization's assets must have the potential to meet the objectives of the tourism authority for a partnership to be viable. This entails the ability for a potential sponsor to access an athlete or sports organization's valuable data and insights about their audience demographics, preferences, and behaviors. Additionally, being associated with the success and prestige of athletes. "We would like to utilize Thea Lafond as one of our international destination ambassadors, because of the recent success at the World Athletics Indoor Championships" – was relayed by the interviewee at the Discover Dominica Authority (DDA), citing that her success was a great appeal to the Tourism Authority. Lastly, the ability to leverage the visibility of athletes and sports organizations to increase their brand awareness and exposure to a diverse and engaged audience.

Furthermore, the interviewee noted that "For DDA to partner with the Dominica Athletics Association, it must have a large following on social media, or the association must have the potential to display the country and/or its products in front of its current target market. As illustrated by the interviewee, their target markets are the French West Indies (Guadeloupe & Martinique), Eastern Caribbean, Greater Antilles, North America, and Europe.

Additionally, the DDA is all about exposure and it seeks to partner with entities, individuals, or influencers that can guarantee them the largest audience pool to attract stay-over visitors. Moreover, another theme that struck out was utilizing elite athletes as ambassadors to promote annual festivals, tourism sites, and other specials offered by the destination. This potential low-cost, high-impact engagement would be beneficial to both parties, because the success of organized activities would enable the Discover Dominica Authority to be in a better position to assist the sporting organization or athletes, financially.

### **Corporate Dominica**

By conducting interviews with four corporations, the researcher gained insights into company corporate objectives, community engagement strategies, and potential avenues for collaboration with the Dominica Athletics Association. Moreover, understanding the corporate landscape not

only facilitates the identification of potential sponsors but also unveils synergistic opportunities for mutual benefit, wherein corporations can leverage their brand presence and resources to support the DAA while concurrently enhancing their own visibility and corporate social responsibility footprint.

Furthermore, the researcher felt that interviewing corporations in Dominica would provide a nuanced understanding of the local market dynamics, consumer preferences, and prevailing trends, thereby informing the formulation of tailored strategies to amplify the visibility and commercial viability of the DAA. Corporations serve as conduits between the sporting realm and the broader communities, possessing the capacity to galvanize public interest, mobilize resources, and catalyze positive social change through a strategic partnership with the Dominica Athletics Association. By elucidating the motivations, constraints, and expectations of corporations vis-à-vis sports sponsorship and community engagement, the researcher can later tailor bespoke strategies that resonate with corporate objectives while concurrently advancing the mission and objectives of the DAA. Through collaborative dialogue and cooperation, the researcher endeavors to foster a symbiotic relationship between corporations and the organization to which the research is focused, thereby unlocking new avenues for sustainable revenue generation and heightened exposure for the athletic endeavors of Dominica.

Henceforth, one of the major themes that was noted is the fact that all these entities include sports as part of their Corporate Social Responsibility (CSR). This was highlighted by Ms. Monique Jacob - Marketing Officer at the Karl Group of Companies and further substantiated whilst perusing through their company websites. However, it was not being implemented, simply because there was a lack of awareness and understanding of the corporation's CSR policies and the potential to implement them by the administrators. Also, there exist constraints with dedicating resources such as time, money, and human resources. This is due to the slow economic growth rate of 4.5%, the rebound from a major hurricane (Maria) in 2017, competing priorities, and decreasing population.

Nevertheless, Ms. Geniveve Astaphans, Executive Director at J. Astaphans & Co. Ltd indicated that there is an opportunity to utilize athletes from the Dominica Athletics Association as brand ambassadors for various products available on the market or to be launched soon. This would be done by utilizing athletes in marketing campaigns for household goods such as Dutch

Lady Milk, one of J. Astaphans & Co. Ltd., biggest brands. Moreover, the Dominica Athletics Association would receive a commission for the use of its consenting athletes, therefore, making the arrangement mutually beneficial for all parties involved. As articulated by interviewees from the financial sector, the use of athletes for the promotion of products can produce positive alignments such as success, record-breaking, quality, and resilience.

Additionally, professionals representing the various entities who were interviewed are inclined to make long-term in-kind sponsorships to the association. This sponsorship, as alluded to by the interviewees, includes but is not limited to the following.

- Ms. Marva Williams, Marketing Manager of Digicel Ltd., Dominica demonstrated her willingness to offer free marketing and public relations services to the Dominica Athletics Association to enhance the association's visibility and brand image. This would be through the review of the association's current marketing strategy to ensure that it's up to date and in alignment with its overall objectives. In addition, the creation of media release templates, and the training of DAA officials on social media management, content creation, and digital marketing
- Ms. Shani Jacob, Business Support Officer, Flow (Dominica) Ltd indicated that there is the possibility of the company providing access to national athletes to their gym and training facilities at the Canefield industrial estate, at a reduced rate or no cost in certain instances.
- Lastly, Ms. Monique Jacobs, Marketing Officer at the Karl Group of Companies suggested that the conglomerate would explore the possibility of assisting in Event Support and use of its United States warehouses for freight forwarding services. Therefore, allowing the Dominica Athletics Association to utilize their freight forwarders, to transport uniforms and equipment free of cost to the island.

Additionally, entities such as J. Astaphans & Co. Ltd and Karl Group of companies seek to create a presence at local competitions, such as the national road race series, Juvenile Championships, and National Senior Championships, thereby, not only boosting its visibility within the community but also capturing the attention of potential new customers. By

increasing their profile at these events, these two organizations can leverage the local sporting environment to create a stronger, more recognizable brand. Also, this heightened visibility is crucial, as it allows them to engage with a broader demographic, including families, young athletes, and local businesses, which might not have been previously aware of or engaged with their wide range of offerings, such as newly launched pharmacy (Karl Group of Companies) and beverage products (J. Astaphans & Co. Ltd) Nonetheless, the focus is on grassroots programs rather than elite athletes as these corporate entities such Karl Group of Companies J. Astaphans & Co. Ltd see it as an opportunity to break brand loyalty enshrined in the more mature audience, especially when launching new products. Ms. Geniveve Astaphans, Executive Director at J. Astaphans & Co. Ltd said, “If we are to launch a new soda, we would do it with the younger athletes rather than the older ones who only go for Coca-Cola or Pepsi rather than their offering of Cole Cold.” This has been done by the following companies.

- The Karl Group of Companies- Kaveem Hodge (Cricket) – Everlast Gym Equipment
- Express D’isle – Ajani Casimir (Cyclist) – Inter-Caribbean Ferry Services
- Sagicor Insurance – Dennick Luke (Athletics) – Health & Life Insurance
- National Corporative Credit Union – Dominica Cricket Association – Financial Services

### **Insurance Sector**

Lastly, the researcher felt it was necessary to interview an individual from the insurance industry due to several factors. Firstly, the sector's track record in sponsoring sporting competitions, athletes, and sporting activities such as awards ceremonies, mentorship programs, and sporting organizations. One example of a sporting organization sponsored by an insurance company is Sagicor Southeast Football Club. Also, the expert knowledge that would be attained from individuals within this sector may be valuable based on their experience in financial planning, budgeting, and revenue generation strategies that could apply to the Athletics Association's goals.

Henceforth, some of the results that were obtained from the interview suggested that there is a willingness by the company to dedicate funding towards sporting initiatives. This was further articulated in the company’s corporate social responsibility statement. An excerpt of this states, “We aim to support the development of sport through sponsorship of various sporting



activities particularly those that feature youth.” “This includes track meets and athletic championships that aim to assist in launching the talent of athletes across the territories in which we operate.” Furthermore, as illustrated in their CSR policy (<https://www.sagicor.com/en/About-Sagicor/Corporate-Social-Responsibility>) and articulated by the interviewee, their four pillar areas are Education, Health, Community and Youth Development, and Sport.

Additionally, one of the themes that stood out during the interview was the willingness of the insurance company to partly fund the construction of sporting infrastructures, such as mini stadiums as well as the purchase of sporting equipment. However, they have not achieved these ambitions due to the perceived lack of proper governance and operational structures within sporting organizations on the island. This perception of all sporting organizations stemmed from the sanctioning, which became public knowledge, received by the Dominica Olympic Committee from the International Olympic Committee for financial mismanagement. This was discovered after a financial audit was conducted on the period January 1- December 31, 2016, where the organization was unable to provide satisfactory evidence to the IOC on how Olympic Solidarity funding was spent by the previous NOC administration in connection with which funding was provided. Henceforth, the Dominica Olympic Committee was forced to return \$120,000.00 as a penalty for the negligence of its former executive. This was after receiving a serious warning in 2016 for a breach of the International Olympic Committee’s code of conduct, lack of transparency, and good governance for their involvement in the Rio ticketing scandal (**See Appendix A**). Consequently, this tarnished the image of sporting organizations across the island. Additionally, the interviewee indicated that these entities, including the Dominica Athletics Association, have lacked vision and strategic direction for the sport's promotion and development, making it difficult to fund its initiative. Mrs. Cheryl Rolle, Principal Representative, Sagicor Life Inc., Dominica, and guardian of national sprinters Dennick Luke and Danielson Mauthiere stated that her comments stem from the lack of a strategic plan, annual general meetings, outdated constitution, and inadequate policies to govern the selection of athletes for regional competitions. However, she further stated that she must admit that there is a transformative process being undertaken by the new executive over the past year of the sport’s governing body.

Regardless of this notion, Mrs. Rolle divulged that the company has a long-standing track record of supporting individual athletes, clubs, and traveling teams over the years, and highlighted some of the support given, such as.

- Sagicor Southeast United Football Club - \$20,000 Annually
- Kerelle Ettienne (Athletics) - \$1,000.00 Monthly
- Dennick Luke (Athletics) - \$1,000.00 Monthly
- Koath Baron (Cyclist) - \$1,000.00 Monthly and Bicycle valued at \$15,000.00.

These athletes and team, over the years, have gone on to attain several accolades locally, and on the regional stage, fostering pride within their communities and for the company as they have become a symbol of the company's vision, "To be a great company committed to improving the lives of the people in the communities in which we operate".

### **Olympic Sport Organization**

The researcher determined that interviewing a member of the Olympic committee in the context of creating strategies to increase exposure and revenue for the Dominica Athletics Association (DAA) can be extremely beneficial for several key reasons:

1. **Expertise and Experience:** The Olympic committee typically possesses a wealth of knowledge and experience in sports administration, athlete development, and event management on a global scale. Their insights can guide the formulation of effective strategies that leverage best practices in sports marketing, sponsorship, and athlete promotion. Learning from their experience can help tailor these strategies to suit the specific needs and circumstances of the Dominica Athletics Association. Also, the researcher would be able to discern how this knowledge can be transmitted to sporting organizations, such as the Dominica Athletics Association, to make them more efficient and effective in their functions.
2. **Networking Opportunities:** The president of the Olympic committee is often well-connected within the sports and business communities. The researcher felt that an interview could open doors to networking opportunities, facilitating introductions to potential sponsors, partners, and influencers within the sports industry locally and

internationally. These connections can be invaluable in securing sponsorships and collaborative opportunities that can increase both exposure and revenue.

3. **Sponsorship Insights:** Though the Olympic committee itself seeks sponsors, the president can provide firsthand insights into the challenges and successes of their sponsorship strategies. Understanding their approach to attracting and retaining sponsors, and how they demonstrate value to these partners, can offer practical lessons and innovative ideas that the DAA might adopt or adapt.
4. **Visibility Strategies:** The Olympic committee has experience in managing sports events that garner global attention. Events such as the annual Olympic Day activities, bi-annual Caribbean Games, and OECS Championships, are all held and organized by the Caribbean Association of National Olympic Committees and its member National Olympic Committees. Insights into how they maximize media coverage, engage fans online and offline, and create memorable event experiences can inspire similar initiatives for the DAA to enhance its visibility at local and international levels.
5. **Revenue Generation Ideas:** Beyond traditional sponsorships, Olympic committees often explore various revenue streams such as grant funding. Hence, the Dominica Olympic Committee can use its resources to identify potential grants from the Olympic Solidarity to support the developmental programs of the Dominica Athletics Association.
6. **Alignment with Olympic Standards:** Engaging with an Olympic committee member can also help align the DAA's development programs with Olympic standards, which could enhance its credibility and attractiveness to sponsors. This alignment might also open additional funding opportunities from bodies interested in supporting Olympic-level development. Currently, the Dominica Athletics Association partners with the Dominica Olympic Committee on the staging of its Olympic Day activities, where a Two-Mile Run, Jog, and Walk takes place. As well as the demonstration of its kiddies' athletics program, where young talent is identified from their participation.

Therefore, with this preconceived intent, common themes derived from the interview suggest that to increase the number of Dominica athletes at the Olympic Games and other international competitions, sports must be developed at a grassroots level.

Henceforth, as stated by the President of the Olympic Committee, “the utilization of funding streams offered by international sports governing bodies and through Olympic Solidarity is of paramount importance for the development of sport.” Additionally, for the organization to be taken seriously, proper structures must be in place to entice potential sponsors such as an attainable strategic plan, marketing plan, constitution, and other overarching policies. Though the national governing body for athletics has a constitution, it is outdated and due for review. Also, policies and strategic and marketing plans are being developed by consultants recommended by its governing body, World Athletics, in collaboration with the executive of the association.

Furthermore, the President of the Dominica Olympic Committee illustrated that there should be a targeted approach to solving the research problem and they are not synonymous to only the Dominica Athletics Association, but, also by the thirteen (13) other national federations to which it governs. Nevertheless, the association must seek to differentiate itself from other sporting bodies by engaging with the community, partnering with social programs, developing unique promotional strategies, and highlighting its success stories. This would create an appeal to a wider audience, rather than just an athletics enthusiast.

### **Government – Minister of Sports**

Interviewing a government official in charge of sports regarding strategies to increase exposure and revenue for the Dominica Athletics Association (DAA) can yield valuable insights and support for several reasons:

1. **Policy and Regulation Insights:** Government officials are responsible for setting policies and regulations that govern sports within their jurisdiction. Understanding these policies and any potential barriers or opportunities they present for the DAA can inform the development of effective strategies. Insights into funding mechanisms, grant opportunities, and tax incentives for sports organizations can be particularly valuable.
2. **Access to Funding and Resources:** Government officials often have access to funding streams and resources that can support sports development initiatives. This might include grants, subsidies, or sponsorship programs specifically aimed at promoting athletic participation and excellence. Learning about these funding opportunities and how to access them can significantly bolster the DAA's financial sustainability.

3. **Infrastructure Development:** Government officials play a crucial role in planning and developing sports infrastructure such as stadiums, training facilities, and recreational spaces. Understanding future infrastructure plans and how the DAA can leverage them to enhance its programs and events can be instrumental in increasing exposure and attracting larger audiences.
4. **Alignment with National Priorities:** Understanding the government's priorities and objectives for sports development can help the DAA align its strategies with broader national agendas. For example, if promoting youth participation in sports is a government priority, the DAA can tailor its programs and initiatives to align with this goal, increasing the likelihood of government support and funding.

To utilize the true potential of sports in the country's economy, the Minister indicated that the government seeks to enact a new sports policy that has been in draft form for several years, prepared by a task force comprising individuals from multiple disciplines. This is to repeal and replace the country's outdated Sports Act of 1976. Additionally, the appointment of a sports council. Therefore, updating this policy document would bring the country in alignment with current practices, one of the main aims of the policy is to govern the delivery of sports in Dominica and the council will be appointed to devise ways to foster the growth, participation, and excellence in sports in the country. Moreover, to develop mechanisms to generate revenue through non-taxable measures such as the implementation of a national lottery scheme, where funds generated from lottery sales are utilized for sporting associations. This will be aimed at the development of sporting infrastructure, annual subvention to compliant National Federations, and investment in coaching education at a grassroots level. Also, the identification and nurturing of talented athletes through grassroots levels for sustained success in sports.

In addition, the honorable minister indicated that non-taxable avenues that will be explored are the use of funds generated from the Citizens by Investment (CBI) program. For context, the honorable minister reiterated that the Citizenship by Investment Program is a program instituted by the government, that allows individuals to obtain citizenship and a passport of a small island nation through investment in the country's economy. The program offers several investment options, including contributions to the government's Economic Diversification Fund (EDF) or investment in pre-approved real estate projects. The Citizenship by Investment

Program is a significant source of revenue for Dominica, contributing to economic development, infrastructure projects, and social programs in the country. Henceforth, it is envisioned that sports development will be a component to which investments can be made under the program. However, this must be enacted into the country's legislation through the approval of bills drafted by the Minister of Sports. Besides CBI, another nontaxable initiative would be grant funding from friendly governments with bilateral relationships with the country such as Cuba, China, and Saudi Arabia. This proved to be vital in the past, where coaches and athletes from Dominica were trained in sports such as athletics and boxing, allowing them to be exposed to world-renowned trainers and utilize facilities that do not exist in Dominica. Consequently, the realization of this initiative was through the proactive efforts of Dominican Diplomats who had a keen interest in sports, therefore, to revisit these avenues efforts must be made to include such programs in policy documents.

Moreover, as alluded to by the Minister, sports development is at the forefront of the government's strategy for 2030, for the growth of its economy. He indicated that the Prime Minister of Dominica, the Honorable Roosevelt Skerri articulated that there is a need to craft a Strategic Plan to chart the direction for sports and recreation, namely, to promote sport for all and sport as an industry. According to the plan, in 2021-22, the Ministry of Sports, Culture, and Social Development was due to receive about 2.7 million US dollars. This was to complement the investments that the government was making in the development of sporting facilities, and expansion of the Sports Division, with the appointment of coaches who will serve as mentors and coaching assistants to community-based clubs. Additionally, the Prime Minister notes that the strategy aims at cultivating the nation's youth with a sense of self-worth, community, and country and to input the appropriate knowledge and skills through education, sports, and cultural forms, and to empower them and their constituents for nation-building. He further articulated that one of the tasks that the government expects the National Sports Council to oversee is the establishment of a National Sports Trust Fund, which will be capitalized with revenues from the CBI Programme, with the hope that private sector entities will also contribute (NTL Trust, 2021). Moreover, according to NTL Trust (2021), one of the objectives of the Fund would be to better facilitate local sports clubs and athletes to participate in regional and international sporting tournaments and events. However, he hoped that the National Sports Council would have been fully operational by January 2022 and to date has not materialized.

## **COMPARISON AND ANALYSIS OF REGIONAL COUNTERPARTS' STRATEGIC AND MARKETING PLAN**

The Dominica Athletics Association (DAA) currently operates without a formal strategic or marketing plan, relying instead on an ad-hoc approach to manage its activities. Unlike its regional counterparts, which have established comprehensive strategies to drive their initiatives, the DAA is in the process of developing its own strategic and marketing plans to better structure and guide its operations. Financially, the DAA depends on revenue from the Dominica Olympic Committee and the Government of Dominica, secured through formal requests, and additionally benefits from annual grants amounting to \$40,000 from World Athletics. Also, the DAA has an in-kind sponsorship with global sporting Apparel company, Asics, for the period 2024-2024. Asics supplies the association with competition wear, podium wear, and training apparel for its national athletics team.

Promotion of athletics within Dominica is primarily executed through local radio stations and social media platforms, namely, Facebook, where the DAA has garnered 1,700 followers. However, their online presence is hampered by an outdated website, attracting minimal traffic of just 9.6 visitors per month. Therefore, this comparative analysis will delve into the strategic and marketing frameworks of regional athletics associations, highlighting the areas where the DAA can enhance its approach and better leverage its resources.

When comparing the strategic and marketing plans of three regional athletics administrative bodies, namely the Athletics Association of Barbados (AAB), the National Association of Athletics Administrations of Trinidad and Tobago (NAAATT), and the Jamaica Athletics Administrative Association (JAAA), several key differences and similarities emerge. All three organizations share a common goal of promoting and developing track and field (athletics) within their respective countries, yet their approaches reflect distinct priorities and resources.

Firstly, for the JAAA, leveraging Jamaica's globally recognized prowess in sprinting focuses heavily on nurturing elite talent and securing international sponsorships, thereby enhancing its brand and generating substantial media attention. In contrast, the AAB places a significant emphasis on grassroots development and community engagement, aiming to build a robust local foundation for athletics. The NAAATT, balancing these two strategies, prioritizes

both high-performance training programs and widespread youth participation, seeking to create a sustainable pipeline of talent while fostering a culture of athletic excellence across all levels.

In terms of marketing strategies, the JAAA benefits from a strong international presence and high-profile athletes, utilizing media coverage and global partnerships to boost its visibility and attract funding. The success of this has seen the JAAA receive funding from leading entities, as illustrated in the table below, who currently sponsor the association.

<b>Sponsor</b>	<b>Sponsorship Deal</b>	<b>Industry</b>
Puma	\$1,000,000.00 annually Apparel and Footwear	Sportswear Company
Grace Kennedy	500,000.00 annually for the staging of Boys & Girls Championships	Food and Financial Services Conglomerate
National Commercial Bank of Jamaica	22,500.00 to be used towards supporting student-athletes	Financial Institution
Sagicor	74,000.00 for the staging of the Primary School's Athletics Championships	Insurance Company

Moreover, their marketing campaigns often highlight success stories and the rich heritage of Jamaican athletics, appealing to both local and international audiences. This is often transmitted via their social media channels, namely, Instagram and Facebook, which amasses a collective audience of 64,000. Additionally, the JAAA utilizes its website to disseminate its information and share its stories. Its website, <https://athleticsja.org/>, has an average monthly visit of 54,339, with monthly unique visitors averaging 27,477. On the other hand, the AAB, with a more localized focus, employs community-driven initiatives and regional events to engage with the public and build a loyal supporter base such as the staging of an average of 12 local competitions per annum, delivery of youth development programs; that aims to prepare young athletes for regional competitions and integration of athletics programs into schools. Also, leveraging social media and local partnerships to enhance visibility and participation. Like the JAAA, the AAB utilizes two main social media channels, namely Instagram and Facebook,



however, with a vastly lower followership, which stands at 4,500, collectively. Nevertheless, the AAB boasts of a YouTube page that has 682 subscribers but amasses an average of 3,500 viewers per video. Whereas its website <http://aab.sports.bb/> has an average visitor of 10,900.

Meanwhile, the NAAATT adopts a hybrid approach, integrating national pride with international aspirations. Their marketing efforts involve promoting national competitions, celebrating athletes' achievements, and forming strategic alliances with regional and global sponsors such as PUMA, National Gas Company of Trinidad and Tobago Limited (NGC), Scotia Bank, Blue Waters and Sports Company of Trinidad and Tobago (SPoTT) to expand their reach and influence. By analyzing these varied strategies, it becomes evident that each association tailors its approach to leverage unique strengths and address specific challenges within its athletic and economic landscapes.

Moreover, each association aims to promote athletics within their respective countries, increase participation, attract sponsors, and engage with fans and stakeholders. Here are some commonalities:

1. **Brand Identity and Positioning:** All three athletics associations prioritize establishing a strong brand identity and positioning for athletics within their countries. They seek to portray athletics as a prestigious, dynamic, and inclusive sport that embodies the values of excellence, integrity, and teamwork. This involves creating distinctive logos, colors, slogans, and messages that resonate with their target audience and differentiate athletics from other sports and activities. (See logos in Appendix A)
2. **Digital Presence and Social Media:** The associations recognize the importance of digital marketing and social media in reaching and engaging with their audience. They aim to maintain active and vibrant digital presences across various platforms, including websites and social media channels (such as Facebook, Instagram, and YouTube). This enables them to share news, updates, event information, athlete profiles, and multimedia content, as well as interact with fans, sponsors, and partners in real-time. These three organizations keep an active presence on social media, posting content such as athlete qualifications, new national records, anniversaries of milestones, and upcoming events, drawing about 300 hits per post.

3. **Content Creation and Distribution:** Content creation is a central focus of the marketing plans, with a focus on producing high-quality, relevant, and engaging content that educates, entertains, and inspires their audience. This includes articles, blog posts, videos, photos, infographics, interviews, and podcasts that showcase the achievements of athletes, highlight upcoming events, provide training tips, share behind-the-scenes stories, and celebrate the rich history and culture of athletics in their countries. Content that is created or shared by one office staff with the assistance of executive members from the governing body from time to time as compared to the DAA whose content is shared by the Female Athlete Representative voluntarily.
4. **Fan Engagement and Interaction:** Engaging with fans is a top priority for the associations, as they recognize the importance of building a loyal and supportive fan base. They seek to create opportunities for fans to connect with athletes, coaches, and officials through meet-and-greets held at the sites of national championships, World Championships, or the Olympic Games where the diaspora population is significant, Also, interactions between athletes and fans on social media channels such as Instagram, They also encourage fan participation through contests such as raffle tickets to major championships, polls, surveys, and user-generated content campaigns that foster a sense of belonging and community among supporters.
5. **Event Marketing and Promotion:** Promoting events is a key component of the marketing plans, as they serve as platforms to showcase athletic talent, attract spectators, and generate revenue. The associations utilize a variety of marketing tactics and channels to promote their events, including traditional media (such as newspapers, radio, and television), outdoor advertising (such as billboards and banners), online advertising (such as social media ads), grassroots promotions (such as flyers and posters), and strategic partnerships (such as collaborations with sponsors, venues, and local organizations). Some events hosted by the NAAATT, supported by major sponsors are.
  1. Annual National Juvenile, Junior, and Senior Championships – sponsored by National Gas Company of Trinidad and Tobago Limited (NGC) and Republic Bank

2. Webinar – US Athletics Scholarship Pathway – sponsored by Sports Company of Trinidad and Tobago (SPoTT)
  3. Sports Seminar workshop –sponsored by National Gas Company of Trinidad and Tobago Limited (NGC)
  4. Hammer Throw Clinic - sponsored by Sports Company of Trinidad and Tobago (SPoTT)
6. **Sponsorship Activation and Integration:** Securing sponsorships and activating them effectively is critical for the financial sustainability of the associations. They work closely with sponsors to develop customized marketing programs and activation plans that align with their objectives and provide value in return for their investment. This may include brand exposure opportunities (such as logo placement, signage, and mentions), hospitality experiences (such as VIP events and hospitality suites), promotional rights (such as product endorsements and giveaways), and digital activations (such as sponsored content and social media campaigns).

While the specific goals, objectives, and strategies outlined in the marketing plans of AAB NAAATT, and JAAA may vary based on the unique contexts, challenges, and priorities of each association, these common themes reflect their shared commitment to promoting Track & Field (athletics) and engaging with their audience in meaningful and impactful ways.

## **LIMITATIONS**

Overall, the approach employed thus far has been instrumental in addressing the research topic, with the methodology ensuring the validity of the findings. However, while the study has the potential to be a success, there are a few limitations as it relates to the use of qualitative methods such as interviews.

Qualitative methods can encourage a degree of subjectivity, as the researcher is heavily involved in the data collection process, which in the end may influence the study and the results from the interviewees. This can lead to the researcher interpreting the study according to their biased view, which will, in the end, skew the research data collected thereby resulting in misrepresentation (Neuman 2003). Also, based on the population of the country and the notoriety of the researcher, responses from interviewees could be skewed.

Considering the foregoing, the honesty and the integrity of the interviewees' reactions and answers to the questions given during the interview process may be brought into question, since the interviewees may only report the kind of behaviors and beliefs that they believe the researcher may want to hear. In the end, the researcher believes that the kind of in-depth comprehensive method of data collection employed in qualitative methods may limit the scope of the study.

## RECOMMENDATIONS

The recommendations presented in this section aim to address the challenges and opportunities identified in the research. By implementing these strategies, the Dominica Athletics Association can enhance its ability to increase the sport's exposure locally and regionally, therefore, increasing revenue streams. Each recommendation is grounded in comprehensive analysis and evidence-based practices, ensuring they are both practical and impactful.

The primary focus is on creating a roadmap that not only addresses immediate needs but also positions the association for long-term success. This involves leveraging existing strengths, mitigating weaknesses, and exploring solutions to drive performance and engagement. The following recommendations are designed to provide actionable insights and practical steps that can be taken to realize these goals effectively.

1. **Development of a Sponsorship Pitch:** Utilize the insights and connections gained from corporate entities to enhance sponsorship and visibility strategies. This will be necessary for the development of a strategic sponsorship pitch that highlights the mutual benefits of a partnership. Additionally, showcasing how a sponsorship to the Dominica Athletics Association will enhance their brand visibility and align with their corporate values (*See Appendix C for Sponsorship Pitch Template*)
2. **Align with Government Policies:** Another recommendation would be to ensure that the policies being developed/ amended by the government are in alignment with the DAA's initiatives. This can be done through proactive collaboration between both entities, understanding the benefits of sports development and its socio-economic impact on the country as a catalyst for growth. This would encompass the advocacy to pass the CBI legislation, enact a new sports policy, and for the utilization of government services and programs not realized by the Dominica Athletics Association such as:
  - I. **National Employment Programme** – A government initiative designed to address unemployment and create job opportunities, provide vocational training, and enhance the employability of Dominica's workforce. This can be utilized by

the DAA to have a dedicated administrative staff, whose role is to update website activities and social media platforms, and other daily administrative functions.

II. **Free Medical Care and Physiotherapy** – Through policy the athletes of the Dominica Athletics Association and other national athletes from other sporting organizations across the island would be able to access medical care and physiotherapy at the various primary health centers.

3. **Focus on Grassroots Development:** Continued development of the grassroots program in five key locations across the island, namely, Grand Bay, Roseau, Portsmouth, Marigot, and Kalinago Territory. These areas are highly populated and have a high concentration of the island's youth, who are this recommendation's target audience. Therefore, aiming to increase youth athlete participation and future success in international competitions. This would create opportunities for young talents to be introduced to the sport and appeal to the Corporate Social Responsibility of major corporate entities on the island, seeking to be aligned with such initiatives.
4. **Leveraging Corporate Expertise and In-Kind Contributions:** Strategically utilize the expertise and in-kind contributions from individuals within corporate entities in Dominica. These contributions can significantly support the goals of the Dominica Athletics Association through marketing and public relations services, access to company facilities for training, and the use of freight forwarders for logistical support.

## REFERENCES

- Blair, J. P. (1997). *Sports-based economic development*. ProQuest | Better research, better learning, better insights. <https://www.proquest.com/openview/1e3fef18cb62eede15e55435790de40e/1?pq-origsite=gscholar&cbl=38209>
- Blaxter, L., Hughes, C., & Tight, M. (2010). *How to research* (4th ed.). McGraw-Hill Education (UK).  
[https://books.google.dm/books?id=Ow7bYYBA14sC&printsec=frontcover&source=gb\\_s\\_ge\\_summary\\_r&cad=0#v=onepage&q&f=false](https://books.google.dm/books?id=Ow7bYYBA14sC&printsec=frontcover&source=gb_s_ge_summary_r&cad=0#v=onepage&q&f=false)
- Eldridge, S. (2023, August 1). *Data analysis | Definition, research, & methodology*. Encyclopedia Britannica. <https://www.britannica.com/science/data-analysis>
- Gough, C. (2023, July 13). *Global sports market revenue 2027*. Statista. <https://www.statista.com/statistics/370560/worldwide-sports-market-revenue/>
- Leoisaac. (2023). *Sport industry: Generating income from sport*. Online learning for sports management. <http://www.leoisaac.com/sportman/sportman08.htm>
- Lyons, J. (2023, May 23). *5 Essential Sports Marketing Strategies*.  
<https://www.constantcontact.com/blog/sports-marketing-strategies/>. <https://www.constantcontact.com/blog/sports-marketing-strategies/>
- Mayring, P. (2000). Qualitative Content Analysis [28 paragraphs]. W. In Forum Qualitative Sozialforschung/Forum: Qualitative Social Research. Retrieved from <http://qualitative-research.net/fqs/fqs-e/2-00inhalt-e.htm> and <http://www.qualitative-research.net/index.php/fqs/article/view/1089/2385>
- Neuman, W. L. (2003), *Social Research Methods: Qualitative & Quantitative Approaches*, 5th Edition Pearson Education, Inc.
- Neuman, W. L (2006), *Social Research Methods: Qualitative & Quantitative Approaches* Pearson Education, Inc.
- NTL Trust. (2021, August 9). *Dominica to create national sports trust fund with CBI funds — NTL trust*. <https://www.ntltrust.com/news/news-industry/dominica-to-create-national-sports-trust-fund-with-cbi-funds>

- PR Newswire. (2018, February 15). *Spanish Ice Sports Federation uses Pixellot tech*. ProQuest | Better research, better learning, better insights. <https://www.proquest.com/docview/2002203444?parentSessionId=zASmM%2BDy0A6MF9skwdKrIIwcVU6Irb1ggt2o98JkTSs%3D&pq-origsite=primo&accountid=14701>
- Sagicor. (2024, May). *Corporate social responsibility*. Welcome to Sagicor Dominica - Sagicor. <https://www.sagicor.com/en-DM/About-Sagicor/Corporate-Social-Responsibility>
- Skerrit, R. (2020). *National Resilience Development Strategy 2030 of Dominica*. Regional Observatory on Planning for Development. <https://observatorioplanificacion.cepal.org/en/plans/national-resilience-development-strategy-2030-dominica>
- Sportnz. (2023). Sport New Zealand - Ihi Aotearoa. <https://sportnz.org.nz/media/2109/sport-sponsorship-securing-and-retaining-commercial-partners>
- Stern, N., Lankes, H. P., & Pierfederici, R. (2022, July 13). *4 ways to make economic growth sustainable, resilient, and inclusive*. World Economic Forum. <https://www.weforum.org/agenda/2022/07/sustainable-resilient-inclusive-economic-growth/>
- Study Smarter. (2023). *Developing countries: Definitions, characteristics, examples*. StudySmarter UK. <https://www.studysmarter.co.uk/explanations/macroeconomics/international-economics/developing-countries>
- United Nations. (n.d.). *Country classification: Data sources, country classifications, and aggregation methodology*. cache: [//www.un.org/en/development/desa/policy/wesp/wesp\\_current/2014wesp\\_country\\_classification](https://www.un.org/en/development/desa/policy/wesp/wesp_current/2014wesp_country_classification) - Google Search. [/https://www.un.org/en/development/desa/policy/wesp/wesp\\_current/2014wesp\\_country\\_classification](https://www.un.org/en/development/desa/policy/wesp/wesp_current/2014wesp_country_classification)
- World Health Organization. (2022). *Sport for Health Programme*. World Health Organization (WHO). <https://www.who.int/initiatives/sports-and-health>



## APPENDIX

## Appendix A



INTERNATIONAL  
OLYMPIC  
COMMITTEE

Office of the Director General

Mr Felix A. Wilson  
President  
Dominica Olympic Committee  
40 Hillsborough Street  
Roseau  
Dominica

Rio de Janeiro, 29 July 2016

#### International Ticketing Programme – Rio 2016

Dear Mr Wilson, *Dear President,*

The IOC has been made aware of a number of issues in relation to the international ticketing programme for the Games of the XXXI Olympiad in Rio in 2016.

In particular, it has been drawn to the attention of the IOC by the Rio 2016 Organising Committee, that the National Olympic Committee of Dominica (DOM) did not respect the terms and conditions of the Ticket Sales Agreement and was in breach of the IOC Code of Conduct.

As clearly explained during the information seminars on Ticketing, no breach of the TSA nor of the IOC Code of conduct can be accepted.

This letter therefore constitutes a serious warning, which will be taken into consideration for the future.

We also inform you that the challenges experienced in Rio 2016 with your NOC will be taken into account when considering your ticketing needs for the next Olympiad (PyeongChang 2018 and Tokyo 2020).

Furthermore, the elements brought to the attention of the IOC clearly highlight a lack of transparency and good governance within the DOM, as they show that access to the Ticketing Programme was provided to a person unauthorised by Rio 2016. In such context, the IOC urges the DOM to improve its model of management and governance in order to be compliant with the principles of the Olympic Charter.

If you have any questions on any of the matters addressed in this letter, please first contact your client owner counterpart at the IOC (Toshio Tsurunaga).

Yours sincerely,

Christophe De Kepper  
Director General

## Appendix B

### Logos of Various Regional Athletics Associations



## **Appendix C**

### **Sponsorship Pitch Template**

Mrs. Cheryl Rolle  
Principal Representative  
Sagikor Life Inc. Dominica  
Cnr of Hillsborough & Independence Streets  
Roseau  
Dominica

#### **Subject: Partnership with Dominica Athletics Association to Nurture the Next Generation of Athletic Talent**

Dear Mrs. Rolle,

I hope this message finds you well. On behalf of the Dominica Athletics Association (DAA), I am writing to extend an invitation for Sagikor Life Inc., to become an esteemed sponsor of our grassroots development program that will reach approximately 500 children in the communities of Grand Bay, Roseau, Portsmouth, Marigot, and the Kalinago Territory. This initiative is pivotal in nurturing and showcasing the athletic talents of young individuals across the island, aligning perfectly with Sagikor's commendable commitment to youth and sports development.

#### **About the Dominica Athletics Association**

The Dominica Athletics Association has been a cornerstone in the development of athletics on the island. Our mission is to foster the growth of athletes from a young age, providing them with the resources and opportunities to excel in sports and life. Some of our offerings focus on nurturing talent, enhancing athletic skills, and fostering community involvement in sports. This is done through our staging of training programs and athletics competitions, targeting all age groups and abilities, and courses for technical officials and coaches. Additionally, workshops for athletes, coaches, and administrators to enhance their soft skills. Of most importance is DAA's flagship grassroots program aimed at identifying and supporting young talent, ensuring they receive the necessary training, equipment, and opportunities to compete at higher levels. It was this program that allowed the identification of the talented athletes who have gone on to realize

great success regionally and internationally including Treneese Hamilton (World Junior Finalist), Addison James (Carifta Games Gold medalist), and Dennick Luke (NACAC U23 Bronze Medalist). Some of these athletes are currently assisted by your esteemed company. Moreover, our most recent success story, Kerelle Etienne, first started participating in the DAA program in 2022, with a global ranking of 1517 in the U20 Girls 100m with a time of 12.55s and is now ranked 129 with a time of 11.69s at the tender age of 16. This time allowed her to become the first and youngest Dominican to qualify for the U20 World Athletics Junior Championships and secured a full scholarship to attend Jamaica's most dominant female track & field program the prestigious Edwin Allen High School. A success story that would not have been realized if not for our grassroots program.

### **About the Grassroots Development Program**

The DAA is looking to expand its grassroots programs from its current reach of 200 kids to 500 kids across five locations; Grand Bay, Roseau, Portsmouth, Marigot, and Kalinago Territory, which will include two hours of physical training three days per week along with one-hour sessions to enhance soft skills, resilience and leadership on the third training day, before physical sessions. Dual meets will also be hosted once per month, alternating across the five selected venues. The expanded program requires hiring and training more coaches and providing equipment including cones, mini hurdles, exercise mats, and throw implements, as well as uniforms and training gear. Some of the top performers at the dual meets will be selected to travel to the Central America and Caribbean (CAC) Age Group Championships and Jeux Scolaires Caribéens for a regional competition requiring transportation and accommodations.

### **Benefits for Sagicor Life**

As a partner, Sagicor Life will receive entitlement rights to the DAA grassroots program such as the "Sagicor Life Athletics & Learning Program"

Sagicor Life's name and logo will also be visible on:

- Participant uniforms worn during practice and competitions
- Signage at each program site, dual meets, and within the targeted communities

- Fliers distributed in the communities, schools, and resource centers promoting the grassroots program
- DAA's social media channels with a minimum of one (1) post per week and on its website homepage
- Advertisements aired on local radio stations and television promoting the DAA Grassroot Program and "Kick-Off" event targeted to interested parents and youth.
- A press release announcing the partnership distributed to local and regional media

Sagikor Life will also have the opportunity to involve employees as mentors to the athletes and offer educational content on financial literacy and the importance of insurance.

In summary, Sagikor Life will be investing in athletic programming that will create a ripple effect of positive outcomes, fostering healthier lifestyles, discipline, teamwork, and national pride. Your support will not only aid individual athletes but will also contribute to the broader societal benefits of an active, engaged, and inspired youth population.

Henceforth, to sustain and expand the grassroots program, we seek an annual sponsorship of \$50,000. This funding will support the following needs:

1. Coaching Fees: Ensuring access to trained coaches for all athletes.
2. Transportation: Covering transportation for athletes and coaches residing in neighboring communities participating in the program and to competitions.
3. Training Equipment: Providing essential equipment and technology that enhances training efficiency and effectiveness.
4. Uniforms: Equipping our athletes with uniforms, fostering team spirit and pride.

### **Why Partner with Us?**

1. Shared Vision: Sagikor's corporate social responsibility emphasizes support for youth sports development, mirroring our dedication to empowering young athletes through workshops on goal setting, leadership, team building, public speaking, and safeguarding
2. Community Impact: Your sponsorship will directly impact on the lives of approximately 500 young athletes, three times a week, giving them the platform to pursue their dreams

and achieve their full potential. One hour a week will be dedicated to workshops on life-skills

3. Visibility and Recognition: As our valued sponsor, Sagicor will receive significant exposure through our training and competitions, promotional materials, and media coverage.

Thank you for considering this corporate social responsibility and marketing proposal. We look forward to discussing this opportunity further and exploring how we can align our efforts to achieve mutual goals.

Warm regards,

Brendan Williams

President

Dominica Athletics Association

[dma@mf.worldathletics.org](mailto:dma@mf.worldathletics.org) or + 1-767-276-0663

----

This sponsorship pitch emphasizes the alignment of Sagicor's corporate values with the goals of the Dominica Athletics Association, highlighting the mutual benefits and long-term impact of such a partnership.