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**“MARKETING ANOCA GAMES: THE USE OF SPONSORSHIP AS A
MARKETING TOOL AND DESIGNING AN EFFECTIVE SPONSORSHIP
STRATEGY”**

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1.0

INTRODUCTION

This chapter will begin with a presentation of the background of our research area. The presentation will thereafter be followed by a problem discussion that will result in the statement of the purpose, research questions, and structure of the project

1.1 Background

The American Marketing Association defines marketing as the activity, a set of instructions, and processes for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners and society at large (AMA, 2013). Sports marketing may therefore be defined as the use of marketing to create, communicate, deliver and exchange sports experiences to customers, clients, partners and society. Marketing communication mix are tools an organization has to use in order to persuade, incite, and remind - both directly and indirectly- about their brands/products.

Sponsorship is a tool for communication and marketing, where the communication takes place through traditional media, where the sponsor purchases the rights for exposure in connection with an event. It is a fairly new development and is an area of marketing where the basic principles are still being laid down (Meenaghan, 1991). Meenaghan (1991) states that sponsorship is an element of marketing communications within the broader context of the marketing mix of product, price, distribution and marketing communications. Czinkonta and Ronkainen (2004) further claim that in order to achieve marketing communication objectives, tools of the promotional mix, such as advertising, personal selling, publicity, sales promotion, and sponsorship are commonly used. Sport marketing communication action therefore creates opportunities for organization to satisfy needs and receive benefits through an exchange process with clients and customers alike. As a result, sponsorship has become

a popular medium of corporate communication especially for organizations in the consumer market, and the use of sponsorship is believed to continue to grow as long as sponsors are satisfied and they are receiving value (Dolphin, 2003; Meenaghan, 1991).

The escalating cost of media advertising has made commercial sponsorship attractive since it is believed to provide a highly cost-effective marketing communication tool compared to traditional advertising. Today's society is more leisure-conscious and technologically advanced and therefore provides opportunities for sponsorship involvement. This can be reflected by the wide range of activities being pursued in both sports and arts compared to decades ago. There is an increase of media coverage, particularly on television, directed towards sports and cultural activities. The increase in media coverage creates an attractive opportunity for broadcast sponsorship.

1.2 Presentation of the problem

The global sports sponsorship market was estimated to be worth about 57 billion U.S. dollars in 2020 and is expected to grow to almost 90 billion U.S. dollars by 2027 (Gough, 2021). The growth in sponsorship expenditures can be explained by various reasons. Government restrictions many decades ago regarding alcohol and tobacco advertising forced manufacturers of alcohol and cigarettes to seek alternative ways to promote their products.

ANOCA operates under the direction of the Olympic Charter and its constitution as approved by the International Olympic Committee (IOC) and unlike the Olympic games, it has not had a lot of success in marketing its games and events unlike the Olympics which has generated billions of dollars in cash, kind and publicity through marketing since the resurrection of the games in 1894. In order to generate visibility and publicity for its games, ANOCA needs to better utilize marketing tools such as

sponsorship. Sponsorship has become an increasingly popular media for marketing due to its ability to achieve certain objectives relating to the overall corporate communications.

ANOCA getting sponsorship investment for its games and events from companies looking to increase brand awareness to achieve corporate goals and increase visibility will help enhance public perception and boost tourism in the host community and also shed more visibility onto ANOCA as a whole.

1.3 Research aims

The aim of this study is to gain a better understanding of how sport sponsorship can be used as a marketing tool in ANOCA to design and implement an effective sponsorship strategy for its games.

1.4 Research questions addressed

“How can ANOCA design and implement an effective sponsorship strategy?” is the main research question for this study. Our main research question leads us to address the following related sub-questions:

- What are ANOCA's objectives?
- What are the sponsoring company's sponsorship objectives?
- How is sponsorship managed within ANOCA?
- How do organizations select a specific sport sponsorship?
- How does ANOCA and organizations evaluate the effectiveness of their sport sponsorship?

1.5 Benefits of the project

This project will help ANOCA and its member NOCs countries gain a better understanding of sponsorship as a marketing tool and how they can implement an

effective sponsorship strategy for their games and events. It will also add to already established literatures on sports sponsorship and sports marketing as a whole.

REVIEW OF EXISTING KNOWLEDGE

2.0 This chapter will present previous studies and relevant theories regarding the related sub-questions. It will begin with the objectives of sport sponsorship which will be followed up by the selection criteria within sport sponsorship, and the evaluation of sport sponsorship effectiveness will be presented. Finally, the conceptualization of the research questions based on the literature review will also be discussed. This chapter will end with a section on Olympic Marketing.

2.1 The Sports Sponsorship Process

In order to carefully develop sponsorship programs, organizations worldwide commonly use a systematic process for designing a sport sponsorship program. This marketing exchange can be seen from two perspectives, that of the sponsor as well as that of the sponsored entity (Shank, 1999).



Figure 2.1 The Sponsorship Process

Source: Adapted from Shank (1999).

2.1.1 Objectives of Sport Sponsorship

When designing a sponsorship program, the first stage is to carefully outline the sponsorship objectives (Meenaghan, 1991; Shank, 1999). Historically, the main objectives of sponsorship were community assistance and the aim of giving back to the communities who supported the organization. Those objectives are inconsistent with today's way of viewing sponsorship more as a marketing vehicle (Walker, 1999). There are two types of sponsorship objectives, direct and indirect, according to Shank and Lyberger (2014). Direct is geared to increasing consumerism of a particular product. Indirect is about brand awareness, loyalty, creating relationships, prestige and target markets, something more subtle but powerful. However, the primary objectives of sport

sponsorship stated by Shank and Lyberger (2014) is awareness, competition, reaching target markets, relationship marketing, image building, and sales increase from the sponsor's perspective. Although, in a single sponsorship campaign, several objectives can be achieved, and objectives can moreover refer to strengthen the organization's brand, building goodwill among decision makers and opinion formers, in addition to displaying a socially concerned organization to the public (Shank, 1999).

Pope (1998) and Dolphin (2003) state that media objectives, corporate objectives, marketing objectives and personal objectives are four broad categories of sponsorship objectives that generally are acknowledged and accepted in the literature of sport marketing.

Corporate Objectives	Marketing Objectives	Media Objectives	Personal Objectives
Community	Business relations	Generate Visibility	Management Interest
Involvement	Reach Target Market	Generate Publicity	
Public Awareness	Brand Positioning	Enhance Ad	
Corporate Image	Increase Sales	Campaign	
Government Relations	Sampling	Avoid Clutter	
Employee Relations		Target Specificity	
Financial Relations			
Public Perception			
Client Entertainment			

Table 2.1.1 Objectives for Corporations Involved in Sponsorship of Sport.

Source: Adapted from Pope (1998)

2.1.1.1 Corporate Objectives

Dolphin (2003) notes that the major drivers behind sponsorship may be to alter public perception, increase community involvement, build relationships, and create goodwill. Abratt *et al.*, 1987 states that broad corporate objectives have their basis in

developing a favourable public perception of a firm, increasing public awareness of the company and its products, as well as creating goodwill among a company's stakeholders. Community involvement has been stated as an important corporate objective. Sponsors involve themselves in improving the life of the community, either at local or national level. This is done in order to show their manner of good citizenship (Meenaghan, 1983). The most basic objective with sponsorship is to generate awareness, or raise levels of knowledge of a company's products and services, product lines, or corporate name (Dolphin, 2003; Meenaghan, 1991; Olkkonen *et al.*, 2000; Shank, 1999). Olkkonen *et al.*, (2000) further states that achieving, increasing or sustaining awareness of a company or its brands/products is one of the most important tasks of a company's marketing activities, especially within marketing communication.

2.1.1.2 Marketing Objectives

The ultimate aim of sponsorship is to increase sales and profit (Abratt *et al.* 1987). Shank and Lyberger (2014) notes that reaching new target markets is an objective of importance of sponsorship programs since sponsorship has the ability to reach people who are attracted to sports entities because they share a common interest. Sport sponsorship therefore represents a natural vehicle for psychographic segmentation of consumers, and reaching consumers with similar tastes in activities, interest and opinions. Meenaghan (1983) further claims that sponsorship can be extended to most elements of the marketing communication mix, with the ability to assist the movement of the buyer towards the point of actual sale.

2.1.1.3 Media Objectives

The achievement of media coverage is one of the most important objectives for organizations that are involved in sponsorship (Meenaghan, 1983; Abratt, *et al.*, 1987). The coverage of an event is particularly important for organizations that consider brand-

, and company awareness as the main reasons for entering a sponsorship program. However, media coverage is more an intermediate objective rather than an end or final objective as market awareness. Moreover, the increasing use of new media offers new opportunities for sponsorship, as worldwide events supply the platform for global media coverage (Meenaghan, 1983).

2.1.1.4 Personal Objectives

Sponsorship has the capacity of delivering personal satisfaction that no other marketing communication tool can offer. It has been shown that the delivery of personal satisfaction is of significant importance (Meenaghan, 1983).

Meenaghan (1983) additionally states that sponsorship unitarily provides a unique opportunity to achieve rigorously defined communication targets simply by impulses in the executive's own personality, regardless of motivation.

2.1.2 Sponsorship Selection

Selecting a particular sponsorship calls upon the formation of important criteria. Even a broad stated policy would function as guidelines when trying to select a sponsorship. The sponsorship policy should be organization specific and reflect the vision and mission of the organization. Meenaghan (1983) has presented 14 criteria (shown below) that generally is a part of the selection process when organizations select a specific sponsorship.

Sponsorship Selection Criteria
<ul style="list-style-type: none"> • The ability to fulfil objectives • Image association potential of the particular sponsorship • Sponsorship Choice and Company/Product Compatibility • Media Coverage Potential • The Funding Requirement • Target Audience Coverage • The Opportunities for Guest Hospitality • Executive Preference • Geographical Coverage of the defined Audience • Staff Knowledge of the Proposed Sponsorship • Sponsorship Type • Solus Position • The Possibility for Adverse Publicity • The Organization of the Sponsored Activity

Table 2.1.2 Sponsorship Selection Criteria

Source: (Meenaghan, 1983).

2.1.3 Evaluation of Sponsorship Effectiveness

Meenaghan (1991) states that once the sponsorship has been chosen and implemented, it is necessary to evaluate the sponsorship program. Meenaghan (1991) further suggests that the evaluation can take place during three stages in a sponsoring program.

- **At the outset:** to determine the company's present position in terms of awareness and image among the target audience.
- **Interim tracking:** detect movement on the chosen dimension of awareness, image and market attitude.

- **Final evaluation:** when the sponsorship is completed the performance should be compared to stated objectives.

This three-step method has further gained support from Bennet (1999, referred by Abrahamsson, Forsgren and Lundgren, 2003). Meenaghan (1991) mentions five main methods in which the results of a sponsorship's effectiveness can be measured:

- **Measuring the level of media coverage/exposure gained**

Sponsors often use the level media coverage gained from sponsorship involvement as an indicator of performance, mostly because it is practical. The evaluation of this could be measured in: the duration of television coverage, monitored radio coverage, and the extent of press coverage in terms of single column inches. What is important to recognize by using this method is that the level of media coverage only indicates the extent of the publicity gained from a particular sponsorship. Thus, it does not measure the effectiveness of the gained exposure (Meenaghan, 1991).

- **Measuring the communications effectiveness of sponsorship involvement**

There is a tendency among sponsors to evaluate the results in communication since sponsorship is used to achieve basic communication objectives such as awareness and image. The level of awareness achieved, attitudes created, perceptions changed or associations suggested are measured against stated objectives. There are also some sponsors that attempt to measure the results from a sponsorship by focusing on the degree by which respondents associate the company or the product with the sponsored activity (Meenaghan, 1991).

- **Measuring the sales effectiveness of sponsorship**

Sponsorship is faced with the same problem as in the case of advertising or all other marketing communications in general, that of keying sales results to given expenditures. This is due to a variety of reasons:

- The simultaneous usage of other marketing inputs.
- The carry-over effect of previous marketing communications efforts.
- Uncontrollable variables in the business environment such as competitor activity or changing economic conditions.

However, many sponsors use sales results as evidence of a sponsorship investment, even if conclusive proof of this effect is hard to measure (Meenaghan, 1991).

- **Monitoring guest feedback**

In the case where guest hospitality is stated as an objective in sponsorship, monitoring guest feedback can provide a good measurement of sponsorship impact. Furthermore, guest feedback can also be considered a useful measure of effectiveness where the company's staff or local community are being targeted. Other sources of feedback can be

derived from participants, spectators and activity organizers as well as the company's own sales force (Meenaghan, 1991).

- **Cost-benefit analysis**

When organizations have more philanthropic than commercial motives towards their sponsorship then the organizations should go beyond the traditional marketing measurement when evaluating the effects. In this kind of situation, it might be necessary to view the collective opinions of the senior management as a basis for evaluation (Meenaghan, 1991). Stanley (1995, refereed by Behrer and Larsson, 1998) has suggested the following three step model through which the effectiveness of events can be measured:

Through retailers- sales, increased exposure, price campaigns and follow-up customer surveys that retailers initiate.

Through media- how much publicity the event generates, as well as how the event has been used in other media purposes, such as contests etc.

Through consumers - market statistics on sales and other specific surveys.

2.2 Conceptualization Framework of Research Questions

In order to answer the stated research questions in chapter one, this conceptual framework will serve as a ground for our data collection. Of the theories and concepts presented, the most relevant for our research are chosen. The theories in the conceptual framework are presented in the same way as they were in the literature review, since the theories are supported by others and summarize the area of research in a suitable way.

2.2.1 Conceptualization of RQ1: Objectives of Sport Sponsorship

Abratt *et al.* (1987), Meenaghan (1983), Meenaghan (1991), Olkkonen *et al.*, (2000), and Shank and Lyberger (2014) have put out theories about how the objectives of sports sponsorship can be described. These theories are summarized by Pope (1998) into four categories: corporate objectives, marketing objectives, media objectives and personal objectives. The reason this literature review focuses on the theory by Pope (1998) is because it encompasses the theories supported by Abratt *et al.* (1987), Meenaghan (1983), Meenaghan (1991), Olkkonen *et al.*, (2000), and Shank and Lyberger (2014).

2.2.2 Conceptualization of RQ2: Selection process in Sport Sponsorship

In order to answer the question on how organizations select sports sponsorships, the decision has been made to base the conceptualization on Meenaghan (1983) 14 criteria, which generally are a part of the selection process of specific events. This was found to be the most extensive list of considerations and they are shown in the list below.

2.2.3 Conceptualization of RQ3: Evaluation of Sport Sponsorship Effectiveness

This study has chosen to rely on Stanley (1995, refereed by Behrer and Larsson, 1998). After surveying the literature, Stanley's methods for evaluation were found to be the most recent suggestions.

- Through retailers
- Through media
- Through consumers

In regards of when to evaluate the sponsorship, we will rely on Meenaghan.s (1991) three-step method. This process has further been supported by Bennet (1999, referred by Abrahamsson, Forsgren and Lundgren, 2003).

- Before the sponsorship- The company's present position in terms of awareness and image among the target audience.
- During the sponsorship- Detect movement on the chosen dimension of awareness, image, and market attitude.
- After the sponsorship- When the sponsorship is completed, the performance should be compared to the stated objectives.

2.2.4 Emerged Frame of Reference

Previously in this chapter, relevant theories have been conceptualized. The frame of reference which emerged has been developed in order to understand how our research questions relate to one another and will serve as a base to reach our research purpose. Objectives in sports sponsorship show what companies want to achieve with their sponsorship. These objectives set the frame through which a sponsorship should be selected in order to reach those objectives. Furthermore, the evaluation of the sponsorship will show its effectiveness.



2.3 Olympic Marketing

2.3.1 Fundamental Objectives of Olympic Marketing

The IOC coordinates Olympic marketing programmes with the following objectives:

- To generate revenue to be distributed throughout the entire Olympic Movement – including the OCOGs, the National Olympic Committees (NOCs) and their continental associations, the International Federations (IFs) and other recognized international sports organizations – and to provide financial support for sport in emerging nations.
- To build on the successful activities developed by each organizing committee for the Olympic Games (OCOG) and thereby eliminate the need to recreate the marketing structure with each Olympic Games.
- To ensure that the Olympic Games can be experienced by the maximum number of people throughout the world principally via broadcast coverage.
- To protect and promote the equity that is inherent in the Olympic image and ideals.
- To control and limit the commercialization of the Olympic Games.
- To create and maintain long-term marketing programmes.
- To enlist the support of Olympic marketing partners in the promotion of the Olympic ideals.

2.3.2 Where Olympic Marketing Revenue comes from

The Olympic Movement generates revenue through several programmes. The IOC manages broadcast partnerships, the TOP worldwide sponsorship programme and the IOC official supplier and licensing programme. In addition, the NOCs, OCOGs and IFs generate revenue through their own respective commercial programmes.

Table 2.3.2 (a): the total revenue generated from broadcast partnerships and the TOP programme during the past six Olympiads.

Source (in USD millions)	1993-1996	1997-2000	2001-2004	2005-2008	2009-2012	2013-2016
Broadcast	1,251	1,845	2,232	2,570	3,850	4,157
TOP Programmes	279	579	663	866	950	1,003
Total	1,530	2,424	2,895	3,436	4,800	5,160

Table 2.3.2 (b): OCOG Revenue: The Past Six Olympiads

Source (in USD millions)	1993-1996	1997-2000	2001-2004	2005-2008	2009-2012	2013-2016
OCOG Domestic Sponsorship	534	655	796	1,555	1,838	2,037
OCOG Ticketing	451	625	411	274	1,238	527
OCOG Licensing	115	66	87	185	170	74
Total	1,100	1,346	1,294	2,014	3,246	2,638

* All figures in this table have been rounded to the nearest USD 1 million.

Source: IOC Marketing Fact File, 2021 Edition

2.3.3 IOC Revenue Distribution

The IOC distributes 90% of its revenue to organizations throughout the Olympic Movement, in order to support the staging of the Olympic Games and to promote the worldwide development of sport. The IOC retains 10% of its revenue for the operational and administrative costs of governing the Olympic Movement. This means that every day the equivalent of over USD 3.4 million is distributed by the IOC to support athletes and sports organisations at all levels around the world.

2.3.4 Olympic Sponsorship Overview

Olympic sponsorship is an agreement between an Olympic organization and a corporation, whereby the corporation is granted the rights to specific Olympic intellectual property and Olympic marketing opportunities in exchange for financial support and goods and services contributions. Olympic sponsorship programmes operate on the principle of product-category exclusivity. Under the direction of the IOC, the Olympic family works to preserve the value of Olympic properties and to protect the exclusive rights of Olympic sponsors.

Olympic sponsorship programmes benefit the Olympic movement in the following ways:

- Sponsorship provides valuable financial resources to the Olympic family.
- Sponsors provide support for the staging of the Olympic Games and the operations of the Olympic Movement in the form of products, services, technology, expertise, and staff deployment.
- Sponsors provide direct support for the training and development of Olympic athletes and hopefuls around the world, as well as essential services for athletes participating in the Games.
- Sponsorship activation enhances the Olympic Games experience for spectators and provides the youth of the world with opportunities to experience the Olympic ideals at global and local levels. Sponsorship support contributes to the success of the educational, environmental, cultural and youth-oriented initiatives of the Olympic Movement.
- Sponsors develop advertising and promotional activities that help to promote the Olympic ideals, heighten public awareness of the Olympic Games and increase support for the Olympic athletes.

2.3.4.1 Worldwide Olympic Partnership

The Olympic Partners (TOP) Programme is the worldwide sponsorship Programme managed by the IOC. The IOC created the TOP Programme in 1985 in order to develop a diversified revenue base for the Olympic Games and to establish long-term corporate partnerships that would benefit the Olympic Movement as a whole. The TOP Programme operates on a four-year term – the Olympiad. The TOP Programme supports the Organizing Committees of the Olympic Games and Olympic Winter Games, the NOCs, and the IOC. The TOP Programme provides each Worldwide Olympic Partner with exclusive global marketing rights and opportunities within a designated product or service category. The global marketing rights include partnerships with the IOC, all active NOCs and their Olympic teams, and the two OCOGs and the Games of each Olympiad. The TOP Partners may exercise these rights worldwide and may activate marketing initiatives with all the members of the Olympic Movement that participate in the TOP Programme.

The Olympic Games domestic sponsorship programme is managed by the OCOG within the host country under the direction of the IOC. The programmes support the operations of the OCOG, the planning and staging of the Games, the host country NOC and the host country's Olympic team. The Olympic Games domestic sponsorship programme grants marketing rights within the host country or territory only. The host country NOC and the host country Olympic team participate in the OCOG sponsorship programme because the Marketing Plan Agreement requires the OCOG and the host country NOC to centralize and coordinate all marketing initiatives within the host country.

Table 2.3.4.1 (a): TOP Programme Evolution

Olympiad	Games	Partners	No. of Participating NOCs	Revenue (in USD millions)
1985 – 1988	Calgary / Seoul	9	159	96
1989 – 1992	Albertville / Barcelona	12	169	172
1993 – 1996	Lillehammer / Atlanta	10	197	279
1997 – 2000	Nagano / Sydney	11	199	579
2001 – 2004	Salt Lake City / Athens	11	202	663
2005 – 2008	Turin / Beijing	12	205	866
2009 – 2012	Vancouver / London	11	205	950
2013 – 2016	Sochi / Rio	12	205	1003
2017-2020/21**	PyeongChang / Tokyo	14-15	205	2,295

**The Olympic Games Tokyo 2020 were postponed to 2021

Table 2.3.4.1 (b): Olympic Games Domestic Sponsorship

Olympic Games	Number of Partners	Revenue (in USD millions) *
Atlanta 1996	111	426
Sydney 2000	93	492
Athens 2004	38	302
Beijing 2008	51	1,218
London 2012	42	1,150
Rio 2016	53	848
Tokyo 2020	69	3,240

* All figures in this table have been rounded to the nearest USD 1 million.

Source: IOC Marketing Fact File, 2022 Edition

METHODS

3.0 In this chapter, the methodology used to gather data for the research questions will be presented. The chapter will include the following discussions: research purpose, research approach, research strategy, data collection methods, expected models of analysis, and quality standards.

3.1 Data Collection

After choosing the most appropriate research strategy, it is imperative to determine how the empirical data will be collected (Yin, 2003). Yin (2003) also defines six sources of evidence for collecting data for case studies: documentation, archival records, interviews, direct observations, participant observation, and physical artefacts. None of these six sources has a complete advantage over the others and because the sources are highly complementary, a good case study strives to use as many sources as possible. Data can be divided into primary and secondary data. While secondary data is data that already has been collected by other researchers with different purposes in mind, primary data is data gathered by a person on his/her own with a specific purpose in mind. The data gathered in order to answer the research questions of this study is collected from both primary and secondary sources. The sources of evidence used in this study are interviews and documentation.

For this study, focused interviews were selected for data collection because of a predetermined set of questions that need to be answered in order to gather relevant data for this research. Still, we aimed to keep the interviews open-ended to some extent in order to maintain the flexibility of the interviews in addition to the opportunity of investigating. The interviews were conducted in the English Language and an interview guide was used as a guide for the discussion. In order to give the respondents time to prepare for the interviews, the interview guides were sent in advance. In addition to the

interviews, data was collected from the chosen companies' homepages and annual reports with the aim of gathering information to be able to describe the companies' background.

3.2 Data Analysis

After the data have been selected and the empirical data have been gathered, the process of analyzing the data takes place with the aim to find answers to the earlier stated research questions. According to Yin (2003) data analysis means examining, categorizing, tabulating, or in other ways recombining the evidence with the aim to address the initial proposition of the study. In order to describe the specific ways in which case study analysis should be conducted, two types of general analytic strategies are available. According to Miles and Huberman (1994), there are two forms of analysis to use on case study data: with-in-case analysis and cross-case analysis. A with-in-case analysis is explained as comparing the data collected against the theory used in the study, whereas cross-case analysis compares data gathered from different cases with each other.

This study relies on the theoretical propositions that led to the case studies. The data will be compared to existing theory by conducting a with-in case analysis. The three stages presented above are followed when the empirical data of this study are analyzed. First, the data concerning each research question was reduced by choosing and simplifying the essential parts needed in order to answer the stated research questions. In the next step, the empirical findings within the cases will be evaluated to existing theory in a with-in case analysis.

4.0

DATA COLLECTION AND ANALYSIS

This chapter will present the empirical data gathered from the two case studies. To begin with, background information as well as data collected from ANOCA, Gerflor and APO Group (two of the sponsors/partners of ANOCA). A within-case analysis will then be conducted in order to compare the data from both cases with our conceptual framework. Thereafter, a cross-case analysis will be presented where similarities and differences between the two cases will be revealed. The data collected will be presented in the same order as the research questions. Hence, this chapter will include objectives of sport sponsorship, the selection process in sport sponsorship, and the evaluation of sport sponsorship effectiveness.

4.1 ANOCA Organizational Background

The Association of National Olympic Committees of Africa (ANOCA) is an international organization based in Abuja, Nigeria, which brings together the fifty-four African National Olympic Committees. It was founded on June 28, 1981 in Lomé, was initially called the Pan-African Olympic Institution at the service of sport, youth, human development and the promotion of Olympic values. ANOCA is an organization which belongs to the Olympic Movement. It pledges to be bound by the provisions of the Olympic Charter as well as the world anti-doping Code and comply with the decisions of the IOC. ANOCA also holds rights to most of the sport events in Africa like the Africa Youth Games (AYG), African Games etc.

ANOCA is rights owner to some games and events and being able to deliver attractive, financially profitable and impactful games and events is an important objective. ANOCA is not really into making profit from these as it gets funding from the IOC. Any profit made from its events goes into the running of the organization. It is also important to note that not all ANOCA's games have been as impactful and

attracts sponsors as the organization would like. An event like the African Youth games (AYG) has not enjoyed sponsorship and publicity unlike the African Games due to the audience it caters to and also due to lack of broadcast. The AYG will benefit greatly from sponsorship a sponsorship has been noted to help in brand positioning. The African Youth Games is mostly sponsored by the host country and as such only the local media broadcast part if any of the games, therefore usually sponsored by local business owners. There is a real problem in terms of television broadcasting because even the continental ones, do not broadcast these games. It is therefore difficult in these conditions to ask organizations when there is no attractiveness for a commitment without hope of return. Sponsorship at ANOCA have their value in kind and not cash. ANOCA only takes sponsorship that are long term and does not offer solus position to the sponsoring company but rather gives out rights to certain aspect of the event for example Gerflor has exclusive rights to designing the floor for the volleyball and handball completion while the APO Group provides communication, media and PR services.

The Marketing Commission Chair at ANOCA provided us with ANOCA sponsorship objective, sponsorship selection process, and methods of evaluation of sport sponsorship. The data was collected using the same set of questions via face-to-face interview on the 24th of April 2022 and by way of questionnaire delivered 22nd of March, 2022. The interview lasted 30minutes.

4.1.1 ANOCA Sports Sponsorship Process

As previously discussed in the literature review, sports sponsorship process is in three stages: highlighting an organization's objectives, identifying and selecting sponsorships that align with the organization's objectives and the eventual evaluation

of the sponsorship. According to the respondent, ANOCA has a number of different objectives, sponsorship selection criteria, and the evaluation process.

SPONSORSHIP PROCESS (THEMES)	QUOTES FROM RESPONDENT	REASON
OBJECTIVES	“Support adequate preparation of African athletes for optimal performance at major events”	Corporate Objectives
	“To ensure that ANOCA Games and Events are organized and delivered in line with best practices and standards”	Corporate Objectives
	“To deliver attractive, financially profitable and impactful games and events”	Marketing Objectives
	“To develop and enhance the ANOCA Games and Events portfolio”	Corporate Objectives
	“To enhance visibility and relevance of ANOCA while influencing global perceptions of Africa”.	Media Objectives

	“To provide appropriate services and support to NOCs in line with their needs”	Corporate Objectives
	“Elevate the status and relevance of the African Games (Olympic qualifiers)”	Corporate Objectives
	“Establish and implement a multi-faceted athlete performance support system”	Corporate Objectives
SELECTION CRITERIA	“ANOCA games sponsorship are mostly in kind”	Sponsorship Type
	“Prospective sponsors must be able to help ANOCA fulfil part of its objectives”	Ability to fulfil corporate objectives
	“Sponsors should be ready to commit across all ANOCA games and events”.	Long-term Commitment

EVALUATION PROCESS	“Feedback from participating NOCs, spectators and sponsors”	Feedback from participating groups
	“Social Media monitoring”	Media exposure and Communication results
	“Continuously during the games”	Time of Evaluation
	“A total measurement when the games are over”	Time of Evaluation

Table 4.1.1: ANOCA Sports Sponsorship Process

4.1.2 ANOCA Within Case Data Analysis

4.1.2.1 ANOCA Objectives Analysis

ANOCA is an organization that belongs to the Olympic Movement, bound by the provisions of the Olympic Charter and its stakeholders are its member NOCs as such, its objectives are to provide support for its stakeholders, create awareness for its games and events, provide for its member NOCs and their athletes, create the right image while building goodwill for the organization. ANOCA is an organization that belongs to the Olympic Movement, bound by the provisions of the Olympic Charter and its main stakeholders are its member NOCs. Therefore, the organization the company strives to create visibility in order to build, sustain or improve relationships. These correspond to Pope’s (1998) definitions of all the main objectives, especially concerning community involvement (NOCs support), building and maintaining business relations, and generating visibility. Thereby, the data from ANOCA are in general consistent with most of the theory by Pope (1998). The data also supports other

theories by (Meenaghan,1983; Abratt et al., 1987; Meenaghan, 1991; Olkkonen, 1999; Shank, 1999; Dolphin, 2003).

Another main objective considered by ANOCA is the business of maintaining relations especially with its NOCs, Partners, and sponsors. According to Pope (1998) business relations is a part of the marketing objectives, hence the case is in line with the theory. Another marketing objective of the organization is brand positioning for its games when trying to break into established market of federations. This is further in line with the theories by Shank (1999) and Abratt et al., (1987) and Meenaghan (1983). Abratt et al., (1987), Olkkonen (1999), and Shank (1999) state that increase in sales is the most common marketing objective to engage in sport sponsorship programmes. However, this is not an objective of importance for ANOCA as it does not sell a product of which it could estimate the increase in sales.

ANOCA's media objective is in line with the theory by Pope (1998), as the organization uses marketing objectives in order to generate visibility, generate publicity and to avoid marketing clutter. These objectives are further discussed by Meenaghan (1983) and Abratt et al., (1987), stating that media coverage is of special importance for companies considering brand- and company awareness as their main reason for investing in a sport sponsorship.

4.1.2.2 ANOCA Sponsorship Selection Analysis

Meenaghan (1991) suggests companies should establish a policy which would function as a guideline when choosing a particular sport sponsorship. For most parts the policies generally present both acceptable as well as unacceptable areas of activity. ANOCA sponsorship criteria in line with some of Meenaghan's theories since they have a policy that restricts individual sponsoring. Also, in line with Meenaghan (1983), ANOCA considers the sponsorships with overall ability to fulfill its previously stated

objectives. Image association and the potential rub off effect to the organization are also of great importance for ANOCA when selecting a sponsorship, which is further supported by Meenaghan (1983). ANOCA goes in line with Meenaghan (1983) theory since it finds it important that there is a link between the organization's image and the sponsoring company. In accordance to Meenaghan (1983), it argues that it is of great importance that a specific sponsorship activity can achieve media coverage.

4.1.2.3 ANOCA Sponsorship Evaluation Analysis

ANOCA does not formally evaluate the effectiveness of sponsorship, however some indicators can be used to evaluate the value in terms of relationship building after the sponsorship has taken place. Since ANOCA measures the sponsorship during its games and after, the data is coherent with the theories by Busby and Digby (2002) and Meenaghan (1991), stating that the sponsor may consider the outset, the tracking process and/or making a final evaluation of the sponsored event/games.

4.2 GERFLOR Organizational Background

Gerflor is a French company based in Villeurbanne, near Lyon. It is into design and manufacturing of floor coverings. The company was created with the first homogeneous vinyl floor in 1937 with the Mipolam brand. It offers a complete range of floor coverings and is present in many markets: domestic and professional equipment, healthcare establishments, schools, transport, etc. In the sports sector, it is a partner of several international federations (handball, volleyball) and has been a supplier of major sporting events among which the Summer Olympics since 1976 and the biggest tennis tournaments indoor (Paris, Marseille, Saint-Petersburg) or in the Davis Cup by providing floors to sport organizations or events for development purposes or competitions & games. The company has about 4000 employees and had an annual turnover of 913million Euros in 2020. Gerflor very recently signed an

agreement with ANOCA to provide floors for the volleyball and handball segment of all ANOCA games.

The Sport federations and events Manager provided insights into Gerflor corporate objectives, selection process and evaluation criteria. The data was collected by way of questionnaire sent out on the 25th of March 2022 and received 22th of April, 2022.

4.2.1 Gerflor Sports Sponsorship Process

SPONSORSHIP PROCESS (THEMES)	QUOTES FROM RESPONDENT	REASON
OBJECTIVES	“Our objectives are not constant and can change”.	Depends on yearly sales strategy and the areas covered by the agreement with the events rights owner
	“Influence and increase brand awareness within Africa”.	Corporate Objective
	“Create sale opportunities”.	Marketing Objective
	“Enhance our advertising campaign”.	Media Objective
SELECTION CRITERIA	“Considers specific competitions like volleyball and handball as its optimal criteria”	Gerflor is into design and manufacturing of floor coverings

	“Budget is another important criterion when entering a sponsorship”.	Gerflor would never enter a sponsorship if they would not be able to properly undertake it
	“Opportunity for Sales Return”	Marketing Objective
	“Media coverage potential”.	Image transfer and increase public perception
	“Opportunities for guest hospitality”.	Strengthen other stakeholders’ relationships
	“Reach target audience”.	Opportunity to increase business relations
EVALUATION PROCESS	“Media value report post games”.	Media Exposure
	“Media value report and TV audience”	Communications Results
	“See the generated sales”.	Marketing objective
	“Survey from Athletes and Coaches”.	Feedback from participating groups

Table 4.2.1 Gerflor Sports Sponsorship Process

4.2.2 Gerflor Within Case Data Analysis

4.2.2.1 Gerflor Objectives Analysis

The data from the company indicates that achieving its corporate objectives are the most important objectives for the company. These objectives include strengthening

Gerflor as a trademark, increase brand awareness and to be a part of the discussion in the Africa. Moreover, the company mentions the possibility to have profitable client activities by inviting clients to sport events. Pope (1998) suggests that corporate related objectives are involved in sponsorship of sport. Moreover, Abratt et al., (1987) state that corporate objectives have their basis in developing a favourable public perception of the firm, increasing public awareness, and creating goodwill among the company's stakeholders. Olkkonen (1999) further claims that stakeholder relationships may be created interactively through sponsorships by inviting important representatives to a sponsored event. Hence, the data from the study are in line with the theories by Pope (1998), Abratt et al., (1987), and Olkkonen (1999).

Concerning marketing objectives, Gerflor explains that sales opportunities are the only objective considered when sponsoring sports. Pope (1998) states that marketing objectives, including increase in sales, brand positioning, sampling are a part of a company's strategy when sponsoring sports. Thus, the data collected and the theory by Pope (1998) are consistent.

Media objectives are of great significance for Gerflor as the company wish to generate visibility and publicity through sport sponsorship. Pope (1998) states that media objectives are involved in sport sponsoring. In a similar manner, Meenaghan (1983) and Abratt et al., (1987) state that achievement of media coverage is an important objective for sport sponsorship.

4.2.2.2 Gerflor Sponsorship Selection Analysis

In accordance to Meenaghan (1983), Gerflor argues that it is of great importance that a specific sponsorship activity can achieve media coverage and help in achieving some of its objectives. It also considers the match between the rights owner's media

profile and the company's target audience, which has also been suggested by Meenaghan.

As supported by Meenaghan's (1983) suggestions, Gerflor also takes the budget into great consideration when selecting a sport activity and will not undertake any kind of sponsorship activities if they are not able to execute it properly. Meenaghan (1983) claims that a precise definition of the target audience will ease the choice of sponsorship as well as it will increase the effectiveness on the sponsorship expenditures. Meenaghan (1983) also states that a company that seeks a mass appeal should choose activities with a broad appeal such as popular music festivals or sporting activities. Gerflor works in line with Meenaghan's (1983) theory since they have chosen sport activities to reach their extensive target audience.

Gerflor is in agreement with Meenaghan (1983) since it considers how to effectively reach their target audience in both their domestic as well as their international market. Meenaghan (1983) moreover argues that there are other criteria needs to be taken into consideration during the selection process. These factors are: an established or new sport activity, once-off or longer-term commitment and the seasonality of the sponsorship. Gerflor goes in line with Meenaghan's (1983) theory since they prefer to be involved in already established activities, while they also prefer to engage in sponsorships that offer the opportunity of long-term commitments. A short-term commitment will not be able to generate the rub-off effect of their desired image.

4.2.2.3 Gerflor Sponsorship Evaluation Analysis

Gerflor suggests that it evaluates effectiveness of sports sponsorship using the following methods: media coverage, communication results, feedback from participating groups and sales response. It uses media coverage in order to measure how

much publicity the company has gained during the games and after. Measures communicating results from spectators and the media, gets feedback from participating groups that is the athletes and officials and finally measures sales response. This is in line with the theory of Meeghan (1991).

4.3 APO Group Organizational Background

Apo group is a Communications, PR and Media consulting company. The APO group provide ccommunications consultancy and press release distribution service providing turnkey solutions that empowers companies to grow their business on the African continent. Since 2007, APO Group has utilised its strong relationships and knowledge of Africa to help companies flourish by communicating their stories for free in exchange for the partner designation. It also offers sponsor sourcing in exchange for a commission. It has a total of 84 employees and has been sponsoring sports activities since 2018.

Group Head of Partnerships: Sport provided insights into APO Group objectives, selection process, and evaluation criteria. The data was collected using the same set of questions via a face-to-face interview on the 24th of April 2022 and by way of questionnaire delivered 31st of May, 2022. The interview lasted 30 minutes.

4.3.1 APO Group Sports Sponsorship Process

Sponsorship Process (Themes)	Quotes	Reason
OBJECTIVES FOR SPONSORING SPORT EVENTS	“Create business opportunities for the company”	Corporate Objectives
	“Increase revenue for the company”	Marketing Objectives
	“Create meaningful partnerships that will benefit our clients”	Corporate Objectives
	“Create positive social impact through our services”.	Media Objectives
	“Generating visibility for its clients”.	Corporate and Media Objectives
SELECTION CRITERIA	Align with the sponsors business & brand objectives”	Compatibility with sponsored organization
	“Speak to the sponsors target market (whether its B2B, B2C or D2C)”.	Target Audience Coverage

	“Provide business opportunities or assist in growing the business”.	Ability to fulfil corporate objectives
	“Provide an opportunity to create positive social impact and good-will within the targeted communities”	The Possibility for Adverse Publicity
	“Align with the sponsors values”.	Compatibility with sponsored organization
EVALUATION PROCESS	“Through Media Monitoring & sponsorship metrics, they provide a return on communication and brand exposure”	Media Exposure
	“Media monitoring reports which include monitory value and sentiment (including social media engagement and reach)”.	Communication Results
	“Through linked sales and promotion activities”	Sales Return/ Results

	“Sentiment and Customer feedback (measured through targeted surveys)”	Feedback from participating groups
	“We set clear targets and metrics to measure the results of your sponsorship strategy at the outset, games time and end of the event”.	Time of Evaluation

Table 4.3.1 APO Group Sports Sponsorship Process

The respondent also noted that sponsorship is a great tool to market and reach business objectives but sometimes corporates:

- Do not understand how sponsorship works
- Do not see the value of sponsorship or how they can get value out of it.
- See sponsorship as Social Responsibility

4.3.2 APO Group Within Case Analysis

4.3.2.1 APO Group Objectives Analysis

APO Group is a PR and media consulting company and as such the company’s objectives are mostly media and communications related. These objectives include creating business opportunities, creating meaningful partnerships, increase revenue and create a positive social impact. These correspond to Pope’s (1998) definitions of all the main objectives, especially concerning creating a positive social impact, creating business opportunities and generating visibility. Thereby, the data from ANOCA are in general consistent with most of the theory by Pope (1998).

Increasing revenue for the company is another objective considered when sponsoring sports. Pope (1998) includes increase in sales as one of marketing objectives that organizations consider when sponsoring sports. Thus, the data collected and the theory by Pope (1998) are consistent.

Media objectives are of great significance for APO group as the company wish to generate visibility and publicity for itself and its clients through sport sponsorship. Pope (1998) considers enhance ad campaign, avoid clutter, and target specificity, as media objectives. In a similar manner, Meenaghan (1983) and Abratt et al., (1987) state that achievement of media coverage is an important objective for sport sponsorship.

4.3.2.2 APO Group Sponsorship Selection Analysis

APO Group takes a number of things into account before sponsoring an event. From the data gathered, alignment with the sponsored business and their objectives and also their objectives are important. Being able to reach target audience is also another criteria APO group considers. In accordance to Meenaghan (1983), APO group argues that it is of great importance that a specific sponsorship activity can achieve media coverage. It further considers the match between the sponsorship media profile and the company's target audience, which has also been suggested by Meenaghan.

4.3.2.3 APO Group Sponsorship Evaluation Analysis

The data gathered from APO Group suggests that it evaluates effectiveness of sports sponsorship using media coverage, communication results, feedback from participating groups and sales response. Meenaghan (1991) states that once the sponsorship has been chosen and implemented, it is necessary to evaluate the sponsorship program. APO group tracks sports sponsorship effectiveness at the onset of sponsorship activation, during the games and after the event ends. This fulfills the

theory by Meenaghan (1991) which suggests that the evaluation can take place during three stages in a sponsoring program.

- At the outset: to determine the company's present position in terms of awareness and image among the target audience.
- Interim tracking: detect movement on the chosen dimension of awareness, image and market attitude.
- Final evaluation: when the sponsorship is completed the performance should be compared to stated objectives.

4.4 Cross Case Analysis

4.4.1 Cross Case Analysis of Sports Objectives

The objectives for each of the organizations vary and are also alike in a number of ways. For ANOCA being a part of the Olympic movement, its foremost objective is to develop, promote and protect the Olympic Movement in Africa whilst fostering and applying the fundamental principles of Olympism. As such most of their objectives are corporate objectives and all involve sustaining relationship with its NOCs, creating awareness for its games and events, providing for NOCs and their athletes. This is the same for Gerflor and the APO Group whose corporate objectives also include increasing brand awareness, strengthening the trademark, creating business opportunities and creating meaningful partnerships. Corporate image, community involvement (NOC support), are of highest importance according to ANOCA. Gerflor's and APO Group's objectives for engagement in sport sponsorship are based on objectives in a wider spectrum, such as public awareness, corporate image, public perception, community involvement, client entertainment, and employee relations.

Another indication revealed of the cross-case analysis is that all of the organizations consider business relations as a part of their marketing objectives. The

companies have been proved to have the same marketing objectives. They all consider brand positioning in some specific cases. Objective of reaching target market are also marketing objectives of all three organizations and while increase in sales or profit cuts across all three organizations, it is not a main objective for ANOCA as ANOCA get revenue from the IOC and its NOCs. All profits made during ANOCA go back into the running of the organization and organizing games and events.

Concerning the media objectives, all organizations consider objectives of generate visibility and generate publicity. Indications from the cross-case analysis thereby reveal that the companies share the same media objectives and consider them as essential. Nevertheless, the major dissimilarity between the organizations is that ANOCA considers the Corporate/management interest as its major determining objective of sport sponsorship whereas increase in sales and creating business opportunities is considered by Gerflor and the APO Group.

4.4.2 Cross Case Analysis of Sports Sponsorship Selection

The selection process and criteria of sport sponsorship amongst all three organizations is found to differ somewhat. ANOCA mentions the chosen sponsor's ability to deliver the marketing message as important criteria. Long-term sponsorship agreement across all its games and events is also another criterion. Also, as a rights owner, ANOCA accepts sponsors not looking to be the sole sponsors. Gerflor and APO Group state the revenue prospect for the company as a criterion in the selection process. All three organizations also mention the cost of the sponsorship and the exposure to the company's target market as important selection criteria. The status and image of the potential sponsored party is found to be significant in the selection process, although the motives differ. Gerflor and the APO Group explains that this criterion is considered since the sponsorship has to be in agreement with its objectives, whilst ANOCA states

that it is an important determinant as the company wants the sponsorship to be visible for the target audience. All three organizations also state that the link between the targets of sponsor and sponsored has some impact on the decision-making process in that Gerflor makes floor covering for the handball and volleyball games, APO Group provides media exposure.

4.4.3 Cross Case Analysis of Sports Sponsorship Evaluation

When considering the evaluation of sport sponsorship effectiveness, the cross-case analysis reveals that ANOCA does not formally evaluate the effectiveness of sport sponsorship, instead the organization finds other informal alternatives for their measurement like measuring feedback from participating groups and measuring how many percent of the people invited to an event that are actually attending. ANOCA also measures the media exposure and communication results. It measures the effectiveness of sport sponsorship in two steps: continuously during the games and a total measurement when the games are over. In the case of Gerflor and APO group, they both use the following methods: media coverage, communication results, feedback from participating groups and sales response. It uses media coverage in order to measure how much publicity the company has gained during the games and after. Measures communicating results from spectators and the media, gets feedback from participating groups that is the athletes and officials and finally measures sales response.

Gerflor measures the effectiveness of sport sponsorship in two steps: continuously during the games and a total measurement when the games are over while APO group measure at the onset, during games time and at the end of the games.

These data confirm that both ANOCA and Gerflor are alike since they do not evaluate sponsorship as a formal matter; although they are different due to their alternative ways of measuring the effectiveness of a sponsorship programme.

In the opposite, the cross-case analysis indicates evidence that the companies are different in regards of assessing communication results. ANOCA somewhat may notice small changes in awareness, attitudes and opinions at the end of the event, by simply listening to the personnel and other stakeholders. In contrast, Gerflor put less effort in measuring the effectiveness of the communication. Due to the nature of the organization, ANOCA is not sales oriented while Gerflor and APO Group's main marketing objective is to create sales opportunities and measures sales results. APO group measure formally since they set clear targets and metrics to measure the results of your sponsorship strategy at the outset, games time and end of the event.

All of the organizations put feedback from participating groups as their main method of evaluation, which provide evidence on further correspondence between the companies. ANOCA additionally evaluates the effectiveness of a sponsorship by discussing the feedback from the participating groups in order to determine and assess the validity of the response. In a similar manner, Gerflor has a constant dialogue concerning the company's value of the sponsoring activities.

CONCLUSIONS AND RECOMMENDATIONS

5.0 This chapter will provide the answers to the earlier stated research questions by drawing conclusions based on theory and the analyzed data. Finally, recommendations for management, theory, and further research will be presented. This thesis aims to understand how ANOCA can effectively use sports sponsorship as a marketing tool and things to consider to develop a sponsorship proposal. In order to achieve this, this thesis identifies some sub research questions: objectives behind sports sponsorships, the selection criteria and the evaluation of the sponsorship.

5.1 What Are ANOCA'S Sponsorship Objectives?

It has been established that ANOCA is a sports organization belonging to the Olympic Movement and bound by the provisions of the Olympic Charter. Its key mission, to lead in the development, promotion and protection of the Olympic Movement in Africa by supporting and assisting African athletes and National Olympic Committees, fostering mutual understanding and cooperation in the continent and contributing to development through sport. Sponsorship has also been established as a marketing communication tool which can be used to communicate about organizations to customers, clients and most especially the society. From the data collected from the marketing commission head at ANOCA, corporate related sponsorship objectives as well as marketing and media objectives are easily identifiable. The corporate objectives for engaging in a sponsorship at ANOCA are very different from other organizations in that ANOCA is not just another sport organization but one that caters to the growth and development of athletes and their respective NOCs in Africa.

Community involvement (ANOCs support) is a corporate objective for engaging in sports sponsorship at ANOCA. It was found that sport sponsorship is a good way for community involvement. In this view, this is a good way for ANOCA to

further create goodwill and for the NOCs to feel proud to be a part of any success the sponsored activity brings. Building and maintaining business relations and brand positioning are marketing objectives for ANOCA as it has to keep in good relations with its NOCs while also building new partnerships for the growth and development of the organizations. Maintaining these relationships will help to properly position ANOCA and its games as brands. Generating publicity and visibility for its games and events by via media coverage is a media objective. This has been found to increase public awareness and perception.

5.2 What are the sponsoring company's sponsorship objectives?

The analysis of the two case studies (sponsoring organizations) has revealed several objectives of sports sponsorship, as discussed in the theories. Corporate, marketing, and media objectives are at the heart of those objectives. However, organizations seem to consider different objectives within the main corporate objective. Also, the fact that objectives of sports sponsorship are constant or inconstant may also vary depending on the company and the type of sponsored unit for both organizations. This research identifies similar objectives found in the cases; creating awareness and image building, as important sports sponsorship involvement. Reaching out to the target group and by making business relations are also important objectives for sports sponsorships. Previous research has shown that sports sponsorship is an effective promotion tool in order to reach out to large and various target groups. Another objective found to be of importance is guest hospitality. Sports-related events seem to be a good way for a company to entertain and show its gratitude to its customers and potential clients. Creating meaningful partnerships that will benefit clients and creating or increasing positive social impact through services was also indicated to be of importance.

The analysis further indicates that for an organization like Gerflor which is in the business of making floor coverings, marketing objectives of creating sales opportunities, sales return and brand positioning is of high importance. For the APO Group, increasing revenue for the company is its marketing objective. Further, this research found that media coverage to enhance Ad Campaigns is seen as a very important objective within sports sponsorship. It is noted that organizations that consider media coverage as an important sponsorship objective are seeking to improve the awareness of the company by generating visibility and publicity. Thus, giving an indication that media coverage and improving awareness are strongly related to one another.

In order to briefly summarize how the objectives of sports sponsorship can be described by the sponsoring organization, the main conclusions are as follows:

- Objectives may be constant or inconstant depending on the company and sponsored unit.
- Corporate objectives such as creating awareness, image building, and guest hospitality.
- Marketing objectives such as reaching target groups, business relations, sales opportunities, and brand positioning.
- Media objectives such as generating visibility and publicity, and enhancing Ad Campaigns.

5.3 How Do Organizations Select a Specific Sport Sponsorship?

It has been found that sponsorship policies are a good way to restrict some areas of activity. By having a sponsorship policy, an organization can facilitate a selection process resulting to an effective sponsorship for the company. Furthermore, this research has shown that a sponsorship's ability to fulfil earlier stated objectives is a

vital criterion. Thus, the selection process is sometimes specifically related to the organization's previously stated objectives or align with the values of the sponsored organization. Where media coverage is considered as important, potential media coverage should be carefully considered in the selection process. Further, if an organization desires to affect its image, it should also consider the potential image rub-off of a specific sports event.

This research has also proved that the budget plays an integral part in the selection process. Even though ANOCA does not require value in cash in a sponsorship, organizations will not get involved in sport sponsorship unless it has enough funds in order to properly undertake it. Furthermore, the event should have the ability to reach the target audience, demographically as well as geographically. Also taken into consideration is the opportunity for guest hospitality in order for the organization to establish relationships with its clients and potential clients. Also, the type of event is also a great concern in the selection process especially for an organization like Gerflor that sponsors specific sports events. Considerations are taken into whether the sponsored sport activity is a one-time activity or a long-term commitment. However, it seems that a company prefer to be involved on a long-term basis, since short term relations simply do not provide the opportunity to deliver a desired message. Newly established or existing activities are also taken into consideration. This research, indicates that existing activities are preferable since it is easier to reach a large target audience due to the fact that the events involved members of ANOCA which is quite a huge number of countries

The findings of this study also indicate that organizations do regard the following selection criteria as important: the capability to integrate its product into the sporting event, the possibility to achieve a competitive advantage in the market place, the

corporate exclusivity, the possibility to increase sales/trial of product/service, the possibility to increase brand awareness, the perceived similarity between the sponsor's product and the sponsored activity, or the opportunity to add the sponsorship to the present marketing strategy. To conclude, the following summarizes the selection criteria for sports sponsorship:

- Image association potential.
- Compatibility of sport activity and company image
- Media coverage potential
- The budget.
- Target audience coverage of the immediate audience attending the event.
- Opportunities for guest hospitality.
- Geographical coverage of defined target audience
- The type of event: New or established event and one-time activity or recurring commitment
- The organization behind the event

5.4 How Does ANOCA and Organizations Evaluate the Effectiveness of Their Sport Sponsorship?

Based on the findings, it can be said that most organizations do not formally evaluate the effectiveness of sport sponsorship, instead they try to find more informal alternatives for their measurement. Moreover, the findings imply that the methods used differ amongst organizations. In order to evaluate the effectiveness of the sponsorship agreement, organizations may investigate if they have received the right rate of exposure. The findings also indicate that organizations highly value the opinions of their employees and clients regarding sport sponsorship. Another evaluation method is

to look over the percent of invited guest that appear on the sponsorship activities to see if the interest tends to decrease, in such cases the organization may have to change the direction of the sponsorship. The communication results, including awareness and attitudes, can also be noticed before and after a specific sport event in order to evaluate the effectiveness. Another evaluation method is the measurement of sales return and sales opportunities for sponsoring organizations looking to make profit. This research also indicates that the evaluation seems to be related to earlier stated objectives. An organization that has stated media coverage as a major objective has also evaluated their effectiveness by measuring the media coverage gained over the course of the event. Market research amongst the spectators seems to be a more appropriate way to measure the sponsorships effectiveness. By getting direct feedback the organization can get important information of things like organization awareness and image association, which can easier be related to the organization's sponsorship objectives.

It was also concluded that an organization could carry out the evaluation in three stages - before, during and after a season. The success of sponsored event and the interest from media to cover the sport activity can highly influence the effectiveness of the sport sponsorship. By doing the evaluation through these three stages a company can detect movements during the season. In order to give a brief conclusion, the following summarizes evaluation of sport sponsorship effectiveness:

- It is difficult to evaluate a sport sponsorships effectiveness and ineffective in relation to what they cost.
- The evaluation is at times related to the earlier stated objectives for sport sponsorship.
- The evaluation is mainly conducted through media and consumers.

- Evaluation is done before, during, and after a season.

5.5 Operational Recommendations for ANOCA, Other Sports Organizations and Sponsoring Organizations

This research has investigated how organizations handle sport sponsorship in a management context. Thus, ANOCA must implement a process with the following 7 steps:

- Outline overall sponsorship objectives in your organisation

The findings of this research have shown that first thing an organization should do when considering sports sponsorship, is to state clearly the objectives and goals of the organization. Clear objectives provide a background for the sponsorship selection process and the evaluation process and help to facilitate the selection process as well as make the evaluation easier. This increases the chances of a more successful sponsorship involvement.

- Audit and prepare inventory of sponsorship assets and current sponsorship program

Auditing any existing assets, whether incorporated within current sponsorship packages or yet to be commercially exploited and establishing a list of every conceivable asset will help to highlight the types of benefits assets could deliver.

- Benchmark assets against the market

Understanding which business sectors and brands are investing in sports is vital to building an overall sponsorship strategy. By monitoring local and pan-territorial marketing and advertising campaigns and the announcement and activation of sponsorship deals, it is possible to paint a picture of how sponsorship is being incorporated within marketing activities. It is also important to conduct your own research by contacting companies and arranging meetings, not to 'sell' anything but to

understand their business challenges and what content may interest them and match their requirements. Find the FIT and their activation needs.

- Define the sponsorship proposition and architecture

Having identified the assets available, the next step is to decide on the structure and the packaging of these assets for sale to potential sponsors.

- Develop great value proposition and sell your sponsorship packages

The findings of this research show that as rights owners, ANOCA and other sports organization needs to create value for sponsors to invest. Do not offer to potential sponsors a pre-determined package but rather create or adapt content based on the job they want to achieve, their expected benefits and their problems. It is recommended that organizations add market research in order to create a hit list and develop a great value proposition for each potential sponsor. Sponsorship fee should also be market related also only if sponsorship value is in cash. Sponsoring organizations need to negotiate the rights it needs as sponsors and said rights should also be packaged and value proposition based on the needs and objectives of the sponsoring organization by the rights owner. The rights owner also needs to ensure they can deliver on the rights sold to the sponsors.

- Manage the relationships with sponsors

Having concluded negotiations and reached an agreement, both parties must now put in place the structures and personnel to ensure the implementation and management of the agreement. The following pointers will greatly improve the sponsor/SO relationship and ensure that the ambitions and objectives of both parties are realized: offer design and differentiation, nurture the sponsor/SO relationship and finally, agree on implementation

- Activation and measuring results

The evaluation of sponsorship effectiveness is relatively difficult to measure. It is recommended that rights owners of sports events, teams and federation need to provide measurable outcomes and be transparent especially when it comes to how the money is used and spent (be accountable) if the sponsorship agreement is valued in cash. Sponsors also have to leverage the sponsorship in order to make it work and provide a ROI. They cannot expect the sponsorship to work on its own; it is not the rights owner's responsibility to make the sponsorship work, but the sponsors responsibility to make it work for them. To maximise the value for both parties, the sponsor and the national association should work in partnership and in doing so adopt an integrated marketing communications approach, applying their combined resources to achieve their objectives.

These recommendations also apply to other organizations using or considering sports sponsorship.

The aim of this study is to gain a better understanding of how sport sponsorship can be used as a marketing tool in ANOCA to design and implement an effective sponsorship strategy for its games. The recommendations of this study will be compared with the current marketing and sponsorship protocol at ANOCA and its member NOCs and will be implemented where necessary and evaluated.

Table 5.1. Recommendations for management and policy

Priori ty	Recommend ation	Action	Lead	Resour ces	Timesca les	Critical success factors
1	Outline overall sponsorship objectives in your organisation	Consult with all key personnel and identify sponsorship objectives for ANOCA	Sec Gen	Time Travel expense s	Sept 2022-Oct 2022	The commitment of Board and personnel
2	Audit and prepare inventory of sponsorship assets and current sponsorship program	Auditing any existing assets, whether incorporate d within current sponsorship packages or yet to be commercial	Sec. Gen	Time	Sept 2022-Oct 2022	Commitment of the marketing commission committee

		ly exploited and establishing a list of every conceivable asset				
3	Benchmark assets against the market	Monitoring local and pan- territorial marketing and advertising campaigns and the announcem ent and activation of sponsorship deals	Marketin g Commiss ion Chair	Time	Oct 2022- Nov 2022	Members of the marketing commissi on departmen t. Response from targeted organizati ons. Proper informatio n given by targeted organizati ons.

4	Define the sponsorship proposition and architecture	Structuring and the packaging of assets for sale to potential sponsors. Present to Board and get endorsement for sale of assets	Marketing Commission Chair	Time Travel Expenses	Oct 2022-Nov 2022	Commitment and corporation from members of the marketing commission department. Commitment of Board and personnel. Approval from Board members.
5	Develop great value proposition and sell your sponsorship packages	create value for each potential sponsor to invest.	Marketing Commission Chair	Time Travel expenses	Till sale of all sponsors hip package	Commitment of Board and personnel. Approval from

		Get approval for sale of sponsorship package			is achieved	Board members. Signed agreement between potential sponsors
6	Manage the relationships with sponsors	Put in place the structures and personnel to ensure the implementation and management of the agreement.	Sec. Gen	Time	Till sponsors hip agreeme nt ends	Members of the marketing commissi on departmen t. Corporati on from sponsorin g organizati ons. Board members and other personnel

						at ANOCA.
7	Activation and measuring results	Evaluation of sponsorship effectiveness. Apply combined resources to achieve their objectives.	Marketing Commission Chair	Time Travel expenses	Till sponsors hip agreement ends	Members of the marketing commission on department. Corporation from sponsoring organizations. Board members and other personnel at ANOCA.

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ABSTRACT

Sports organizations, in order to increase the value and attractiveness of their brand have to use marketing promotion tools to penetrate the already cluttered up market. Sports sponsorship is one way this can be achieved as sponsorship is one of the tools for communication and marketing. The aim of this thesis is to gain a better understanding of how sport sponsorship can be used as a marketing tool by ANOCA to design and implement an effective sponsorship strategy for its games.

Data was collected from ANOCA as a sports organization and the following sponsoring organizations: Gerflor and the APO Group.

The findings indicate different objectives for sport sponsorship varying via by organizations, also different criteria for sponsorship selection as well as different evaluation methods. It is recommended that sports organizations have defined objectives, increase value proposition, manage relationship with sponsors and come up with a well-defined means of sponsorship evaluation.

RÉSUMÉ

Les organisations sportives, afin d'augmenter la valeur et l'attractivité de leur marque, doivent utiliser des outils de promotion marketing pour pénétrer un marché déjà encombré. Le sponsoring sportif est un moyen d'y parvenir car le sponsoring est l'un des outils de communication et de marketing. L'objectif de cette thèse est de mieux comprendre comment le sponsoring sportif peut être utilisé comme outil marketing par l'ACNOA pour concevoir et mettre en œuvre une stratégie de sponsoring efficace pour ses jeux. Les données ont été collectées auprès de l'ACNOA en tant qu'organisation sportive et les deux sponsors suivants : Gerflor et le groupe APO.

Les résultats indiquent que les objectifs pour le sponsoring sportif varient selon les organisations, ainsi que les critères de sélection du sponsoring de même que les méthodes d'évaluation utilisées. Il est souhaitable que les organisations sportives aient des objectifs définis, augmentent la proposition de valeur, gèrent les relations avec les sponsors et proposent une méthode précise d'évaluation du sponsoring.

APPENDICES

ABBREVIATIONS

AMA	American Marketing Association
ANOCA	Association of National Olympic Committees of Africa
AYG	African Youth Games
IF	International Federation
IOC	International Olympic Committee
NOC	National Olympic Committee
OCOG	Organizing Committee for the Olympic Games
PR	Public Relations
RQ	Research Questions
TOP	The Olympic Partners

DEFINITIONS

- Olympism-** A philosophy of life, exalting and combining in a balanced whole the qualities of body, will and mind. Blending sport with culture and education, Olympism seeks to create a way of life based on the joy of effort, the educational value of good example and respect for universal fundamental ethical principles.
- Olympic Charter-** The codification of the fundamental principles of Olympism, and the rules and bye-laws adopted by the International Olympic Committee. It governs the organisation, actions and functioning of the Olympic Movement and establishes the conditions for the celebration of the Olympic Game
- Olympic Movement-** The concerted, organized, universal and permanent action, carried out under the supreme authority of the IOC, of all individuals and entities who are inspired by the values of Olympism.

INTERVIEW GUIDE

- Organization/Company Name
- Name/position respondent
- Field of business
- Annual turnover
- Number of employees
- Has your company ever sponsored a sporting activity?
- If yes, when did your company start sponsoring (sport) activities?
- What is the Percent of marketing budget aimed for (sport) sponsorship in your organization?
- What type/s of (sport) sponsorship activity/activities is your organization currently engaged in?
- Why does your company use (sport) sponsorship as a promotional strategy?
- How has sponsoring a sporting activity impacted your organization/Company?
- Would you be willing to be part of the sponsors for the ANOCA African Youth Games?
- Which ways does your company sponsor sports? Which sports

Objectives of Sport Sponsorship

1. What are your objectives of sport sponsorship? Are they constant or do they change considering the sponsored sport unit?
2. Do you have corporate related objectives of sport sponsorship? If yes, what are they?
3. Do you have marketing objectives of sport sponsorship? If yes, what are they?
4. Do you have media objectives of sport sponsorship? If yes, what are they?
5. Do you have personal objectives of sport sponsorship? If yes, what are they?
6. Have you anything to add regarding the objectives of sport sponsorship?

Selection Process in Sport Sponsorship

7. How do you select a specific sport sponsorship?

8. Do you have specific criteria that you consider in your choice of a sport sponsorship?

If yes, what are they?

9. Have you anything to add regarding the selection of sport sponsorship?

Evaluation of Sport Sponsorship Effectiveness

10. How do you evaluate the effectiveness of sport sponsorship?

- Measure the media exposure (the air time of television or radio, or space in print media)? If yes, how?
- Measure communication results (pre- and post-tests on awareness level, attitudes, and opinions)? If yes, how? Measure sales results. If yes, how?
- Measure the feedback from participating groups? If yes, how

11. When do you evaluate the effectiveness of sport sponsorship? Measure the outset (awareness levels and attitudes to brand among the target audience)?

- Measure the tracking process (how the sponsorship activity is going)?
- Measure at the end of the sponsorship program (if the objectives have been met, and how these have been evaluated and measured).

12. Have you anything to add regarding the evaluation of sports sponsorship effectiveness?