
CHAPTER 5

INTERPRETATION OF RESULTS

5.1 INTRODUCTION

In chapter four, the method used for collecting and preparing data was explained. Chapter four also indicated the statistical techniques that was used in this study. The main purpose of chapter five is to provide an interpretation of the results obtained from the empirical research which was conducted, as described in chapter four.

In the first place, this chapter sets out to establish and discuss the sample profile of the respondents. Reliability and validity are also discussed for each question, that was grouped into constructs. Hereafter, a section follows that discusses and answers each research question. The chapter concludes with a summary of the main findings of the study.

5.2 SAMPLE PROFILE

The main purpose of section A of the questionnaire was to obtain general information from cricket sponsors with regard to the respondents' demographic information. Questions 1 to 5 address section A in the questionnaire. It is important to determine the demographic profile of the type of respondent that participated in this study as accurately as possible in order to make full use of the statistics derived from the questionnaire.

The demographic profile of respondents was determined in terms of the specific cricket union that was sponsored, the industry of the business, the type of contribution, size of sponsor, the scope of business and the duration of the sponsorship. The purpose of collecting this demographic data was to determine whether respondents who differ in terms of profile set different objectives and criteria when selecting a sponsorship proposal. Table 5.1 presents the frequencies related to the sample profile of the respondents.

Table 5.1 Sample profile of respondents

Variables		F	%
Number of sponsors that participated from each cricket union	Boland Cricket Union	2	5.1
	Border Cricket Union	0	0
	Eastern Province Cricket Union	1	2.6
	Easterns Cricket Union	0	0
	Free state Cricket Union	1	2.6
	Gauteng Cricket Union	5	12.8
	Griquas Cricket Union	0	0
	Kei Cricket Union	0	0
	Kwa-Zulu Natal Cricket Union	12	30.8
	Kwa-Zulu Natal Inland Cricket Union	0	0
	Mpumalanga Cricket Union	0	0
	Limpopo Cricket Union	0	0
	North-West Cricket Union	11	28.2
	Northerns Cricket Union	0	0
	South Western District Cricket Union	5	12.8
	Western Province Cricket Union	2	5.1
	Total:	39	100
<i>Frequency missing: 0</i>			
Industry	Banking	0	0
	Insurance	2	5.1
	Financing services	1	2.6
	Legal services	1	2.6
	Consulting services	0	0
	Media	3	7.7
	Hospitality (casino/restaurant/hotel)	3	7.7
	Tourism	0	0
	Brewery industry	1	2.6
	Franchising	0	0
	Real estate	0	0
	Sales	5	12.8
	Mining industry	3	7.7
	Agriculture	1	2.6
	Fishing and forestry	0	0
	Manufacturing	5	12.8
	Retail sales	4	10.3
	Other	10	25.6
	Total	39	100
<i>Frequency missing: 0</i>			

Table 5.1 Sample profile of respondents (continued)

Variables		F	%
Type of contribution	Financial support	8	20.5
	Value-in-kind (products/services)	14	35.9
	Combination of financial support and in-kind value	15	38.5
	I prefer not to answer this question	2	5.1
	Total	39	100
<i>Frequency missing: 0</i>			
Size	Small sponsor (e.g. R1 – R10 000)	4	11.8
	Medium sponsor (e.g. R10 001- R100 000)	17	50.0
	Large sponsor (e.g. R101 000 – R500 000)	8	23.5
	Major sponsor (e.g. R500 001- R1 million)	1	2.6
	Key sponsor (e.g. more than R1 million – 5 million)	4	11.8
	Title sponsor (e.g. more than 5 million)	0	0
	Total	34	100
<i>Frequency missing: 5</i>			
Scope	Sole proprietor	3	7.7
	Partnership	2	5.1
	Closed corporation	2	5.1
	Company - LOCAL company	5	12.8
	Company - Head office of REGIONAL company	1	2.6
	Company - Branch of REGIONAL company	3	7.7
	Company - Head office of NATIONAL company	7	20.5
	Company - Branch of NATIONAL company	5	12.8
	Company - Head office of INTERNATIONAL company	3	7.7
	Company - Branch of INTERNATIONAL company	7	17.9
	Total	39	100
<i>Frequency missing: 0</i>			
Duration of sponsorship	Less than 1 year	5	13.5
	1 year to less than 3 years	11	29.7
	3 years to less than 5 years	10	27.0
	5 years to less than 10 years	8	21.6
	10 years to less than 15 years	2	5.4
	15 years to longer than 20 years	1	2.7
	Total	37	100
<i>Frequency missing: 2</i>			

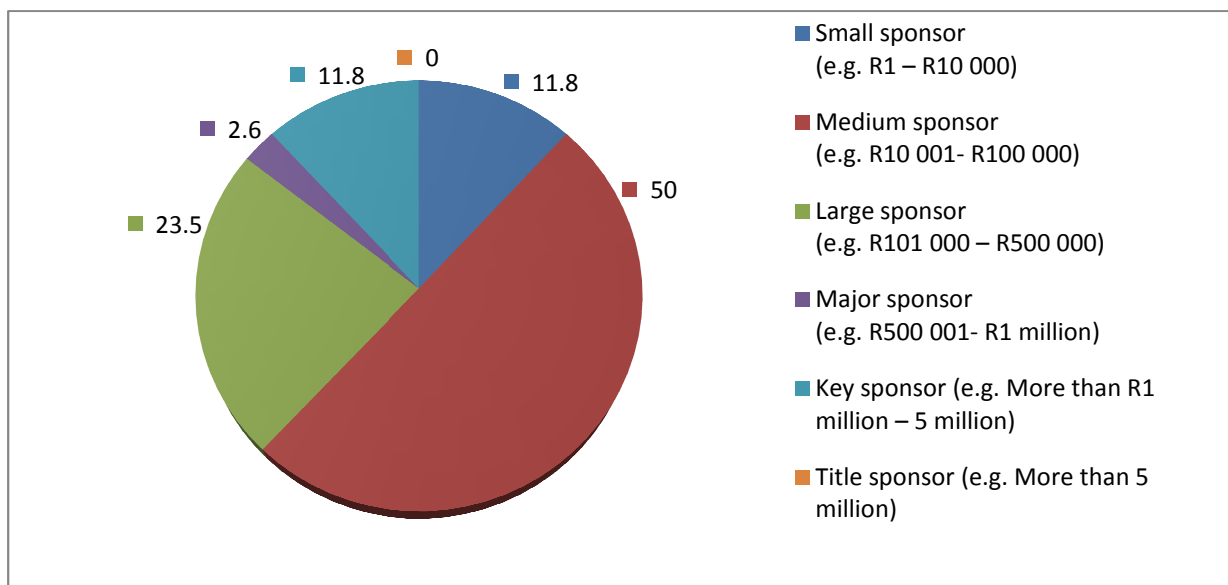
In total, 39 sponsors participated in the study, as shown in table 5.1. Most of the respondents who participated were from Kwa-Zulu Natal (30.8%) and 28.2% from

the North-West, while the remaining participants were distributed between unions in the other provinces. The most popular industries that were indicated are sales and manufacturing both with 12.8%; the majority of the respondents (25.6%) indicated that they belonged to 'other' industries than were listed in the questionnaire.

From the frequency table 5.1 one can see that most respondents (38.5%) contributed a combination of financial support and in-kind value to the cricket union, and 35.9% of the respondents made a value in-kind (products/services) contribution. Only 20.5 % of the respondents gave financial support to a union.

The majority of the respondents were medium sponsors (50.0%) and 23.5% were large sponsors as indicated in figure 5.1.

Figure 5.1 **Size of contribution of respondents**



The respondents were mostly from head offices of national companies (20.5%), with 17.9% being branches of international companies. There were very few (2.6%) respondents who were from head offices of regional companies, and partnerships (5.5%) and sole proprietors (5.5%) were also limited in number.

The duration of sponsorship ranged from the majority (29.7%) having been sponsors for between one and three years, followed by 27.0% who have been sponsors for

more three to five years, and 21.6% having been sponsors for five to ten years. Only 2.7% of the respondents have been sponsoring for 15 to 20 years and longer.

The following main findings can be derived from table 5.1 with reference to the sample profile (SP):

- **Main finding sample profile (SP1):** Sponsorships from these respondents came mostly from manufacturing, sales and retail businesses.
- **Main finding sample profile (SP2):** Sponsorship contribution from these respondents is mainly a combination of financial value and value in-kind.
- **Main finding sample profile (SP3):** Sponsorships contribution from these respondents ranged between R10 001 and R100 000 per year.
- **Main finding sample profile (SP4):** Respondents were mostly from national companies or branches from international companies.
- **Main finding sample profile (SP5):** Respondents' sponsorship duration typically comprised less than 10 years.

5.3 RELIABILITY AND VALIDITY

According to Burns and Bush (2010:319), the researcher should ideally use a measurement that is both reliable and valid (see section 4.4.6.2). A discussion of the reliability of divisions 9, 10 and 12 of the questionnaire follows below.

5.3.1 Reliability

As discussed in chapter four (see section 4.4.6.2), the reliability of the questionnaire is derived from Cronbach alpha values which determined the correlation between items in a scale which, in turn, is used to establish the internal reliability of the data. In other words, the reliability test is conducted in order to determine whether similar

results would have been obtained if the study was repeated (Zikmund & Babin, 2010a:335). According to Zikmund & Babin (2010a:334) Cronbach alpha values higher than 0.70 indicate good reliability. Field (2005:668) elucidates that Cronbach alpha values below 0.7 can be regarded as acceptable in social science studies as a variety of constructs are being measured.

5.3.1.1 Reliability of division 9

In order to validate the reliability of the six constructs in division 9, Cronbach alpha values were calculated for each. Table 5.2 represents these Cronbach alpha values.

Table 5.2 Sponsorship objectives

Construct	Cronbach alpha values
Broad corporate objectives (Construct 9.1)	0.86
Product/brand/service-related objectives (Construct 9.2)	0.97
Sales objectives (Construct 9.3)	0.95
Media coverage objectives (Construct 9.4)	0.96
Guest hospitality objectives (Construct 9.5)	0.96
Personal objectives(Construct 9.6)	0.85

Each construct in division 9 consists of various items. These items were compiled in light of previous research and with reference to existing literature. Broad corporate objectives include items such as enhancing the business image, social responsibility, and gaining a competitive advantage. Product/brand/service-related objectives specifically refer to the market that the sponsor wishes to target by means of the sponsorship. Sales objectives include items that are directly linked to the amount of sales as well as activities that can enhance the sponsor's chances of improving sales through the sponsorship.

Media coverage objectives comprise items that indicate the extent of the sponsor's pre-event, event and post-event media coverage objectives. Guest hospitality refers to the extent to which the sponsor wishes to entertain its stakeholders through the sponsorship, and personal objectives are set from the decision-makers' perspective,

including personal gain or interest gained from the sponsorship. Each construct together with its specific items is depicted in table 5.5.

From table 5.2 one can see that all six constructs had Cronbach alpha values above the guideline value of 0.7, indicating a high level of reliability (Malhotra, 2010:319).

Main finding reliability (R1): The six constructs measuring the objectives set by sponsors are reliable.

5.3.1.2 Reliability of division 10

Division 10 asked respondents to indicate the extent to which they consider certain decision-making criteria to be important during a sponsorship selection. Table 5.3 indicates the Cronbach alpha values for the decision-making criteria constructs in division 10 of the questionnaire.

Table 5.3 Decision-making criteria

Construct	Cronbach alpha values
Budget considerations criteria (Construct 10.1)	0.61
Positioning/image criteria (Construct 10.2)	0.92
Targeting of market criteria (Construct 10.3)	0.94
Integrated communications/ marketing criteria (Construct 10.4)	0.97
Competition consideration criteria (Construct 10.5)	0.89
Strategies criteria (Construct 10.6)	0.63
Personal criteria (Construct 10.7)	0.72
General criteria (Construct 10.8)	0.82

Budget considerations include items such as affordability of the sponsorship, profitability and taxation benefits. The image of the team or event as well as the image of the audience is considered in terms of positioning and image criteria. The targeting of the market includes items pertaining to the geographic and demographic profile of the market. Integrated marketing communication criteria consist of items indicating the use of additional mediums and coverage of the sponsorship.

Competition considerations mostly refer to items that are indicative of whether sponsors consider their sponsorship as a competitive advantage, and strategies pertaining to what they consider to be important in terms of what is being sponsored. Personal criteria and general criteria are compiled with various items relating to the decision-makers' preferences. The complete list of items from which each construct has been compiled can be seen in table 5.7. From table 5.3 it can be derived that six of the eight constructs had Cronbach alpha values above the acceptable guideline of 0.7. Only budget considerations (0.61) and Strategies (0.63) had slightly lower values. Therefore, these two constructs' Cronbach alpha values are well within the reliable range (see section 5.3.1).

Main finding reliability (R2): All eight constructs of criteria measures are considered reliable.

5.3.1.3 Reliability of division 12

The decision-making process is depicted in table 5.4. Respondents were asked to rate the extent to which they follow each step in the decision-making process. The decision-making process was divided into two constructs. Construct 12.1 comprises the five steps of the decision-making process and construct 12.2 is step five which, in turn, consists of five activities.

The decision-making process consists of five steps that can be followed when making a final decision. Step five in the decision-making process consists of five activities which can be followed to evaluate the proposal that has been received from the cricket union. The items included in the constructs can be seen in table 5.10. From table 5.4 it is clear that the two constructs both had acceptable Cronbach alpha values of higher than 0.7, which indicate strong reliability.

Main finding reliability (R3): The constructs in the decision-making process have been found to be reliable for testing the decision-making process and evaluation activities.

Table 5.4 Likelihood to follow each step in the decision-making process

Item	Process	1		2		3		4		5		Missing	Mean	Std. dev.	Cronbach alpha values	
		Very unlikely		Unlikely		Uncertain		Likely		Very likely						
		F	%	F	%	F	%	F	%	F	%					
	Decision-making process (Construct 12.1)															
12.1	Step 1: Need recognition	1	3.6	2	7.1	3	10.7	12	42.9	10	35.7	11	4	1.05	-	
12.2	Step 2: Formulation of specifications	0	0	0	0	5	18.5	17	63	5	18.5	12	4	0.62	-	
12.3	Step 3: Identify potential vendors	2	7.4	1	3.7	7	25.9	12	44.5	5	18.5	12	3.63	1.08	-	
12.4	Step 4: Request for proposals	2	7.4	3	11.1	4	14.8	14	51.9	4	14.8	12	3.56	1.12	-	
12.5	Step 5: Evaluation of proposals	1	3.7	2	7.4	4	14.8	13	48.1	7	25.9	12	3.85	1.03	-	
	Step 5: Evaluation activities (Construct 12.2)															
12.5.1	Activity 1: Review the business marketing plan and objectives	2	7.4	0	0	2	7.4	13	48.1	10	37	12	4.07	1.07	-	
12.5.2	Activity 2: Setting and prioritising specific sponsorship objectives	1	3.7	1	3.7	2	7.4	12	44.4	11	40.7	12	4.15	0.99	-	
12.5.3	Activity 3: Identify a relevant set of evaluation criterion	1	3.7	2	7.4	3	11.1	10	37	11	40.7	12	4.04	1.09	-	
12.5.4	Activity 4: Assign a weight to each criterion in the evaluation model	1	3.7	3	11.1	3	11.1	12	30.8	8	20.5	12	3.85	1.1	-	
12.5.5	Activity 5: Rate each opportunity on each criterion	1	3.7	1	3.7	3	11.1	12	44.4	10	37	12	4.07	1	-	

5.3.2 Validity

Content validity was undertaken for divisions 9, 10 and 12 in the questionnaire, using existing literature and previously tested questionnaires to compile the constructs from various individual items (see section 4.4.6.2).

5.4 RESULTS FOR RESEARCH QUESTIONS

From this point onward, the five research questions that were set in chapter 1 will be answered by showing and discussing the statistical analysis for each of these questions.

5.4.1 Results obtained for research question one

Research question one: Which objectives are considered to be more likely, and which are less likely to be set for the sponsorship when making a sponsorship decision?

Table 5.5 illustrates the frequency table and also the mean and standard deviation for division 9 in the questionnaire. Division 9 asked respondents to rate the likelihood that they would set various objectives for their sponsorship on a five-point Likert scale. The scale descriptor ranged from 1 being very unlikely, 2 being unlikely, 3 being not certain, 4 being likely and 5 being very likely. From these descriptors it can be concluded that a mean score higher than 3.5 indicates that the objective is likely to very likely to be set for a sponsorship by the respondents.

From table 5.5, the conclusion can be drawn that the respondents favoured product/brand/service-related objectives (mean = 4.11) followed by media objectives (mean = 4.02) as important for their sponsorships. Other important objectives, in declining order, are broad corporate objectives (mean = 3.83), sales objectives (mean = 3.66), personal objectives (mean = 3.48) and guest hospitality (mean = 3.44).

Table 5.5 Extent to which objectives are considered important

Item	Objectives	1		2		3		4		5		Missing	Mean	Std. dev.
		Very unlikely		Unlikely		Uncertain		Likely		Very likely				
		F	%	F	%	F	%	F	%	F	%			
9.1	BROAD CORPORATE OBJECTIVES (Construct 9. 1)												3.83	0.67
9.1.1	To attain positive public relations	1	3.1	0	0	0	0	17	53.1	14	43.8	7	4.38	0.66
9.1.2	To alter public perceptions	4	12.5	5	15.6	4	12.5	10	31.3	9	28.1	7	3.47	1.39
9.1.3	To enhance the business' image	0	0	1	3.1	0	0	11	34.4	20	62.5	7	4.56	0.67
9.1.4	To enhance the business' involvement in the community (social responsibility)	0	0	1	3.2	1	3.2	9	29	20	64.5	8	4.55	0.72
9.1.5	To improve relations with intermediaries	1	3.4	2	6.9	0	0	15	51.7	11	37.9	10	4.14	0.99
9.1.6	To enhance employee morale	1	3.4	4	13.8	2	6.9	13	44.8	9	31.0	10	3.86	1.13
9.1.7	To enhance employee relations	1	3.3	3	10	4	13.3	12	40	10	33.3	9	3.9	1.09
9.1.8	To enhance stakeholder relationships	1	3.6	2	7.1	2	7.1	13	46.4	10	35.7	11	4.04	1.04
9.1.9	To cut through advertising clutter	4	14.3	4	14.3	5	17.9	10	35.7	5	17.9	11	3.29	1.33
9.1.10	To overcome advertising restrictions (e.g. such as for cigarettes)	9	32.1	7	25	8	28.6	2	7.1	2	7.1	11	2.32	1.22
9.1.11	To assist in staff recruitment	12	41.4	6	20.7	8	27.6	3	10.3	0	0	10	2.07	1.07
9.1.12	To gain a competitive advantage through exclusivity	2	6.7	1	3.3	1	3.3	15	50	11	36.7	9	4.07	1.08
9.1.13	To connect the business to a successful team or event	2	6.9	1	3.4	0	0	9	31	17	58.6	10	4.31	1.14
9.2	PRODUCT/BRAND/SERVICE-RELATED OBJECTIVES (Construct 9. 2)												4.11	1.1
9.2.1	To explore new market segments	4	13.8	2	6.9	1	3.4	9	31	13	44.8	10	3.86	1.43
9.2.2	To reach niche segments(to target specific corporate audiences)	3	10.7	1	3.6	1	3.6	11	39.3	12	42.9	11	4	1.28
9.2.3	To launch a new product/brand/service	4	13.8	2	6.9	4	13.8	10	34.5	9	31	10	3.62	1.37
9.2.4	To integrate an existing product/brand/service	4	13.8	1	3.4	1	3.4	12	41.4	11	37.9	10	3.86	1.36

Table 5.5 Extent to which objectives are considered important (continued)

Item	Objectives	Very unlikely 1		Unlikely 2		Uncertain 3		Likely 4		Very likely 5		Missing	Mean	Std. dev.
		F	%	F	%	F	%	F	%	F	%			
9.2.5	To increase brand/product awareness in your target markets	3	10	0	0	1	3.3	6	20	20	66.7	9	4.33	1.24
9.2.6	To influence consumer attitudes within the target market	3	9.7	1	3.2	1	3.2	12	38.7	14	45.2	8	4.06	1.24
9.2.7	To build an image within the target market (positioning)	1	6.9	0	0	2	6.9	7	24.1	18	62.1	10	4.34	1.11
9.2.8	To increase your market share	3	10.3	0	0	1	3.4	8	27.6	17	58.6	10	4.24	1.24
9.2.9	To increase distribution opportunities (selling the product/brand/service at the event)	4	14.3	0	0	3	10.7	10	35.7	11	39.3	11	3.75	1.46
9.2.10	Increase the brand's visibility in the marketplace	2	6.7	1	3.3	1	3.3	5	16.7	21	70	9	4.4	1.16
9.2.11	To strengthen brand preference	2	6.9	2	6.9	0	0	5	17.2	20	69	10	4.34	1.23
9.3	SALES OBJECTIVES (Construct 9.3)												3.66	1.22
9.3.1	To facilitate sales-force prospecting opportunities	4	13.8	5	17.2	4	13.8	11	37.9	5	17.2	10	3.28	1.33
9.3.2	To gain new customers	4	13.3	2	6.7	1	3.3	11	36.7	12	40	9	3.83	1.39
9.3.3	To aid sales promotion	5	16.7	2	6.7	1	3.3	13	43.3	9	30	9	3.63	1.43
9.3.4	To strengthen relationships with current customers	3	10.3	2	6.9	0	0	8	27.6	16	55.2	10	4.1	1.35
9.3.5	To increase short-run sales	3	10.3	8	27.6	4	13.8	8	27.6	6	20.7	10	3.21	1.35
9.3.6	To increase long-run sales	3	7.7	3	7.7	3	7.7	11	37.9	9	31	10	3.69	1.31
9.4	MEDIA COVERAGE OBJECTIVES (Construct 9.4)												4.02	1.01
9.4.1	To get pre-event media coverage	1	3.4	3	10.3	3	10.3	14	48.3	8	27.6	10	3.86	1.06
9.4.2	To get media coverage during the event	1	3.2	2	6.5	1	3.2	11	35.5	16	51.6	8	4.26	1.03
9.4.3	To get post-event media coverage	2	6.9	4	13.8	1	3.4	13	44.8	9	31	10	3.79	1.24
9.4.4	To get coverage in a diverse range of media	1	3.4	5	17.2	2	6.9	12	41.4	9	31	10	3.79	1.18
9.4.5	To increase overall publicity	1	3.3	2	6.7	1	3.3	10	33.3	16	53.3	9	4.27	1.05
9.5	GUEST HOSPITALITY OBJECTIVES (Construct 9.5)												3.44	1.33
9.5.1	To get entertainment facilities	4	14.8	7	25.9	2	7.4	8	29.6	6	22.2	12	3.19	1.44
9.5.2	To entertain current customers	4	14.3	4	14.3	2	7.1	8	28.6	10	35.7	11	3.57	1.48

Table 5.5 Extent to which objectives are considered important (continued)

Item	Objectives	Very unlikely ¹		Unlikely ²		Uncertain ³		Likely ⁴		Very likely ⁵		Missing	Mean	Std. dev.
		F	%	F	%	F	%	F	%	F	%			
9.5.3	To entertain prospective customers	5	17.9	5	17.9	1	3.6	7	25	10	35.7	11	3.43	1.57
9.5.4	To entertain suppliers	6	21.4	5	17.9	1	3.6	6	21.4	10	35.7	11	3.32	1.63
9.5.5	To entertain staff	2	6.9	7	24.1	2	6.9	8	27.6	10	34.5	10	3.59	1.38
9.5.6	To entertain intermediaries	4	14.8	5	18.5	4	14.8	5	18.5	9	33.3	12	3.37	1.5
9.6	PERSONAL OBJECTIVES (Construct 9.6)													
9.6.1	To be actively practising a hobby or interest	7	24	3	10	4	14	10	35	5	17	10	3.1	1.47
9.6.2	To get free tickets to the event for family and friends	12	43	8	29	2	7.1	5	18	1	3.6	11	2.11	1.26
9.6.3	To be at a social event	6	21	2	6.9	5	17	14	48	2	6.9	10	3.14	1.3
9.6.4	To support the athletic program	2	7.4	0	0	3	11	14	52	8	30	12	3.96	1.06
9.6.5	To improve the athletic program	2	5.1	0	0	4	14	16	57	6	21	11	3.86	1.1
9.6.6	To show loyalty towards the specific property	1	3.6	3	11	4	14	10	36	10	36	11	3.89	1.13
9.6.7	To get an opportunity for networking	2	7.1	0	0	3	11	12	43	11	39	11	4.07	1.09

The main finding of research question one is presented below:

Main finding research question (RQ1): Respondents indicated that it is likely that they will set product/brand/service-related, media, broad corporate and sales objectives when making a sponsorship decision.

5.4.2 Results obtained for research question two

Research question two: What are the differences between the objectives set for the sponsorship by medium and large sponsors?

For the purpose of answering this research question, division 4 in the questionnaire will be divided into two sponsor size groups, namely medium (from category 1 and 2) and large (from category 3, 4 and 5). Table 5.6 depicts the results for this grouping.

Table 5.6 Grouping of size of sponsors

Size	Frequency (F)	Percentage (%)
Medium (e.g. R1 – R100 000)	21	61.8
Large (e.g. R101 000 – R5 million)	13	37.9
Total	34	100

From table 5.6 one can see that the majority of respondents (61.8%) were medium sponsors with only 37.9% being large sponsors.

As a result of the fact that no random sampling was done, interpretation of comparisons between group means were done according to Cohen's effect sizes, *d* (Cohen, 1988). Effect sizes indicate practical significance – that is the extent to which a difference is sufficiently large to have an effect in practice (Steyn, 2009). Therefore, no inferential statistics were interpreted, although *p*-values are reported as if random sampling was done.

The following guidelines were used for *d*-values regarding differences between means: small effect: $d = 0.2$; medium effect (noticeable with the naked eye): $d = 0.5$; large effect (practically significant): $d \geq 0.8$. Table 5.7 illustrates the mean, standard

deviation, p-value and effect size for each construct in terms of the size of the sponsor.

Table 5.7 Descriptive statistics and effect sizes for the difference between objectives set by medium and large sponsor

Constructs	Size	n	Mean	Std. dev.	p-value (If random sampling was assumed) ^a	Effect size (d-values)
Broad corporate objectives (Construct 9.1)	Medium	21	3.90	0.62	0.31	0.37
	Large	11	3.63	0.68		
Product/brand/service-related objectives (Construct 9.2)	Medium	20	4.10	1.09	0.96	0.02
	Large	10	4.09	1.20		
Sales objectives (Construct 9.3)	Medium	19	3.60	1.33	0.76	0.10
	Large	10	3.70	1.10		
Media coverage objectives (Construct 9.4)	Medium	20	3.90	1.10	0.40	0.31
	Large	10	4.20	0.92		
Guest hospitality objectives (Construct 9.5)	Medium	19	3.14	1.33	0.16	0.56 ^Δ
	Large	9	3.90	1.22		
Personal objectives (Construct 9.6)	Medium	20	3.51	0.84	0.71	0.14
	Large	9	3.40	1.00		

^(a) p-values yielded by t-test for independent groups

* Statistically significant at <0.05 level

^Δ Medium effect size

From table 5.7, it can be seen that no large effect sizes indicating practically significant differences were observed between medium and large sponsors' objectives regarding a sponsorship. A medium-sized effect was found for guest hospitality (d=0.56), which indicates that a difference exists between the likelihood for medium and large sponsors to set guest hospitality objectives. Small to medium effect sizes were presented for broad corporate objectives (d=0.37) and media coverage objectives (d=0.31).

From the above results, the following main finding can be reported:

Main finding research question (RQ2): When comparing medium and large sponsors in terms of likelihood to set specific objectives for their sponsorships, the

only difference found was for guest hospitality objectives. In other words, for these respondents, large sponsors is more likely to set guest hospitality objectives than medium sponsors. For the other five broad objectives there were no differences in terms of likelihood to set the specific objectives between medium and large sponsors.

5.4.3 Results obtained for research question three

Research question three: What are considered to be the most important decision-making criteria that are used when evaluating a sponsorship proposal?

Table 5.8 illustrates the frequency table and also the mean and standard deviation for divisions 10 in the questionnaire. Divisions 10 asked respondents to indicate the extent to which they will select each of the criteria for their sponsorship evaluation.

In view of table 5.8 it can be concluded that the respondents strongly agreed that they will set positioning/image criteria (mean = 4.60), when evaluating a sponsorship proposal. Respondents agreed a little that they will also set general criteria (mean = 4.22), budget considerations (mean =4.18), targeting of the market (mean = 4.03), personal criteria (mean=3.92), integrated communications (mean=3.88), competition considerations (mean =3.88) and strategic criteria for their sponsorship evaluation.

A main finding for research question three is that:

Main finding research question (RQ3): Respondents consider positioning/image criteria to be the most important criteria when evaluating a sponsorship proposal.

Table 5.8 Extent to which each criterion are considered important

Item	Criterion	Disagree strongly ¹		Disagree a little ²		Neither disagree nor agree ³		Agree a little ⁴		Strongly agree ⁵		Missing	Mean	Std. dev.
		F	%	F	%	F	%	F	%	F	%			
10.1	BUDGET CONSIDERATIONS CRITERIA (Construct 10.1)													
10.1.1	The sponsorship must be affordable	0	0	1	3.3	2	6.7	7	23.3	20	66.7	9	4.18	0.8
10.1.2	The sponsorship must be cost effective (profitable)	1	3.3	1	3.3	4	13.3	3	10	21	70	9	4.53	0.78
10.1.3	Tax benefits must be derived from the sponsorship investment	3	10	2	6.7	8	26.7	8	26.7	9	30	9	4.4	1.07
10.2	POSITIONING/IMAGE CRITERIA (Construct 10.2)													
10.2.1	The image of the sponsorship(event/team) and the product/brand/service must be compatible	1	3.3	0	0	0	0	7	23.3	22	73.3	9	4.6	0.8
10.2.2	The image of the available audience, of the event sponsored, and the product/brand/service must be compatible	1	3.3	0	0	1	3.3	7	23.3	21	70	9	4.63	0.86
10.3	TARGETING OF MARKET CRITERIA (Construct 10.3)													
10.3.1	International markets must be penetrated through the sponsorship	2	7.1	2	7.1	9	32.1	11	39.3	4	14.3	11	4.03	0.9
10.3.2	National markets must be reached through the sponsorship	2	7.1	0	0	2	7.1	7	25	17	60.7	11	3.46	1.12
10.3.3	Local markets must be reached through the sponsorship	2	6.9	0	0	2	6.9	6	20.7	19	65.5	10	4.62	1
10.3.4	The target market (audience) of the event and the target market of the sponsoring business' GEOGRAPHIC dispersion must be very similar	1	3.6	0	0	6	21.4	9	32.1	12	42.9	11	4.38	1.07
10.3.5	The target market (audience) of the event and the target market of the sponsoring business' DEMOGRAPHIC profile must be very similar	1	3.7	1	3.7	3	18.5	8	29.6	12	44.4	12	4.11	1.1
													4.07	1.07

Table 5.8 Extent to which each criterion are considered important (continued)

Item	Criterion	Disagree 1		Disagree a little 2		Neither disagree nor agree 3		Agree a little 4		Strongly agree 5		Missing	Mean	Std. dev.
		F	%	F	%	F	%	F	%	F	%			
10.3.6	The size of the existing audience of the event must be large	2	7.1	1	3.6	5	17.9	13	46.4	7	25	11	3.79	1.09
10.3.7	It is important that the available audience accept the message brought about by this sponsorship	2	7.4	0	0	2	7.4	13	48.1	10	37	12	4.07	1.12
10.4	INTEGRATED COMMUNICATIONS/ MARKETING CRITERIA (Construct 10.4)												3.88	0.97
10.4.1	The seasonal impact is of high consideration for a sponsorship investment (e.g. certain sport types are only played in the winter and the product may mostly be for summer use.)	2	7.4	2	7.4	9	33.3	10	37	4	14.8	12	3.44	1.22
10.4.2	The event must be in control of the media broadcast	2	7.4	1	3.7	11	41	7	26	6	22	12	3.52	1.12
10.4.3	We must have access to the players for promotions	3	11	1	3.7	5	19	7	26	11	41	12	3.81	1.33
10.4.4	On-site display of products is very important	2	7.4	1	3.7	4	15	7	26	13	48	12	4.04	1.22
10.4.5	Sampling opportunities at the event is very important	2	7.4	1	3.7	8	30	7	26	9	33	12	3.74	1.2
10.4.6	An opportunity for retail sales at the event is very important	3	11	4	15	7	26	4	15	9	33	12	3.44	1.4
10.4.7	It is a necessity to do complementary advertising to ensure the success of the sponsorship	2	7.7	2	7.7	4	15	13	50	5	19	13	3.65	1.13
10.4.8	An opportunity to sign new accounts at the event is very important	4	15	0	0	10	37	9	33	4	15	12	3.33	1.21
10.4.9	Overall media attention must be increased	2	7.4	1	3.7	5	19	10	37	9	33	12	3.85	1.17
10.4.10	Coverage by national print media is important	2	7.4	1	3.7	4	14.8	9	33.3	11	40.7	12	3.96	1.19
10.4.11	Coverage by regional print media is important	2	7.4	1	3.7	2	7.4	9	33.3	13	48.1	12	4.11	1.19
10.4.12	Coverage by local print media is important	1	3.7	1	3.7	3	11.1	7	25.9	15	55.6	12	4.26	1.06

Table 5.8 Extent to which each criterion are considered important (continued)

Item	Criterion	Disagree ¹		Disagree a little ²		Neither disagree nor agree ³		Agree a little ⁴		Strongly agree ⁵		Missing	Mean	Std. dev.
		F	%	F	%	F	%	F	%	F	%			
10.4.13	Television coverage is important	2	7.4	1	3.7	1	3.7	6	22.2	17	63	12	4.3	1.2
10.4.14	National radio coverage is important	2	7.4	1	3.7	2	7.4	11	40.7	11	40.7	12	4.04	1.16
10.4.15	Regional radio coverage is important	2	7.4	1	3.7	2	7.4	10	37	12	44.4	12	4.07	1.17
10.4.16	Local radio coverage media is important	3	11.1	0	0	2	7.4	9	33.3	13	48.1	12	4.07	1.27
10.4.17	Cross promotional opportunities is important	2	7.4	0	0	6	22.2	8	29.6	11	40.7	12	3.96	1.16
10.4.18	The sponsorship must enhance the existing advertising campaign	2	7.4	0	0	4	15	7	26	14	52	12	4.15	1.17
10.5	COMPETITION CONSIDERATION CRITERIA (Construct 10.5)												3.88	0.88
10.5.1	The event must be unique	2	7.1	0	0	12	43	10	36	4	14	11	3.5	1
10.5.2	The sponsorship must give you a competitive advantage	2	7.1	2	7.1	3	11	11	39	10	36	11	3.89	1.2
10.5.3	Competition's interest to be a sponsor of the event is a sign of a good investment	2	7.1	0	0	4	14	15	54	7	25	11	3.89	1.03
10.5.4	Co-sponsorship opportunities with other businesses must be considered	3	11	1	3.6	5	18	14	50	5	18	11	3.61	1.17
10.5.5	Ambush marketing must be avoided	1	3.7	0	0	4	14	3	11	19	70	12	4.44	1.01
10.5.6	It is important to know what kind of businesses are already a sponsor of the event	2	7.1	1	3.6	4	14	8	29	13	46	11	4.04	1.2
10.6	STRATEGIES CRITERIA (Construct 10.6)												3.67	0.54
10.6.1	It is important to be the title sponsor	2	7.4	1	3.7	5	19	16	59	3	11	12	3.63	1.01
10.6.2	It is important to know how established the event is	0	0	0	0	2	7.4	11	41	14	52	12	4.44	0.64
10.6.3	Being a one-off sponsor of the event is enough	11	42	9	35	4	15	1	3.8	1	3.8	13	1.92	1.06

Table 5.8 Extent to which each criterion are considered important (continued)

Item	Criterion	Disagree 1		Disagree a little 2		Neither disagree nor agree 3		Agree a little 4		Strongly agree 5		Missing	Mean	Std. dev.
		F	%	F	%	F	%	F	%	F	%			
10.6.4	Long-term involvement must be insured	2	7.4	1	3.7	1	3.7	9	33	14	52	12	4.19	1.18
10.6.5	It is important to be an in-kind sponsor (e.g. to give your product/service instead of money as a sponsorship)	2	7.4	2	7.4	5	19	8	30	10	37	12	3.81	1.24
10.6.6	It is important to sponsor the team	0	0	1	3.6	8	29	10	36	9	32	11	3.96	0.88
10.6.7	It is important to sponsor the specific event (e.g. the Pro20)	4	15	4	15	4	15	7	26	8	30	12	3.41	1.45
10.6.8	It is important to sponsor the facility	0	0	3	11	8	29	9	32	8	29	11	3.79	1
10.7	PERSONAL CRITERIA (Construct 10.7)												3.92	0.59
10.7.1	I must get free tickets to the event for personal use	9	31	3	10	5	17	8	28	4	14	10	2.83	1.49
10.7.2	It is my hobby (interest or passion for sport/event)	3	10	1	3.4	7	24	9	31	9	31	10	3.69	1.56
10.7.3	It is my co-workers' hobby (interest or passion for sport/event)	5	17	3	10	10	35	7	24	4	14	10	3.07	1.28
10.7.4	I enjoy such social events	0	0	2	6.9	3	10	15	52	9	31	10	4.07	0.84
10.7.5	It is important to support to the cricket program	0	0	0	0	1	3.4	12	41	16	55	10	4.52	0.57
10.7.6	It is important to improve the cricket program	0	0	0	0	1	3.4	10	35	18	62	10	4.59	0.57
10.7.7	I am loyal toward the institution	0	0	0	0	6	21	5	17	18	62	10	4.41	0.83
10.7.8	Social events provide a valuable opportunity for strengthening networks	1	3.4	0	0	4	14	11	38	13	45	10	4.21	0.94
10.8	GENERAL CRITERIA (Construct 10.8)												4.22	0.61
10.8.1	The ability to repeat the sponsorship several times within a given market is important	0	0	0	0	2	7.4	8	30	17	63	12	4.56	0.64
10.8.2	The ability to repeat the sponsorship in other markets is important	1	3.7	0	0	3	11	15	56	8	30	12	4.07	0.87

Table 5.8 Extent to which each criterion are considered important (continued)

Item	Criterion	Disagree 1		Disagree a little 2		Neither disagree nor agree 3		Agree a little 4		Strongly agree 5		Missing	Mean	Std. dev.
		F	%	F	%	F	%	F	%	F	%			
10.8.3	The flexibility or capacity to alter components of the event is important	2	7.7	0	0	7	27	10	39	7	27	13	3.77	1.11
10.8.4	The growth opportunities with the current team/event is important	0	0	0	0	3	11	13	58	11	41	12	4.3	0.67
10.8.5	The total benefits received must be considered	0	0	0	0	4	15	14	52	9	33	12	4.19	0.68
10.8.6	Hands-on involvement with the sponsored event is important to the business (sponsor)	1	3.7	2	7.4	4	15	13	48	7	26	12	3.85	1.03
10.8.7	The measurability of the impact of the sponsorship is important	0	0	1	3.6	2	7.1	11	39	14	50	11	4.36	0.78
10.8.8	The ease of administration of the sponsorship is important	0	0	1	3.7	2	7.4	8	30	16	59	12	4.44	0.8

5.4.4 Results obtained for research question four

Research question four: What is the degree of involvement of different role-players who are part of the sponsorship decision-making process within a business?

Table 5.9 illustrates the frequency table and also the mean and standard deviation for division 11 in the questionnaire, which will answer research question 4. Division 11 asked respondents to indicate the extent to which each member within the business participates in the decision-making process.

From table 5.9 it can be determined that the marketing manager participates most frequently (mean = 4.26), followed by the public relations manager (mean = 4.04), followed by the CEO (mean = 3.69) and the business owner (mean = 3.61).

The main finding pertaining to research question four is that:

Main finding research question (RQ4): The marketing manager, public relations manager and also the CEO or owner most frequently participate in the sponsorship decision-making process.

Table 5.9 Likelihood of each member to participate in the decision-making process

Item	1 Not at all		2 Little participation		3 Not certain		4 Participate mostly		5 Participate extensively		Missing	Mean	Std. dev.
	F	%	F	%	F	%	F	%	F	%			
11.1 CEO	5	17	2	6.9	4	14	4	14	14	48	10	3.69	1.56
11.2 Assistant CEO	7	27	2	7.7	6	23	1	3.8	10	39	13	3.19	1.67
11.3 Owner	5	18	2	7.1	4	14	5	18	12	43	11	3.61	1.55
11.4 President	5	20	3	12	5	20	6	24	6	24	14	3.2	1.47
11.5 Board of directors	4	15	6	23	5	19	7	27	4	15	13	3.04	1.34
11.6 Chairman	4	16	4	16	7	28	3	12	7	28	14	3.2	1.44
11.7 Marketing manager	2	7.4	1	3.7	1	3.7	7	26	16	59	12	4.26	1.2
11.8 Financial manager	3	11	1	3.7	3	11	11	41	9	33	12	3.81	1.27
11.9 Sales manager	4	15	3	12	4	15	7	27	8	31	13	3.46	1.45
11.1 Public relations manager	2	7.7	0	0	4	15	9	35	11	42	13	4.04	1.15
11.11 Logistics manager	6	23	4	15	6	23	6	23	4	15	13	2.92	1.41
11.12 Production manager	7	27	3	12	8	30	5	19	3	12	13	2.77	1.37
11.13 Administration staff	9	35	4	15	6	23	6	23	1	3.8	13	2.46	1.3
11.14 Shareholders	8	31	3	12	11	42	3	12	1	3.8	13	2.46	1.17

5.4.5 Results obtained for research question five

Research question five: Is there a difference regarding the extent to which medium and large sponsors would follow the decision-making process?

In order to be able to answer this research question it is important to take division 4 (as discussed in section 5.4.2) and division 12 (as discussed in section 5.3.1.3) into account.

As a result of the fact that no random sampling was done, the interpretation of comparisons between group means was done according to Cohen's effect sizes, *d* (Cohen, 1988) (see section 5.4.2).

Table 5.10 Descriptive statistics and effect sizes for the difference between sizes of the sponsors and degree to which they follow the decision-making process

Constructs	Size	n	Mean	Std. dev.	p-value (If random sampling was assumed) ^a	Effect size (d-values)
Decision-making process (Construct 12.1)	Medium	18	3.76	0.69	0.67	0.16
	Large	9	3.91	0.69		
Step 5: Evaluation of proposals / Evaluation activities (Construct 12.2)	Medium	17	3.85	0.87	0.15	0.62 ^Δ
	Large	9	4.40	0.89		

^(a) p-values yielded by t-test for independent groups

* Statistically significant at <0.05 level

^Δ Medium effect size

From table 5.10 it can be seen that the effect size for the decision-making process (Construct 12.1) were small (0.16), which indicates that no practically significant differences were found between the medium and large sponsors. However, the activities of the evaluation activities (Construct 12.2) showed a medium effect size (0.62), indicating a difference of medium practical value between medium and large sponsors who participated in this study. Large sponsors are more likely (mean = 4.40) to use the activities in the evaluation process than medium sponsors (mean = 3.85).

The main finding for research question five is that:

Main finding research question (RQ5): Large sponsors will be more likely to follow the activities of the sponsorship evaluation process than medium sponsors. In other words medium sponsors is more likely to skip or dismiss some of the steps in the process, whereas large sponsors indicated that they consider each step as important when evaluating a sponsorship proposal.

5.5 SUMMARY OF MAIN FINDINGS

The main findings, as identified after each discussion, will now be summarised.

5.5.1 Main findings of the sample profile

From the sample profile(SP), the following main findings were observed:

Main finding sample profile (SP1): Sponsorships from these respondents came mostly from manufacturing, sales and retail businesses.

Main finding sample profile (SP2): Sponsorship contribution from these respondents is mainly a combination of financial value and value in-kind.

Main finding sample profile (SP3): Sponsorships contribution from these respondents ranged between R10 001 and R100 000 per year.

Main finding sample profile (SP4): Respondents were mostly from national companies or branches from international companies.

Main finding sample profile (SP5): Respondents' sponsorship duration typically comprised less than 10 years.

5.5.2 Main findings reliability

As the Cronbach alpha values for each division were calculated, the reliability of each construct was also determined. The main findings regarding the reliability(R) of each division are set out below.

Main finding reliability (R1): The six constructs measuring the objectives set by sponsors are reliable.

Main finding reliability (R2): All eight constructs of criteria measures are considered reliable.

Main finding reliability (R3): The constructs in the decision-making process have been found to be reliable for testing the decision-making process and evaluation activities.

5.5.3 Main findings research questions

The research questions were discussed and statistical analysis was undertaken with a view to answer the various questions. The main findings for each research question(RQ) follow below.

Main finding research question (RQ1): Respondents indicated that it is likely that they will set product/brand/service-related, media, broad corporate and sales objectives when making a sponsorship decision.

Main finding research question (RQ2): When comparing medium and large sponsors in terms of likelihood to set specific objectives for their sponsorships, the only difference found was for guest hospitality objectives. In other words, for these respondents, large sponsors is more likely to set guest hospitality objectives than medium sponsors. For the other five broad objectives there were no differences in terms of likelihood to set the specific objectives between medium and large sponsors.

Main finding research question (RQ3): Respondents consider positioning/image criteria to be the most important criteria when evaluating a sponsorship proposal.

Main finding research question (RQ4): The marketing manager, public relations manager and also the CEO or owner most frequently participate in the sponsorship decision-making process.

Main finding research question (RQ5): Large sponsors will be more likely to follow the activities of the sponsorship evaluation process than medium sponsors. In other words medium sponsors is more likely to skip or dismiss some of the steps in the process, whereas large sponsors indicated that they consider each step as important when evaluating a sponsorship proposal.

5.6 CONCLUSION

This chapter presented the main research findings of this study. In the first instance, the chapter set out to portray the sample profile. The reliability of the constructs in division 9, 10 and 12 were discussed and thereafter the remainder of the chapter was structured by in answer to each of the five research questions set in chapter one.

The questionnaire was analysed by means of frequency analysis, portraying the means, standard deviations and Cronbach's alphas of the constructs in certain divisions of the questionnaire. Only a few questions from the questionnaire were used for this study. The additional questions were included in the questionnaire for the sake of thoroughness and with a view to possible further research.

The chapter is concluded by a summary of the main findings. The next chapter sets out to present the conclusions, implications and recommendations that can be presented in light of this study.