

ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES

THE ROLE OF INVESTORS AND SPONSORSHIP
FOR THE DEVELOPMENT OF ETHIOPIAN ATHLETICS

BY:

MESAY W/MARIAM

Aug, 2012

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FOR THE DEVELOPMENT OF ETHIOPIAN ATHLETICS**

**A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES
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**IN PARTIAL FULFILMENT OF THE DEGREE OF MASTER OF
SPORT SCIENCE STUDIES, SPECIALIZED IN ATHLETICS
COACHING**

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ABSTRACT

The purpose of this research was to investigate the role of investors and sponsorship in the development of Ethiopian athletics. To conduct this research, descriptive survey method was employed. The primary source of data were collect by means of questioner from sports personnel, athletes and sponsors and secondary source of data were document analysis from Ethiopia federal investment agency and from grate run office. Sampling techniques were employed to select purposively. Like wise, the collected data were analyzed quantitatively by using descriptive statistics such as, frequently count percentage and qualitatively by using narration mode.

In many instances, sponsorship has proven to be the financial lifeblood of athletics sport tourism events held in regional areas, and often provides a majority of the revenue necessary to sustain the successful staging of such events.

This quantitative and qualitative study examined through questioner and document analysis. Sponsors provided sponsorship to regional and federal athletic sport tourism events, sponsorship leveraging, evaluation of sponsorship effectiveness, and how sponsorships were initiated between sponsors and athletics sport tourism events.

The results of this research found that the role of investors and sponsorship in the development of Ethiopian athletics. Professional sport personnel and athletes (managers) were well aware of the importance of reciprocating a return on investment to their sponsors. Both sponsors and sponsored tended to exhibit low levels of proficiency in being able to carry out effective sponsorship leveraging and evaluations, and as such leveraging and evaluation techniques employed in these sponsorships tended to be unsophisticated and inexpensive to execute.

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ACRONOMY

AAU - Addis Ababa University

AAAF - Addis Ababa Athletics Federation

APT -Athlete Performance Template

CBE -Commercial Bank of Ethiopia

EAF -Ethiopia Athletics Federation

ECO -Ethiopia Olympic Committee

GER -Great Ethiopia Run

IFs -International Olympic Sports Federation

IOC - International Olympic Committee

IPC - International Paralympics Committee

NOC -National Olympic Committee

OAF -Oromia Athletics Federation

OC -Olympic Committee

OCOGs - The Organizing Committees of the Olympic Games

OSG -Olympic Summer Games

OWG -Olympic Winter Games

ROI - Return on Investment

SMEs - Small and Medium-sized Enterprises

TOP -The Olympic Partners

EFIA-Ethiopia Federal Investment Agency

SNNP-South Nation and Nationality People

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In Ethiopia there are some known sponsors participate in different regional, national and international athletics computation; for example, Ethiopian commercial Bank ,Development Bank of Ethiopia, SAMSUNG(Garad),Addid as, Great Abyssinia, , Hyundai, Coca Cola, Moha soft drink, etc. However, the investigation will focus only the role of investors and sponsorship in the development of Ethiopian athletics.

1.2 Statement of the Problem

The study will focus on the role of investors and sponsorship for the development of athletics in Ethiopia.

The literature on various aspects of sponsorship and investment has been well developed. It is not my intention to further rehearse the general views about the subject in this paper. Rather I will concentrate on an examination of the role of investors and sponsorship on the development of Athletics in Ethiopia.

After identifying the leading factors, recommendable resolutions will be rewarded. Based on these assumptions, the research will try to response the following questions:

1. Does Ethiopian investors and sponsorship participate in the development of Athletics?
2. Does Investors invest in the development of Athletics?
3. What are the role of Ethiopian investors and sponsorship in the development of Athletics?
4. What is the Athlete's view of sponsorship and investors?
5. Is the sport of athletics and the individual athlete an asset to the investors and sponsor?
6. The impact of sponsorship and investors on the athlete and the sponsor?
7. Does investors and sponsorship invest enough amount of money to the development of athletics in Ethiopia?

8. What are the recommendable solutions for the study?

1.3 Hypothesis of the Study

Ethiopian investors and sponsors are willing to promote their products or business using the usual fields of their concern other than athletics and they are not using all marketing mix to sale their products so they are not thinking of getting commercial return from athletics sponsorship, therefore Investors and sponsors have less role to the development of Ethiopian athletics.

1.4 Objective of the Study

1.4.1 General objective

The general objective of the research is to identify and investigate the role of investors and sponsorship for the development of Ethiopia athletics.

1.4.2 Specific objectives

- To assess the background of investors and sponsorship in the development of Ethiopian athletics,
- To investigate how much they contribute in the development of Ethiopian athletics,
- To examine what was the investors and sponsors roles to the the development of Ethiopian athletics, and
- To identify the return of investors and sponsorship.

1.5 Significant of the Study

It is possible to say that Ethiopian athletics federation has shortcomings of revenue to develop Ethiopian athletics sport.

The research will give a clear –cut picture on how to investors and sponsors participate to develop Ethiopian athletics and generate the financial income to develop Ethiopian athletics.

Hence, this study would be significant since:-

- It might create awareness about the close relationship between sponsorships and athletics sport.
- It might help to generate continual and substantial support through sustained, long term partnerships.
- It might contribute to the better practices of investment and sponsorship in Ethiopia athletics.
- It might contribute the independent financial stability of Ethiopian athletics.
- It might also help as stepping-stone for other who intends to carry out in depth study on the problem of to participate investors and sponsorship in the development of athletics sport in Ethiopia.

1.6 Delimitation of the Study

Even though all regional athletics federation have been supporting by sponsors and investors as an alternative means to be develop the athletics sport ,including Ethiopia athletics federation, the scope of the research is delimited on the role of investors and sponsorship in the development of Ethiopia athletics. While conducting this research I found only Ethiopia athletics federation, Ethiopia Olympic committee, Addis Abeba athletics federation, Oromia athletics federation and Great Ethiopia run. And the sponsors and investors' support the athletics sport those who live in Addis Ababa. This was done to make the study manageable as well as due to time and money constraints.

1.7 Limitation of the study

Things which are challenging to the successful completion of this thesis and limit its result to a certain level will be:

- Insufficient written document and references about the study,
- Unreliable information from respondents,

- Unwillingness of respondents to give direct answer to those questions given to them, and time constraints.

1.8 Definition of Key Terms

Advertising: Any paid form of non personal presentation and promotion of ideas, goods, or services by an identified sponsor.

Advertising objectives: A specific communication task to be accomplished with a specific target audience during a specific period of time.

Athletics: (track and field event) sports that people compete in such as running, jumping, and throwing.

Brand: A name, term, sign, symbol, or design, or a combination these intended to identify the goods or service of one seller or group of sellers and differentiate them from those of competitors.

Equity: The value of a company's shares; the value of a property after all charges and debts have been paid.

Federation: A group of clubs, trade unions, etc. that have joined together to form an organization.

Franchise: A contractual associations between a manufacture, wholesaler, or service organization (a franchiser) and independent business people (franchisees) who buy the right to own and operate one or more units in the franchise system.

Investor: An investor is a party that makes an investment into one or more categories of assets, equity, debt, securities, real estate, currency, commodity, derivatives such as put and call options etc with the objective of making a profit.

Market: The set of all actual and potential buyers of a product or service.

Marketing mix: The set of controllable tactical marketing tools –product, price, place and promotion (4Ps) ; that the firm blends to produce the response it wants in the target market.

Media: Non personal communications channels including print media (News paper, Magazines, Direct mail); broadcast media (Radio, Television); and display media (Billboards, Signs, Posters)

Media impact: The qualitative value of a message exposure through a given medium.

Olympic: (adj.) connected with Olympic games- An international sports festival held every four years in a different country.

Promotional pricing: Temporarily pricing products below the list price ,and sometimes even below cost, to increase short-run sales.

Return: It is the ratio of money gained or lost (whether realized or unrealized) on an investment relative to the amount of money invested.

Revenue: The money that government receives from taxes or that an organization, etc receives from its business. Advertising revenue finances the commercial television channels.

Return on investment (ROI): A common measure of managerial effectiveness – the ratio of net profit on investment.

Sales promotion: Short term incentives to encourage the purchase or sale of a product or service.

Sponsor: A person or company that pays for a radio or television program, or for a concert or sport event, usually in return for advertising.

Sport: Actively that you do for pleasure and that needs physical effort or skill, usually done in a special area and according to fixed rules.

1.9 Organization of the Study

The research undertakings will be organized in five chapters, in which the first chapter deals with the problems and its approach, the second chapter will present the literature review, the third chapter will focus on the research design and methodology, the fourth chapter presentation, analysis and interpretation, and finally the fifth chapter will be devoted for the research summary, conclusion and recommendations respectively.

CHAPTER TWO

REVIEW RELATED LITERATURE

2. SPONSORSHIP

What is Sponsorship?

Companies are always looking for ways to promote themselves and reach their target Consumers. In recent times sponsorship has become one of the strategic tools that is receiving more attention and funding, but what exactly is sponsorship? When talking about the field of sponsorship there are number of different definitions that can be found. In one of his early articles from the European Journal of Marketing, Tony Meenaghan (1983) compares a number of earlier definitions of sponsorship from the likes of the Sports council of the UK, the Acumen Marketing Group and a number of others, to finally make his own definition:

"Sponsorship can be regarded as the provision of assistance either financial or in kind to an activity by a commercial organization for the Purpose of achieving commercial objectives." (Meenaghan J. A., 1983, p. 9).

At the time of writing the article (1983), Sponsorship was still very much in a development stage so it would not be surprising to find that the definition had changed since then, but in his Marketing Communications book, Chris Fill defines sponsorship as the following:

"Sponsorship is a commercial activity, whereby one party permits another an opportunity to exploit an association with a target audience in return for funds, services or resources" (Fill, 2005, p. 712)

Although the definitions are far from being identical, the overall meaning that they provide is in essence the same. Throughout other various literature (e.g. Sleight 1989 and Pickton 2005) Meenaghan's definition is often quoted, or

adapted slightly to suit the situation, but for the purposes of our thesis we will use his definition as a description of sponsorship. Much of the sponsorship research has focused on developing an encompassing, widely accepted definition for the activity. According to Olkkonen *et al.* (2000), the discussion on sponsorship may basically be divided into three categories; there has been research on the definition of the term, the measurement of its effects, and the objectives and motives behind it. Especially, creating a definition for sponsorship was a topic of the early sponsorship research in the 1980s and the beginning of the 1990s (Walliser, 2003). In fact, Cornwell and Maignan (1998) report how trying to find an explicit definition for sponsorship has been a way to legitimize it as a promotional tool. Meenaghan's (1983, 9) definition of sponsorship is one of the definitions used the most often; Sponsorship can be regarded as the provision of assistance either financial or in kind to an activity by a commercial organisation for the purpose of achieving commercial objectives. Another definition provided by Berrett (1993, 325) also emphasizes the commercial nature of sponsorship but explains the intended objectives of sponsorship in more detail;

"Sponsorship is a contribution to an activity by a commercial organization in cash, or in kind, with the expectation of achieving corporate and marketing objectives".

A yet another frequently employed definition is by Mullin *et al.* (2000, cited in Apostolopoulou & Papadimitriou, 2004, 180; Bennett *et al.*, 2002, 175) who define sponsorship as "the acquisition of rights to affiliate or directly associate with a product or event for the purpose of deriving benefits related to that affiliation or association".

Abratt and Grobler (1989, 352) also define sponsorship similarly but a bit more precisely in terms of the possible sponsorship targets;

"Sponsorship is an agreement in terms of which a sponsor provides some aid to a beneficiary which may be an association, a team or an individual, to enable the latter to pursue some activity and thereby derives the benefits contemplated in terms of its promotion strategy."

As can be seen from above, some definitions of sponsorship are more

accurate than others and highlight different aspects of the concept; Dolphin (2003, 176) emphasizes the importance of goodwill and public relations in his definition of sponsorship whereas d'Astous and Bitz (1995, 6) stress the effects of sponsorship on image and awareness.

Based on an extensive literature review, Walliser (2003) argues that there is still a lack of consensus on the definition of sponsorship among the researchers and no generally accepted definition exists; a proof of which is the presence of numerous definitions of the term in the literature. However, as the definitions presented above show, sponsorship can be understood to comprise certain characteristics. First, an exchange takes place between the sponsor and sponsored property; the sponsor invests in order to obtain the right to associate itself with the sponsored entity, and the sponsor receives benefits in return for the investment (Apostolopoulou & Papadimitriou, 2004; McCarville & Copeland, 1994). Second, companies engage in sponsorship in order to achieve their corporate or marketing objectives by exploiting the association with the sponsored property gained through the initial investment (Walliser, 2003). Third, the sponsored properties can range for instance from events to individual persons.

Even though the inclusion of commercial and corporate objectives in the early definitions of sponsorship for instance by Meenaghan (1983) and Berrett (1993) may be regarded as sponsorship having some strategic significance, the more current research calls for more explicit recognition of the strategic role of sponsorship. Consequently, Valanko (2009, 62) gives a comprehensive definition of sponsorship; Sponsorship is a judicial co-operation agreement between the sponsor and sponsorship target, which allows the renting of images. The agreement is based on the needs of both parties and involves both tangible goods and intangible services. It is a strategic decision and a commercial investment which is creatively designed and leveraged in practice both together and separately by different means of marketing communications. It brings along measurable added value to the operations of both sides.

Similarly to Valanko (2009) who puts emphasis on the needs of both parties in his definition of sponsorship as presented above, Alaja and Forssell (2004, 21) rather use the term *sponsorship cooperation* in their research. In their opinion, combining the word *cooperation* with the term *sponsorship* reinforces the reciprocal relationship that the two parties of the sponsorship agreement have and the active role that both parties play. Additionally, according to Valanko (2009), it is also important to acknowledge that the sponsor provides the sponsored entity with multiple indirect benefits besides the monetary support; these benefits may include for example increased publicity, professional marketing know-how, and new contacts. Sponsorship is a business relationship (Jobber, 2004) between two parties who are the sponsor and its stakeholders and the sponsored and its stakeholders (Olkkonen, 1999). The sponsor gives financial support (Dolphin, 2003), resources or services (Jobber, 2004) to a leisure or sporting activity (Dolphin, 2003), or an individual or company which offers in return some rights and association that may be used for commercial advantages (Jobber, 2004).

It was during the 1980s when sponsorship started to grow in popularity among marketers, partly because sponsorship was an excellent supporting element to the promotional mix. It was also far less costly than traditional media advertising. (Brassington & Pettitt, 2000) Today sponsorship is the fastest growing form of marketing (Dolphin, 2003) and has become a part of company's strategy to create a corporate image and a brand positioning (Farrelly, Quester & Burton, 2006). According to Verity (2002) sponsorship has, during the last 20 years, had a steadily growing proportion of companies' marketing budgets. Bennett (1999) states that sponsorship is:

"... an important tool of marketing communication that seeks to achieve favourable publicity for a company and/or its brands within a certain target audience via the support of an activity not directly linked to the company's normal business."

Erdogan and Kitchen (1998) clarifies this by stating that companies use sponsoring as an attempt to improve how their brand is received.

Sponsorship can also play a powerful role when a company wants to enter a foreign market which makes sponsoring a valuable and powerful communication tool (Dolphin, 2003). The reason for why sponsorship is such a powerful tool is according Nicholls *et al.* (1999) because customers are reached through their hearts and mind. Further Dolphin (2003) states that sponsorship as an activity is more extensive than other forms of marketing communications.

Companies that want to sponsor have a large quantity of entities and activities to choose from. Examples of such entities and activities are community activities, charities, teams, tournaments, arts and sports (Bennett, 1999). The most popular sponsorship medium is sports sponsorship (Bennett, 1999) which accounts for over 75 per cent of all sponsoring (Dolphin, 2003). Many attempts have been made at defining the term 'sponsorship', however to date no one explanation is accepted as the unanimously authoritative definition. Sleight (1989), in referring to the broad opinions on the subject, went as far as describing sponsorship as "three syllables that form what must be one of the most abused and misunderstood words in the English language" (p. 3). A selection of definitions proposed by various researchers within the literature included those of Sleight (1989), Meenaghan (1991), and Scott and Suchard (1992), which stated: Sponsorship is a business relationship between a provider of funds, resources or services and an individual, event or organization which offers in return some rights and association that may be used for commercial advantage" (Sleight, 1989, p. 4).

"Commercial sponsorship is an investment, in cash or in kind, in an activity, in return for access to the exploitable commercial potential associated with that activity" (Meenaghan, 1991, p. 10).

A significant, finite, prior commitment to underwriting part or all of the costs of staging an event or series of events (cash or in-kind) in return for an acknowledgement by the sponsored body of the sponsor's underwriting of the event(s)" (Scott & Suchard, 1992, p. 11).

The three cited definitions describe sponsorship as being an exchange of

resources between two parties, capable of yielding Molm (1990) felt that in order for an exchange relationship in a commercial sponsorship context to exist, two pre-existing conditions must be in place. They were mutual benefit. Such a relationship was viewed by McCarville and Copeland (1994) as an 'exchange relationship', because sponsorship involves an exchange of resources (such as cash, product, or labour) with an independent partner, with the aim of gaining a return on the investment:

"Sponsorship involves an exchange of resources with an independent partner in hope of gaining a corresponding return from the sponsor. The notion of mutual return distinguishes sponsorship from other forms of corporate support like philanthropy, charity and patronage, which do not involve the advancement of commercial objectives. Sponsorship is undertaken so that both partners can benefit" (p. 103). Sponsorship offers advertisers a viable alternative to conventional advertising. Sponsorship, whether of a sport tournament or a theatre performance, can send or cement a brand message in a much subtler, long-lasting manner than a 30-sec promo spot. Sport's consistent popularity as entertainment means that sponsorship remains a popular way for large and small companies to market themselves: it is a very effective way of associating a brand or identity with the values represented by a particular sport. Sport sponsorship can range from multi-million dollar Olympics deals to small shop-owners sponsoring a local team.

As professional sport is driven by money (players demanding high wages, equipment in a perpetual state of technological advance, stadia requiring maintenance) then sponsors seem to be the only way to provide the cash necessary to keep the sport running to the standards that TV viewers demand. This presents issues for media coverage of sports, because, inevitably, covering the sport means covering the sponsor. It's impossible to watch any major sporting event without being subjected to corporate logos, if you're watching as part of the live audience at the track/pitch or viewing the TV broadcast. Sponsorship is one way for corporations/brands to reach millions of eyeballs worldwide via a single channel of communication and many companies allocate huge sums of money to their sponsorship budgets. The

media are seen as playing a key role in attracting sports sponsorship, and a sport that has little media coverage has little hope of sponsorship. This creates a situation where sports are dependent on the media for their financial survival.

2.1 Sport Sponsorship

Lagae (2005) describes how sports sponsorship has only existed in Europe since the last half of the 20th Century. During its infancy, in the 1960's and 1970's, often the only purpose of sports sponsorship was to 'be seen' and to gain brand-name recognition. The range of objectives for sponsoring sports has widened considerably since then. Miyazaki and Morgan (2001) believe a main objective of sport sponsorship, is to reach global target markets that transcend cultural boundaries. Through the use of multiple mediums, such as digital television, radio and the world-wide web (WWW), organizations can reach universal target audiences (Keynotes, 2000) who have similar interests and opinions. This can be difficult to achieve using other forms of marketing communications. Other discussed objectives include; creating goodwill among opinion formers and decision makers (Meenaghan, 1983); improving internal communications (Beech and Chadwick, 2007) and enhancing relationships with stakeholders. Much of the extant literature on sports sponsorship addresses the issues from the perspectives of the sponsor or the customer / fan. By contrast, little research has been carried out with one key stakeholder: the athlete. Thus a gap exists which has not been adequately covered. Part of the challenge for potential sponsors is to generate value for the investment in the sponsorship deal. It can be argued that a clearer understanding of the athlete's perceptions and expectations can lead to a more committed relationship between the two parties involved in the deal.

Sponsorship reaches back to ancient Greece and Rome where the wealthy members of the Greek society supported athletic and art festivals with the purpose to enhance social standing, the Roman aristocracy supported gladiators for the same reasons. (Cornwell, 1995)One definition of sports

sponsorship is: the consumer (in most cases in business) is exchanging money or products for the right to associate its name or product with the sporting event (Shank, 1999)

When sports first emerged in Europe, it was self supporting. The athletes and sports clubs sold lottery and match tickets to finance their activities. Then local and national governments began to support sports by taxes, as they realized that sport is healthy way for individuals to spend their time, as well as that it could have enormous socio-economic importance. A research conducted in 1974, concerning the commercialization of sports, concluded that sports would not survive without financing by industries and businesses. (Jiffer and Roos, 1999) However, some authorities believe that sports nowadays are too dependant on sponsors (Stotlar, 2001)

Even though it is supported by other authors that sports sponsorships are over commercialized (Cheng and Stotlar, 1999), the sports business has become one of the most important and growing industries worldwide (Shank, 1999) Some relatively new international sponsorship trends that have been identified by Jiffer and Roos (1999) are that companies increasingly sponsor lifestyle and extreme sports, as well as buy sports stadium and arenas to increase the awareness of the company. Yet, the sports that most frequently involve in sponsorship agreements are professional football, tennis, basketball and golf, (Stotlar, 2001), and the most popular sport for corporations to sponsor are supposed to be motor sports and football (Bennit, 1999) As an example the American tobacco company Philip Morris, spends some US\$150 million into motor sports every year in practically all the major competitions, including Formula one. Moreover, Ferrari is presumed to gain US\$63 million in sponsorship from Marlboro, who also supposedly pays half of Michael Schumacher's US\$25 million contract. In the globalize world of today, it can be preferable to use sponsorship, as the universal language of sport, specially of the most popular sports, can reach a global audience, as well as go beyond cultural and language barriers. Sports sponsorship is not a recent phenomenon. Back in

ancient Rome gladiatorial games was sponsored by Roman patriarchs in order to create public appreciation (Shannon, 1999). The modern form of sport sponsorship was developed in the United States during the 1950s when two companies sponsored then President Eisenhower's physical fitness program (Shannon, 1999).

Originally, sports in Europe were self-financed, but after some time national and government started to support sport by means of taxes. Sports were seen as healthy way for people to spend their time. Sport grew and this support was no longer enough. In 1974, a study about the commercialization of sports was made. Researchers came to the conclusion that sports would not survive without financial support from businesses and industries. (Jiffer & Roos, 1999) What many companies are now starting to realizing is that sport sponsorship also is a valuable way to reach new markets (Shank, 1999). Farrelly *et al.* (2006) explains that sport sponsorship is increasingly used by companies as an image and brand-positioning platform. Thru sport sponsorship companies can reach large audiences, and sometimes communicate with audiences that would be difficult if using normal advertising (Brassington & Pettitt, 2000).

Sport sponsorship offers high awareness, all-embracing television and press coverage. It also has the ability to attract a broad cross-section of the community and it can reach small specific niches. Most importantly, sport sponsorship has the power to break down cultural barriers. (Bennett, 1999) Companies use sport sponsorship to achieve specific company objectives (Amis, Slack & Berrett, 1999).

Jobber (2004) continues with stating that the five principal objectives of sponsorship are to gain publicity, create entertainment opportunities, foster favourable brand and company associations, improve community relations and create promotional opportunities.

Farrelly *et al.* (2006) and Amis *et al.* (1999) states that the primary objective for a company to sponsor is to use the image of the sport entity to define, enhance

and/or even re-establish their own image. A Consumer associates sport with different values such as; healthy, young, energetic, fast, vibrant, and masculine. (Jobber, 2004)

2.1.1 The Growth of Sport Sponsorship

According to Skinner and Rukavina (2003), sport sponsorship evolved along the course of seven distinct stages. Figure 2.1 illustrates these seven stages of sponsorship development. Stage 1 occurred during the period 1 B.C. to 1600, and was dubbed the 'Era of Patronage'. Sponsorship occurred in the form of wealthy individuals (as opposed to businesses) sponsoring high-profile artists such as Michelangelo and Leonardo Da Vinci. However, there was some conjecture in the literature as to when the first occurrence of sport sponsorship actually took place; Head (1988) claimed that sponsorship of sport was first observed back in the days of Caesar, approximately 65 B.C. when he sponsored gladiatorial festivals for the purpose of increasing his esteem. Further, Turner (2001) felt that the first form of sponsorship *per se* occurred in 1492 when Queen Isabella of Spain funded Christopher Columbus' venture to discover the Americas. The year 1631 saw the 'Advent of Advertising' when businesses realised the potential for exposure through advertising in print media. The 'Early Pioneers' was an era occurring between 1924 and 1970 during which cigarette, alcohol and automobile companies began lending their name to high-profile events such as the Indianapolis 500 motor race. During the period 1970-1984, many companies realised they could obtain 'free' television exposure for their brand through sponsoring high-profile sporting events; this era was hailed as the 'Era of Development'. At this point in time, sponsors were content to be offered signage and hospitality opportunities. Owing to a shortfall in government funding for the 1984 Los Angeles Olympic Games, \$US400 million of sponsorship was sold off in 1983, which sparked 'The Sponsorship Explosion'. It was at this time that "companies found that they could increase sales

through sponsorship" (Skinner & Rukavina, 2003, p. xx). Sponsors became more sophisticated during the 'Era of Added Value' that occurred during the 1990's; measured results and justification for investment became increasingly important. Owing to the advances in technology (primarily the development of the Internet) sponsorship occurs today in what is termed the 'Technological Era'. activities such as advertising and sales promotion . Industry publication, the *IEG Sponsorship Report* predicted that worldwide sponsorship expenditure would total US\$28 billion in 2004, which represented an 8.1% increase from US\$25.9 billion in 2003 (IEG, 2003), which demonstrated sponsorship's increasing popularity in the corporate world. Sponsorship has become immensely popular amongst corporate society in its endeavours to achieve business objectives, and as part of the marketing/communications mix (Javalgi, Traylor, Gross, & Lampman, 1994; Meenaghan, 1991). Corporate organisations are inundated with requests for sponsorship each year. Many organisations are forced to employ staff specifically to deal with incoming sponsorship proposals and the selection of appropriate sponsorship opportunities (Arthur, Scott, & Woods, 1997; Kuzma et al., 1993; Morris & Irwin, 1996). Research into sponsorship activities by Australian businesses by Suchard and Scott (1992) commented that, "sponsorship in Australia plays a relatively minor role in the overall promotional mix, which is dominated by television, magazine and newspaper advertising" (p. 25). These authors quoted an average spend of between \$400,000 and \$600,000 (per business) annually on sponsorship of all causes for the sample surveyed, and stated that sponsorship appeared to be growing in usage. It was reported that during 1996-97, 38 900 businesses (6.4% of all businesses in Australia) provided sponsorship to individuals or organizations, with the most popular form of investment being sport sponsorship (Australian Bureau of Statistics, 1999). The total value of sponsorship expenditure for this period was \$466.5 million, with \$281.9 million being spent on sport sponsorship (Australian Bureau of Statistics, 1999), which served to illustrate the popularity of sport

sponsorship amongst Australian businesses. Meenaghan (1991) suggested six driving forces which have made significant contributions to sponsorship's dramatic growth. They were:

1. Changing government policies on tobacco advertising;
2. The rising cost of traditional advertising media;
3. Sponsorship's proven ability in achieving marketing objectives;
4. New sponsorship opportunities arising from society's increasing time devoted to leisure;
5. Increased media coverage of sponsored events; and
6. Inefficiencies associated with traditional media.

Otker (1988) offered similar views to those stated by Meenaghan (1991) in explaining sponsorship's rapid growth, particularly in relation to the prohibitive costs of media advertising, and society's increasing leisure time. Otker claimed that the growth of traditional and new forms of media were in need of more attractive programming, and that such attractive programming could often be found in the sporting and cultural arena. Further explanation proposed by Otker included event organising bodies looking for new sources to finance their events; the media looking for new events to pay attention to; companies looking for new means to communicate with their target markets; and finally, the emergence of professional intermediaries whom specialise in managing sponsorships. Section 2.3 found that sponsorship first occurred as early as 1 B.C. and has evolved along the course of seven stages. Over time sponsorship has shifted from a philanthropic practice to one inextricably linked to the bottom-line. Today, businesses worldwide allocate significant amounts of money to sponsorship, which has resulted in sponsorship emerging into a significant global industry. Researchers such as Meenaghan (1991) and Otker (1988) offered explanations as to why sponsorship has grown in popularity. It was important to discuss the evolution of sponsorship, as it contributes to understanding why businesses so frequently engage in sponsorship today, which is linked to the second research objective of this thesis - to identify the reasons why SMEs sponsor regional sport tourism

events. Section 2.4 now reviews the literature investigating sponsorship's place in the marketing communications mix.

2.2. Objectives of Sponsorship

Sponsorship of all causes (i.e. sport, the arts, festivals, attractions and the like) has matured into a significant global industry (IEG, 2003). Sponsorship spending has also shown a steady growth in recent years in comparison to other promotional. Both the motives and objectives of companies entering a sponsorship arrangement have received considerable attention in the literature. In general, according to Javalgi *et al.* (1994), the objectives set for sponsorship tend to be vague instead of being precise and clear. Very often firms employing sponsorship have a number of objectives for the activity (Apostolopoulou & Papadimitriou, 2004); also, a single sponsorship may fulfill various objectives (Marshall & Cook, 1992; Meenaghan, 1983). The literature seems to consistently promote the view that the motives and objectives behind the sponsorship activity should be carefully considered and set before the activity takes place. With the help of clearly set objectives, it is possible to select the most appropriate sponsorship opportunities and plan their execution, and they also act as standards when the success of the sponsorship is to be evaluated (Apostolopoulou & Papadimitriou, 2004; Marshall & Cook, 1992). Crimmins and Horn (1996) go as far as to claim that not knowing in advance what the objective of the sponsorship is will likely result in failing of the activity. Therefore, the set objectives should be SMART - specific, measurable, achievable, results oriented, and time bound (Crompton, 2004).

2.2.1 Objectives of sports sponsorship

It is proposed to concentrate on the most commonly used objectives in literature review, also the theories that brought up by Pope (1998) because it is extensive and it focuses on sponsorship of sports, moreover

the model implemented by the theories of some researchers like Bennet(1999),Mullin, Hardy and Sutton (2000),Meenaghan (1983) and Shank (1999) .The following objectives have been proposed by Pope (1998) also some of researchers supported Pope's idea.

2.2.1.1 Corporate Objectives

a/ Public awareness

One of the most central sponsorship objectives is to create or increase the awareness of a company (Shank, 1999). Sponsoring of sports has been employed to increase a company's public awareness (Meenaghan.1983).

b/ Corporate image

Sponsorship can generate image association and image transfer (Mullin et al, 2000). One of the four main objectives is to create corporate image (Bennet,1999) One important sponsorship objective is to improve, maintain or build the company's image (Shank, 1999) .The creation of corporate image often involves the desire to affect the public in a general way but it can also involve interaction with specific group among the different publics of the firm (Meenaghan, 1983).

c/ Public perception

Sponsorship can change or improve customer's perception of the company (Mullin et al., 2000). Sport sponsorship can help the company the access to the wanted image, that it can again change the public perception of the company.(Meenaghan,1983)

d/ Community involvement

Creating a good relationship with the community is vital for the company. (Shank, 1999) Through supporting a local or national activity, many companies engage in the community. (Meenaghan, 1983)

e/ Financial relationship

f/ Client entertainment

By entertainment to customers and clients the companies build goodwill (Mullin et al, 2000) It is an important goal for the companies to create long term relationship with their clients. (Shank 1999)

2.2.1.2 Personal objectives (Management interest)

These methods were provided by Meenaghan (1983), Abratt and Gobler (1989). Quester and Farrelly, 1998; McCook, Turku, 1998; and Parker 1991) claimed that before and after sports sponsorship methods are preferable in sports sponsorship involvement when the company tries to evaluate the effectiveness. Also Parker (1991) said that some companies need to assess their sponsorship during the process of sport sponsorship.

2.3. Sponsorship Selection Process

Some companies receive as many as 100 sport sponsorship proposals from sport franchises annually (McCook, 1997) Among with the fact that sponsorship today involves huge sum of money (Meenaghan ,1999)it is of high importance for companies to utilize some kind of systematic selection process in order to find a right partner with which to establish a functioning relationship.

When specific firms want to enter in a sport sponsorship activities, first they must decide whether to sponsor a sport/league, a team. An athlete or an event (Shank, 1999)The type of sport entity chosen to produce the best return on sport sponsorship objectives (Shank, 1999).Each of the components included in the athletic platform are described below:

Sport/League - Some companies decide to use a sport or a league as its athletic platform. To get a unique position and differentiate the company from its competitors, the company can choose to sponsor women sports that fewer companies are sponsoring. Nowadays many federations and leagues understand that they need to attract sponsors, by for example offering each owner of a team a financial portion in a league, which results in a decreased risk for ambush marketing. It is easier to sponsor a league or federation than supporting a single team, as the company is able to use the league power and logo to support all teams participating in the league. (Ibid)

Team - Companies can also start their activities on teams at any level

of competition, on professional, University, high school, or small league teams.

Athlete - Some athletes have considerable credibility with the target market. Thus they can create a direct association between themselves and the sponsor or its brand. Also many companies may also use individual athletes in their promotion only to boast. (Ibid)

Event - The most commonly used athletic platform in sport sponsorship is the event. It is usual that the number of events that exists exceed the number of available sponsors, which results in that the event organizers try to attract main sponsors by offering attractive sponsorship packages. The benefits of using event are: the event may improve the image and increase the awareness of the sponsor firm or brand. Also the sponsor can indirectly increase the sales, as the consumers have the chance to buy the sponsor's products during or after the event. Another issue that should be considered is the level of competition, which implies if the company tries to choose a professional or a recreational platform. Factors that effect on decisions upon the athletic platform are for example: budget, sponsorship objectives, and geographic scope. (Ibid) choosing the platform, companies need to decide upon a more specific platform that must select the exact sport/league, team, athlete, or event. The firms have to be careful while selecting the specific athlete platform. Thus some questions need to be replied as follow (Shank, 1999)

Does the sponsorship offer the right positioning?

Does the sponsorship provide a link to brand image?

Does the sponsorship target the right audience?

Can you afford the sponsorship?

Is the sponsorship hard for competitors to imitate?

Does the sponsorship appeal to the target audience 'lifestyle, personality, and values?

How does sponsorship dovetail into current corporate objectives and strategies?

Is there a way to involve employees in the sponsorship?

How will you measure the impact of the sponsorship?

How easy will it be to plan the sponsorship year after year?

Does the sponsorship complement your current promotion mix?

According to Meenaghan (1983), it is essential to evaluate how the target audience perceives specific events before making the selection. Besides, it is essential for the sponsor to generate some specific selection criteria that can be used in the time of decision making. (Ibid).

The selection criteria offered by Meenaghan (1983) are discussed below:

a/ The ability to fulfill objectives - Events can help companies gain more than one of their goals. It is essential to rank the objectives by order of importance, but also to consider the link between certain objectives. (Ibid)

b/ Image association potential of the particular sponsorship - Each event has its own personality and characteristics, thus the relationship created with the audience vary. Firms must be careful about the image of the event, the possible transfer of image from the event to the firm, as well as the risk for negative effect while associating with an activity. An event that is appropriate for a company may not be that for another. (Ibid)

c/ Selection of sponsorship and company/product compatibility - When choosing an event, there must be compatibility between the company and the event. To avoid confusion, there must be linkage between the sponsor or its products and the event. Three types of links are available: product image link (event image is similar to the product's image), product link (event uses is associated with products and services of the company), and corporate image link (event image is linked to the corporate image of the sponsor).(Ibid)

e/ Media coverage potential - Some companies perceive media coverage to be a bonus, while others consider it as an outcome of their sponsorship.(Ibid)

f/ The funding requirement - the costs should be considered for the event in comparison to the budget of the company. We must have a enough

budget to be able to run the sponsorship activity. If not the image will be damaged and the firm gets negative ideas from the audience.

g/ Target audience coverage - to increase the effectiveness of the sponsorship activities, it is important to define a specific target audience before selecting an event. Three types of audience that can be considered: the immediate event audience, the extended media audience, as well as both the extended and immediate audience.(Ibid)

h/ The opportunities for guest hospitality - Companies have long regarded sports events as excellent opportunities to extend hospitality and demonstrate appreciation to customers and important clients, dealers, distributors, agents and top salespeople. Customer hospitality is of particular importance to firms that transact most of their business with other businesses (B2B).The experimental aspects of event sponsorship that is the ability to host customers are of increased importance and often present a greater percentage of sponsorship spending for B2B companies. Frank Suprovitz(2004). Sponsors need to consider the event's opportunity to meet face to face with the target audience.(Ibid)

i/ Executive preference -They are often taken into consideration while selecting an event. (Ibid)

j/ Geographical coverage of the defined audience -Before selecting an event sponsors have to investigate the geographical coverage. (Ibid)

k/ Staff knowledge of the proposed sponsorship - Many sponsors believe that there has to be at least one person in company sport marketing knowledge.

l/ Sponsorship type - The Company has to decide upon the generic type of the event, whether to select sport or arts, or whether to sponsor an existing or new event.

m/ Solos position - It means that whether to select an exclusive event or if it should cooperate with other firms in sponsorship.

n/ The possibility for adverse publicity - The firm must consider all dimensions of an event to avoid adverse publicity.

o/ The organization of the sponsorship activity - Sometimes, the events may be arranged by another organization. Thus it is vital that the sponsor considers if the arrangers are able to manage the event properly.

2.4. Evaluation of Sponsorship:

It is important for managers to formulate sponsorship objectives to make it easier to control and to evaluate if the objectives were reached. Today, market research companies are usually involved when evaluating sponsorship, which has resulted in more sophisticated ways. (Meerabeau, Gillet, Kennedy, Byass and Tabi, (1991) some difficulties with technical research, unclear or non existing goals, uncertainties, costs and lack of useful evaluation criteria are the reasons for not evaluating the effectiveness of the sponsorship.(Bennet, 1999)

2.4.1. How to measure the effects of sponsorship involvement?

Evaluation of sponsorship according to Polonsky and Speed (1998) can concentrate on awareness, attitude, or interest which factors difficult to observe. Therefore, it can be complicated to evaluate to return of a sponsorship investment . Also many firms are evaluating factors such as brand name exposure or awareness of a sponsorship involvement, which are thought to affect the outcome of the sponsorship. (Ibid) According to Meenaghan (1983), firms can use different methods for measuring the effects of sponsorship involvement. Meenaghan methods are also supported be Bennet (1999), Quester and Farrelly (1998), and Parker (1991) and their opinions will complement the methods described below.

A/ Measuring the sales effectiveness of the sponsorship involvement

In this case we should use five method: the measurement of awareness, the measurement of recall, attitude surveys, psychological measurement, or sort and count which implies for example request for additional information and fee samples (Ibid). Bennet (1999) offer that commonly used methods when evaluating sponsorship effectiveness are created or changed attitudes,

level of awareness, and company or brand name recall. Parker (1991) has also identified that it is essential to monitor the awareness of the sponsorship and to conduct surveys concerning the audience's attitude toward the event.

B/ Measuring the Media coverage resulting from sponsorship involvement

The basic measures employed to evaluate the media coverage are the duration of TV coverage including verbal and visual credits, the extent of press coverage as measured in single column inches, and monitored radio coverage (Meenaghan, 1983) Parker (1991) mentioned that some firms are even monitoring the publicity time of logos exposed during the broadcast. Measuring media coverage is a frequently employed and popular method of evaluating sponsorship effectiveness, for the reason that it is perceived as practicable. According to Meenaghan the method fails in evaluating the effectiveness of the exposure gained, and merely indicates the extent of achieved publicity.

C/ Measuring the continuing appropriateness of the chosen sponsorship

Over time

Feedbacks on change in the sponsorship's profile and in its environment also evaluate the effectiveness of the sponsorship. This method comprises the activity. The audience level for the sponsored activity must identify the extended audience (amount of people exposed to the sponsorship through media), the live audience, as well as the level of participant involvement. The market perception of sponsorship activity implies an awareness of the market's perception of the sponsorship, and may necessitate a qualitative research. (Meenaghan, 1983) the extent of media coverage for the sponsored activity measures how suitable an event is for media coverage. The method of measuring continuing appropriateness of the sponsorship is, nonetheless considered less precise than other evaluation methods. (Meenaghan, 1983)

D/ Monitoring feedback - Feedback is provided from the event's many audiences depending on the objective the company has with the sponsorship involvements. E.g. when the company's objective is to increase sales or to

improve the sales environment, must let the sales personnel evaluate and compare their work effort before and after the event.

E/ Cost benefit analysis - Some sponsorship involvements have less focus on commercial goals, whilst they rather see the sponsorship expenditures as goodwill. So the traditional measurement methods used when evaluating cost effectiveness of the sponsorship are less appropriate and should be replaced by a cost benefit evaluation. Some cases may require a valuation based on a collective idea of senior management personnel. (Ibid). Cornwell and Maignan (1998), claim that three basic methods are available to use when measuring sponsorship effects. These methods are listed and described as follows:

F/ Exposure based methods - the often employed exposure based methods include monitoring the quantity and nature of the media coverage obtained from the sponsored event, and estimating direct and indirect audience.

G/ Tracking measures - The most common measurement techniques for empirical studies are surveys focusing on evaluation of awareness, familiarity, and preferences generated by the sponsorship.

H/ Experiments - Cornwell and Maignan refers to pham(1991) who suggests that experiment are the only measurements capable of determining the complex effects of advertising. Abratt and Gobler (1989) finally suggest that the sport sponsorship effectiveness must be compared with the initial goals set for the sponsorship involvement. With this in mind the authors recommend companies to use an evaluation process to determine whether or not the sponsorship activity has been successful.

2.4.1.1 Measuring of sponsorship effects

Based on an extensive literature search, Cornwell and Maignan (1998) conclude that research on measuring the effectiveness of sponsorship is still developing and results in inconsistent findings. Even though this field of research has since advanced and new contributions have been added to the body of knowledge, the findings from the studies are still contradictory

(Walliser, 2003) and no agreement on a standardized method of evaluating sponsorship exists (Tripodi *et al.*, 2003). Nonetheless, the increased spending on sponsorship as well as the corporate scandals and economic recessions of the early 21st century have resulted in more pressure on companies to demonstrate accountability for their sponsorship investments (Crompton, 2004; Stotlar, 2004). This has consequently led to increased interest in measuring and evaluating the effectiveness of sponsorship (Crompton, 2004). In their early research, Abratt and Grobler (1989) found out that the majority of sponsors do in fact have a set procedure for evaluating their sponsorship activities. This finding is in contrast with numerous later studies (e.g. Crompton, 2004; McDonald,

1991), according to which there tends to be a lack of adequate evaluation of sponsorship effectiveness. Stotlar (2004) argues that most companies do not measure the effectiveness or success of their sponsorship activities because of the variability in the objectives they set for the activities and the perceived complexity of measurement. Some early research even initiates the idea that sponsorship investments are not substantial enough to warrant research (Marshall & Cook, 1992; McDonald, 1991). Moreover, as sponsorship should always be supported by other promotional tools, as explicated in section 2.1.3, isolating its effects from the other simultaneously employed marketing and communications instruments may be difficult due to their interaction, interdependencies, and possible carry-over effects (Amis *et al.*, 1999; Marshall & Cook, 1992; Walliser, 2003). According to Crompton (2004), sometimes the evaluation of sponsorship results may also be complicated because of uncontrollable external variables affecting sponsorship. Other reasons researchers have identified for the lack of sponsorship evaluation include the wide variety of heterogeneous sponsorship activities and the non-predictable character of sponsorship in general (Walliser, 2003). It has also been claimed that the long history of sponsorship only being based on company leaders' preferences and interests has resulted in it not being treated "as a promotional practice whose outcomes

should be evaluated systematically" (Cornwell & Maignan, 1998, 14).

According to Stotlar (2004, 62), "the most appropriate measure of effectiveness emanates not from what the sponsorship generated, but from whether the specific marketing objectives of the corporation were met". In a similar vein, Valanko (2009) states that it is the monitoring and measuring of sponsorship effects relative to the set objectives which should inform the company about the success of sponsorship. Therefore, thoroughly considered objectives which derive from strategy are important not only in the planning and execution of sponsorship activity but also in its final evaluation.

In the literature, numerous methods have been suggested to monitor and measure sponsorship, its results and effectiveness. These can be divided into different categories;

1) exposure-based methods, 2) methods to measure the communication effects of sponsorship, 3) sales and market share measures, and 4) feedback from participating groups (Cornwell & Maignan, 1998; De Pelsmacker *et al.*, 2007). These categories are discussed in more detail below.

1) Two different types of exposure can potentially be measured. First, by counting the number of people attending the event and examining the audience closer, it is possible to estimate how many people are directly and indirectly reached and how frequent their exposure to the sponsor name is (De Pelsmacker *et al.*, 2007). Second, the exposure-based techniques include monitoring the exposure resulting from the media coverage of the sponsored event (Cornwell & Maignan, 1998). According to De Pelsmacker *et al.* (2007), for instance calculating the number of times the sponsor brand or logo is mentioned in a newspaper or the number of seconds it is shown on television enables the estimation of the reach and frequency of exposure and the monetary value of the exposure. In fact, even if a change of focus from the measurement of exposure to intermediate results of sponsorship, i.e. awareness and image, has been reported (Walliser, 2003), measuring the extent of media coverage has been

argued to still be the most frequently used measure of sponsorship effectiveness.(Crompton, 2004; Speed & Thompson, 2000). However, as media coverage is not the primary objective of sponsorship and as it does not ensure product recall, attitude change, or any other consumer response, its use as a measure of sponsorship effectiveness is claimed to be questionable (Cornwell & Maignan, 1998; Tripodi *et al.*, 2003). Additionally, Cornwell (2008, 43) argues that sponsorship exposure is "not equivalent in quality to an advertising message".

2) To evaluate the communication effects of sponsorship, awareness and image variables are measured. In other words, the developments in consumers' awareness of, familiarity with, and favorability towards the sponsoring company are detected (McDonald, 1991), focusing on questions like how many people are aware of the brand prior to and after the event, and how the image of the sponsoring brand has evolved (De Pelsmacker *et al.*, 2007). Tripodi *et al.* (2003) argue that the techniques most often used for these purposes are the continuous tracking approach and the ad hoc dipstick approach. Although these methods pursue similar outcomes, they differ both in terms of the frequency with which measurements are taken and in the nature of the questions used. According to McDonald (1991), the problem with the tracking measures is that they do not unambiguously assess consumers' change of attitudes towards the sponsor. In addition, what should also be considered is that particularly images tend to change relatively slowly and it might take time for the impacts of sponsorship to become visible (Valanko, 2009).

3) Collecting and comparing sales and market share data before and after the sponsorship activity is also a way to judge its effectiveness (Stotlar, 2004). Tripodi *et al.* (2003, 437) state that this is a "bottom-line' approach to evaluating the effects of sponsorship" and has been suggested to be employed by numerous firms to assess the success of their sponsorship activities (ibid). According to De Pelsmacker *et al.* (2007), estimating the commercial impact of sponsorship allows for evaluating its long-term effectiveness. Nevertheless, as previously

mentioned, in the presence of other elements of integrated marketing communications, isolating the impact of sponsorship on the sales performance of a company is difficult, and it has been argued to be practically impossible to directly attribute any sales growth to sponsorship (Tripodi *et al.*, 2003).

4) In some cases, collecting feedback directly from the participants in a sponsored event may be called for. For instance, as the varied target groups of sponsorship sometimes include business partners and employees as the main audience, in these cases, the effectiveness of sponsorship can be argued to primarily derive from the reactions of partners to corporate hospitality events or employees' opinions about sponsorship programs (De Pelsmacker *et al.*, 2007). Qualitative interviews with different stakeholders, consumer-based focus groups, or written feedback are examples of methods to collect comments on the sponsorship (Kitchen & De Pelsmacker, 2004; Stotlar, 2004; Tuori, 1995). As can be seen from above, no unambiguous model for evaluating the effects of sponsorship exists. Tripodi *et al.* (2003) claim that most sponsoring companies only employ methods from one of the categories outlined above, if any, to measure the outcomes of their sponsorship activities. However, to gain a more reliable picture of the effects of sponsorship on which further analysis and future decisions could be based, it has been suggested that multiple measures should be used in combination (Tripodi *et al.*, 2003; Valanko, 2009).

2.4.2. When to evaluate the sponsorship effectiveness?

Quester and Farrelly (1998) claim that firms use pre and post event surveys to find out the persuasion and familiarity of the sponsorship, as well as the awareness of the sponsorship, the company, and its brands. The authors argue that it is preferable to conduct a constant tracking to find out the awareness peaks (Ibid). Shakin and Kuzma (1992) also regard pre and post event awareness as frequent evaluation methods to measure the sponsorship effectiveness. Accordingly, Parker (1991) argues that evolution methods should be used in order to measure effects at specific points of

time ,for example to evaluate the effects before, during, and after an event .He further states that it is not preferable to ask the audience about sponsorship awareness during an event, as the audience easily can find clues to answer the questions.

The use of pre and post sponsorship evaluation has also been identified by McCook, Turko, and Riley (1998), who recommend that firms sponsoring sports must evaluate and rank the sponsorship in order of perceived effectiveness. The criteria that should be considered are:

The revenue opportunities for the company, The ability to integrate the product into the sporting event , The costs of the sponsorship ,The exposure to the company's target market , The company image enhancement gained from the sponsorship, The company's competitive advantage gained in the market place through the sponsorship, The sponsorship opportunity to show the company's commitment to the community and The hospitality/entertainment opportunities for the company that are gained through the sponsorship (Ibid). It is also recommended that sports marketers should recognize the various decision making criteria in order to create effective sponsorship. (Ibid)

2.4.3. Sponsorship Evaluation Processes

Different companies have created various sponsorship evaluation methods. Many of these methods, like the Anheuser-Busch Sports Sponsorship Evaluation, concentrate on post-sponsorship effectiveness. Sprint has implemented a system which includes both a pre and post evaluation (Goff, 1995).This process as been named the Sprint Sponsorship Vision Project. The system rates certain criteria which have been weighted accordingly. Criteria include: (a) the revenue opportunities for the company; (b) the ability to integrate the product into the sporting event; the costs of the sponsorship; (d) the exposure to the company's target market; (e) the company image enhancement gained from the sponsorship; (f) the company's competitive advantage gained in the market place through the

sponsorship; (g) the hospitality/ entertainment opportunities for the company that are gained through the sponsorship; and (h) the sponsorship opportunity to show the company's commitment to the community. Through this process, sponsorships can be evaluated and ranked in order of perceived effectiveness. Sport marketers need to be aware of the various decision making criteria in order to effectively create sponsorship proposals (Brooks, 1990). Irwin and Asimakopoulos (1992) recommended a pre-event evaluation to sport sponsorship management. The six steps included in this model are: (a) a review of the corporate marketing plan; (b) the establishment of specific sport sponsorship objectives; the identification and weighing of evaluation criteria; (d) the screening and selection process; (e) the implementation of the selected sponsorship; and (f) the post- event evaluation.

2.5 Advantages and Disadvantages of sports sponsorship:

2.5.1 Advantages of sports sponsorship:

Builds positive image association(McDonald, 1991;Kambitis et al,2002;Jiffer and Roos,1999) , Eliminate media noise(Taranto.1998) , Generate awareness (Kambitis et al,2002;Jiffer and Roos,1999) ,Influence public preferences (Jiffer and Roos,1999) ,Achieves internal motivation(Beher and Larsson,1998), Build goodwill(McDonald, 1991),Same theme in diverse media(Jiffer and Roos,1999), Creates exclusivity (Jiffer and Roos,1999), Creates pride (Jiffer and Roos,1999),Difficult to avoid target audience (Jiffer and Roos,1999),Generates publicity(Bennet,1999), Cost effective promotional method(Bennet,1999)

2.5.2 Disadvantages of sports sponsorship:

Ambush marketing(McDonald, 1991;Lee et al,1997, O'Sullivan Murphy,1998) Controversies and negative attitude(McDaniel and Mason,1999), No standardization (Beher and Larsson,1998) ,Inflexible(Beher and Larsson,1998), Difficulties in evaluation(McDonald, 1991), Time consuming(Jiffer and Roos,1999 Badwill risk(Jiffer and Roos,1999)

2.6 Sports sponsorship as a marketing communications tool

The role of sponsorship in the marketing mix of companies follows, including comparisons between sponsorship and advertising as well as sponsorship and philanthropy. The importance of considering sponsorship as a strategic investment is then discussed. After that, the objectives of sponsorship are outlined, followed by discussions on the evaluation and effects of sponsorship. Finally, the potential risks related to sponsoring sports are examined.

2.6.1 Role of sponsorship in the communications mix

The concept of marketing mix is one of the foundation stones of marketing. Randall (2001, 135) defines the marketing mix as "the mixture of the marketing variables which we can control, and more precisely the amount of which we choose for a particular situation". Marketing mix has come to be known as the 4Ps, introduced by McCarthy in 1975 (ibid). The 4Ps comprise *product*, *price*, *place*, and *promotion*. *Promotion* translates to the communications of the firm to its different stakeholders, i.e. marketing communications or communications mix, whose implicit purpose is "the stimulation of market demand" (Meenaghan, 1983, 5). **Promotion** has typically been further divided into advertising, public relations, sales promotions, and personal selling (e.g. Pickton & Broderick, 2001). Sponsorship has classically been included under the general heading of public relations (Randall, 2001) but more current texts place it under *promotion* as its own entity alongside the traditional as well as other contemporary elements of the communications mix (De Pelsmacker *et al.*, 2007; Kitchen & De Pelsmacker, 2004). This is depicted in which portrays the position of sponsorship in the marketing mix according to the more recent thinking.

As previously indicated, the popularity of sponsorship as a marketing communications tool has been constantly increasing. Compared to other instruments of marketing communications, a North American study (IEG,

2011) reports that the growth rate of sponsorship has been ahead of the pace experienced by advertising and sales promotion in most years during the past two decades and a similar trend is also likely to continue. For instance, in 2008 the average annual growth rate of sponsorship spending in North America was 11%; the same rates for advertising and sales promotion were only 0.6% and 2%, respectively. Dolphin (2003, 182) has even suggested that "sponsorship is now the equal in importance of advertising as a marcoms tool". Nonetheless, despite its growth, sponsorship is still considerably outspent by advertising. The general estimate in the industry is that the worldwide sponsorship spending is only equal to approximately 7% of global advertising expenditures (Fenton, 2009).

In Finland, according to an annual survey called Advertising Spend in Finland, the total marketing communications amounted to €3.1 billion in 2009 which was 14% less than the year before due to the recent recession. Of this amount, the share of sponsorship was about 5%. In comparison to other Nordic countries, in Denmark the development has been similar to the one in Finland with the share of sponsorship being 5% of Danish marketing communications spending. On the contrary, in Sweden the corresponding percentage is 9%, which suggests sponsorship being relatively more popular as a marketing communications tool in Sweden than in Finland or Denmark. (Mainonnan Neuvottelukunta, 2010)

Sponsorship is regarded as an efficient instrument of companies' communications mix partly because of its capacity to address a wide range of corporate audiences. The multiple different target audiences and stakeholder groups which may be appealed to through the use of sponsorship include for instance a company's existing and potential customers; consumers; current and prospective shareholders; employees; partners; government regulators; local community; and general public (Alaja & Forssell, 2004; Crowley, 1991; Tuori, 1995). It has been suggested that companies of different types rate the importance of target audiences differently putting emphasis on target groups most relevant to their business (for a more detailed discussion, see Crowley, 1991). While the potential sponsorship audiences are many, Slack and

Amis (2001) argue that sponsorship is an efficient communications instrument as it enables the targeting of a specific audience with a specific message. In the words of Pickton and Broderick (2001, 514), sponsorship is an "excellent means of targeting selected market segments".

According to Cornwell and Maignan (1998), two separate but interrelated activities are involved in sponsorship; an exchange of a fee or alike and the right of association between the sponsor and sponsored property, and the marketing of that association to the target group by the sponsor. In order for the sponsorship investment to reap any benefits, both activities are required. In other words, for the communication goals of sponsorship to realize and for the indirect and implicit messages of sponsorship (Erdogan & Kitchen, 1998) to be successful, the sponsorship investment should be leveraged by accompanying communication efforts, i.e. be one element of a company's integrated communications strategy (Valanko, 2009; Walliser, 2003). Weeks *et al.* (2008, 639) define the leveraging of sponsorship as "the act of using collateral marketing communications to exploit the commercial potential of the association between a sponsee and sponsor".

As to the importance of leveraging sponsorship, Valanko (2009) has suggested that it is not the scale of the initial sponsorship investment which determines the success of the sponsorship activity but it is the skilful exploitation of the sponsorship deal which makes the difference. Therefore, different kinds of sponsorship-linked marketing programs should be employed to support the sponsorship investment (Cornwell & Maignan, 1998). The methods used to leverage sponsorship may for instance include television, magazine, and Internet advertising, sales promotions, public relations, packaging, incentive programs, direct marketing, internal communications, cause related marketing, website communications, hospitality events, and exhibitions (e.g. Abratt & Grobler, 1989; Papadimitriou *et al.*, 2008; Polonsky & Speed, 2001). Weeks *et al.* (2008) report that currently the most prevalent means to leverage sponsorship investments are traditional advertising, public relations, internal

communications, and hospitality. Consequently, it may be concluded that all the different elements of the communications mix are employable in leveraging sponsorship even though some differences may exist in the importance of different instruments depending on the type of company (Crowley, 1991).

Supporting sponsorship by the other communications instruments is nevertheless costly. The general belief is that "a sum at least equal to the property rights costs should be used to leverage the initial investment" (Meenaghan, 2001a, 192). Farrelly *et al.* (1997) found out in their research that North American companies spent on average between \$1 and \$2 on related activities for every dollar spent on sponsorship. This finding is supported by Valanko (2009) who argues that the value of the sponsorship deal (price) in relation to the investment in supportive communications is nowadays 1:2 in the US. In contrast, this relation is currently only 1:0.5 in Finland (*ibid*). Farrelly *et al.* (1997) pointed out the differences between countries already in the late 1990s as they found out that the spending by Australian companies on related communications activities was only between 50 cents and \$1 for every dollar spent on sponsorship agreement. In fact, it has been argued that among the biggest impediments to the success of sponsorship is its too narrow and insufficient exploitation by other means of marketing (Valanko, 2009).

2.6.2 Sports marketing

Sport marketing is divided into three sectors. The first is the advertising of sport and sports associations such as the Olympics, Spanish Football league and the NFL. The second concerns the use of sporting events, sporting teams and individual athletes to promote various products. The third is the promotion of sport to the public in order to increase participation. In the first case, the promotion is directly related to sports. In the second case, the products can but do not have to be directly related to sports. When the promotion is about sports in general, sports teams or sports events, the use of this kind of strategy is called "Marketing of Sports". When the promotion is not about the sports but

sports events, athletes, teams or leagues are used to promote different products, the marketing strategy is denominated "Marketing through sports". When the promotion is about increasing participation amongst the public it is called "Grassroots Sports Marketing". To promote the products or services, the companies and associations use different channels such as sponsorships of teams or athletes, television or radio advertisement during the different broadcast sports events and celebrations, and/or advertisement on sporting venues. "Street marketing of sport" which considers sport marketing through billboards on the street and also through urban elements (street lighters and sidewalks, etc.) to help promote and gain publicity during major worldwide sporting events such as the [Football World Cup](#), the Olympic Games, the Super Bowl or the Winter Olympic Games.

Sport marketing is a subdivision of [marketing](#) which focuses both on the promotion of sports events and teams as well as the promotion of other products and services through sporting events and sports teams. It is a service in which the element promoted can be a physical product or a brand name. The goal is to provide the client with strategies to promote the sport or to promote something other than sport through sports. Sport marketing is also designed to meet the needs and wants of the consumer through exchange processes. These strategies follow the traditional four "P"s of general [marketing](#) Product, Price, Promotion and Place, another four "P"s are added to sport marketing, relating to the fact sports are considered to be a service. The additional 4 P's are: Planning, Packaging, Positioning and Perception. The addition of the four extra elements is called the "sport marketing mix."

One element that sport marketing takes advantage of is that athletes tend to be brand loyal and fans tend to be loyal to their favorite athletes and teams. This can be recognized through the contracts players and athletes sign with sports companies in which they get paid to wear or use their products in each game or sporting event. By doing so, the players and athletes and also their fans develop a loyalty to the products for a longer time.

2.6.2.1 Benefits of Sport Marketing

Sport marketing impulses memberships, sales, and recognition. These factors represent the biggest benefits for the companies, the athletes, the associations, the leagues, and sport event managers. Well planned, effective marketing helps to understand the customer and the marketplace. Also, informed marketing decisions help increase the company's, club's, or association's performance. Due to the status and importance in people's lives, sport is considered a profitable and sustainable marketing source.

2.6.2.2 TV advertising during broadcast sports events

Finally another example of marketing through sports is the strategy used by Gillette Match to promote its personal hygiene products through representative figures of each sport on television during broadcast sports events. Gillette uses for this issue characters from football soccer such as Thierry Henry, from tennis Roger Federer and from golf Tiger Woods. In the commercial these celebrities appear using the products of the company showing the results in order to demonstrate that if successful people use the products you should use them to. It is a clear example of this concept, because the company using this marketing strategy is not related to sports at all, but through important personalities of each sport it has the possibility to get to its target audience.

2.6.2.3 Sponsorship in cash and in kind

Sponsorship is a cash and/or in-kind fee paid to a property (typically in sports, arts, entertainment or causes) in return for access to the exploitable commercial potential associated with that property, according to IEG. While the sponsor (property being sponsored) may be nonprofit, unlike philanthropy, sponsorship is done with the expectation of a commercial return.

While sponsorship can deliver increased awareness, brand building and propensity to purchase, it is different to advertising. Unlike advertising, sponsorship can not communicate specific product attributes. Nor can it stand

alone. Sponsorship requires support elements. And, while advertising messages are controlled by the advertiser, sponsors do not control the message that is communicated. Consumers decide what a sponsorship means.

2.6.3 Sponsorship Vs. advertising

Both advertising and sponsorship investments are made in order to fulfill commercial objectives and therefore it can be argued that they are fundamentally similar to each other (Meenaghan & Shipley, 1999). Nevertheless, there are some basic differences between these two elements of the communications mix, and as Marshall and Cook 1992, 309) state, sponsorship "should not be confused with advertising". In addition to advertising and sponsorship being employed to mainly achieve different outcomes (Crompton, 2004), one of the biggest differences between the two is the fact that sponsorship message - or the medium for that matter as in sponsorship "both message and medium are inextricably linked" (Meenaghan, 1996, 104) - is not as tightly controlled by the sponsoring company as it is in the case of traditional advertising (Javalgi *et al.*, 1994; Meenaghan & Shipley, 1999). In other words, The company's control over the content and environment of the message is weaker in sponsorship than in the use of advertising (De Pelsmacker *et al.*, 2007), resulting in the risk inherent in all sponsorship.

According to Meenaghan (1991a), there is a difference in the messages that sponsorship and advertising convey. Advertising is more direct and explicit than sponsorship which is often targeted towards an audience on an emotional level (Tuori, 1995) and dependent on the fundamentally affective relationship between the target group of the sponsorship and the sponsored

property (Crimmins & Horn, 1996). Advertising message is a "mixture of visuals, vocals and context" whereas the message sent out by sponsorship is non-verbal and delivered by associations, thus being indirect (Meenaghan, 1991a, 8). Audience also tends to react differently to sponsorship than to advertising. Sponsorship is argued to have a special goodwill factor (McDonald, 1991) as the audience has a tendency to consider the sponsorship investment having a beneficial impact on the activity that is being sponsored (Meenaghan, 1991a; 2001b). Therefore, Meenaghan (2001a) argues that consumers' attitude towards sponsorship is more favorable than it is towards advertising. In addition, sponsorship usually reaches people in their free time when they are more receptive and committed (Valanko, 2009) and enables people to experience and interact with the sponsor (Sneath *et al.*, 2005). Nevertheless, due to the fact that people are primarily involved in the sponsored activity thus paying less attention to the environment, i.e. the sponsors, sponsorship may be less influential in gaining attention than advertising (Marshall & Cook, 1992). Instead of focusing on the differences between sponsorship and advertising, they could be regarded as having a complementary relationship (Meenaghan, 1991a). In fact, Erdogan and Kitchen (1998) argue that sponsorship is not a replacement for advertising or vice versa, but the two methods of marketing communications may be employed side by side to maximize benefit from each activity in context of integrated communications strategy. According to Cornwell and Maignan (1998), sponsorship may, for example, be successfully set as the central concept of marketing communications and a comprehensive advertising campaign may be built around it, thus replacing a conventional advertising campaign with a sponsorship theme.

2.6.4 Sponsorship as a strategic investment

The literature is consistent in the view that the role of sponsorship in an organization should be strategic and that as a rule, sponsorship agreements should be regarded as strategic investments. This is

because sponsorship "concerns decisions about the allocation of resources to achieve organisational objectives and also because it is used to align an organisation with the pressures and demands of its environment" (Slack & Bentz, 1996, 177). Based on their research, Amis *et al.* (1999) and Fahy *et al.* (2004) suggest that considering sponsorship a strategic activity and clearly linking it to marketing and corporate strategies have a positive influence on the outcome of sponsorship. In fact, regarding sponsorship as one of the central elements of the marketing strategy of the firm and resourcing it as such is claimed to be one of the keys to its success (Fahy *et al.*, 2004). Amis *et al.* (1999) even argue that if sponsorship is linked to the broader corporate strategy of the company and effectively supported by organizational resources, it can potentially be developed into a distinctive competence enabling the company to secure a competitive advantage in the marketplace. Firstly, sponsorship strategy should always be based on the needs of the company and the strategic priorities derived from them (Papadimitriou *et al.*, 2008). The objectives of sponsorship are discussed in detail in section 2.1.5 but on a more general level, sponsorship has been argued to be usable for instance as a component of a firm's expansion strategy, after a merger to promote the new company, in differentiating from competition, or in strengthening or changing market position (Papadimitriou *et al.*, 2008; Pickton & Broderick, 2001; Valanko, 2009). According to Cornwell *et al.* (2001), sponsorship may have the ability to differentiate a brand from competition under active management and hence add financial value to the brand. Secondly, sponsorship strategy should derive from the company's values and its overall corporate strategy. It has been claimed that in contrast to sponsorship which derives from the corporate strategy, uncoordinated sponsorship activities based on ad hoc decisions due to resource availability or management's interest might be successful temporarily but unlikely thrive in the long run (Fahy *et al.*, 2004). Thirdly, Fahy *et al.* (2004, 1026) argue that "sponsorship should be seen as an integral part of the company's marketing strategy".

In order to deliver a non-fragmentary image of the company and convey a clear and consistent message, thus creating value to the company, sponsorship should be integrated into the marketing activities of a company, i.e. be part of a firm's integrated communications as discussed in section 2.1.3 (Amis *et al.*, 1999). Fourthly, sponsorship strategy should direct the implementation of the sponsorship activity in practice. For instance, the selection of sponsorship targets should be done objectively and analytically based on strategic priorities instead of personal interests and preferences - which is claimed still often to be the case (Papadimitriou *et al.*, 2008; Valanko, 2009). In addition, the exploitation of the sponsorship deal should be based on the sponsorship strategy (Valanko, 2009). According to Amis *et al.* (1999), for sponsorship to be beneficial, it should be extendable to a range of settings; it should be leveraged externally, for instance by exploiting it in customer-oriented functions, and internally, for example by engaging employees. New, imaginative ways of strategically utilizing sponsorship should be continuously considered (*ibid.*).

2.6.5 Sponsorship impact

sponsorship is based on the hoped-for transfer of associations. By connecting the company or its brand to the property through the act of sponsorship and by forging that connection, the firm aims to develop a link in the minds of the target audience between itself and the sponsored property the audience values. However, the identification of the sponsor and recall of the link is rarely automatic in people's minds. According to Johar and Pham (1999), people tend to recall those sponsors the best who are somehow congruent with the property they sponsor and have high market prominence. This derives from the fact that the best-performing sponsorship targets usually entice prominent and related sponsors, while simultaneously raising strong feelings - either positive or negative - thus activating the cognitive recall process in the minds of the audience (Wakefield & Bennett, 2010).

Other research has come to similar conclusions in terms of the importance of the sponsor-event fit. In more detail, Crimmins and Horn (1996) argue that the persuasive impact of sponsorship is a result of four factors relating to the link between the sponsor and sponsored; the strength of the link, its duration, and the resulting gratitude and perceptual change should determine how persuasive sponsorship really is. Erdogan and Kitchen (1998) claim that a sole awareness of the link between the sponsoring company or its brand and sponsored property does not equal a strong link, but in order for it to result in advantage over competitors, the link should only be enjoyed by the company and not by its competitors. The link can potentially be strengthened by integrating sponsorship into other marketing communications activities of the company and thus supporting sponsorship by additional means of communications, whose importance has been emphasized also previously (ibid). Duration of the link is another factor of the equation. Even if a strong link has been created between the sponsoring company or its brand and sponsorship target, it will potentially fade away quickly from the target audience's mind if it is not supported and defended by long-term marketing practices (Crimmins & Horn, 1996). It is suggested that the longer the sponsorship is supported by other means of communications, the more effective its outcome likely will be (ibid); this supports the idea that sponsorship tends to be more effective in terms of resulting in stronger image associations when it is based on a long-term relationship (Amis *et al.*, 1997; d'Astous & Bitz, 1995; Valanko, 2009).

According to Erdogan and Kitchen (1998), the link the target audience perceives between the sponsor and sponsored possibly leads to gratitude in their minds. In fact, Crimmins and Horn's (1996) study indicates that this gratitude tends to result in some degree of intended buying behavior, thus increasing sales. However, this finding only applies to fans, active participants, and live spectators. On a more general level, it has been observed that the attitude toward the sponsor and the response to the sponsorship may be interlinked, and therefore a sponsor who is regarded as

sincere and is well-liked may benefit more from sponsorship (Speed & Thompson, 2000). Sponsorship may also lead to positive perceptual changes toward the sponsor due to the sponsor-sponsored link if the logic of the association is clear in people's minds (Crimmins & Horn, 1996). A similar argument is made by Speed and Thompson (2000) who found out in their research among Australian sponsoring firms that consumers' response to sponsorship tends to be stronger when they perceive a fit between the sponsor and sponsored property. Lee and Cho (2009) go as far as to claim that the congruence between the sponsoring company and sponsored property is the most important predictor of attitude towards the sponsor. In practical terms, this fit is typically defined as "the degree to which consumers *perceive* congruence between a sponsor and a sponsee" (Dardis, 2009, 40). According to Gwinner (1997), the fit can be either functional or image related. Functional fit occurs when the sponsor's product is used by the sponsored property, whereas image related fit arises when the image of the sponsor is related to the image of the sponsored property. However, as it is not direct and natural like functional fit, image related fit should be explicitly and repeatedly defined to the audience through the use of supportive communications (Crimmins & Horn, 1996). Similarly, Dardis (2009) found out in his recent research that the perceived fit has a tendency of not being a static, innate property but it may be positively influenced by repeated marketing communications. By the same token, Dardis (2009) as well as Coppetti *et al.* (2009) suggest that even a sponsor initially deemed low in fit may become perceived more congruent if the basis and meaning of the linkage between the parties is explicitly articulated and the target group is exposed to repeated sponsorship messages. Woisetschläger *et al.* (2010) add to this line of thinking by arguing that it may be possible for a sponsor to increase the fit perceived by people by particularly communicating them the benefits the sponsored property receives from the partnership. As portrayed in section 2.1.5, the literature seems consistent in the view that the objectives related to the building of awareness, enhancement of image, and

increase of sales belong to the primary goals set for sponsorship. Therefore, in the following sections, the way sponsorship may affect awareness, image, and purchase behavior is discussed.

2.6.5.1 Impact on awareness

When measuring the awareness generated by sponsorship, it has been suggested that sponsor recall factors should be concentrated on; the question is how well the target group remembers the sponsor (Grohs *et al.*, 2004). Grohs *et al.* (2004) detected when researching the impact of sponsorship on awareness that people who are aware of and know the sponsor and its brand before the sponsorship takes place tend to have higher sponsor awareness after the event. Moreover, a closer perceived fit between the sponsored event and sponsor tends to result in better recall of the sponsor. In other words, if the association between the event and sponsor is perfectly encoded, it is likely that the target audience will more easily remember the name of the sponsor (Walliser, 2003). It has also been found out that people who are highly interested and involved in the sponsored activity or actively watch it have a tendency to better recall the sponsor (Grohs *et al.*, 2004). McDonald (1991) has come to the same conclusion about the positive relationship between interest and awareness; he also adds that interest tends to increase favorability towards the sponsor. When it comes to the length of the sponsorship activity, Pitts and Slattery (2004) recognize a positive relationship between time and awareness; the recognition of the sponsor tends to improve over the course of the activity. On the other hand, the need to integrate sponsorship into marketing communications may be necessitated also by the fact that when sponsorship is used in combination with other communications instruments, awareness of sponsorship tends to increase, whereas detached

sponsorship activities are claimed to be ineffective in generating brand awareness (Quester & Thompson, 2001; Walliser, 2003).

2.6.5.2 Impact on image

Because the fundamental aim of sponsorship is to generate positive feelings and attitudes towards the sponsor, evaluating the image transfer can be considered important. However, measuring the effect of sponsorship on image has been argued to be more difficult than it is on awareness (Grohs *et al.*, 2004). In general, according to Javalgi *et al.* (1994), companies employing sponsorship for the attainment of corporate communications goals tend to have a more positive public image than companies not involved in sponsorship. Sponsorship may thus enhance the image people have of the sponsoring company but the outcome is not automatic and may in fact diminish over time (*ibid.*). On the contrary to this research, Pitts and Slattery (2004) report no considerable relationship between a person's belief that a company is engaged in sponsorship and the corporate image the person holds of that company. If a firm has a good image already before it engages in the sponsorship activity, sponsorship may have a further positive impact on its image (Grohs *et al.*, 2004; Javalgi *et al.*, 1994). On the other hand, Gwinner (1997) claims that the better the sponsor-event fit, the stronger the image transfer from the sponsored property to the sponsor. This view is supported by both Grohs *et al.* (2004) and d'Astous and Bitz (1995) who additionally state that the image of the sponsor may be affirmatively influenced also by leveraging the sponsorship investment by supportive communications and choosing to sponsor properties towards whom initial attitudes are positive. In addition, the level of sponsorship in terms of exclusivity may have an effect on the image transfer as exclusive sponsorship or at least a central sponsorship position as opposed to being only one amongst many sponsors is claimed to enhance the likelihood of image transfer (Gwinner, 1997). Generally speaking, Cornwell *et al.* (2001) found out in their research that the perceived contribution of sponsorship

tends to be larger when it comes to corporate and brand image as well as brand awareness as opposed to more distinctive elements such as brand personality, brand loyalty, and image of quality, as well as differentiating the brand from competition.

2.6.6 Risks related to sports sponsorship

Risks, both internal and external, are inherent in sports sponsorship, like in other types of sponsorship as well. This derives from the fact that just like with most things situated in the external environment of the company, "the sponsorship is not a resource over which the company has total control" (Amis *et al.*, 1999, 255). According to Valanko (2009), risks related to sponsorship can be divided to two groups; first, calculated, potential risks which are controllable and manageable, and second, unforeseeable and unexpected risks. As many of the risks may be anticipated beforehand, risk management should be closely incorporated into the sponsorship process and its management in terms of target analysis, planning of cooperation, implementation, and follow-up. Different sponsorship targets tend to have varying potential of risk; therefore, when targets are mapped, also risks should be closely considered. If risks materialize, they should be quickly and honestly reacted to, but in the worst case, they may end the entire cooperation with the contract being dissolved and compensation becoming payable. (ibid)

The biggest risk companies face through the employment of sports sponsorship tends to be negative associations and the loss of reputation (Pickton & Broderick, 2001; Valanko, 2009). Possible threats to the success of sports sponsorship may be considered to include incidents natural to sports such as injuries, sickness, and underachievement. Furthermore, different kinds of bad behavior and illegal action may pose threats. The use of prohibited substances by professional athletes is nowadays widely publicized in the media. Sponsored athletes' inconsiderate statements and bad attitude, as well as their bad behavior in free time are possible sources of negative publicity to companies. Sponsorship of individual athletes is thus regarded

as entailing more risk than for instance the sponsoring of teams, leagues, or events (Hughes & Shank, 2005). In addition, contemporary side-effects of sports and scandals which attract media attention around the world such as illegal betting and trying to influence game results may also be regarded as risks to sports sponsorship. No company wishes to be engaged in any kind of negative publicity, neither due to their sponsorship engagements nor in any other circumstances. Therefore, the anticipation and prevention - or at least minimization - of risks in advance may be considered the best possible insurance. Sponsorship agreements should hence comprehensively take into account risks, in addition to the other content of the contracts, i.e. the rights and obligations of both parties (Valanko, 2009).

In addition to negative associations explicated above, external risks related to society and general operational environment should be considered (Valanko, 2009). For example, some publicly presented comments, opinions expressed in the social media, any negative 'buzz', and even boycotts may be considered possible threats to sports sponsorship and should be reacted to. In addition, the behavior of fanatical hooligans and different kinds of disturbances and vandalism may be regarded as sources of risk as well. Other threats which are beyond the control of both athletes and sponsors may be considered to include for instance the cancellations of competitions and thus decreased media visibility as well as quick changes in general operational environment for example in the form of declined profitability and worsened economic situation. Another type of risk derives from the fact that whereas loyal fans tend to be inclined to show a positive response to sponsorship in the form favorable purchase intentions (e.g. Madrigal, 2000; Meenaghan, 2001b), it has been found out that "sponsors that support the rival are viewed negatively", thus being avoided (Hickman & Lawrence, 2010, 265). Similarly, according to Hughes and Shank (2005, 209), "fans' negative attitudes towards sports personalities lead to negative attitudes towards brands associated with these personalities". The reactions of competitors might possess a threat to sponsorship as

well. In fact, ambush marketing (see Meenaghan, 1994; 1996; 1998a) has become a major threat to the sponsors of sports. As the intention of a sponsor is to draw public attention to its brand through the means of sponsorship, ambush marketing is the practice whereby a competitor intrudes into the public attention, thus trying to deflect attention to itself and away from the actual sponsor. In other words, an ambush marketer aims to indirectly associate with an event without purchasing sponsorship property rights from the event owner while hoping to reap similar benefits as the official sponsor, thereby likely causing reduced effectiveness of the legitimate sponsor's communication. (Meenaghan, 1996; 1998a)

Typical ambush strategies are numerous. For instance, an ambushing firm may employ broadcast sponsorship and sponsor the media coverage of a sporting event; sponsor a subcategory of an event and leverage the sponsorship aggressively (e.g. sponsor a team or athlete competing in an event sponsored by some other company); or visibly advertise during an event (Meenaghan, 1996). On the other hand, there are also multiple strategies to preemptively counter ambushing and minimize its effects. Sponsors can do their own share for example by properly leveraging their sponsorship investments by supportive communications (Meenaghan, 1998a), whereas event organizers also have a variety of methods at their disposal (for a discussion, see McKelvey & Grady, 2008). Nonetheless, in spite of possible counter strategies, ambush marketing raises both legal and ethical issues (e.g. Meenaghan, 1996; O'Sullivan & Murphy, 1998) which are however outside the scope of this particular study. On a more general level, both sponsorship clutter and the over-commercialization of sports may act as threats to sports sponsorship. One of the major factors behind the early development of sponsorship was the belief that sponsorship could be a solution to the cluttered advertising environment offering "quality access to consumers at reasonable cost" (Meenaghan, 1998b, 18). However, the proliferation of sponsorship both in terms of the number of companies engaged in the activity and the scale of their expenditures is claimed to have resulted in somewhat cluttered sponsorship environment.

According to Meenaghan (ibid) as well as Walliser (2003), this development might be a source of consumer confusion and cynicism towards sponsorship, a result of which might be decreased public acceptance of sponsorship. Of course, as a result of this development, it is also more difficult for sponsors to stand out than before (Walliser, 2003). It has been suggested that in order for a sponsorship to prosper despite the clutter, the amount of money used to leverage the sponsorship in the form of supportive communications should increase (Quester & Thompson, 2001). On the other hand, and even more fundamentally, it has been suggested that the ever-increasing commercialization of sports and the contradicting interests of different groups, namely sports, media, commercial sponsors, and individual fans, might eventually altogether destroy sports as basis of social and cultural value (Meenaghan & O'Sullivan, 1999). Even though the financial benefits occurring from the interaction of sports, media and sponsors are vast, they are also blamed for creating a variety of problems for sports; one of them being the distribution of financial benefits, which Meenaghan and O'Sullivan (1999) claim to be unjust and only reaching a few.

2.7 Sports sponsorship in international context

Olkkonen and Tuominen (2008, p 203) define sponsorship as “a mutually beneficial business relationship between the sponsor and the sponsored” expressing the importance of managing and developing a relationship to gain a positive result from the sponsorship. Previously there had been limited attention paid to the relationship between the sponsor and sponsored property, however in the last ten years there has been an increase of research on this topic. The research has predominately focused on key drivers that make a good relationship namely trust and commitment (Selnes, 1998; Farrelly *et al.* 2003), communication (Farrelly and Quester, 2003; Mohr *et al.* 1996) and management of ‘market orientation’ (MO) (Farrelly *et al.* 2003; Farrelly and Quester, 2003). MO refers to the amount of focus spent on understanding

consumers' wants and needs and implementing this information into a company's marketing strategy (Shank, 2005). Understanding the market will allow companies to anticipate environmental change and use this information to predict marketing opportunities (Farrelly *et al.* 2003). It is suggested that if both the sponsor and sponsored property are market orientated and communicate this information between them, they will build trust in their relationship (Farrelly and Quester, 2003). Communicating honestly with the aim to develop an image they both seek is a critical factor in sponsor relationships (Amis *et al.* 1999) and this communication is what can investigate trust and commitment between the two parties (Duncan *et al.* 1998). Building trust and commitment will then encourage the intention to renew an agreement or contract. Little research has been undertaken from the perspective of the athlete however – particularly within the context of the individual, as opposed to the team or the sport itself. This is a significant weakness and my study was designed to provide some insight into this gap.

2.7.1 Sports Sponsorship in Athletics

In the last decade, Britain has raised its athletics profile by hosting a number of International competitions such as the 2002 Commonwealth Games in Manchester; the 2003 World Indoor Championships in Birmingham; the 2007 World Cross Country Championships in Edinburgh and winning the bid to hold the 2014 Commonwealth Games in Glasgow. However the Olympic Games is known as one of the most prestigious events a country can hold and athletics is still one of the most popular sports at the games London winning the bid to hold the 2012 Olympic Games will have the aim to embrace the nation's enthusiasm in sport, but also presents itself as one of the biggest opportunities for Sport Sponsorship in the UK.

UK Sport (“an organization responsible for managing and distributing public investment and a statutory distributor of funds raised by the National Lottery”, has investigated a new approach on the lead up to the 2012 Olympic Games, referred to as ‘No Compromise’, with the aim being to win 65 medals over all sports and be 4th place in the medal table. However, UK Sport recognized that

this could only be accomplished by having the necessary amount of funding in place (UK Sport, 2008). The British Government supported this funding requirement and on the 22nd March 2006, the then Chancellor Gordon Brown announced additional 2012 performance four year funding of £200 million (UK Sport, 2008). In Beijing, Britain came fourth in the medal table winning 47 medals, which exceeded their 2008 medal target and close to their goal for 2012. After this achievement, UK Sport increased the funding to those high achieving sports at the Beijing Olympic Games: cycling; swimming; rowing; and sailing. However a decrease in funding from £26.5 million to £25.1 million was allocated to athletics. This was directly due to the success of the other sports and athletics falling short of the goals they had set for the 2008 Olympics of bringing home 5 medals (O'Connor, 2008).

2.7.2 UK Athletics Sponsorship

The history of sponsorship in the London Marathon is very similar to the history of UK athletics sponsorship over the last quarter of a century. The Marathon was first sponsored by Gillette in 1981 for £50 000, but now 29 years later, the primary sponsor is Flora and that company injects £1.3 million (approximately) towards the event. This dramatic increase is an example of the growth in sponsorship of athletics. From 1994 to 2006 there has been an 84.6% increase in the amount of sponsorship spent on athletics, however in comparison to the leading sport Football, not only is the percentage increase low, but the amount is considerably less; £143 million difference in 2006. Currently UK Athletics has 18 official sponsors that range from various business sectors such as sports company Adidas (who have just signed a new 6 year contract) to the car manufacturer Alfa Romeo. However, Norwich Union being the primary sponsor provides the most financial assistance with a deal worth £50 million pounds over a 6 year period until 2012. According to the head of sponsorship at Norwich Union, Tanya Veingard, athletics generates emotional ties for the brand because of its youth-orientated initiatives and the broad audience it attracts (Marketing Week, Aug 2006). The image of athletics is a key component that Norwich Union wants to be associated with and this is

something that UK Athletics promotes in order to attract other sponsors. Although there has been negative media coverage affecting the athletics image as discussed earlier, Jon Ridgeon managing director of Fast Track, believes that sponsors are not deterred by the negative headlines as most brands are focusing on the long-term value in the run up to London 2012 (Marketing Week, Aug 2006). From the perspective of the individual athlete, it is difficult to directly measure the level of sponsorship that is allocated at this level. However the level of National Lottery Funding can be identified to some extent from public records. There are three levels of the funding from this area: World Class Podium that is given to potential 2012 Olympic medal hopefuls; World Class Development that is given to athletes with the potential to be competitive at the 2012 Olympics; and World Class Talent that is given to athletes with the potential to win international medals by 2014. Funding runs from December 1st – End of November each year and this allows an assessment to be taken place to review current funded athletes and potential new athletes. Athletes are assessed using an Athlete Performance Template (APT), which measures a wide range of factors that contribute towards being an Olympic athlete. An example of these assessed factors include: the previous year's performance, mental toughness i.e. being able to perform under pressure and the potential to compete in London 2012 Olympic Games. In 2008, the number of athletes funded by the National Lottery decreased by 20% from last year with only 33 athletes being funded at the podium level. This decrease in funding is likely to continue, given the long-term effects of the recent global recession and the "belt-tightening budget recently brought forward by the UK government. It also reinforces the need for athletes to address the challenge of reducing their dependence on state or lottery funding and attract individual sponsorship.

2.7.3 The athlete's view of sponsorship

Sponsorship can play in maintain their competitive position and allowing them to further develop their skills. Perhaps, this is not surprising as in a number of cases; the respondents had been the recipients of a university scholarship which allowed them to study abroad and in some cases pursue a business

degree. The most revealing perception to emerge from this theme was the clear recognition that the individual athlete has to deliver value for the sponsor in terms of performance and meeting key performance indicators such as winning a medal at a hallmark competition.

2.7.4 Is the sport of athletics and the individual athlete an asset to the sponsor?

A number of issues were raised by the respondents within this issue. Of particular interest was the view that athletics was an attractive sport to a sponsor because it has so many different disciplines such as endurance, power, sprinting and jumps, not like football, where the athlete has only one talent. The sport also generates a gender-based dimension i.e. the attraction of female athletes to sponsors. Respondents highlighted negative connotations such as the drugs issue. This generated diverse opinion and some noted that there are cultural differences in perception.

2.7.5 The impact of sponsorship on the athlete and the sponsor

This aspect of our study provided a revealing insight into the “mind-set” of the elite athlete. The most commonly held view was that sponsorship reduces the financial pressure on athletes and gives them reassurance and confidence in their ability to perform. It was generally felt also that sponsorship was of more benefit at a later stage in the career of the elite athlete. A couple of the respondents who were moving to the end of their careers expressed the view that if a young athlete gains sponsorship at a very early stage, there is a danger that the individual becomes complacent. It also reduces the “hunger” of the athlete, which can take the edge of the level of intensity and performance necessary to succeed at the hallmark events. Respondents also observed that there is much stress associated with losing existing sponsors; both from a financial and emotional perspective. The latter issue causes a loss of confidence which can be difficult to rebuild.

2.7.6 Gaining and retaining sponsorships

The issue of power-dependency was raised by the respondents. It was generally felt that the nature of the contracts between sponsors and athletes means that the latter are prevented from discussing the financial terms with others. This often means that sponsors can offer smaller packages. This suggests that the sponsors are the powerbrokers in the relationship. However, athletes can also put themselves in a stronger negotiating position when they win a major event. As they capture media coverage, they are in the ascendancy in the potential relationship. Some of the respondents highlighted the importance of being proactive in the relationship. For instance one athlete sends monthly emails to the sponsor highlighting how they are performing and identifying how the sponsorship is helping. This personal aspect of the relationship means that it can be more difficult for sponsors to terminate contracts. The endorses the findings of Farrelly and Questor (2003). In summary, the lessons that can be learnt from the literature on relationship management are equally valid within the context of the relationship between the athlete and the sponsor. For large sponsors, it is clearly a business relationship: where targets are set and the deal is reviewed on that basis.

Sean Ennis, University of Strathclyde, Michael Marck, University of Strathclyde, and Catherine Crawford, University of Strathclyde.

2.8 The sponsorship behind the athletes

Sponsorship is a form of survival for most athletes, especially those who compete in non-paying events such as the [Olympic Games](#). Sponsorship can cover the cost of living and training for amateur athletes in several different forms including private, corporate, and team ownership. (Kim and Morries, 2003)

2.8.1 Amateurism in the modern Olympic Games

Until the 1970s, Olympic athletes could not accept endorsements or prizes, and professionals were not allowed to compete in the Games. Athletes who practiced professionally were considered to have an unfair advantage over those who played sports as a hobby. [Amateur athletes](#) relied on private

sponsorship, such as family members and wealthy fans, to fund their training and pay living expenses.

2.8.2 Corporate Sponsors

Since the elimination of amateurism in the Olympic Games, athletes are often funded to train through corporate sponsors and endorsement deals. With both types of sponsorship, athletes receive money, and in return the company receives publicity. [Tiger Woods](#) has become the face of Nike, Titleist, and Gatorade, among many others. It is considered more prestigious for an athlete to receive an endorsement deal than a sponsor since a company may sponsor many athletes, but will only choose one or two to represent their company.

A [corporation](#) sometimes spends millions of dollars a year to sponsor a team. This is probably the most expensive type of sponsorship. For instance, companies will often sponsor an entire cycling team instead of an individual cyclist. Teams compete wearing the company logo in exchange for money, closely resembling an employer-employee relationship. by Elizabeth Olson, [2008 Summer Olympics](#)

2.9 sharing sponsorships

2.9.1 Panasonic

Panasonic is committed to “Sharing the Passion “of athletes with people around the world and connecting people who are passionate about sports and the Olympic Games. As an Official Worldwide Olympic Partner for over two decades, Panasonic has met the stringent demands of professional broadcasting and assured smooth operation even in harsh environments.

Panasonic also empowers consumers with new tools for self expression and heightens the joy of sharing with consumer digital cameras, camcorders, and Internet TVs. Though made for the consumer, these devices integrate sophisticated audio video technologies used in a broad array of Panasonic's

professional systems for applications such as large-screen display and broadcasting equipment. Consumers now have the power to capture and share their passion for sports and the Olympic Games. Panasonic brings fun into life by giving the world new tools for "Sharing the Passion."

2.9.2 McDonald's takes heat for Olympics sponsorship

Not exactly a beacon of healthful living, the fast-food giant is criticized for linking its name to athletic contests.

McDonald's ([MCD -2.94%](#)) once again is a top sponsor of the Olympic Games. But not everyone is lovin' it. McDonald's announced it would continue its sponsorship through 2020, a deal estimated at about \$100 million per four years, or for every pair (winter and summer) of Olympic Games. But for years, various organizations have protested McDonald's sponsorship of the Olympic Games on the basis of hypocrisy. Many critics are galled by the notion that a restaurant known for flipping fatty burgers and greasy fries is joined at the hip with one of the foremost showcases of athleticism and fitness. Numerous protests are planned for the 2012 Games.

Here are the sponsorship details: In addition to its role in this year's Games in London, McDonald's now will gain exposure in Sochi, Russia (2014), Rio de Janeiro, Brazil (2016), and Pyeongchang, South Korea (2018). The 2020 Summer Games location has yet to be determined.

In a statement, McDonald's president and COO Don Thompson said, "In keeping with McDonald's ongoing commitment to children's well-being, we will continue to communicate with kids about the importance of balanced eating and active lifestyles through our partnership with the Games." However, it's the topic of health that has landed McDonald's in hot water.

A former Olympian is particularly outraged at one of the 2012 initiatives for London. McDonald's will build its largest location ever -- a 30,000-square-

meter, two-story behemoth capable of seating 1,500 customers -- in the

Olympic Park. 2004 boxing silver medalist Amir Khan has criticized organizers, [telling the Daily Mail](#):

"It is clearly sending the wrong signal to kids and young people. If we want them to be healthy and educate them to eat healthily, we need to think about approaching them in a different way, especially around sport."

Also, McDonald's position as the exclusive "meal brand" of the games has drawn much ire across Britain for putting an American face on the food. Other chains must remove their labels and/or change packaging on food sold throughout several Olympic sites, [according to The Guardian](#), meaning the country's mix of British, Indian and other ethnic fare will go mostly unnoticed.

Coca-Cola ([KO -2.19%](#)) has a similar exclusivity deal with the Games as the sole provider of nonalcoholic drinks. However, spectators will be able to take their own drinks into the various Olympic venues.

McDonald's isn't alone in drawing ire as an Olympic sponsor. In December, the Indian Olympic Association executive board planned to protest **Dow Chemical's** ([DOW -2.25%](#)) sponsorship of the Games. Dow in 2001 bought Union Carbide India Limited, which owned a pesticide plant in Bhopal, India, that leaked toxins and killed thousands in subsequent years. While Dow had no direct connection to the incident, protestors have decried the mere link between the two companies.

Branding is a slippery thing for a company. After all, it's hard to tell if there's a direct benefit from any advertising -- on TV, for an event, or in a magazine. But one thing is clear: It's all about the brand, and if McDonald's is bringing bad press upon itself with this sponsorship, it will be a double whammy for the

company. Not only is it wasting ad dollars, it is tarnishing its reputation needlessly.

2.9.3 SAMSUNG extends sponsorship of Olympic Games until 2016

Samsung, an official TOP Partner of the Olympic Games agreed a new sponsorship contract with the International Olympic Committee that takes it through until the 2016 Olympic Games.

Samsung first became a full sponsor of the Olympic Games during the Nagano Olympic Winter Games in 1998. According to the new contract, Samsung will officially sponsor the Olympic Games and the Olympic Movement for the next eight years a deal that covers the Vancouver Olympic Winter Games in 2010, the London Olympic Games in 2012, the 2014 Olympic Winter Games, and the 2016 Olympic Games.

According to guidelines set forth by Samsung Chairman, Kun-Hee Lee in 1996 – “Devise strategies that can raise brand value, which is a leading intangible asset and the source of corporate competitiveness, to the global level” – Samsung decided to sponsor the Olympic Movement to strengthen its global corporate image and brand value and has been carrying out a global marketing campaign with the Olympic Games and the Olympic Movement as the single theme.

Accordingly, Samsung concluded a TOP (The Olympic Partner) sponsorship contract with the IOC in 1997. Since then, the company has been an official sponsor in the wireless telecommunications equipment category, including the Nagano 1998 Olympic Winter Games, the Sydney 2000 Olympic Games, the Salt Lake 2002 Olympic Winter Games, the Athens 2004 Olympic Games, the Torino 2006 Olympic Winter Games, and the Beijing 2008 Olympic Games. By sponsoring the Olympic Games and the Olympic Movement for the last ten years, Samsung has made great strides towards becoming a “cutting-edge global brand” that leads the mobile phone industry. The Beijing Olympic

Games in 2008 are expected to be the climax of the company's efforts for the last ten years.

Samsung's brand value grew more than five-fold from a mere 3.1 billion dollars in 1999 to 16.2 billion dollars in 2006, according to the annual company brand value ratings by Interbrand, the world's largest brand consulting company. According to Strategy Analytics, a market research organisation, Samsung's global mobile phone market share went up from 5.0 per cent in 1999 to 11.6 per cent last year, and its sales volume increased seven times from 16.65 million units to 114 million units.

2.10 Sponsors of Great Ethiopian Run

Sponsor of Ethiopian Great Run from 2004 -2008

The 2008 and Eighth edition of the Africa's biggest road race, the Toyota Great Ethiopian Run was successfully held in Addis Ababa on Sunday, November 23rd 2008.

Toyota has been the official Title Sponsor of the Great Ethiopian Run since 2004. In terms of participation, it was the greatest of all the previous and around 32,000 people took part on it.

MOENCO provided Toyota Vehicles for the elite athletes prior and during the event, while banners, T-shirts, caps and stickers carried the Toyota name and message among the participants.

It is a mass race, enjoyed not just by the country's best and most highly

motivated runners; but also by the wider public. It has also become an annual event, a part of the country's sporting and cultural calendar. Commercial bank of Ethiopia, Ethiopian air lines 2010, dkt Ethiopia ,Toyota, MOENCO, 9 June 2011 - The organizers of the Great Ethiopian Run, Ethiopia's annual mass-participation 10km road race, today announced that Commercial Bank of Ethiopia (CBE) has become the title sponsor for the 11th edition of Great Ethiopian Run International 10km event which is taking place on Sunday 27th November 2011. In the past ten years, dkt-Ethiopia with "Value Your life" slogan, Total, Toyota and Ethiopian Airlines have been the title sponsors for the event and CBE's decision to take the honor of being the prime sponsor goes well with the organizers' mission of promoting Ethiopia and its positive images since CBE is one of the oldest and strongest local banks in the Ethiopia. In the western world it's common for banks to sponsor mass participation running events and sport in general. ING bank sponsors many running events in North America including the famous New York Marathon and the Standard Chartered Bank sponsors nine running events in four continents and CBE's decision this year will make it pioneer in Ethiopia sponsoring the biggest mass participation running event in Africa. On the same event GER has announced its support to the construction of the Ethiopian Millennium Dam. GER purchased 500,000birr bond without interest from Commercial Bank of Ethiopia. GER has also donated 100,000 birr to this project. Jornal 9 june 2011

2.10.1 Coca-Cola in partnership with GER brings "Timing Chip" to Ethiopia

21 July 2011 - Coca-Cola, as part of its "Living for a Difference" campaign encouraging Active

Healthy Living, today in partnership with Great Ethiopian Run(GER) has announced a new series of road races to be held in Addis Ababa starting from September this year. Its widely known and endorsed by nutritionists across the world, that exercising regularly leads to a long, happy and healthy life. Coca-

Cola in their endeavor to encourage healthy active living, are supporting the sport that Ethiopians are most renowned and world famous for – RUNNING.

For the first time, the sporting event will offer computerized timing for all participants through micro-chips worn in the runners' shoes. Over 5,000 runners are expected to grace the opening race slated for 18th September. The second and third races are scheduled for October 16 and December 18, 2011 respectively.

The 7km race will start and finish at Megenagna Diaspora Roundabout making one big loop. It runs down on the new stretch of road going past the Kenyan and British Embassy towards Arat kilo and make left towards Belair and joins the Adwa Bridge road and turns left towards Shola market and finishes back again at the start. Coca-Cola will be providing refreshment and prizes to encourage every body to come and join in the fun.

More than 200,000 birr of cash prizes will be on offer for the elite athletes. This includes a 50,000 birr first prize to both male and female series winners. There are also few lucky draw prizes such as laptops, mobile phones, TV and bikes for participants who will take part in all the three races.

Great Ethiopian Run staff member have already been trained by the British company Sport Systems in the use of the technology.

The Coca-Cola Company is world's largest beverage company, refreshing consumers with nearly 500 sparking and still brands. Along with Coca-Cola, recognized as the world's most valuable brand, the Company's portfolio including 12 other billion dollar brands, including Diet Coke, Fanta, Sprite, Coca-Cola Zero, Vitamin water, POWERADE, Minute Maid and Georgia Coffee.

Jornal 21 July 2011

CHAPTER III

THE RESEARCH DESIGN AND METHODOLOGY

3.1 Research Design

This study was planned to investigate the role of investors and sponsorship (independent variable) in the development of Ethiopian athletics (dependent variable). There are number of extraneous variable in the development of Ethiopian athletics but the researcher want to study only the role of investors and sponsorship. Hence the study employed a descriptive survey method; it enables the researcher to gather information concerning the role of investors and sponsorships to the development of Ethiopian athletics and the prevailing factors that constrain implementation. It also enables to draw conclusion based on the facts obtained from respondents. (Best, 1989)

3.2 The Source of the Data

The data that had relevance to this research were collected from the subjects of the research. The sample includes; athletics federation (federal and regional)

personnel's, athletes', sponsors and investors or investment office and Great Ethiopia run office.

3.3 Population and sampling technique

In Ethiopia there are nine (9) regional athletics federation, two (2) city administration athletic federations, and one (1) federal athletics federation, one (1) Olympic committee, ,federal and regional investment agency, number of sponsors and athletes'. Out of these three (3) athletics federations, one (1) Olympic committee, five (5) sponsors (two respondents from each sponsors) and twenty (20) athletes selected purposively. As well as federal investment office and great Ethiopia run office were selected based on their accessibility and proximity to the researcher to assess the document.

Table 1: Sample and Total number of target population

No	Target population	sample		Remark
		M	F	
1	Ethiopia Athletics Federation	10	-	document analysis too
2	Ethiopia Olympic Committee	10	-	
3	Oromia Athletics Federation	8	2	
4	Addis Ababa athletics Federation	10	-	
5	Athletes	12	8	
6	Sponsors	10	-	
7	Great Ethiopia Run office	-	-	Only document analysis
8	Federal Investment Office	-	-	Only document analysis
Total		60(85.7%)	10(14.3%)	70 (100%)

In carrying out this study the entire athletics personnel's (officers) those who work in athletics federation were selected by purposive sampling technique to

get adequate information about the role of investors and sponsorship in the development of Ethiopian athletics .Also all sponsors and the athletes of the sample were include through purposive sampling. To document analysis represent investors from all Ethiopia investment agency was selected by cluster sampling technique, i.e. Ethiopia federal investment agency and Great Ethiopia Run office also close to Ethiopian athletics sport, so it is also the researcher target for document analysis.

3.4 Instruments and Procedure for Data Collection

3.4.1 Instrument for Data Collection

The instruments used to gather the required information include questioner and document analysis.

Questioner is the most important tool in gathering data from large population. It is also preferable for its relative ease for respondents to fill out it within short time (Koul, 1984). The researcher prepared almost similar questioners for all groups of sample respondents. The questioner consisted 20 questions with close-ended and a few questions open-ended types including a background of the respondents. The questioners were prepared in Amharic and in English language. This was done for better **Document analysis** is one of the data collection instruments of qualitative case studies (Marriam, 1998). To collect information about the role of investors and sponsorship to the development of Ethiopian athletics; from recorded documents, from journals, books, etc is analyzed in this study.

3.4.2 Procedure for data collection

A total of 70 copies of the questioners were distributed to the samples; 40(57.14%) athletics personnel's (officers), 20(28.57%) athletes ,and five sponsors 2 respondents each of them 10(14.29%) distributed by the researcher. All the questioners filled by respondents and returned.

3.5 Method of data analysis

In this study, both the quantitative and qualitative analytical procedures were applied. Accordingly, percentage and frequency counts were used to analysis the response of close-ended, open-ended and document analysis. Information generated from open-ended questions presented and described qualitatively. The data arranged in table and summarize the whole set of data in systematic and meaningful way within the proper interpretation.

CHAPTER IV

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter deals with analysis and interpretation of data collected through questioner and document analysis from the sample population of the study. The first part in this chapter deals with the basic information about the respondents. The remaining part deal with the analysis and interpretation of data pertinent to the problem of the study.

4.1 Presentation

4.1.1 Background of the respondents

Based on information obtained from self report questioner, the data of the study group was examined in terms of sex, age, qualification and years of experience. Table 2 below summarizes the data about the research subject.

Table 2: The characteristics of the respondents

Background	Item	Types of Respondents						
		Sport Personnel's	%	Athletes	%	Sponsors	%	Total
1. Sex	1.Meal	38	54.29	12	17.14	10	14.29	60(85.7%)
	2.Femal	2	2.89	8	11.43	–	–	10(14.3%)
	Total	40		20		10		70(100%)
2. Qualificatio n	Phd.	–		–		–		–
	MA	28	40	1	1.43	6	8.57	35 (50%)
	Degree	11	15.71	–	–	3	4.29	14 (20%)
	Diploma	1	1.43	1	1.43	1	1.43	3 (4.3%)
	Below diploma	–	–	18	25.71	–	–	18(25.7%)
	Total	40		20		10		70(100%)

3.Work experience	1-5 years	2	2.89	16	22.89	–	–	18(25.7%)
	6-10 years	6	8.57	3	4.29	1	1.43	10(14.3%)
	11-15 years	2	2.89	1	1.43	1	1.43	4(5.7%)
	Above 15 years	30	42.89	–	–	8	11.43	38(54.3%)
	Total	40		20		10		70(100%)

As can be observed from table 2 of item number 1, the great majority of sport personnel's 38(54.29%) were males. Females sport personnel are account only 2(2.89%) of the total population. This indicates that female participation in sport personnel's position of sport of athletics area is insignificant. However, as shown in the table 12(17.14%) of the athletes and 10(14.29%) of the sponsors were males, while 8(11.43%) of the athlete and no one of the sponsors were females.

According to this figure the proportion of male athletes is greater than that of female athletes but the female athletes increased participation rate, and in sponsors the whole population participated only the males.

With regard to the sports personnel and sponsors qualification, the table depicts that 28(40%) of the sports personnel's and 6(8.57%) of sponsors had MA qualification, including 1(1.43%) of the athletes (coach). 11(15.71%) of the sport personnel's, 3(4.29%) of sponsors had BA degree and 1(1.43%) of the athletes had too diploma qualification; this indicates that the sport personnel, the sponsors and the coach had more academic qualified. And 18(25.71%) of the athletes had below diploma. From the result, it is possible to say that 52(74.28%) of the respondents' found at good position in their academic qualification only 18(25.71%) of the respondents had below diploma.

Concerning years of experience as table indicates the great proportion of sports personnel 30(42.89%) had years of experience above 15 years, 6(8.57%) of

them served 6_10 years, 2(2.89%) of them 11_ 15 years and 2(2.89%) also too served 1_5 years. On the other hand, with respect to sponsors years of experience 8 (11.43%) of them above 15 years and only 1(1.43%) of them had (6_10 and 11_15) years work experience. And the athletes 16(22.89%) of them had 1_5 years experience, 3 (4.29%) of them 6_10 years of experience and only 1(1.43%) of the athlete 11_15 years of experience. This indicates that the respondent have sufficient information and awareness on the issue related to the research because of rich experience.

4.2 Analysis and Interpretation of the data

Table 3: Awareness, supporting and participation of Sponsorship and Investors towards athletics sport

No	Items	Respondent s	Response									
			A	%	B	%	C	%	D	%	E	%
1	Do have Investors and sponsors awareness to promote their product and services?	a. Sport off.	-	-	28	40	6	8.57	-	-	4	5.71
		b. Athletes	2	2.86	14	20	2	2.86	-	-	2	2.86
		c. Sponsors	5	7.14	2	2.86	-	-	3	4.29	-	-
		Total	7	10	44	62.86	8	11.43	3	4.29	6	8.57
2	Do you agree that Ethiopian athletics support by investors and sponsors?	a. Sport off.	-	-	4	5.71	32	45.71	2	2.86	2	2.86
		b. Athletics	4	5.71	6	8.57	6	8.57	2	2.86	2	2.86
		c. Sponsors	-	-	4	5.71	3	4.29	3	4.29	-	-
		Total	4	5.71	14	20	41	58.57	7	10	4	5.71

3	Do you agree that investors and sponsors participate for the development of Ethiopian athletics?	a. Sport off.	26	37.1 4	8	11.43	4	5.71	-	-	-	
		b. Athletes	12	17.1 4	4	5.71	4	5.71	-	-	2	2.86
		c. Sponsors	-		4	5.71	3	4.29	3	4.29	-	-
		Total	38	54.2 9	16	22.86	11	15.71	3	4.29	2	2.86
4	Do you agree that investors and sponsors have a great role to the development of Ethiopian athletics?	a. Sport off.	-	-	2	2.86	8	11.43	8	11.43	22	31.43
		b. Athletes	-	-	2	2.86	2	2.86	-		14	20
		c. Sponsors	-	-	-	-	6	8.57	3	4.29	1	1.43
		Total	-	-	4	5.71%	16	22.86	11	15.71	37	52.86

Key: A=strongly agree B=Agree C=Undecided D=Disagree E =strongly disagree

As indicated in table 3 item 1, five choices were presented to the respondents to assess their opinion on the awareness of promotion and sponsors. The data shows 28(40%) of the sport officers, 14(20%) of the athletes and 2(2.86%) of the sponsors agree with idea that the investors and sponsors aware to promote their product or service. Totally 44(62.86%) of the respondents gave their agreement which means above half of the respondents, but the other alternative 7(10%) of the respondents responded strongly agree, 8(11.43%) of the respondents responded undecided, 3(4.29%) Disagree and 6(8.57%) of them responded strongly disagree.

As an item 2, larger number of respondents 32(45.71%) of the sport officers, 6(8.57%) of athletes and 3(4.29%) of sponsors; totally 41(58.57%) of the respondents said that undecided, which means above half percent of the respondents they didn't know whether support or not Ethiopian athletics by investors and sponsors. The rest of the respondents responded that 4(5.71%) strongly agree, 14(20%) agree, 7(10%) disagree and 4(5.71%) strongly disagree.

Which means relatively those who said undecided is greater than the sum of the other respondents 29(41.43%).

Regarding item 3 of the table, 26(37.14%) of sports officers (personnel's) and 12(17.14%) of the athletes; totally 38(54.29%) of the respondents said that strongly agree; above half percents of the respondents they strongly agree that investors and sponsors participate for the development of Ethiopian athletics. On the other hand 16(22.86%) of the respondents said agree; 11(15.71%) undecided, 3(4.29%) disagree and 2(2.86%) of the respondents said that strongly disagree. The sum of these response 32(45.71%) less that of the response those who said strongly agree 38(54.29%).

And for item 4, 22(31.43%) of sport personnel's, 14(20%) of athletes and 1(1.43%) of sponsors respond strongly disagree' that investors and sponsors have not a great role to the development of Ethiopian athletics; which means from the total population 37(52.86%) responded that strongly disagree; the rest of other choice 4(5.71%) agree, 16(22.86%) undecided and 11(15.71%)disagree.; The sum of the rest 31(44.29%) relative to the response strongly disagree it was less.

Table 4: supporter of Ethiopian athletics

No	Item	Respondents	Response							
			A	%	B	%	C	%	D	%
5	By whom support the development of Ethiopian athletics?	a. Sport off.	-	-	-	-	2	2.86	38	54.29%
		b. athletes	-	-	4	5.71	-	-	16	22.86%
		c.sponsors	1	1.43	1	1.43	1	1.43	7	10%
		Total	1	1.43	5	7.14	3	4.29	61	87.14 %

As indicate in table 4 item 5; 38(54.29%) of sports personnel, 16(22.86%)of athletes and 7(10%)of the sponsors totally 61(87.14%) of the respondents

respond Ethiopian athletics support by government, by the people and by sponsors all together. This respond above half percent of the other response.

Table 5: kind of support ion

No	Item	Respondents	Response					
			A	%	C	%	D	%
6	Investors and sponsors in what kind thy support the athletics sport?	a. Sport off.	-	-	38	54.29	2	2.86%
		b. athletes	-	-	19	27.14	1	1.43%
		c. sponsors	2	2.86	6	8.57	2	2.86%
		Total	2	2.86	63	90%	5	7.14%

Table 5 item 6 indicated that 38(54.29%) of sports personnel, 19(27.14%)of the athletes and 6(8.57%) of sponsored responded that investors and sponsors supported to the development of Ethiopian athletics in cash and in kind, this respond compare from other alternative is about 63(90%) of the respondents responded and the other three alternative is about 10%.

Table 6: Number of sponsors who had great role

No	Items	Respondents	Response									
			A	%	B	%	C	%	D	%	E	%
7	For the development of Ethiopian athletics how many sponsors have great role in sponsorships?	a. Sport off.	-	-	-	-	2	2.86	30	42.86	-	-
		b. athletes'	-	-	-	-	2	2.86	18	25.71	-	-
		c. Sponsors	-	-	-	-	3	4.29	8	11.43	-	-
		Total	-	-	-	-	7	10%	56	80%	-	-

As indicated in table 6, four choice were presented for respondents but the respondents gave answer only for choice 'C' and 'D'. Out of these 30(42.86%) of sports personnel's, 18(15.71%) of the athletes and 8(11.43%) of sponsors said that number of sponsors who have a great role in the development of Ethiopian athletics in range 1-5 which implies as mentioned in item 4; 37(52.86%) of the respondents responded strongly disagree. As an item 4 and 5 responded very few numbers of sponsors had a great role in the development of Ethiopian athletics. And about 7(10%) of the respondents they didn't gave respond.

Table 7: Sponsorship in championship

No	Items	Respondents	Response							
			A	%	B	%	C	%	D	%
8	Those who sponsor in Ethiopia athletics sport in which computation more participated?	a. Sport officers	16	22.86	20	28.57	2	2.86	-	-
		b. Athletes'	-	-	18	25.71	2	2.86	-	-
		c. Sponsors	2	2.86	3	4.29%	3	4.29%	2	2.86
		Total	18	25.72	41	58.57	7	10%	2	2.86

Table 7 shows that 20(28.57%) of sports personnel's, 18(25.71%) athletes and 3(4.29%) sponsors respond that sponsors more participated in Ethiopian championship they are 41(58.57%) of the total population which means above half percent of respondents response. As the table shows second in world championship 18 (25.72%), third in regional championship 7(10%) and lastly in zonal and woreda championship. And 2(2.86%) of the respondents they didn't gave any response.

Table 8: contract, Asset and return of sponsors

No	Items	Respondents	Response					
			A	%	B	%	C	%
9	Do sponsors' signed contract with the	a. Sport officers	6	8.57%	26	37.14%	-	-

	athletes?	b. Athletes	-	-	20	28.57%	-	-
		c. Sponsors	2	2.86%	8	11.43%	-	-
		Total	8	11.43%	54	77.14 %	-	-
10	Do sponsors' and investors have seen the athletes as an asset?	d. Sport officers	-		12	17.14%	26	37.14%
		e. Athletes	2	2.86%	4	5.71%	14	20%
		f. Sponsors	2	2.86%	1	1.43%	7	10%
		Total	4	5.71%	17	24.29%	47	67.14 %
11	Is there any return for sponsorship to sponsor the athletics sport?	g. Sport officers	32	45.71%	2	2.86%	6	8.57%
		h. Athletes	14	20%	2	2.86%	4	5.71%
		i. Sponsors	5	7.14%	5	7.14%	-	-
		Total	51	72.86 %	9	12.86%	10	14.29%

In above table 8 the researcher observed that in item 9; 26(37.14%) of the sports personnel's, 20(28.57%) of the athletes and 8(11.43%) of the sponsors said that sponsors they didn't signed contract with athletes, which means 54(77.14%) of the total population said that 'No'; only 8(11.43%) of the total population respond 'yes'.

In item 10; 26(37.14%) of sports personnel, 14(20%) of athletes and 7(10%) of sponsors totally 47(67.14%) of the total population respond as indicate they didn't know whether the sponsors have seen the athletes as an asset or not, they are not sure. On the other hand only 4(5.71%) of the respondents they respond 'yes' and 17(24.29%) of the respondents said that 'No'. Total 21(30%) of the total population respond 'yes' and 'No'; therefore above half percent of respondents re not sure about the sponsors and athletes contract. And only 2(2.86%) of the total population they didn't give respond. And in table 8 item 11, 32(45.71%) of sports

personnel, 14(20%) of athletes and 5(7.14%) of sponsors totally 51(72.86%) of the respondents responded that the sponsorship get return while they are sponsor, 9(12.86%) of the respondents responded that “they didn’t get any return” and 10(14.29%) of the respondents they are not sure whether they are got any return or not.

As 51(72.86%) of the respondents said that in question number 11 the return of the sponsors are; the sponsors promote their product or services in media and they can get chance to perused their customer to buy their product, they get recognition from Ethiopia people and government and they have got good image about their company or organization. Those who said these, they are above half percent of the total population.

Table 9: years of contracts

No	Item	Respondents	Response							
			A	%	B	%	C	%	D	%
12	The contract of sponsored and sponsored (athletes) in year it riches	a. Sport officers	6	8.57%	-	-	-	-	-	-
		b. Athletes	10	14.29%	-	-	-	-	-	-
		c. Sponsors	2	2.86%	-	-	-	-	-	-
		Total	18	25.71%	-	-	-	-	-	-

As indicated in table 9 items 12 were four choices presented for respondents but only one response responded; that was choice ‘A’. The respondents of choice ‘A’ are 6(8.57%) sports personnel, 10(14.29%) athletes and 2(2.86%) sponsors; totally 18(25.71%) of the respondents respond that contract of sponsors and sponsored (athletes) in year are from 1-2 years (A). Relatively from the total population they are 1/4th.

Table 10: Degree of athletics sport sponsorship.

No	Items	Respondents	Response										
			A	%	B	%	C	%	D	%	E	%	

13	Athletics sport sponsorship to compare other festival how is it?	a. Sport off	-	-	4	5.41%	2	2.86%	16	22.86%	16	22.86
		b. Athletes	-	-	-		2	2.86%	8	11.43%	10	14.29
		c. Sponsors	-	-	1	1.43%	6	8.57%	2	2.86%	1	1.43
		Total	-	-	5	7.14%	10	14.29	26	37.14%	27	38.57

Table 10 item 13, indicated that 27(38.57%) of the respondents respond that “dissatisfied”, 26(37.14%) respond “slightly dissatisfied”, 10(14.29%) respond slightly satisfied’, only 5(7.14%) of the respondents respond “satisfied” and no one gave respond “very satisfied “. These responses indicated that the highest number of population respond 27(38.35%) dissatisfied and 26(37.14%) slightly dissatisfied consecutively. Therefore The response incline to dissatisfied, which means the athletics sport sponsored very less relative to other festival.

Table 11: Investment in Athletics sport

No	Items	Respondents	Response					
			A	%	B	%	C	%
15	Do you know that any investors who invest in Ethiopia Athletics sport?	a. Sport officers	10	14.29%	10	14.29%	20	28.57%
		b. Athletes	10	14.29%	8	11.43%	2	2.86%
		c. Sponsors	2	2,86%	2	2.86%	6	8.57%
		Total	22	31.43%	20	28.57%	28	40%

In table 11 item 15; 20(28.57%) sport personnel, 2(2.86%) athletes and 6(8.57%) sponsors; totally 28(40%), they are not sure weather any investors who invest in Ethiopia athletics sport or not. while 22(31.43%) of the respondent respond they know investors in Ethiopia athletics and 20(28.57%) of the respondents they didn’t knew any one how invest in athletics sport. Therefore according to the response of respondents all the three alternative almost they are close together but the median of 28,22 and 20 are 25(35,71%) this lies between 22 and 28. 28(40%) of respondents number are nearer to the half of the total population; so

they are very few number of investors who invest in athletics sport. As the table indicate the role of investors for the development of Ethiopian athletics is very less.

According to the open ended question number 18, the respondents respond those they know sponsors who have a role orderly; SAMSUNG, Ethiopian commercial Bank, Moha soft drink, CocaCola, Addidas, Ethiopian Airlines, Omedad, etc. Even though Ethiopia athletics federation (EAF) didn't gave awareness to the sponsors and investors. So as respondents respond that all stakeholders participate to the development of Ethiopia athletics. The stakeholders are as follows;

- Federal and Regional athletics federation (government)
- Investors and sponsors,
- The people
- Athletes and media.

Table 12: List of Licensed Sport Center Investment Projects since 1993-2011 G.C

No	Investment activity	Number of investment activity		Remark
		Amount	%	
1	Gymnasium center	58	54.72%	
2	Physical fitness center	20	18.87%	
3	Recreation and sport center	22	20.75%	
4	Marshal art sport center	1	0.94%	

5	Hours racing and entertainment	1	0.94%	
6	Athletics center	1	0.94%	
7	Sport and physiotherapy center	2	1.89%	
8	Sport canvas and plastic shoes	1	0.94%	
Total		106	100%	

As indicated in table 10; the researcher got the document license of sport activity from Ethiopia federal investment agency. The number of licensed investors are 106, and they are invested in different regional and federal state like Addis Ababa, Amhara, SNNPR, Oromia, Dire Dawa and Harari, but out of these 106 investment activity only one 1(0.94%) investment invested in athletics sport which means almost non. In fact the other sport activities invested 105(99.06%) directly or indirectly related to the athletics sport. And the document only got from Ethiopia federal investment agency, but there are regional and city administration investment agencies. The federal investment agencies the head of all investment agencies. Therefore in athletics sport almost there were no investment activities. The name of investor, phone number, P.o.box, Fax number, and e-mail address were not written for confidential of the investors.

Table 13: The EAF Promotional and sponsorship activities indicator from 2003-2004 E.C

No	Competition	Sponsors	Sponsored		Date
			In cash	In kind	
1	3 rd Regional and cities administrations cross country.	Great Abyssinia Plc		✓	Tahisas 24/2003
2	12 th major general Hayelom Araya memorial 15 km road	EFDR Bireta biret engineering corp.	✓		Yekatit 06/2003

	aces.				
3	28 th Jan meda Int. cross country.	ELICO Plc.		✓	Yekatit 13/2003E.C
4	40 th Ethiopian athletics championships.	CBE,EFDR Sport commission and Garad	✓	✓	
5	27 th Shambel Abebe Bikila marathon.	CBE, ELCO, SNNP Sport commission	✓	✓	Seni 05/2003
6	12 th Junior Champions	Great Abyssinia Plc.		✓	Nehasi 11-14/2003
7	6 th Ethiopian half marathon.	Nila motors,EFDR sport commission	✓	✓	Meskerem 28/2004E.C
8	41 th Ethiopian athletics championships.	Garad (SAMSUNG) Plc.	✓	✓	
9	28 th Shambel abebe Bikila marathon	SNNP Sport commission	✓	✓	Seni 03/2004 E.C
Total		869,500/1.3mil (66.8%) Of the plan 2003 E.C	875,738.84/1.4 mil(63%) of the plan 2004 E.C		1,745,238.84 Birr

The plan of EAF 2003 and 2004 E.C were 2.7 million competition by sponsors but as indicated table 12, the actual income was 1.745 million which means 64.63% the income of the two years. The income and plan of the tow years were 869,500/1.3 miln (66.8%) and 875,734.84/1.4 miln. (63%). (Communication and marketing Directorate, EAF. Senie 2004 E.C)

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMENDATIONS

This chapter deals with the summery, conclusions and recommendations. The first part deals with the summary of what have already been treated in

the previous chapters followed by the conclusions of the fundamental finding of the study. Finally, based on the findings, conclusions, and possible recommendations are forwards.

5.1 Summary

The study was conducted in 3 athletics federation, 1 Olympic committee, 20 athletes, 5 sponsors, Ethiopia investment agency and great Ethiopia run office. The study employed questionnaire and document analysis.

The information obtained through these data gathering tools was analyzed using percentage and the major findings were summarized as follows.

1. As to the awareness of investors and sponsors to promote their product and service; they are aware as the result of the analysis which is obtained from document analysis and questionnaire.
2. According to the finding of the study. Ethiopian athletics whether it is support or not by sponsor the respondents they didn't know very well. Investors and sponsors participated in the development of Ethiopian athletics, but they have not a great role.
3. According to the majority of sport personnel's, athletes and sponsors investors and sponsorship more participated (sponsored) in Ethiopian championship, second in world championship and lastly in sub-city and woreda champion ship.
4. As the majority of the respondents respond the athletes and sponsors they didn't sign contract and the respondents they didn't know whether the athletes' the asset of sponsors or not, but the sponsors and investors they have government return while they were sponsorship, but very few number of respondents 18(25.71%) responded that

sponsors and the athletes sign contract 1-2 years. This responds responded by $\frac{1}{4}$ of the respondents.

5. According to the majority of the respondents athletics sport is not sponsored to compare other festival, they are not sure whether invested in athletics sport or not but according to the document the researcher got from Ethiopia federal investment agency only 1(0.94%) of investment invested in athletics sport.
6. As the researcher analyst the document from Ethiopia athletics federation (EAF); the plan of the federation 2003-2004 E.C competitions by sponsors above half percent are seceded (64.63%).
7. According to the majority of the respondants Ethiopian athletics suported by government,by the people and by the sponsor.Suported in cash and in gind.

5.2 Conclusions

The concept of sports sponsorship (athletics sport) still holds good in establishing effective and efficient. Advertising strategy in today's marketplace. In other words, sports sponsorship is one of the best ways to build a communication path toward consumers (Buchan, 2006). The study attempts to investigate the role of investors and sponsorship in the development of

Ethiopian athletics. Unfortunately, not every company sponsoring World championship and Ethiopian championship. Positive cumulative abnormal returns but the short-term financial performance can be enhanced by brand value. Product fit was identified as a potential driver that enhances short-term financial performance. Brand equity and image fit between event and sponsoring company play a key role in explaining the association between sponsorship and financial performance. The event characteristics such as event period, sports type and popularity may moderate in transferring sponsorship into increased financial outcome but result shows there is no impact of those factors.

Based on the findings the following conclusions were drawn;

1. The awareness of investors and sponsorship to promote their product and services in Ethiopia are at good position according to the respondents but at sponsorship of athletics sport there was a gap of communication of athletics federation and the athletes itself, without fulfilling these essential gaps the expected objectives role of investors and sponsors to the development of Ethiopia athletics, difficult to be achieved.
2. With respect to supporting and participation in investment and sponsorship in the development of Ethiopia athletics; the discipline sport needs to grow very well it must support and participate as the main stake holder by sponsors and investors because as the study finding it is mutual benefit for the sponsors and the athletics sport.
3. Not every company sponsoring Ethiopian championship, some of them sponsor world championship and small number of the sponsors in sub-city woreda champion ship. This implies world championship; it is costly and in sub-city and woreda championship the spectators they are not focus who were the sponsors but Ethiopian championship relatively world championship it is not costly, the awareness giving expected from athletic federations and from the stock wholeness respectively.

4. With respect to sign of contract; the whole athletics federation, the athletes and the sponsors must work together. And first it needs develop Ethiopia athletics sport, otherwise it is not thoughtful.
5. Promotion is one segment of marketing mix. Most Sponsors sponsored other festival and which implies they need return for the company; in Ethiopia case the athletics sport is not developed so it needs development to sponsored, even though investors and sponsors are the stakeholder.
6. Ethiopian athletics federation seceded above half percent of its plan of sponsorship, but it must work very hard with sponsorship.
7. With respect to sponsorship a few number of sponsor's support Ethiopian athletics both in cash and in kind. And supported too by government, by the people and by sponsors respectively.

5.3 Recommendations

Based on the findings and conclusions of the study the following recommendations are forwarded;

- Athletics federations (federal, regional and city administration) based in marketing communication with sponsors and investors, separate the top sponsors and work with them and develop the participatory of the stack holder; in all champion ship in woreda, sub-city, Ethiopia and world champion ship work with the necessary marketing mix knowledge and skills. Furthermore increase the awareness of sponsorship in the athletics sport.
- The conduciveness of physical environment to implement sponsorship, to athletics sport was found to be poor. Therefore, concerned bodies; athletics federation, athletes, sponsors and the community give significant attention so as to alleviate the problems. For instance, adequate media (communication tools) needs built through joint efforts of the government (athletics federations), sponsors and investors, and the community.
- Majority of the sponsors and investors under the study had no see the athletes as an asset and they didn't sign contract with athletes. Therefore, the concerned bodies, athletics federation, athletes and sponsors should show unreserved efforts to develop the athletics sport. More over athletics federation and sponsors need to be develop with the necessary marketing (promotion) Knowledge, so as to prepare and utilize sponsorship instructional materials to enhance (development) the implementation the role of athletics sport in Ethiopia. And beside these the federal athletics federation would be the road of or the frame of development of the relationship between regional athletics federation and sponsors, and the athletes and the sponsors. Therefore maximize their income from sponsorship their plan.
- Be cautious about sponsoring an athlete at a very early stage in their career as there is a risk that the athlete will fall into a "comfort zone" and fail to put in the required effort to deliver at the highest level.

- Communicate clearly with the athlete about its marketing strategies so that the individual is aware of his / her role in the process. This helps in building commitment.
- Look carefully at the potential of female athletes. Male athletes tend to dominate and cult

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መጠይቅ:-

1. ኢንቨስተሮችና ስፖንሰሮች ድርጅታቸውንና ምርቶቻቸውን ለማስተዋወቅ በስፖንሰርነት ግንዛቤ አላቸው ብለው ይስማማሉ? ሀ/ በጣም እስማማለሁ ለ/ እስማማለሁ ሐ/ አላውቅም መ/ አልስማማም ሰ/ በጣም አልስማማም
2. የኢትዮጵያ አትሌቲክስ ስፖርት በኢንቨስተሮችና ስፖንሰሮች ይደገፋል ብለው ይስማማሉ? ሀ/በጣም እስማማለሁ ለ/ እስማማለሁ ሐ/ አላውቅም መ/አልስማማም ሰ/ በጣም አልስማማም
3. በኢትዮጵያ አትሌቲክስ እድገት ኢንቨስተሮችና ስፖንሰሮች የግድ መሳተፍ አለባቸው ብለው ይስማማሉ? ሀ/በጣም እስማማለሁ ለ/እስማማለሁ ሐ/ አላውቅም መ/አልስማማም ሰ/ በጣም አልስማማም
4. የኢትዮጵያ አትሌቲክስ አሁን የደረሰበት ደረጃ ለመድረስ ኢንቨስተሮችና ስፖንሰሮች የራሳቸውን ድርሻ ተወጥተዋል ብለው ይስማማሉ?
ሀ/በጣም እስማማለሁ ለ/ እስማማለሁ ሐ/አላውቅም መ/አልስማማም ሰ/በጣም አልስማማም
5. የኢትዮጵያ አትሌቲክስ እድገት በማን መደገፍ አለበት ይላሉ?
ሀ/ በመንግስት ለ/ በህብረተሰቡ ሐ/ በስፖንሰርሽን መ/ በሁሉም
6. ኢንቨስተሮችና ስፖንሰሮች ስፖርቱን በምን መልኩ መደገፍ አለባቸው ብለው ያምናሉ?
ሀ/ በገንዘብ ለ/ በቁሳቁስ ሐ/ በሁሉም መ/ በሌላ
7. የኢትዮጵያን አትሌቲክስ ለማሳደግ ክፍተኛ ሚና የሚጫወቱ ስፖንሰሮች ስንት ይደርሳሉ?
ሀ/ ከ15-20 ለ/ 10 -15 ሐ/ 5-10 መ/ 1-5
8. በአትሌቲክሱ ስፖርት የሚሳተፉ ስፖንሰሮች በአብዛኛው ስፖንሰር የሚሆኑት በየትኛው ውድድሮች ላይ ነው?
ሀ/ በአለማቀፋዊ ለ/ በሀገራቀፍዊ ሐ/ በክልላዊ መ/ በዞን/ክ/ከተማና ወረዳ
9. ስፖንሰሮች በሚደረጉት ውድድሮች ከአትሌቶች ጋር ኮንትራት ይፈራረማሉ?
ሀ/ ይፈራረማሉ ለ/ አይፈራረሙም ሐ/ እርግጠኛ አይደለሁም
10. ስፖንተሮችና ኢንቨስተሮች አትሌቶችን እንደ ቋሚ የገቢ ምንጭ ይመለከቷቸዋል?
ሀ/ ይመለከቷቸዋል ለ/ አይመለከቷቸውም ሐ/ አይታወቅም
11. ስፖንሰሮችና ኢንቨስተሮች ለአትሌቲክሱ ስፖርት ስፖንሰር ሲያደርጉ የሚያገኙት ጥቅም አለ?

ሀ/ አለ ለ/ የለም ሐ/ አይታወቅም

12. የሚፈራረሙት ኮንትራት ካለ እስከ ስንት ዓመት ይደርሳል?

ሀ/ ከ1-2 ዓመት ለ/ ከ3-5 ዓመት ሐ/ ከ6-10 ዓመት መ/ ከ10 በላይ

13. ስፖንሰሮች የአትሌቲክስ ስፖርት ከሌሎች ፌስቲቫሎች ስፖንሰር ከማድረግ ጋር ሲነፃፀር ምን ያህል ነው ?

ሀ/ እጅግ በጣም ከፍተኛ ለ/ በጣም ከፍተኛ ሐ/ ከፍተኛ መ/ መጠናኛ ሠ/ ዝቅተኛ

14. ለተ.ቁ 13 መልስዎት ያገኛሉ ከሆነ ምን ጥቅም እንደሚያገኙ ይግለጹ?

15. በአትሌቲክስ ስፖርት ላይ መዋዕለ-ነዋዩን ያፈሰሰ /ኢንቨስት/ ያደረገ ባለሃብት አለ ?

ሀ/ አለ መ/ የለም ሠ/ እርግጠኛ አይደለሁም

16. በተ.ቁ 15 መልስዎት የለም ከሆነ ለምን ይሆናል ብለው ያምናሉ?

17. ኢትዮጵያ ውስጥ ያሉ ባለ ሃብቶች ለአትሌቲክስ ስፖርት ምን አስተዋጽኦ አድርገዋል ብለው ያምናሉ?

18. የኢትዮጵያን አትሌቲክስ ለማሳደግ ከፍተኛ አስተዋዕኦ ያደረገው የንግድ ድርጅት /ድርጅት/ የትኛው ነው ይላሉ?

.....

19. የኢትዮጵያ አትሌቲክስ ፌደሬሽን ለስፖንሰሮች እና ኢንቨስተሮች ምን የግንዛቤ ማስጨበጥ ሥራ ይሠራል?

20. የኢትዮጵያን አትሌቲክስ ስፖርት ለማሳደግ ባለድርሻ አካላት የሚሏቸውን በቅደም ተከተል ያስቀምጧቸው?.....

Appendix B
Group I

Addis Ababa University School of Graduate Studies

Department of Sport Science

Questionnaire to be filled by professionals those who works in athletics sport(EAF,AAAF, OAF, EOC) and athletes.

Introduction

- This questioner is designed to collect data on the role of investors and sponsorship to the development of Ethiopian athletics, since 2004-2012 about 10 years.
- The response of this questionnaire is used only for collect data, to recommend and for academic purpose and will be kept confidential.
- I would like to request your unreserved cooperation in responding to the questions, because the responses have significant contribution to the study.
- Thanks for your cooperation in advance.

Instructions

1. No need write your name.
2. For alternative questions, circle the letter of your choice
3. Give your brief answer for those open ended questions.

Personal back ground

1. Occupation -----
2. Educational back ground /level of education/ -----
3. Field of graduation -----
4. Work experience /in year/ -----
5. Six -----
6. Age -----

Questions

1. Investors and sponsors, how much aware to promote their product?
a/ strongly agrees b/ agrees c/ undecided d/ disagree e/strongly disagree
2. Do you agree that Ethiopian athletics support by investors and sponsors?
a/ strongly agrees b/ agrees c/ undecided d/ disagree e/strongly disagree
3. Do you agree that investors and sponsors participate for the development of Ethiopian athletics?
a/ strongly agrees b/ agrees c/ undecided d/ disagree e/ strongly disagree
4. Do you agree that investors and sponsors have a great role to the development of Ethiopians athletics?
a/ strongly agrees b/ agrees c/ undecided d/disagree e/ strongly disagree
5. By whom support the development of Ethiopian athletics?
a/ by government b/ by the people c/ by sponsors d/ All
6. Investors and sponsors in what kind they support the athletics sport?
a/ in money b/in material c/ both in money and material d/ in others
7. For the development of Ethiopian athletics how many sponsors have great role?
a/ from 15-20 b/10-15 c/5-10 d/1-5
8. Those who sponsor in athletics sport, in which competition more participated? a/ in world championship b/in Ethiopian championship c/Regional championship d/Zonal /sub city/ and woreda championship
9. Do sponsors signed contract with the athletes?
a/ yes b/No c/ Not sure
10. Do the sponsors and investors have seen the athletes' as an asset?
a/ yes b/No c/ Not sure

11. Is there any return or benefit sponsors' to sponsor the athletics sport?

a/ yes b/ No c/ not sure

12. If there is signed contracts, how many years it reaches?

a/ from 1—2 years b/ from 3—5 years c/ from 6-10 d/ above 10 years

13. Relatively athletics sport sponsored to compare other festival how is it?

a/ very satisfied b/ satisfied c/ slightly satisfied d/ slightly
dissatisfied e/ dissatisfied

14. For No 13 your answer is yes, write what are the returns
(benefits).
.....

15. Do you know that any investors who invest in athletics sport in Ethiopia?

a/ yes b/ no c/ not sure

16. For No 15 your answer is no, write your reason.

.....

17. Investors those who live in Ethiopia, What was their role for the
development of Ethiopian athletics
sport?

.....

18. For the development of Ethiopian athletics, which investors and sponsors
had a great role?

.....

19. Does Ethiopian athletics federation gives awareness about sponsorship
to investors and sponsors?

.....

20. Write orderly the stakeholder of Ethiopian athletics sport.

.....
.....
.....
.....

.....

Appendix C

ቅጽ 2

በአዲስ አበባ ዩኒቨርሲቲ ድህረ- ምረቃ ፕሮግራም

የስፖርት ሳይንስ ትምህርት ክፍል

በኢትዮጵያ አትሌቲክስ ስፖርት እድገት ስፖንሰር በሚሆኑ ድርጅቶችና ኢንቨስተሮች የሚሞላ መጠይቅ

መግቢያ:-

- ይህ መጠይቅ ከ1994 ዓ/ም -- 2004 ዓ/ም ለ10 ዓመታት ኢንቨስተሮችና ስፖንሰሮች በኢትዮጵያ አትሌቲክስ ስፖርት ዕድገት በነበራቸው አስተዋጽኦ ዙሪያ መረጃዎችን ለመሰብሰብ፣ የመፍትሄ ሀሳብ ለመጠቀምና ትምህርታዊ ለሆነ አላማ ብቻ ታስቦ የተዘጋጀ መጠይቅ ነው።
- የሚሰጡት መረጃ ለታለመው ዓላማ እገዛ ትክክለኝነት የእርስዎ አስተዋጽኦ የጎላ ነውና ትብብርዎን እጠይቃለሁ።
- ለሚያደርጉት ትብብር በቅድሚያ አመሰግናለሁ!

መመሪያ:-

- 4. በዚህ መጠይቅ ስም መፃፍ አያስፈልግም፤
- 5. በመጠይቁ ውስጥ ምርጫ ላላቸው ጥያቄዎች ተገቢ ነው የሚሉትን አማራጭ ያክብቡ፤
- 6. የርስዎን ምላሽ፣ አስተያየት ወይም ማብራሪያ ለሚጠይቁ ጥያቄዎች ብቻ በተሰጠው ክፍት ቦታ መልስዎን ይስጡ።

የግል መረጃ:-

- 1. የሚሠሩበት ድርጅት ስም -----
- 2. የትምህርት ደረጃ -----
- 3. የሥራ ልምድ /በዓመት/ -----
- 4. የታ -----
- 5. ዕድሜ -----

መጠይቅ:-

1. የሚሠሩበት ድርጅት ስለማስታወቂያ ሥራ ግንዛቤ አለው ብለው ይስማማሉ?

ሀ/ በጣም እስማማለሁ ለ/እስማማለሁ ሐ/አላውቅም መ/አልስማማም ሠ/በጣም አልስማማም

2. የሚሠሩበት ድርጅት የኢትዮጵያን አትሌቲክስ ስፖርት ስፖንሰር በመሆን ይደግፋል ብለው ይስማማሉ? ሀ/ በጣም እስማማለሁ ለ/እስማማለሁ ሐ/አላውቅም መ/አልስማማም ሠ/በጣም አልስማማም

3. በኢትዮጵያ አትሌቲክስ እድገት ኢንቨስተሮችና ስፖንሰሮች የግድ መሳተፍ አለባቸው ብለው ይስማማሉ? ሀ/ በጣም እስማማለሁ ለ/እስማማለሁ ሐ/አላውቅም መ/አልስማማም ሠ/በጣም አልስማማም

4. የኢትዮጵያ አትሌቲክስ አሁን የደረሰበት ደረጃ ለመድረስ ኢንቨስተሮችና ስፖንሰሮች የራሳቸውን ድርሻ ተወጥተዋል ብለው ይስማማሉ? ሀ/በጣም እስማማለሁ ለ/እስማማለሁ ሐ/አላውቅም መ/አልስማማም ሠ/በጣም አልስማማም

5. የኢትዮጵያ አትሌቲክስ እድገት በማን መደገፍ አለበት ይላሉ?

ሀ/ በመንግስት ለ/ በህብረተሰቡ ሐ/ በስፖንሰርሽን መ/ በሁሉም

6. ኢንቨስተሮችና ስፖንሰሮች ስፖርቱን በምን መልኩ መደገፍ አለባቸው ብለው ያምናሉ? ሀ/ በገንዘብ ለ/ በቁሳቁስ ሐ/ በሁሉም መ/ በሌላ

7. የኢትዮጵያን አትሌቲክስ ለማሳደግ ከፍተኛ ሚና የሚጫወቱ ስፖንሰሮች ስንት ይደርሳሉ? ሀ/ ከ15-20 ለ/ 10 -15 ሐ/ 5-10 መ/ 1-5

8. የሚሠሩበት ድርጅት በአብዛኛው ስፖንሰር የሚሆነው በየትኛው ወድድር ነው?

ሀ/ በአለማቀፋዊ ለ/ በሀገራቀፍዊ ሐ/ በክልላዊ መ/ በዞን/ክ/ከተማና ወረዳ

9. ስፖንሰሮች በሚደረጉት ወድድሮች ከአትሌቶች ጋር ኮንትራት ይፈራረማሉ?

ሀ/ ይፈራረማሉ ለ/ አይፈራረሙም ሐ/ እርግጠኛ አይደለሁም

10 ስፖንተሮችና ኢንቨስተሮች አትሌቶችን እንደ ቋሚ የገቢ ምንጭ ይመለከቷቸዋል?

ሀ/ ይመለከቷቸዋል ለ/ አይመለከቷቸውም ሐ/ አይታወቅም

11. ስፖንሰሮችና ኢንቨስተሮች ለአትሌቲክሱ ስፖርት ስፖንሰር ሲያደርጉ የሚያገኙት ጥቅም አለ?

ሀ/ አለ ለ/ የለም ሐ/ አይታወቅም

12. የሚፈራረሙት ኮንትራት ካለ እስከ ስንት ዓመት ይደርሳል?

ሀ/ ከ1-2 ዓመት ለ/ ከ3-5 ዓመት ሐ/ ከ6-10 ዓመት መ/ ከ10 በላይ

13. የሚሠሩበት ድርጅት የአትሌቲክስ ስፖርት ከሌሎች ፌስቲቫሎች ስፖንሰር ከማድረግ ጋር ሲነፃፀር ምን ያህል ነው ብለው ያምናሉ?

ሀ/ እጅግ በጣም ከፍተኛ ለ/ በጣም ከፍተኛ ሐ/ ከፍተኛ መ/ መጠኑን ሠ/ ዝቅተኛ

14. ለተ.ቁ 13 መልስዎት ያገኛሉ ከሆነ ምን ጥቅም እንደሚያገኙ ይግለጹ?

15. በአትሌቲክስ ስፖርት ላይ መዋዕለ-ነዋዩን ያፈሰሰ /ኢንቨስት/ ያደረገ ባለሃብት አለ ?

ሀ/ አለ መ/ የለም ሠ/ እርግጠኛ አይደለሁም

16. በተ.ቁ 15 መልስዎት የለም ከሆነ ለምን ይሆናል ብለው ያምናሉ?

17. ኢትዮጵያ ውስጥ ያሉ ባለ ሃብቶች ለአትሌቲክስ ስፖርት ምን አስተዋጽኦ አድርገዋል ብለው ያምናሉ?

18. የኢትዮጵያን አትሌቲክስ ለማሳደግ ከፍተኛ አስተዋዕኦ ያደረገው የንግድ ድርጅት /ድርጅት/ የትኛው ነው ይላሉ?

19. የኢትዮጵያ አትሌቲክስ ፌደሬሽን ለስፖንሰሮች እና ኢንቨስተሮች ምን የግንዛቤ ማስጨበጥ ሥራ ይሠራል?

20. የኢትዮጵያን አትሌቲክስ ስፖርት ለማሳደግ ባለድርሻ አካላት የሚሏቸውን በቅደም ተከተል ያስቀምጧቸው?.....

Appendix D

Group II

Addis Ababa University School of Graduate Studies

Department of Sport Science

Questionnaire to be filled by sponsors and investors

Introduction

- This questioner is designed to collect data on the role of investors and sponsorship to the development of Ethiopian athletics, since 2004-2012 about 10 years.
- The response of this questionnaire is used only for collect data, to recommend and for academic purpose and will be kept confidential.
- I would like to request your unreserved cooperation in responding to the questions, because the responses have significant contribution to the study.
- Thanks for your cooperation in advance.

Instructions

4. No need write your name.
5. For alternative questions, circle the letter of your choice
6. Give your brief answer for those open ended questions.

Personal back ground

1. Company name -----
2. Educational back ground /level of education/ -----
3. Work experience /in year/ -----
4. Six -----
5. Age -----

Questions

1. Do you agree that Investors and sponsors, aware to promote their product? a/ strongly agrees b/ agrees c/ undecided d/ disagree e/strongly disagree

2. Do you agree that Ethiopian athletics support by investors and sponsors? a/ strongly agrees b/ agrees c/ undecided d/ disagree e/strongly disagree

3. Do you agree that investors and sponsors participate for the development of Ethiopian athletics?

a/ strongly agrees b/agrees c/ undecided d/disagree e/strongly disagree

4. Do you agree that investors and sponsors have a great role to the development of Ethiopian athletics?

a/ strongly agrees b/ agrees c/ undecided d/disagree e/strongly disagree

5. By whom support the development of Ethiopian athletics?

a/ by government b/ by the people c/ by sponsors d/ All

6. Investors and sponsors in what kind they support the athletics sport?

a/ in money b/ in material c/ both in money and material d/ in others

7. To develop Ethiopian athletics how many sponsors have great role?

a/ from 15-20 b/10-15 c/5-10 d/1-5

8.Those who sponsors in athletics sport, in which competition more participated?

a/ in world championship b/in Ethiopian championship c/Regional championship d/Zonal /sub city/ and woreda championship

9. Do sponsors signed contract with the athletes?

a/ yes b/No c/Not sure

10. Do the sponsors and investors look the athletes as an asset?

a/ yes b/No c/ not sure

11. Is there any return or benefit sponsors' to sponsor the athletics sport?

a/ yes b/No c/ not sure

12. If there is signed contracts, how many years it reaches?

a/ from 1—2 years b/ from 3—5 years c/ from 6-10 d/ above 10 years

13. Relatively athletics sport sponsored to compare other festival, how is it?

a/ very satisfied b/ satisfied c/ slightly satisfied d/ slightly dissatisfied
e/ dissatisfied

14. For No 13 your answer is yes, write what are the returns (benefits).

.....
...

15. Do you know that any investors who invest in athletics sport in Ethiopia?

a/ yes b/ no c/ not sure

16. For No 15 your answer is no, write your reason.

.....

17. Investors those who live in Ethiopia, What was their role for the development of Ethiopian athletics sport?

.....

18. For the development of Ethiopian athletics, which investors and sponsors had a great role?

.....

19. Does Ethiopian athletics federation give awareness about sponsorship to investors and sponsors?

.....

20. Write orderly the stakeholder of Ethiopian athletics sport.

.....

Appendix E

List of Licensed Sport Center Investment Projects Since February 12, 1993 - September 21, 2011 G.C

No	Date of Permit	Licensing Office	Name of Investor	Country of Origin	Investment Activity	Region	City/Town	LAND_SIZE_required	Investment Status	Per m Empl.	Temp Empl.	Year
1	12-Feb-93	EIC	Y. L	Ethiopia	Modern Gymnasium	Addis Ababa	Addis Ababa	500	Implementation	23	0	1993
2	12-Feb-93	Addis Ababa	A. K	Ethiopia	Physical training and sport center	Addis Ababa	Addis Ababa	10000sq.m	Pre-Implementation	34	0	1993
3	12-Mar-93	EIC	AM T	Ethiopia	Physical fitness center	Addis Ababa	Addis Ababa	2500sq.m	Pre-Implementation	43	0	1993
4	10-May-93	Addis Ababa	A I	Ethiopia	Sport center	Addis Ababa	Addis Ababa	3000sq.m	Pre-Implementation	20	0	1993
5	11-Jun-93	Addis Ababa	S M	Ethiopia	Sport and recreational center	Addis Ababa	Addis Ababa	15000sq.m	Pre-Implementation	24	0	1993
6	03-Jul-93	Addis Ababa	E H	Ethiopia	Sports park	Addis Ababa	Addis Ababa	5000sq.m	Pre-Implementation	41	0	1993
7	10-Aug-93	Addis Ababa	TAT	Ethiopia	Recreation and sport center	Addis Ababa	Addis Ababa	20000sq.m	Pre-Implementation	36	0	1993

8	24-Sep-93	Addis Ababa	F A	Ethiopia	Recreation and sport facilities	Addis Ababa	Addis Ababa	14000sq. m	Pre-Implementation	109	0	1993
9	29-Sep-96	EIC	F M	Italy	Legal hunting sport and photo safari	Addis Ababa	Addis Ababa		Pre-Implementation	18	0	1996
10	02-May-97	Addis Ababa	DDK	Ethiopia	Sport and recreation center	Addis Ababa	Addis Ababa		Pre-Implementation	15	0	1997
11	18-Jun-97	Addis Ababa	SKW	Ethiopia	Health and body fitness project	Addis Ababa	Addis Ababa		Pre-Implementation	27	0	1997
12	19-Jul-97	Addis Ababa	TB W	Ethiopia	Sport and Recreation Centre	Addis Ababa	Addis Ababa	Meskere m,1992	Pre-Implementation	101	0	1997
13	09-Sep-97	Addis Ababa	M AM	Ethiopia	Marshal Art Sport Center	Addis Ababa	Addis Ababa	500-800	Operation	11	0	1997
14	24-Dec-97	Addis Ababa	A M B	Ethiopia	Gymnasium Center	Addis Ababa	Addis Ababa	3000	Pre-Implementation	120	0	1997
15	21-May-98	Addis Ababa	BW	Ethiopia	Physical fitness center	Addis Ababa	Addis Ababa	2000	Pre-Implementation	20	0	1998
16	24-Aug-00	Addis Ababa	J G	Ethiopia	Physical Fitness & Entertainment	Addis Ababa	Addis Ababa	5000M2	Pre-Implementation	29	0	2000
17	01-Sep-00	Addis Ababa	AMM	Ethiopia	Fitness and Reccration center	Addis Ababa	Addis Ababa	700 M2	Pre-Implementation	13	0	2000
18	09-Oct-00	Addis Ababa	D N E	Ethiopia	GYM and fitness Center	Addis Ababa	Addis Ababa		Pre-Implementation	10	0	2000

19	15-May-01	Addis Ababa	F P	Ethiopia	Sport Center	Addis Ababa	Addis Ababa	7000m2	Pre-Implementation	43	0	2001
20	08-Feb-02	EIC	S F	Netherlands	Sport complex center	Amhara	Bahir Dar	40000M2	Implementation	32	0	2002
21	25-Jun-02	Addis Ababa	A M	Ethiopia	Gymnasium center	Addis Ababa	Addis Ababa	500m2	Pre-Implementation	47	0	2002
22	31-Jan-03	Amhara	WT A	Ethiopia	Gymnazium center	Amhara	Bahir Dar	3000 sq.m	Operation	26	0	2003
23	30-Jun-03	EIC	M Z	Germany	Sport Gymnasium	SNNPR	Awassa	3000	Operation	13	5	2003
24	24-Jul-03	Addis Ababa	B A	Ethiopia	Modern Gymnasium	Addis Ababa	Addis Ababa		Operation	23	0	2003
25	19-Sep-03	EIC	TAD T	Sweden	Modern gymnasium center (tad trading)	Addis Ababa	A.A	2500	Pre-Implementation	29	0	2003
26	22-Sep-03	Addis Ababa	IT	Ethiopia	Gymnasium & Indoor Outdoor Sports Center	Addis Ababa	Addis Ababa		Pre-Implementation	46	0	2003
27	26-Sep-03	Addis Ababa	M B	Ethiopia	Sport Center	Addis Ababa	Addis Ababa		Pre-Implementation	17	25	2003
28	05-Nov-03	Amhara	A M	Ethiopia	Sport Center	Amhara	Bahir Dar	2000	Implementation	15	20	2003
29	13-Nov-03	SNNPR	Z K	Ethiopia	Gymnazium	SNNPR	Sidama		Pre-Implementation	81	0	2003
30	16-Mar-04	Addis Ababa	ST	Ethiopia	Gymnasium Center Service	Addis Ababa	Addis Ababa	800 m2	Pre-Implementation	10	8	2004

31	04-Apr-04	Addis Ababa	S K	Ethiopia	Gymnasium service	Addis Ababa			Pre-Implementation	31	0	2004
32	06-Aug-04	Addis Ababa	G SC	Ethiopia	Sport and physical Training Centre	Addis Ababa	Addis Ababa	0	Pre-Implementation	80	0	2004
33	17-Aug-04	Addis Ababa	D N	Ethiopia	Physical Fitness Center	Addis Ababa	Addis Ababa	0	Pre-Implementation	10	5	2004
34	20-Oct-04	Addis Ababa	A	Ethiopia	Gymnasium and Sport Bar/Expansion/	Addis Ababa	Addis Ababa	0	Pre-Implementation	66	100	2004
35	01-Dec-04	Addis Ababa	J PH C	Ethiopia	Gymnasium Service	Addis Ababa	Addis Ababa	3000	Pre-Implementation	4	6	2004
36	21-Jan-05	Addis Ababa	C G	Ethiopia	Gyminazium Service Centre	Addis Ababa		0	Pre-Implementation	10	5	2005
37	17-Feb-05	Addis Ababa	Y H M	Yemen	Gym & Physiotherapy Service	Addis Ababa		0	Pre-Implementation	8	4	2005
38	07-Sep-05	EIC	K QB	Canada	Gymnasium	Addis Ababa			Implementation	10	0	2005
39	25-Oct-05	Addis Ababa	YS	Italy	Gymnasium	Addis Ababa	Addis Ababa	0	Pre-Implementation	6	4	2005
40	30-Jan-06	Oromia	M FA	Ethiopia	Cultural Med.& sport center	Oromia	Dukem		Pre-Implementation	7	15	2006
41	01-Mar-06	Harari	NF C	Ethiopia	Fitness Center	Harari			Pre-Implementation	15		2006

42	14-Mar-06	Addis Ababa	D G	Ethiopia	Gymnazium	Addis Ababa	Addis Ababa	0 M2	Pre-Implementation	20	15	2006
43	21-Mar-06	SNNPR	S Z	Ethiopia	Gymnasium	SNNPR	Awassa	0.15	Pre-Implementation	15	0	2006
44	21-Mar-06	Amhara	S B	Ethiopia	Sport Center	Amhara		10000	Pre-Implementation	40	10	2006
45	16-Apr-06	Dire Dawa	M A	Ethiopia	sporting activity	Dire Dawa		3000 sq.m	Pre-Implementation	15	0	2006
6	08-Jun-06	Amhara	K HA	USA	Sport Center	Amhara		3000	Pre-Implementation	16	10	2006
47	08-Jun-06	Amhara	K H A	USA	Sport Center	Amhara		3000	Pre-Implementation	16	10	2006
48	31-Aug-06	Addis Ababa	Z	Ethiopia	Phsical Fitteness and Gymnasium Center	Addis Ababa		1500 M2	Pre-Implementation	14	6	2006
49	14-Sep-06	Amhara	A A T	Ethiopia	Sport center	Amhara	Diredawa	2000	Pre-Implementation	20	10	2006
50	19-Mar-07	Addis Ababa	T A	Ethiopia	Gymnasium Physiotherapy Tour operation	Addis Ababa	Addis Ababa	2500 sq.m	Pre-Implementation	16	17	2007
51	24-Mar-07	Amhara	D A A	Ethiopia	Sport Center	Amhara			Pre-Implementation	50	6	2007
52	18-Apr-07	Addis Ababa	ETG	Ethiopia	Gymnasium & Recreation Center	Addis Ababa	Addis Ababa	1000 sq.m	Pre-Implementation	11	5	2007

53	22-May-07	Addis Ababa	B A	Ethiopia	Gymnasium Recreation Center & Physiotherapy	Addis Ababa	Addis Ababa	278 sq.m	Pre-Implementation	20	9	2007
54	15-Jun-07	Addis Ababa	H S	Ethiopia	Health & Fitness Center	Addis Ababa	Addis Ababa	2000 sq.m	Pre-Implementation	20	0	2007
55	31-Aug-07	SNNPR	FK	Ethiopia	Youth Recreation Gymnasium	SNNPR		0.6 ha	Pre-Implementation	11	8	2007
56	04-Sep-07	EIC	YA	USA	Horse Racing and Entertainment	Oromia		20000 sq.m	Pre-Implementation	35	15	2007
57	09-Oct-07	Amhara	A T	Ethiopia	Sport center	Amhara		800 sq.m	Pre-Implementation	7	3	2007
58	30-Oct-07	SNNPR	A T	Ethiopia	Gymnasium	SNNPR		0.3 ha	Pre-Implementation	13	12	2007
59	06-Nov-07	SNNPR	A K	Ethiopia	Cinema & Gymnasium	SNNPR		0.2 ha	Pre-Implementation	16	34	2007
60	09-Nov-07	EIC	AH	Sudan	Recreation and Gymnasium Center	Multiregional		10000 sq.m	Pre-Implementation	30	0	2007
61	12-Nov-07	Oromia	TT	Ethiopia	Gymnasium	Oromia	Adama	0.1000 ha	Pre-Implementation	12	5	2007
62	10-Dec-07	Addis Ababa	A T	Ethiopia	Gymnasium Recreation Center & Physiotherapy	Addis Ababa	Addis Ababa	0	Pre-Implementation	6	30	2007
63	25-Dec-07	Addis Ababa	F B	Ethiopia	Gymnasium, Physiotherapy & Recreation Center	Addis Ababa	Addis Ababa	0	Pre-Implementation	6	30	2007

64	01-Jan-08	Amhara	J M	Ethiopia	Gimnasium & recreation center	Amhara		2000 sq.m	Pre-Implementation	15	10	2008
65	28-Feb-08	Addis Ababa	H & A	Ethiopia	Gymnazium Center	Addis Ababa	Addis Ababa		Pre-Implementation	15	9	2008
66	03-Mar-08	Addis Ababa	T T	USA	Gymnazium Center	Addis Ababa	Addis Ababa		Pre-Implementation	4	6	2008
67	08-Apr-08	Amhara	MA	Ethiopia	Gymnasium	Amhara		2000 sq.m	Pre-Implementation	10	5	2008
68	24-Apr-08	SNNPR	F R	Ethiopia	Gymnasium	SNNPR			Pre-Implementation	2	3	2008
69	29-Apr-08	SNNPR	D B	Ethiopia	Gymnasium	SNNPR		0.5 ha	Pre-Implementation	20	10	2008
70	02-May-08	SNNPR	K K	Ethiopia	Gymnasium	SNNPR		0.4 ha	Pre-Implementation	40	0	2008
71	21-May-08	SNNPR	A T	Ethiopia	Gymnasium	SNNPR		0.25 ha	Pre-Implementation	20	16	2008
72	26-May-08	SNNPR	MB	Ethiopia	Gymnasium	SNNPR		1 ha	Pre-Implementation	73	50	2008
73	04-Jun-08	Addis Ababa	YS	Ethiopia	Gimnazium & Phisioterapy Center	Addis Ababa	Addis Ababa		Pre-Implementation	5	5	2008
74	20-Jun-08	Addis Ababa	KT	Ethiopia	Gymnazium & Recreation Center	Addis Ababa	Addis Ababa		Pre-Implementation	45	23	2008

75	28-Jul-08	EIC	LEP	USA/Ethiopia	Sports Center	Addis Ababa		1350 sq.m	Pre- Implement ation	27	15	2008
76	16-Sep-08	Addis Ababa	F A	Ethiopia	Gymnasium Centre	Addis Ababa		0	Pre- Implement ation	10	12	2008
77	23-Oct-08	Oromia	BW S	Ethiopia	Aletics center	Oromia			Pre- Implement ation	10	20	2008
78	03-Nov-08	Amhara	H S	Ethiopia	Gymnasium	Amhara		2000 sq.m	Pre- Implement ation	6	0	2008
79	23-Jan-09	Addis Ababa	IF SS	Ethiopia	Gymnasium	Addis Ababa			Pre- Implement ation	5	2	2009
80	26-Jan-09	EIC	LW	China	Gymnasium & Konfu Karate Training	Addis Ababa			Pre- Implement ation	5	10	2009
81	19-Feb-09	Addis Ababa	A A	Ethiopia	Gymnasium & Recreation Center	Addis Ababa		5000 sq.m	Pre- Implement ation	10	20	2009
82	11-May-09	Addis Ababa	W W	Britain	Gymnasium & Recreation Center	Addis Ababa			Pre- Implement ation	15	5	2009
83	20-Jul-09	Amhara	N L	Ethiopia	Gymnasium	Amhara		10000 sq.m	Pre- Implement ation	11	19	2009
84	29-Jul-09	Amhara	HY	Ethiopia	Gymnasium	Amhara			Pre- Implement ation	82	29	2009
85	16-Sep-09	Addis Ababa	NB B	Ethiopia	Gymnasium & Sport Center	Addis Ababa			Pre- Implement ation	30	15	2009

86	26-Jan-10	Harari	N GT	Ethiopia	Sport Center	Harari			Pre-Implementation	14	20	2010
87	11-Feb-10	Oromia	H G G	Ethiopia	Sport canbas & plistic shoes	Oromia			Pre-Implementation	28	100	2010
88	16-Apr-10	Harari	K B	Ethiopia	Sport Center	Harari			Pre-Implementation	12	6	2010
89	14-Jun-10	Addis Ababa	Y M	Ethiopia	Gymnasium service	Addis Ababa			Pre-Implementation	14	4	2010
90	17-Jul-10	Addis Ababa	MMM	Ethiopia	Sport and Gymnasium Center	Addis Ababa			Pre-Implementation	16	20	2010
91	09-Aug-10	Addis Ababa	G L	Ethiopia	Sport center	Addis Ababa			Pre-Implementation	49	149	2010
92	03-Sep-10	Addis Ababa	Y S J	Italy	Gymnasium services	Addis Ababa			Pre-Implementation	5	6	2010
93	06-Oct-10	Addis Ababa	MDM D	Ethiopia	Sport Games center service	Addis Ababa			Pre-Implementation	7	20	2010
94	07-Oct-10	Addis Ababa	M A	Sweden	Gym & Recreation Center	Addis Ababa			Pre-Implementation	25	5	2010
95	18-Oct-10	Oromia	R R & GC	Ethiopia	Recreation & Gymnasium center	Oromia	Jaldu		Pre-Implementation	0	0	2010
96	21-Dec-10	Addis Ababa	H A G	Ethiopia	Gymnasium Center	Addis Ababa			Pre-Implementation	15	10	2010

97	27-Dec-10	Addis Ababa	SAD	Ethiopia	sport and Phisiotrapy Center	Addis Ababa			Pre-Implementation	8	4	2010
98	28-Dec-10	Addis Ababa	BTT	Ethiopia	Sport and Phisiotrapy Center	Addis Ababa			Pre-Implementation	10	4	2010
99	17-Jan-11	EIC	Y P	China	Fitness and Massage Center	Addis Ababa			Pre-Implementation	10	10	2011
100	07-Feb-11	EIC	AM SA	Saudi Arabia	Physical Fitness, Skin Health Care and Massage Service	Oromia		5000 Sq.M	Implementation	15	40	2011
101	11-Feb-11	Addis Ababa	K F C	Ethiopia	Gymnasium Center	Addis Ababa			Pre-Implementation	20	15	2011
102	12-Apr-11	Addis Ababa	A PLC	Ethiopia	Sport and Gymnasium Center	Addis Ababa	Addis Ababa		Pre-Implementation	20	30	2011
103	17-May-11	Addis Ababa	JO S	sweden	Gymnasium Center	Addis Ababa	Addis Ababa		Pre-Implementation	20	5	2011
104	02-Aug-11	Dire Dawa	H T	Ethiopia	Fitness Center Development	Dire Dawa		1000 Sq.M	Pre-Implementation	21		2011
105	29-Aug-11	Addis Ababa	BB C	USA	Gymnassiam Center	Addis Ababa	AA		Pre-implementation	15	10	2011
106	21-Sep-11	Addis Ababa	B Y	Ethiopia	Gymnassiam Center	Addis Ababa			Pre-implementation	6	8	2011

DECLARATION

I, the undersigned, declare that the thesis is my original work, has not been presented for a degree in any university and that all sources of material used for the thesis have been duly acknowledgment.

Declared by

confirmed by

Name _____

Name _____

Signature _____

Signature _____

This thesis has been submitted for examination by my approval as a university advisor

Name _____

Signature _____

Date of submission _____