CHAPTER FIVE

RESULTS, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This study gave an overview of the importance of relationships within sport sponsorships. Despite the large amounts of money spent on sponsorships and per implication sport sponsorships, little research is available concerning sponsorship practices within the South African context (Van Heerden, 2001). Research done internationally as well as locally regarding this subject, focused on the establishing, determining and evaluation of the sponsorship objectives (Abratt and Grobler, 1989; Mattheus, 1996; Polonsky, Sandler, Casey, Murphy, Portelli and Van Velzen, 1996 and Spence, Abratt and Mattheus, 1997). Therefore a dire exists for research that addresses other areas of sport sponsorships. One such area is the area concerning relationships in sport sponsorships.

The increase in business competition has created a need for corporate organisations to find alternative means in order to differentiate their products and/or services from the products and/or services of their competitors. Sport sponsorships have therefore become an effective marketing strategy for corporate sponsoring organisations (McCook, Turco and Riley, 1997), and is also an equally effective revenue producer for sport federations. The commercial partnerships established through sponsorships provide organisations with dynamic and cost effective opportunities to help them build and maintain brand/product awareness, which can lead to a possible increase in market share. Sport sponsorships can be used to reach different target markets.

Literature shows that there is a need to understand the relationships in sport sponsorships in order to be able to establish and maintain successful long-term
sponsorships agreements. Most international as well as local research on the subject, focused on the establishing of the sponsorship objectives (Abratt & Grobler, 1989; Mattheus, 1996; Polonsky, Sandler, Casey, Murphy, Portelli & Van Velzen, 1996 and Spence, Abratt & Mattheus, 1997). Although this problem occurs in the broader field of sponsorships, the focus of this study was on the maintaining and enhancing of the sponsorship relationship between a corporate sponsoring organisation (the sponsor) and sport federations (the sponsoree).

- The problem that has been identified here is that there is a need to develop a framework within the marketing context, which could guide the establishment and maintaining of relationships between a sponsor and sponsoree, within the South African situation.

It has already been stated that there is a lack of research concerning relationships in sport sponsorships. The growing popularity of the concept of sport sponsorships in South Africa highlights the need for a better understanding of the relationships within context.

- The problem referring to the identifying, describing, analyzing and contextualizing of relationships within sport sponsorships is considered as central to this study.

One of the possible reasons for the above mentioned problem may lie in the need for an understanding of the place of relationships in sport sponsorships. However, before an argument can be made for the importance of relationships in sport sponsorships, a study of the concept of marketing and the place of relationships within marketing, is necessary.

- The problem of identifying, analyzing, describing and contextualizing marketing and relationships, is therefore seen as relating to the first mentioned problem.
The identifying and describing of these concepts provide a framework from which the relationships in sport sponsorships from a marketing perspective can be studied. In order to develop a framework from a marketing perspective that could guide the establishment and enhancing of relationships in sport sponsorships, it’s necessary to study the South African situation. Without determining the current situation in South Africa relating to the relationship in sport sponsorships, the primary problem of this study would not be addressed properly.

- The description and analysis of the South African situation relating to relationships in sport sponsorships should also be addressed in order to highlight the primary problem of the current study.

The primary objective of this study is to develop a framework from a marketing perspective that could guide the establishment and enhancing of relationships in sport sponsorships in South Africa between a sponsor and a sponsoree. In order to achieve this, it was necessary to:

- Identify and describe the relationships in sport sponsorships.
- Identify, analyze, describe and contextualize marketing and relationships in sport sponsorships.
- Describe and analyse the South African situation relating to relationships in sport sponsorships.

The results of the study will be the focus of the discussion within the next section.
5.2 RESULTS

5.2.1 Relationships and sport sponsorships

Woods (1993) views the objective of sport sponsorships as an attempt to positively impact on the sales process (either directly or indirectly) through an association with sport. Boone (1995) states that marketers are using sport to a much greater extent in order to attract and satisfy business, as well as non-business visitors to their cities. Cities engage in strong competition to be the best host for sporting events, the reason being that events can attract thousands of visitors, a factor which can result in major financial benefits for the city. Unrivalled in this aspect is the Olympic Games. It is estimated that the economic impact of the Olympic Games on international tourism (between 1988 and 1990) has been approximately US$1.3 billion (Kang & Perdue, 1994).

The growth of sponsorships illustrates its popularity as a marketing communication element for organisations to use. All indicators are that sport sponsorships will continue to play a major role in the marketing communication of organisations. Sin, Tse, Yau, Lee & Chow (2002) stated that an organisation, in order to maximize its long-term performance in areas such as consumer retention, sales growth and profitability, must build, maintain and enhance long-term and mutually beneficial relationships with its target buyers. Sport sponsorships can help organisations to establish the desired relationships with their target market.

The following are additional findings concerning relationships in sport sponsorships:
- The types of sport sponsorship agreements will determine the relationship that could form between a sponsor (the sport sponsoring organisation) and sponsoree (the sport federation). These types of agreements can include: (a) non-exclusive agreements; (b) semi-exclusive agreements and (c) exclusive agreements.

- One of the values of sport sponsorships is that sport federations (and per association their supporters / participants / employees) realize that the support (financial and/or in-kind) from corporate organisations is for the most part vital to the growth and continuation of the sport.

- By working together in order to establish a long-term sport sponsorship relationship, both the corporate organisation and the sport federation can benefit from the growth in interest, participants and revenue.

- Sport sponsorship objectives can be divided into two broad categories namely corporate objectives and product and/or brand objectives. Corporate objectives for sponsorship involvement can include the increasing and/or maintaining of the public’s awareness of the organisation or its services, or to enhance or change the corporate image of the organisation. Product or brand objectives on the other hand may include an endeavour to increase the sales or market share, to increase the awareness of the target market, to identify or build a product image and to strengthen brand preference. Both these two objectives, by implication, maintain that relationships play an important role in sport sponsorships.

- Literature revealed some disadvantages associated with sport sponsorships that by implication can also have an influence on the
relationships within sport sponsorships. Some of these disadvantages are: ambush marketing; the ignorance of legal aspects concerning the sport sponsorship contract; the issues within broadcasting rights and the lack of trained staff.

- Sponsorship remains a business strategy for the sponsor (organisations sponsoring an event and/or activity) and the sponsoree (the event/activity/team/sport code or individual being sponsored), both of whom expect results and a return on investment (Chislett, 1998). Within a sponsorship agreement both the sponsor and the sponsoree become involved in a relationship that transfers inherent values from the event and/or activity to the sponsor (Meenaghan & Shipley, 1999).

- Sponsorships can range from sponsoring an event on “grass root level” to regional, national or international events. Because of this range, exposure can be enormous (Wilson, 1997). Relationships in sponsorship, as viewed by Marmett (1999), are a partnership through which the particular objectives of an organisation (corporate sponsoring organisation) can be achieved, and at the same time, it is a mechanism through which the commercial value of the sponsored property (sport organisation) is released. In other words, corporate sponsoring organisations can use their relationship with a sport federation to attain established overall marketing objectives. The sponsorship relationship does not only affect the relationship between the sponsor (corporate sponsoring organisation) and the sponsoree (sport federation), but it may also affect the relationship between the corporate sponsoring organisation and the supporters / participants / employees and/or other clients of the sport federation.
5.2.2 Marketing and relationships in sport sponsorships

The most important findings relating to marketing and relationships in sport sponsorships are:

- The core concept of marketing are needs, wants and demands which directly affect the identification and selection of relevant customer values reflected in products, services and ideas that the organisation provides, communicates and delivers in the form of exchanges to build satisfactory long-term relationship with customers (Bradley, 2003). Needs are described as those internal human influences which prompt behaviour for example biological needs that refer to an individual's need for food, air and shelter, while social needs may refer to the issues such as personal gratification and prestige. Wants are culturally bound, and may be satisfied by using a number of technologies. The last, concept demands, refer to the ability and willingness of a customer to buy a particular product or service that will satisfy the wants and needs experienced (Bradley, 2003).

- An understanding of behavioural patterns of consumers (by definition sport supporters) can per implication be translated into a better understanding of relationships these supporters may have with certain sport types. This knowledge could enable organisations to make need-satisfying products in suitable packaging available, at prices the supporters are willing to pay, and in places the supporters prefer to patronize. This in turn may have an influence on the sponsorship relationship between the sponsoring organisation and the sport federation (the one the consumers have a relationship with).
Within the context of this study, market segmentation suggests that a corporate sponsoring organisation should know what market segment they want to reach. The decision to become involved with a specific sport federation, individual athlete, club or team should be based on the fact that the spectators, supporters or participants of a specific sport, club or team represent the market segment the corporate sponsoring organisation wishes to reach. The sport federation on the other hand in its quest to secure a corporate sponsorship agreement, should know its target market to best match it with the needs of the corporate organisation to reach a specific group or target market.

It can also be argued that in order for successful segmentation to occur, it there should be a match between the sponsoring organisation and the supporters and/or participants of sport. The market segments for the corporate organisations and the sport federations should fit together in order for both the corporate organisation and the sport federation to target the same market segment. The match can occur when the data from these bases of segmentation relating to a potential target market of an organisation, is used when the organisation needs to make the decision as to which sport sponsorship agreement it should enter into. On the other hand, this can provide the sport federation with the necessary information with regards to which corporate organisation has the best possibilities for an approach for sponsorships.

Forming a lasting relationship with consumers, takes time and effort but is viewed as worth it (Mitchell & Knox, 1999). Sudharshan (1995) emphasizes this statement by stating that “holding on to them (the customer) costs one-fifth as much as acquiring new ones”. A reason for this high figure is the fact that customers are bombarded with different messages each day – as many as 5 000 per day (Rapp & Collins, 1990).
The separation and retention of information is therefore challenging for the consumer (Lough, 2000). This clutter of information forces marketers “to risk new creative and media solutions to reach the prospects” (Rapp & Collins, 1990). By utilizing sponsorships (and per implication sport sponsorships) as an alternative medium of communication, organisations have found that they could achieve new levels of exposure for their product and/or services. This can sometimes also be achieved at a much lower cost than the traditional printing or television advertising cost (Lough, 2000).

- Marketing through relationships has often been contrasted to transaction marketing (Lindgreen & Crawford, 1999). These authors view transactional marketing as the developing, selling and delivering of products by means of short-term, discrete economic transactions, whereas forming relationships is a long-term process that develops over time.

- The study of relationships and marketing led to the identification of seven themes emerging from relationships. The first theme identified is the emphases placed on a relationship approach rather than a transaction approach to marketing (Clark, Peck, Payne & Christopher, 1995). Moving from transactional to marketing through relationships emphasises the notion that organisations (per implication corporate sponsoring organisations involved with sport sponsorships) need to know who their clients (for example sport federations) are, as well as what their needs are.

The second theme identified is the understanding of the economics of customer retention in order to ensure the appropriate allocation of
resources. This involves the targeting of certain profitable partners. Maximising the lifetime value of desirable customers and customer segments, is essential and is well documented in literature (Berry, 1995 and Fraering & Minor, 1994). Client (or per implication the sport sponsorship partner) knowledge will assist corporate (sponsoring) organisations in their efforts to retain their existing clients (partners), a situation which is more economically viable than trying to acquire new clients (or partners).

Thirdly, we have the recognition that a need exists to integrate quality, customer service and marketing more closely than what was previously thought. The fourth theme identified by Abratt and Russell (1999) illustrates the notion that the traditional marketing concept of the 4Ps alone does not adequately capture all the key elements that must be addressed in building and sustaining long-term relationships. The formation of relationships is dependent on other elements such as trust, bonding and loyalty (Webster, 1992).

The fifth theme is to ensure that marketing is considered in a broad cross-functional context (Bejou, Wray & Ingram, 1996). Service quality can provide the basis for enhanced loyalty and retention of customers. The sixth theme is concerned with an internal marketing approach that will incorporate a framework for internal staff relationships as well as external relationships with customers (partners).

The last theme indicates how the principles of relationships can be applied in marketing to a range of diverse market domains, and not only to customer markets (Berry, 1995). Given this, the sport sponsorship industry in South Africa can be considered competitive and it would therefore
appear that a relationship in marketing can be a means for gaining a competitive advantage and for differentiating oneself from your competitor.

- Relationship formation goes through a number of stages namely the facilitating conditions, relationship formation, relationship enhancement and lastly, relationship outcomes.

Top management approval, employee customer orientation and relationship motivated customers were three factors identified that would facilitate the development of long-term relationships (facilitating conditions). An essential element for the development of relationships is not only a management approach to care deeply for customers, but also a corporate environment in which staff is encouraged to satisfy customer needs. Relationship formation implies that the customer “would have to want to develop a relationship with the sales associate for the formation to commence”. In the early stages of the relationship (relationship formation), service that exceeds the customer’s expectations, affects the relationship development process positively. This implies, within the context of this study, that both the corporate sponsoring organisation as well as the sport federation should want the formation of a relationship between them, and that both parties would work to provide services that would exceed both parties’ expectations.

The next stage is relationship enhancement, which occurs when customers perceive trust, friendship and functionality to be consistently present in the relationship. This trust, friendship and functionality will determine the strength and likely continuation of the relationship, as the relationship progresses overtime. These three elements (trust, friendship and functionality) by implication could therefore also determine the
strength and continuation of a sport sponsorship relationship between a corporate sponsoring organisation and a sport federation. Teamwork between the sales associate and other departments within the organisation is credited by Abratt and Russell (1999) as an element that can enhance the relationship formation.

The last stage is identified as relationship outcomes, and it can be viewed from both the customer’s and the organisation’s perspectives. These two views work to reinforce each other, for example when the customer is pleased with and committed to a relationship, the pressure increases on the organisation to be even more committed to the customer than ever (Abratt & Russell, 1999).

- During the research planned communication, interaction and value are proposed as three key processes of relationships in marketing. It also revealed that relationships develop in phases and these three phases are the pre-relationship phase; the negotiation phase and a relationship development phase. Relationships in marketing are furthermore categorised as (a) relationships; (b) neo-relationships and (c) networking marketing relationships.

- Literature argues and supports the fact that sponsorships have a place within marketing communication. Some of the studies however, also cautions marketers to use sponsorships as part of the overall marketing communication mix, and not as a “stand alone” element. The reason for this is that a sponsorship can be more effective when it is incorporated into, and supported by the other marketing communication elements.
The elements identified to play a role within relationship marketing to establish a successful relationship between two parties are: (a) trust (seen as the essence and/or the “critical success factor in service relationships”, Coulter and Coulter (2002); (b) bonding (defined as the mutual state where both parties involved in the relationship act in such a way that a bond can be formed between these parties, Cann (1998); (c) empathy (occurs when both parties have an appreciation of as well as a mutual concern for one another); (d) reciprocity (the situation where both parties involved in the relationship act in such a way that they both gain and/or benefit from the relationship) and (e) loyalty (implies that both parties in the relationship have an emotional, as well as a psychological commitment to that relationship, Ha, 1998).

Sponsorship relationships per definition imply an exchange between at least two parties, which results in the establishment of a relationship between these parties. The management of this relationship will in part determine the success of the sponsorship relationship. The process of management of relationships in sport sponsorships should include the following steps: the selecting of the sport sponsorship relationship; the integration of the sport sponsorship relationship; sport sponsorship objectives; the leverage, tie-in and cross-impact of the sport sponsorship relationship and lastly, the evaluation of the sport sponsorship relationship.
5.2.3 Relationships in sport sponsorships in South Africa

Findings relating to the relationship in sport sponsorships in South Africa can be summarized as:

- The respondents from the corporate organisations placed sponsorships within the marketing budget rather than within the corporate communication budget. They also supplied information that led to the conclusion that the ratio for sponsorship expenditure is almost at 1:1. This is different from the 1:2 ratio as suggested in literature.

- Corporate organisations view the sponsorship relationships as an activity that will benefit both corporate organizations, as well as the sport federations. This implies that such a relationship already exists. Sport federations on the other hand ranked the development of such a relationship as priority, implying that they are of the opinion that such a relationship does not exist at this point.

- The two groups of respondents ranked the reasons (or intentions) to become involved in sponsorships somewhat differently. For the respondents of the corporate organisations, the development of the corporate image is the most important intention, while the respondents from the sport federations are of the opinion that the most important reason for corporate organisations to get involved with sponsorships, lies in the fact that sponsorships have the ability to generate some free publicity for the organisation.

- The respondents of the two target groups have different views on the factors that may have an influence on the decision making with regards to sponsorship. Respondents from corporate organisations view the ability to get their organisation involved in the community as the element that has
the greatest influence on their decision-making process. The respondents from the sport federations on the other hand see the coverage that the sporting event will get, as the element that will have the biggest impact on the decision making process.

- Both the corporate organisations as well as the sport federations agree that six of the variables of trust namely, immediate outcome quality, soft and hard process quality, benevolent trust and past experience trust, are important in the forming of trust in sport sponsorship relationships. Dispositional trust however generated the lowest level of importance from both the target groups.

- The respondents from the two target groups were asked to indicate their level of agreement with the different statements measuring loyalty. Both the corporate organisations as well as the sport federations viewed all three the variables measuring loyalty in sport sponsorship relationship as very influential. This result therefore indicates that loyalty is very important within sport sponsorship relationships, a fact which supports the literature.

- The concept of empathy within sport sponsorship relationships was evaluated with different results by the two target groups. Most respondents from the corporate sponsoring organisations agreed that empathy is important for the formation of relationships in sport sponsorships. On the other hand, most respondents of the sport federations had a neutral view concerning the importance of the role of empathy in the forming of relationships in sport sponsorships.

- The two variables measuring reciprocity in sport sponsorship relationships were viewed differently by the two target groups. The two target groups had opposite views concerning the level of importance of calculative
commitment within sport sponsorship relationships. The respondents from the corporate organisations viewed calculative commitment as somewhat important, while the respondents from the sport federations viewed it as very important. The second variable measuring reciprocity, namely attitudinal commitment in sport sponsorship relationships, was viewed as very important by both target groups.

- All six of the variables measuring bonding within sport sponsorship relationships, inter-personal bonds, contractual bonds, integration bonds, structural bonds, social bonds and the cost of changing, were viewed by the respondents of both the corporate organisations as well as the sport federations as very important elements in the forming of bonding in sport sponsorship relationships.

These findings indicate that relationships play an important role in the concept of sport sponsorships. It thus becomes important for individuals from both the corporate organisations as well as sport federations to be aware of this and to actively cultivate and cherish the forming of relationships as part of their sponsorship agreements. The findings are illustrated schematically in Figure 5.1 (p.226).
FIGURE 5.1 INFLUENCE OF THE FIVE ELEMENTS OF RELATIONSHIPS IN SPORT SPONSORSHIPS IN SOUTH AFRICA
5.2.4 A framework for relationships in sport sponsorships

The framework illustrated in Figure 5.2 (p269) is suggested within the marketing context, which could guide the establishment and maintaining of relationships between a sponsor and a sponsoree, within the South African situation.

- Within the corporate marketing plan, the marketing strategy and marketing mission of the corporate sponsoring organisation will lead to the determining of the overall marketing objectives of the corporate organisation which in turn will help in the setting of the communication objectives of the corporate organisation.

Changes such as technological developments and the fragmentation of the consumer market urge marketers to become increasingly more creative in their communication with their target markets. Sport sponsorship is an option as a new communication medium

- Through sponsorship, a diverse range of objectives can be addressed as well as be used to reach different target markets. Sponsorship objectives need to be set so that it relate to the corporate objectives and can help with the product / brand positioning of the organisation. Pre-determined sponsorship objectives provide an opportunity for the sport sponsoring organisation as well as the sport federation to define their appropriate target markets (sport organisation as well as consumer related). The selected event and/or sport organisation should create leverage and cross impact opportunities within the organisation’s other marketing communication variables. The selected event should create long-term commercial benefits to the sponsoring organisation.
Knowledge of the behaviour patterns of consumers will enable organisations (the sport sponsoring organisation as well as the sport federation) to make available need-satisfying products in suitable packaging, at prices the consumers are willing to pay and in places the consumer prefer to patronize. An understanding of behaviour patterns can per implication be translated into a better understanding of relationships these consumers may have with certain sport type which will contribute to the management of the sport sponsorship. This in turn may have an influence on the sponsorship relationship between the sponsoring organisation and the sport federation (the one the consumers have a relationship with).

- Effective market segmentation is achieved when customers with the same patterns of demand, are grouped together. Different variables can assist when segmenting a market, variable such as geographic, demographic, psychographic, behavioural and sensitivity to market decisions. The management of the market segmentation process suggests that a corporate sponsoring organisation should know what market segment they want to reach. The decision to become involved with a specific sport federation, individual athlete, club or team should be based on the fact that the spectators, supporters or participants of a specific sport, club or team represent the market segment the organisation wishes to reach.

In selecting a target market the organisation uses the broad criteria of market attractiveness compared to the organisation’s capabilities relative to the competition (Bradley 2003). Five factors (the target market size and growth possibilities; the target market’s attractiveness and potential profitability; the resources and skills of the organisation to serve the target market; the compatibility of the target market with the organisation’s objectives and the cost involve in reaching the target market) can help in
the evaluation process before selecting the target market. During the process of selecting the target market, the setting of the sport sponsorship objectives as well as the possibilities for the leverage, tie-ins and cross-impact of the sport sponsorship can be considered.

- The five elements identified as to having an influence on the sport sponsorship relationship are trust, empathy, loyalty, bonding and reciprocity. These elements will play a role in strengthening the partnership between the sport sponsoring organisation and the sport federation, help to increase the commercial return on investment for the sport sponsoring organisation, assist and increase the transfer of inherent values associated with the event or sport federation and the sport sponsoring organisation and help to increase the enhancement of the branch image.

- The sport relationship intention will have one of three results. The sport sponsoring organisation and the sport federation may decide to maintain the relationship as it is at present, they may decide to enhance the relationship or the two parties involve may decide to eliminate the sport sponsorship altogether.
Figure 5.2: Relationships and Sport Sponsorships: A Framework
5.3 CONCLUSIONS

5.3.1 Relationships and sport sponsorships

Conclusions relating to relationships and sport sponsorships are:

- Sport sponsoring organisations as well as the sport federations should use the guidelines and parameters of the type of sponsorship agreement they enter into, to help establish and guide the forming of the sport sponsorship relationship between them.

- Sport federations (per association its supporters / participants / employees) should be continually educated and informed as to the importance of the support from corporate sponsoring organisations for the growth of the sport.

- Both the corporate sponsoring organisation and the sport federation should strive to establish a long-term sport sponsorship relationship between them, in order to reap the most benefits for each party involved.

- Sport sponsorship objectives should be determined before entering into an agreement, this could result in more benefits for each party involved in the sponsorship.

- Both the corporate sponsoring organisation and the sport federation should be aware of the possible disadvantages associated with sport sponsorships, and should therefore have a plan of action ready in order to turn these disadvantages into advantages.
In order to receive maximum results and the best return on the investment in the sponsorship, both the corporate sponsoring organisation and the sport federation should establish a relationship between them that would transfer inherent values from the event and/or activity to the sponsor.

The corporate sponsoring organisation and the sport federation should strive to establish a strong relationship in order to gain maximum exposure for both organisations involved in the sponsorship.

5.3.2 Marketing and relationships in sport sponsorships

Conclusions relating to marketing and relationships are:

- The needs, wants and demands of the potential target market should be determined in order to select the best products, services and ideas to reach the target market of both the corporate sponsoring organisation and the sport federation.

- Both the corporate sponsoring organisation and the sport federation should have a clear understanding of the behaviour patterns of their consumers, and per definition, the sport supporters.

- The corporate sponsoring organisation should know what market segment it wants to reach, and what sport code best fits the demographics of its target market. Likewise, the sport federation should know the demographics of its supporters, participants or spectators in order to determine the best fit with the potential sport sponsoring organisation.

- The target market segments for the corporate sponsoring organisation and the sport federation should fit successfully, for better results.
Corporate organisations should use sport sponsorships as a means to cut through the current communication clutter competing for the customers’ (or supporters’) attention.

The corporate sponsoring organisation and the sport federation should realize that the forming of a lasting relationship happens over time, but is worth the effort.

The corporate sponsoring organisation and the sport federation should have an understanding of the themes inherent to relationships which could assist them with the establishing and maintaining of a successful long-term sport sponsorship relationship.

An understanding of the three stages of relationship formation is needed to guide the corporate sponsoring organisation and the sport federation in the forming of long-term relationships.

Knowledge of planned communication, interaction and values as the key processes of relationships, should help the development of relationships within sport sponsorships.

For the best possible benefits from the sport sponsorship investment, corporate sponsoring organisations should include the sponsorships within the overall marketing communication mix of the organisation.

Knowledge of, as well as the implementation of the five elements (trust, empathy, loyalty, bonding and reciprocity) that play a role within relationships, should help both the corporate sponsoring organisation and the sport federation in the establishment of a successful relationship between them.
Both the corporate sponsoring organisation and the sport federation should be committed to the sound management of the sport sponsorship relationship between them.

5.3.3 Relationships in sport sponsorships in South Africa

Conclusions relating to relationships in sport sponsorships in South Africa are:

- Corporate sponsoring organisations should increase the ratio of their current sponsorship leverage of 1:1 to 1:2 in order to reap the maximum benefit of their sport sponsorship involvement.

- The establishment and maintaining of the sport sponsorship relationship should be priority for both the corporate sponsoring organization, as well as the sport federation.

- The corporate sponsoring organization, as well as the sport federation should understand the other party’s reasons (or intentions) for becoming involved with the sport sponsorship.

- A better understanding of the factors that influence each other’s (the sport sponsorship organisation’s and the sport federation’s respectively) decision-making process, will determine the success of the sport sponsorship relationship.

- The forming of trust within the sport sponsorship relationship should be a priority for both the corporate sponsoring organisation and the sport federation alike.
Both the corporate sponsoring organisation and the sport federation should strive to form high levels of loyalty between them.

Since the corporate organisation places a high premium on the concept of empathy in sport sponsorship relationships, the sport federations should improve their knowledge and/or establish an attitude of empathy within the sport sponsorship relationship.

Establishing and maintaining reciprocity within sport sponsorship relationships, should be a priority for both the corporate sponsoring organisation as well as the sport federation.

Increasing the element of bonding in the sport relationship between the sport sponsoring organisations and the sport federations, should be a priority in order to improve sport sponsorship relationships.

5.3.4 A framework for relationships in sport sponsorships

Conclusions relating to a framework for relationships in sport sponsorships in South Africa are:

For the implementation of an effective corporate marketing plan both the corporate sponsoring organisation and the sport federation should be aware overall marketing strategy and mission as well as the marketing and communication objectives that will guide the plan. Both parties should also be have knowledge as to how sport sponsorships fit into the overall corporate marketing plan of the corporate sponsor.
➢ The sponsorship objectives should be pre-determined and fit into the overall marketing plan of the corporate sponsoring organisation as well as the sport federation.

➢ Sponsorship should not be employed as a stand alone communication technique but be combined with the other promotional tools employed by the sponsoring organisation.

➢ In order to establish the best possible results of the sponsorship, both the sponsoring organisation as well as the sport federation should give careful consideration to the analysis of the sport industry as well as the sport organisation.

➢ Both the sport sponsoring organisation and the sport federation should understand and acknowledge the role and importance of each of the elements (trust, empathy, loyalty, bonding and reciprocity) within the sport sponsorship relationship.

➢ Both the sport sponsoring organisation and the sport federation should evaluate the sport sponsorship relationship in order to make the right decision concerning if they want to continue or discontinue their association.
5.4 LIMITATIONS OF THE STUDY

The study highlighted certain limitations and these limitations are:

- The fact that the researcher lived in the USA during the time of the study made communication with study advisors difficult. The difference in academic calendars also contributed to the logistical problem of coordinating the schedules of the advisors and researcher.

- The address list provided for the two target groups of the study was not correct, which not only led to additional time spent to correct and verify the addresses of the respondents, but also increased the costs by sending out another set of questionnaires to the respondents. This contributed to the delay in receiving the completed questionnaires.

- Conducting interviews, together with the administering of the questionnaire could have contributed to more specific and detailed information than which was possible to gather via the questionnaire alone.

- The response rate was disappointingly low. In fact only 110 usable questionnaires (from a total of 561) were returned. The low response rate also made it difficult to perform a more extensive statistical and descriptive analyses of the data. Another reason that may have contributed to the low response rate could be that the questionnaire was too long and some questions might have been considered confidential information.

- The programme in which the worldwide web version of the questionnaire was created was not compatible with most operating systems in South Africa. This resulted in the fact that the online completion or use of the questionnaire was not user friendly, and therefore most respondents opted not to reply.
The study is an exploratory one in that sponsorship research in South Africa is non-existent. The exploratory nature of the study and limited sample size however, resulted in descriptive research that will form the basis for future investigation.

5.5 RECOMMENDATIONS FOR FUTURE STUDY

The following recommendations for possible future research are suggested:

- The questionnaire should be adapted in order to study the corporate organizations, as well as the sport federations in two separate studies. It is recommended not to include questions that respondents may consider as confidential information.

- Expand and adapt Section B of the questionnaire into a separate study. The study of the attitudes, perspectives and intentions of corporate organization and sport federations can lead to the establishment of guidelines for better sponsorship fits between corporate organisations and sport federations.

- A need exists to explore the use of web based questionnaires as a research instrument for sport marketing in the South African context.

- It is also suggested that a more representative sample of all corporate organisations involved with sport sponsorships should be studied. The South African sport federations can possibly provide a better and more comprehensive list of those organisations that sponsor their organisations.
Future research is needed to explore the predictive and causal relationships between the variables identified in the literature review.

5.6 CONCLUSION

This research concerning the establishing and maintaining of relationships in sport sponsorships for the South African sponsors and sponsorses within the context of the stated objectives of the study, represents a specific contribution to the sport sponsorship theory. The author would like to express the hope and expectation that the establishment and maintaining of relationships in sport sponsorships will have a positive contribution on the sponsorship relationship between a sport sponsoring organisation and sport federation.

An understanding of the relationships within sport sponsorships should influence the sport sponsorship industry positively, since it would not only enable individuals in both the sponsoring organisation and the sport federation to understand relationships in sport sponsorships, but it would also help them to manage the relationships in sport sponsorships more effectively.

It is also the desire of the author that this study will be used to further the knowledge of relationships in sport sponsorships within the South African sport sponsorship industry.