

**SPONSORSHIP AND MARKETING OBJECTIVES: ROLE OF  
SUCCESS OF EVENT AND CORPORATE IMAGE IN EVENT  
SPONSORSHIP. STUDY OF MEDIUM / LARGE SIZE NATIONAL  
AND MULTINATIONAL COMPANIES IN PAKISTAN**

**By**

**Abid Samih Aslam**



**NATIONAL UNIVERSITY OF MODERN LANGUAGES  
ISLAMABAD**

**December 2018**

**SPONSORSHIP AND MARKETING OBJECTIVES: ROLE OF  
SUCCESS OF EVENT AND CORPORATE IMAGE IN EVENT  
SPONSORSHIP. STUDY OF MEDIUM AND LARGE SIZE  
NATIONAL AND MULTINATIONAL COMPANIES IN PAKISTAN**

**By**

**Abid Samih Aslam**

BSc (Hons) Strategic Studies Baluchistan University Quetta

MSc International Relations Preston University Islamabad

MBA Marketing Allama Iqbal University Islamabad

**A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF  
THE REQUIREMENTS FOR THE DEGREE OF**

**DOCTOR OF PHILOSOPHY**

**In Management Sciences**

**TO**

**FACULTY OF MANAGEMENT SCIENCES**



**National University of Modern Languages Islamabad**

**December 2018**



## **THESIS / DISSERTATION AND DEFENSE APPROVAL FORM**

The Undersigned certify that they have read the following thesis, examined the defense, are satisfied with the overall exam performance, and recommend the thesis to the Faculty of Management Sciences (FMS) for acceptance:

Thesis / Dissertation Title: Study on “Sponsorship and Marketing Objectives: Role of Success of Event and Corporate Image in Event Sponsorship”. Study of large size National and Multinational Companies in Pakistan”.

Submitted by: Abid Samih Aslam Registration No Jan 10-025

Doctor of Philosophy

In Management Sciences

Prof. Dr. Rashid A. Khan

Name of Research Supervisor

\_\_\_\_\_  
Signature of Research Supervisor

Brig ® Dr Masood ul Hassan

Name of Dean (FMS)

\_\_\_\_\_  
Signature of Dean (FMS)

Maj Gen ® Zia Uddin Najam

Name of Rector

\_\_\_\_\_  
Signature of Rector

## CANDIDATE DECLARATION FORM

I Abid Samih Aslam, Son of Mohammad Aslam Malik, Registration no Jan 10-025  
Discipline Management Sciences, Candidate of Doctor of Philosophy at National  
University of Modern Languages hereby, declare that the dissertation, “Sponsorship and  
Marketing Objectives: Role of Success of Event and Corporate Image in Event  
Sponsorship”. Study of Medium and large size National and Multinational Companies in  
Pakistan”, Submitted by me in partial fulfillment of PhD Degree in the discipline of  
Management Sciences is my original work, and has not been submitted or published  
earlier. I also solemnly declare that it shall not, in future, be submitted by me for  
obtaining any other degree from this or any other university or institution.

I also understand that if element of plagiarism is found in my dissertation at any stage,  
even after the award of degree, the work may be cancelled and the degree revoked.

\_\_\_\_ December 2018

\_\_\_\_\_  
Signature of Candidate

Abid Samih Aslam

Name of Candidate

## ACKNOWLEDGEMENT

*“Coming together is a beginning; keeping together is a progress; working together is success”* (Henry Ford).

After Allah Almighty who gave me strength and power to work on this research study, I offer my sincere gratitude and appreciation to the following people:-

- My research supervisor Professor Dr Rashid A. Khan, who not only guided me throughout the course work but also gave special attention, helped and spared his precious time for me to complete my thesis.
- Faculty, management and library staff of NUML University for their kind support and assistance.
- Faculty members, colleagues, students of Army Public College of Management Sciences Rawalpindi, who supported me in completing my research work.
- My wife and children, for their special care, courtesy, patience and provision of good atmosphere at home.
- The respondents and audience of events for their good response, feedback and contribution.
- My office mate Engr. Fazal Un Nabi at Fauji Foundation Head office Rawalpindi who devoted his precious time in proofreading and editing this document.

Abid Samih Aslam

## ABSTRACT

**Thesis Title:** “Sponsorship and marketing objectives: Role of success of event and corporate image in event sponsorship”. Study of medium and large size National and Multinational Companies in Pakistan”.

This study aims to investigate the impact of sponsorship to achieve marketing objectives mediated by event success and moderated by sponsor’s corporate image in event sponsorship perspective. For the purpose of this study, holistic model “Event Sponsorship Success” has been suggested. Six constructs i.e., Sponsor Event Fit, Target Market Fit, Sponsor Leverage and Activation, Sponsor’s Senior Management Involvement, Integrated Event Marketing and Mutual understanding between Sponsor and Sponsee were considered in this research. The outcome related to sponsorship has been measured with the construct “Sponsorship Effectiveness” with three sub factors i.e. Brand Image, Brand Loyalty and Sale Objectives. Outcome related to Event management has been measured with the construct “Event Success”. Study was conducted through self-administered questionnaires, where response of 165 event attendees in pilot study and 385 in main study based on convenience sampling methodology in view of nature of study were tested. Structural Equation Modeling was used and data was analyzed with the help of SPSS version 22, EViews7 and AMOS 22. Confirmatory factor analysis (CFA) along with case studies the instrument was tested for validity and reliability and refined for main study.

This study confirms significant relationship between sponsor and event (Sponsee) on- site techniques and other activities in event management perspective, which positively contribute towards the effectiveness of sponsorship and event success.-

This research opens academic dialogue on various aspects of event sponsorship and makes useful contribution and guidance for sponsorship and event management organizations in Pakistan to work for mutual benefits i.e. the effectiveness of sponsorship and success of event. Since the survey was conducted in few cities in Pakistan, therefore results of the study can only be generalized in Pakistan. This research also provides enough guidance to explore new subjects / fields and avenues related to sponsorship and event management for future researchers.

**Keywords:** Sponsorship, Event Management, Brand Image, Brand Loyalty, Structural Equation Modeling.

## Table of Contents

Acknowledgement .....	v
Abstract .....	vi
Table of Contents.....	vii
List of Tables .....	xv
List of Figures .....	xviii
List of Appendices .....	xx
List of Abbreviations .....	xxi
1.0 Chapter 1 Introduction	
1.1 Introduction .....	01
1.2 Background and Purpose of Study .....	01
1.3 Research Problem .....	07
1.4 Research Question .....	09
1.5 Research Objectives.....	11
1.6 Research Design and Methodology .....	13
1.7 Significance of Research Study .....	14
1.7.1 Contribution to Theory.....	14
1.7.2 Contribution to Practice.....	16
1.8 Organization of Thesis .....	18
2.0 Chapter 2 Literature Review	
2.1 Review of Literature.....	20
2.2 Sponsorship Marketing .....	20
2.3 Nature of Sponsorship and Definitions .....	21
2.4 Sponsorship and Promotional Mix.....	28
2.5 Strategic Evaluation of Sponsorship.....	30
2.6 Event Sponsorship: A Management Framework.....	34
2.7 Consumer and Business Oriented Objectives .....	35
2.8 Partners in Event Sponsorship.....	36
2.9 Advantages of Events .....	36
2.10 Types and Categories of Events.....	37
2.11 Event Sponsorship as New marketing Tool.....	38

2.12	Sponsorship Evaluation Models.....	39
2.12.1	Sponsorship Model .....	40
2.12.2	Sponsorship Development Model.....	40
2.12.3	A Model of Competitive Advantage through Sponsorship.....	42
2.12.4	Life Cycle Model.....	43
2.12.5	Sponsorship Asset Model.....	44
2.12.6	Sponsorship Progression Model.....	45
2.12.7	Event Sponsorship: A Management Framework.....	46
2.12.8	Sponsor Event Fit - A Network Perspective.....	48
2.13	Sponsorship Practices in Pakistan.....	48
2.14	Development of Hypotheses .....	53
2.14.1	Hypothesis to Answer Questions 1 and 2 .....	53
2.14.1.1	Impact of Sponsor Event Fit on Sponsorship Effectiveness .....	53
2.14.1.2	Impact of Target Market Fit on Sponsorship Effectiveness...	57
2.14.1.3	Impact of Sponsors Leverage and Activation on Sponsorship Effectiveness and Event Success .....	60
2.14.1.4	Impact of Senior Manager Involvement on Sponsorship Effectiveness and Event Success .....	66
2.14.1.5	Impact of Mutual Understanding between Sponsor and Sponsee on Sponsorship Effectiveness and Event Success.....	68
2.14.1.6	Impact of Integrated Event Marketing and Social Media on Sponsorship Effectiveness and Event Success .....	71
2.14.1.7	Measurement of Sponsorship Effectiveness .....	73
2.14.2	Hypothesis to answer research question 3 - Mediating Role of Event Success .....	79
2.14.3	Hypothesis to answer research question 4 - Moderating role of Sponsor Image and Preference .....	84
2.15	Case Studies to Answer Research objective 5 - Study of corporate sponsorship objectives and practical application of on-site techniques and promotional methods used in event sponsorship in Pakistan.....	88
2.15.1	Case I - Preference of Sponsorship Objectives .....	88
2.15.1.1	Tapal Pakistan.....	89



2.15.1.2	TCS (Tranzum Companies and Services) .....	89
2.15.1.3	Pakistan Tobacco Company (PTC) .....	90
2.15.1.4	Ufone.....	91
2.15.1.5	National Bank of Pakistan (NBP) .....	92
2.15.1.6	Results of Study.....	89
2.15.2	Case II - Ibex Club Islamabad .....	94
2.15.3	Case III - Fauji Cereals .....	96
3.0	Chapter 3 Theoretical Framework and Development of Hypothesis	
3.1	Introduction.....	99
3.2	Model Constructs.....	99
3.3	Explanation of Constructs .....	101
3.3.1	Sponsor Event Fit (SEF).....	101
3.3.2	Target Market Fit (TMF).....	101
3.3.3	Sponsor Leverage and Activation (SLA).....	102
3.3.4	Senior Management Involvement (SMI).....	102
3.3.5	Mutual Understanding Sponsor and Sponsee (MUSS).....	103
3.3.6	Integrated Event Marketing and Social Media (IEMS).....	103
3.3.7	Salient Aspects-Suggested “Event Sponsorship Success Model”.....	104
3.3.8	Sub Model 1-Sponsorship Effectiveness.....	106
3.3.9	Sub Model 2- Event Success.....	106
3.4	Over All Model Conceptual Diagram.....	108
3.5	Constructs and Items .....	109
3.6	Statistical Equations used for Analysis.....	110
3.7	Research Hypotheses Diagram .....	111
3.8	Development of Hypothesis.....	112
3.9	Sub Models of Study.....	114
3.9.1	Relationship of Sponsorship Effectiveness with other Variables.....	114
3.9.2	Relationship of Event Success with other Variables.....	115
3.9.3	Relationship of Event Success with other Variables and Sponsorship Effectiveness.....	116
3.9.4	Relationship of Sponsorship Effectiveness with Event Organization and Event Coordination.....	117

3.9.5	Relationship of Event Success with Event Organization and Event coordination with other Variables.....	118
3.9.6	Relationship of Sponsorship Effectiveness with its components, Brand Loyalty, Brand Image and Sale Objectives.....	119
4.0	Chapter 4 Research Methodology	
4.1	Introduction.....	120
4.2	Research Philosophy and Design.....	120
4.3	Unit of Analysis.....	121
4.4	Target Population.....	122
4.5	Sampling Methodology.....	123
4.6	Variables of Research Model.....	123
4.7	Instrument for Data Collection.....	126
4.8	Pilot Testing and Results .....	131
4.8.1	Face Validity.....	131
4.8.2	Confirmatory Factor Analysis (CFA).....	131
4.8.3	Construct Validity.....	132
4.8.3.1	Convergent Validity.....	132
4.8.3.1.1	Factor Loading.....	133
4.8.3.1.2	Average Variance Extracted (AVE).....	133
4.8.3.1.3	Construct Reliability (CR) .....	133
4.8.3.1.4	Discriminant Validity.....	142
4.9	Overall Assessment of Measurement Model (Pilot Testing).....	145
4.10	Researcher Interference.....	146
4.11	Research Ethics .....	146
5.0	Chapter 5 - Descriptive Data Analysis.....	148
5.1	Introduction.....	148
5.2	Demographic Analysis.....	148
5.2.1	Gender Analysis.....	148
5.2.2	Educational Analysis.....	149
5.2.3	Age Analysis.....	150
5.2.4	Income Analysis.....	150

5.3	Descriptive Statistics of Construct Items .....	151
5.4	Descriptive Statistics of Constructs.....	155
5.5	Analysis of Audience Response.....	156
6.0	Chapter 6 - Data Analysis	
6.1	Introduction.....	158
6.2	Data Collection and Response Rate.....	159
6.3	Sample Characteristics and Data Exploration .....	159
6.4	Model Estimation Using Structural Equation Modeling (SEM).....	160
6.5	Measurement Model .....	161
6.5.1	Nomological Validity.....	163
6.5.2	Reliability Testing; Cronbach's Alpha and Composite Reliability.....	165
6.5.3	Discriminant Validity.....	166
6.5.4	Assessment of Measurement Model.....	166
6.6	Assessment of Structural Model... ..	170
6.6.1	The Overall Structural Model Fit .....	171
6.6.2	Incremental Fit Measures.....	172
6.6.3	Absolute Fit Measures.....	172
6.6.4	Non Centrality based Measures.....	173
6.6.5	Parsimonious fit Measures.....	173
6.7	Hypothesis Testing .....	182
6.8	Assessment of Competing Models .....	187
6.8.1	Relationship of Sponsorship Effectiveness with other Variables.....	187
6.8.2	Relationship of Event Success with other Variables.....	188
6.8.3	Relationship of Event Success with other Variables and Sponsorship Effectiveness .....	189
6.8.4	Relationship of Sponsorship Effectiveness with Event Organization	

	and Event Coordination and Other Variables.....	190
6.8.5	Relationship of Event Success with Event Organization and Event Coordination and Other Variables.....	191
6.8.6	Relationship of Sponsorship Effectiveness with its Components, Brand Loyalty, Brand Image and Sale Objectives .....	192
6.9	Mediation Effects .....	193
6.9.1	H1 Mediation - Event Success Mediate the Relationship Between Sponsor Effectiveness and Sponsor Event Fit Positively.....	193
6.9.2	H2 Mediation - Event Success Mediate the Relationship between Sponsor Effectiveness and Target Market Fit positively.....	196
6.9.3	H3 Mediation - Event Success Mediate the Relationship Between Sponsor Effectiveness and Sponsor leverage and activation Positively.....	199
6.9.4	H4 Mediation - Event Success Mediate the Relationship Between Sponsor Effectiveness and Senior Manager Involvement Positively..	201
6.9.5	H5 Mediation - Event Success Mediate the Relationship between Sponsor Effectiveness and Mutual Understanding Sponsor and Sponsee Positively.....	203
6.9.6	H6 Mediation - Event Success Mediate the Relationship Between Sponsor Effectiveness and Interacted Event Marketing and Social Media Positively.....	206
6.9.7	Over All Results of Mediation.....	209
6.10	Moderation Effect .....	210
6.10.1	H1 Moderation - Sponsorship Image and Preference moderate the relation between Sponsorship Effectiveness and Sponsor Event Fit Positively.....	210
6.10.2	H3 Moderation - Sponsorship Image and Preference Moderate the Relation between Sponsorship Effectiveness and Sponsor Leverage and Activation Positively.....	212
6.10.3	H4 Moderation - Sponsorship Image and Preference Moderate the Relation between Sponsorship Effectiveness and Senior Management Involvement positively.....	213

6.10.4	H5 Moderation -Sponsorship Image and Preference Moderate the Relation between Sponsorship Effectiveness and Mutual Understanding Sponsor and Sponsee Positively.....	214
6.10.5	H6 Moderation - Sponsorship Image and Preference Moderate the relation between Sponsorship Effectiveness and Integrated Event Marketing & Social Media positively.....	215
6.11	Acceptance / Rejection of Hypotheses .....	217
6.12	Summary .....	221
7.0	Chapter 7 - Discussion on Research Results, Research Findings, Recommendations and Conclusion.....	223
7.1	Introduction.....	223
7.2.1	Discussion on research question 1 .....	225
7.2.1.1	H1-Relationship Sponsor Event Fit (SEF) and Sponsorship Effectiveness(SE).....	226
7.2.1.2	H2-Relationship Target Market Fit (TMF) and Sponsorship Effectiveness(SE).....	227
7.2.1.3	Relationship between Sponsorship Leverage and Activation and Sponsorship Effectiveness (SE) .....	228
7.2.1.4	H4-Relationship between Senior Management Involvement (SMI) and Sponsorship Effectiveness(SE) .....	229
7.2.1.5	H5- Relationship between Integrated Event Marketing and Social Media (IEMS) and Sponsorship Effectiveness (SE). .....	229
7.2.1.6	H6- Relationship between Mutual Understanding Sponsor and Sponsee (MUSS) and Sponsorship Effectiveness (SE) .....	230
7.2.2	Discussion on research question 2 .....	232
7.2.2.1	H1a - Relationship between sponsor event-fit (SEF) and Event Success (ES).....	232
7.2.2.2	H2a - Relationship between Target Market fit (TMF) and Event Success (ES).....	233
7.2.2.3	H3a-Relationship between Sponsorship Leverage and Activation (SLA) and Event Success (ES).....	233
7.2.2.4	H4a - Relationship between Senior Management Involvement (SMI) and Event Success (ES).....	234
7.2.2.5	H5a - Integrated Event Marketing and Social Media (IEMS) and Event Success (ES).....	235
7.2.2.6	H6a-Mutual Understanding Sponsor and Sponsee (MUSS) and Event Success(ES).....	236
7.2.3	Discussion on research question 3 – Event Success as Mediator.....	237
7.2.4	Discussion on research question 4 - Sponsor Corporate Image and Preference as Moderator.....	239

7.3	Research Findings.....	240
7.3.1	Findings related to answer to question 1 and 2.....	241
7.3.2	Findings related to answer to Research Question 3.....	243
7.3.3	Findings related to Answer to Research Question 4.....	243
7.4	Implications for Practitioners .....	244
7.4.1	Implications for Sponsorship and Event Managers .....	244
7.4.2	Implications for Sponsorship and Event Industry. ....	246
7.5	Limitations of Current Study.....	248
7.6	Delimitations of Current Study .....	249
7.7	Recommendations for Future Research.....	250
7.8	Conclusion.....	250
	References.....	252
	Appendices.....	273

## List of Tables

Table 1	Evolution of Sponsorship Management.....	5
Table 2	Components of Sponsorship .....	27
Table 3	Managing Event Sponsorship: Stages, Tasks and Outcomes.....	33
Table 4	Objectives of Sponsorship .....	34
Table 5	Elements of Sponsorship Progression Model.....	45
Table 6	Advertising Expenditure Top 10 Product Categories FY 2012 - 13...	49
Table 7	Estimated Leveraging, Activational and Non- Activational Expenditure Per Dollar on Sponsorship Rights Fees.....	62
Table 8	Event(s) to be considered for sponsoring / hosting of events.....	64
Table 9	Analysis of Preference of sponsorship objectives and application of overall marketing Strategy.....	93
Table 10	Factors to improve the Sponsorship Effectiveness and Event Success. ....	95
Table 11	Application of Sponsorship Factors .....	97
Table 12	Concept Construct Table -Variables.....	100
Table 13	Constructs of Research Model .....	109
Table 14	Participants of Events Organized by WWF Pakistan.....	122
Table 15	Survey Questionnaires Distributed to Respondents.....	124
Table 16	Survey Questionnaire Distributed and Received from Respondents..	125
Table 17	Literature Reference Adoption of Questionnaire.....	127
Table 18	Thresholds for Model Fitness.....	132
Table 19	Convergent Validity of Constructs of Event Organization .....	134
Table 20	Convergent Validity of Constructs of Event Coordination.....	136
Table 21	Convergent Validity of Sponsorship Effectiveness .....	138
Table 22	Convergent Validity of Event Success .....	140
Table 23	Convergent Validity of Sponsors Image and Preference .....	141
Table 24	Model fitness Index of Sub Models .....	142

Table 25	Discriminant Validity.....	143
Table 26	Overall Assessment of Measurement Model.....	145
Table 27	Frequency Distribution Gender.....	140
Table 28	Frequency Distribution of Educational Qualification .....	140
Table 29	Frequency Distribution Age .....	150
Table 30	Frequency Distribution Income.....	151
Table 31	Descriptive Analysis of all Items .....	152
Table 32	Mean and Standard Deviation of Constructs.....	155
Table 33	Questionnaires Distributed and Received from Respondents.....	159
Table 34	Standardized Regression Weights .....	164
Table 35	Assessment of the Measurement Model.....	165
Table 36	Discriminant Validity (Inter Construct Correlations).....	166
Table 37	Standardized Regression Weights - Sponsorship Effectiveness.....	168
Table 38	Correlations and other Model Values - Sponsorship Effectiveness ...	174
Table 39	Structural Model Summary - Sponsorship Effectiveness .....	174
Table 40	Covariance, Correlation and other Model Values-Sponsorship Effectiveness.....	174
Table 41	Goodness of Fit Measures of Structural Model of Sponsorship Effectiveness.....	177
Table 42	Structural Model Summary -Standardized Regression Weights - Event Success .....	178
Table 43	Correlations and other Model Values-Event Success.....	179
Table 44	Goodness of Fit Measures of Structural Model of Event Success.....	181
Table 45	Hypotheses of the Study.....	182
Table 46	Structural Equation Coefficients of Structural Models.....	185
Table 47	Regression Weights, Standardized Regression Weights and Variances of SE and SEF.....	194
Table 48	Regression Weights, Standardized Regression Weights and Variances SE, SEF and ES.....	195



Table 49	Regression Weights, Standardized Regression Weights and Variances TMF, SE and SE.....	197
Table 50	Regression Weights, Standardized Regression Weights and Variances TMF, SE and ES.....	198
Table 51	Regression Weights, Standardized Regression Weights and Variances SLA, SE and ES.....	199
Table 52	Regression Weights, Standardized Regression Weights and Variances SEF, SLA and ES.....	200
Table 53	Regression Weights, Standardized Regression Weight and Variances SMI, SE and ES.....	202
Table 54	Regression Weights, Standardized Regression Weights and Variances SMI, SE and ES.....	203
Table 55	Regression Weights, Standardized Regression Weights and Variances MUSS, SE and ES.....	204
Table 56	Regression Weights, Standardized Regression Weights and Variances MUSS, SE and ES.....	205
Table 57	Regression Weights, Standardized Regression Weights and Variances MUSS, SE and ES.....	207
Table 58	Regression Weights, Standardized Regression Weights and Variances IEMS, SE and ES.....	208
Table 59	Regression Weights and Standardized Regression Weights MUSS, SE and ES.....	211
Table 60	Regression Weights and Standardized Regression Weights SLA, SIP and SAL x SIP.....	212
Table 61	Regression Weights and Standardized Regression Weights SMI, SIP and SMI x SIP.....	213
Table 62	Regression Weights and Standardized Regression Weights SLA, SIP and SAL x SIP.....	215
Table 63	Regression Weights and Standardized Regression Weights IEMS, SIP and IEMS x SIP.....	216
Table 64	Acceptance and Rejection of Hypothesis on Regression Analysis.....	217

## List of Figures

Figure 1	Sponsorship Growth and Projected Growth of Sponsorship.....	23
Figure 2	Annual Growth of Advertising, Sales Promotion and Sponsorship..	23
Figure 3	Role of Sponsorship in Promotion Mix.....	30
Figure 4	Sponsorship Model .....	40
Figure 5	Sponsorship Development Model.....	41
Figure 6	A Model of Competitive Advantage through Sponsorship.....	42
Figure 7	A Model of Sponsorship-Based Competitive Advantage.....	43
Figure 8	Sponsorship Asset Model.....	44
Figure 9	Event Sponsorship: A Management Framework.....	47
Figure 10	TV Advertising - Top 15 Brands in Pakistan.....	50
Figure 11	Role of Corporate Reputation to Link Integrated Marketing Communication and Brand Enquiry. ....	50
Figure 12	Schematic Diagram - Sponsorship Effectiveness .....	106
Figure 13	Schematic Diagram - Event Success .....	107
Figure 14	Schematic Diagram –Event Sponsorship Successful Model .....	108
Figure 15	Hypothesized Associations of Different Variables.....	111
Figure 16	Relationship of Sponsorship Effectiveness with other Variables...	115
Figure 17	Relationship of Event Success with other Variables.....	116
Figure 18	Relationship of Event Success with other Variables and Sponsorship Effectiveness.....	117
Figure 19	Relationship of Sponsorship Effectiveness with Event Organization and Event Coordination.....	118
Figure 20	Relationship of Event success with Event Organization, Event Coordination and other Variables .....	119
Figure 21	Relationship of Sponsorship Effectiveness with its Components, Brand Loyalty, Brand Image and Sale Objectives. ....	119

Figure 22	Factor Loading Event Organization.....	134
Figure 23	Factor Loading Event Coordination .....	136
Figure 24	Factor Loading Sponsorship Effectiveness .....	138
Figure 25	Factor Loading Event Success .....	140
Figure 26	Factor Loading Sponsors Image and Preference....	141
Figure 27	AMOS Path Diagram Measurement Model.....	162
Figure 28	AMOS Diagram Structural Model - Sponsorship Effectiveness.....	170
Figure 29	AMOS Diagram Structural Model- Event Success.....	171
Figure 30	Relationship of Sponsorship Effectiveness with other Variables...	187
Figure 31	Relationship of Event Success with other Variables.....	188
Figure 32	Relationship of Event Success with other Variables and Sponsorship Effectiveness .....	189
Figure 33	Relationship of Sponsorship Effectiveness with Event Organization.....	190
Figure 34	Relationship of Event Success (ES) with Event Organization (EO) and Event Coordination (EC) and Other Variables .....	191
Figure 35	Relationship of Sponsorship Effectiveness (SE) with its Components, Brand Loyalty (BL), Brand Image (BI) and Sale Objectives (SO).....	192

## **List of Appendices**

Appendix A	Sponsorship Approaches, Contribution and Limitation.....	273
Appendix B	Cyclical Sponsorship Management Framework.....	275
Appendix C	Marketing Objectives and other related outcomes from sponsorship marketing source.....	276
Appendix D	Sponsorship Objectives, Metrics and Methods.....	277
Appendix E	Importance of setting the objective by South African Sponsors.....	278
Appendix F	Key Trends in Event Management.....	279
Appendix G	Steps to get Corporate Sponsorship for your Event/ Festival...	282
Appendix H	Factors Affecting Consumer Response to Sponsorship.....	284
Appendix I	Definition of Congruence in the Sponsorship Literature.....	285
Appendix J	Summary on the Coordination of Leveraging Tools and Activities.....	286
Appendix K	Studies on the Benefits of Leveraging.....	287
Appendix L	Methods used to gather data for Evaluation of Sponsorship....	288
Appendix M	Summary of Sponsorship Objectives.....	289
Appendix N	Summary of Managerial Aspects of Sponsorship Literature....	290
Appendix O	Survey Questionnaire – PHD Thesis.....	294
Appendix P	Calculation of CR and AVE Using MS Excel.....	299
Appendix Q	AMOS Results Measurement Model.....	308
Appendix R	Complete AMOS Results Structural Model Sponsorship Effectiveness.....	309
Appendix S	Complete AMOS Results Structural Model - Event Success...	319

### **List of Abbreviations**

AGFI.....	Adjusted Goodness of Fit Index
AIC.....	Akaike Information Criterion
AMOS.....	Analysis of Moment Structures
ATL.....	Above the Line
AVE.....	Average Variance Extracted
BTL.....	Below the Line
CAIC.....	Consistent Akaike Information Criterion
CFA.....	Confirmatory Factor Analysis
CFI.....	Comparative Fit Index
CR.....	Composite Reliability
CSR.....	Corporate Social Responsibility
DF.....	Degrees of Freedom
DVs.....	Dependent Variables
EC.....	Event Coordination
ECVI.....	Expected Cross Validation Index
EO.....	Event Organization
EViews.....	Econometric Software Package or Econometric Views
FMIN.....	Minimum Value of the Discrepancy Function
GFI.....	Goodness of Fit Index
IEG.....	International Event Group
IEMS.....	Integrated Event Marketing Sponsor and Sponsee
IFI.....	Incremental Fit Index
IVs.....	Independent Variables
MUSS.....	Mutual Understanding Sponsor and Sponsee
NFI.....	Normed Fit Index
NNFI.....	Non Normed Fit Index
PFI.....	Parsimony Fit Index
PTCL.....	Pakistan Telecommunication Company Limited
P & G.....	Proctor and Gamble
PGFI.....	Parsimony Goodness of Fit Index

PIM.....	Pakistan Institute of Management
PLSR.....	Partial Least Squares Regression
PNFI.....	Parsimonious Normed Fit Index
POS.....	Point of Sale
PR.....	Public Relation
RMR.....	Root Mean Square Residual
RMSEA.....	Root Mean Square Error of Approximation
ROI.....	Return on Investment
SD.....	Standard Deviation
SE.....	Sponsorship Effectiveness
SEF.....	Sponsor Event Fit
SEM.....	Structural Equation Modeling
SIP.....	Sponsorship Image and Preference
SLA.....	Sponsor Leverage and Activation
SLM.....	Sponsorship Linked Marketing
SMI.....	Senior manager involvement
SPSS.....	Statistical Package for the Social Sciences
RMR.....	Root Mean Square Residual
SRMR.....	Standardized Root Mean Residual
SRS.....	Stratified Random Sampling
TLI.....	Tucker Lewis Index
TMF.....	Target Market Fit

# **CHAPTER 1**

## **INTRODUCTION**

### **1.1 Introduction**

Current research study is focused to empirically investigate various factors in event sponsorship perspective having positive impact to enhance the effectiveness of sponsorship to achieve marketing objectives of business firm, where event success has been taken as mediator and corporate image of sponsor as moderator to enhance the effectiveness of sponsorship. This chapter summarizes key steps and overall breakdown of research study and covers the topics i.e. background to the research study, research problem, research question, research objectives, research design and methodology, significance of research study and organization of research thesis.

### **1.2 Background to Research Study**

Spending on Sponsorship has increased manifold all over the world during last two decades. The growth in sponsorship spending is more as compared to advertising and sale promotion. Overall World's expenditure on sponsorship has reached up to 62.8 Billion US \$ in 2017 and its growth is higher as compare to advertising and sale promotion (IEG Report, 2017). Large business organizations in Pakistan have realised the importance of corporate sponsorship (Amanullah, 2005). There has been a shift in strategic orientation from traditional sponsorship approach being used primarily for public relations and enhancement of corporate image, to integrated marketing communication approach to achieve commercial benefits like brand image, brand loyalty and sale objectives (Goldblatt, 2008; Amoako, Kwasi, & Dzogbenuku, 2012).

Researchers have also identified two roles of sponsorship i.e. one to be used as a marketing communication tool and second a source of income (Rowley & Williams,

2008; Tripodi, & Hirons, 2009). Business organizations in Pakistan have modified their marketing and instead of spending more on Above the Line Marketing (ATL) i.e. like mass advertising are spending more on Below the Line Marketing (BTL) i.e. direct selling, sale promotions and sponsorships. These methods provide an approach for direct communication and interaction with the audience and customers. Sponsorship activation and leveraging in marketing communication mix is used to make the brand prominent and conspicuous in the event. This enables business organizations to build a lasting impression with the audience to achieve sponsorship objectives (Crimmins & Horn 1996; Becker-Olsen & Simon, 2002; Cornwell, 2008). Organizations can impact on the success of their event sponsorship and event marketing activities through sponsors special methods, on-site techniques, innovations and brand orientations (Winkelmann 2016).

Business organizations have also recognized the value of events in terms of their economic, marketing and promotional potential (Bowdin, Allen, O'Toole, Harris & McDonnell, 2011; Masterman, 2007). However in Pakistan, sponsorship practices and experiences for event management are fairly new. Organizations are more focused on sponsorship for cause or establishment of community relation and enhancement of corporate image. Business organizations have also recognized the need of going for sponsorship through event marketing and using this forum to achieve marketing objectives like brand image, brand loyalty and increase sales (Woisetschlager, Backhaus, Evanschitzky, & Michaelis, 2010). League (2005) defined sponsorship as a business contract between two parties, the sponsor and sponsee, wherein the earlier provides money, goods and services or know-how and in exchange, the later (individual, event or organization) offers rights and associations. In a way, the sponsorship is a two way



partnership which mutually benefits organizations being sponsored (sponsee) and the sponsor.

Bowden et al. (2011) suggested the suitable definition of event, as acknowledged by the Accepted Practices Exchange (APEX) glossary of terms. According to APEX, the event can be termed as “A *prearranged occasion, it could be a conference, meeting, demonstration, special occasion, festival, etc. These events can be characterized as temporary, unique, special management organization different for different events, a set of program, people and communities*”. Event is not just to meet the need of audience but it has to see the requirement of other stake holders i.e., sponsor’s need, government regulations, media and communality prospects (Anderson & Getz, 2008). Major task of event management is to identify the needs of all stake holders and also cater for the success of event (Davidson & Savolainen, 2004; Bowdin, et al., 2011; Birch, 2016). Sponsor companies should sponsor those events which provide them unique opportunity to present their brand and effective message to attendees as per their target market (Eunju, Love, & Bai, 2008).

Longer sponsorship relationships of business organization with event lead to a stronger positive effect on customer’s perception (Cornwell, Roy, Donald, & Steinard, 2001). Sponsorship linked marketing influences customer attitude and perception positively towards sponsor brand (Nickel, Cornwell, & Johnsen, 2011). In order to make the event successful and beneficial both for event management and sponsor, they should establish common strategy and objectives (Cornwell, 1995; Nadav, 2010 & Bowdin et al, 2011). There is a requirement of reciprocal beneficial partnership between two important stake holders, sponsor and event management. This leads to establish a common management frame work for event sponsorship (Okumus, Altinary, Soteriades, & Dimou, 2010).

Peculiar environment related to Pakistan and sponsorship for marketing being a new field, there is lack of mutual understanding and coordination between the sponsor and event management for organization of events. Local and multinational business firms do spend money on sponsoring the events but are unable to achieve their desired marketing objectives. Lund & Greyser (2016) presented study which examines the relationship between Sponsor Company and art museum. How arts sponsorship is used as a value-adding component having dual purpose of examining the partnership between an arts institution and a commercial company, and the relationship between the partners and their audiences. Literature review confirms that event sponsorship is an important and challenging issue required to be addressed by sponsorship managers, event managers and other stake holders like media. During last two decades there has been a lot of research on event sponsorship, which indicates the importance of the topic. In the literature review (chapter 2) important sponsorship management models given in Table 1 have been discussed in detail, which have been taken into consideration while identifying relevant factors related to Pakistani sponsors, event managers and other stakeholders participating in design and organization of event.

Table 1

*Evolution of Sponsorship Management*

	Model	Importance
1.	Sponsorship Model by Gardner and Shuman (1998).	Sponsorship being used for awareness, image building and sales.
2.	Model of Sponsorship Based on Competitive Advantage by Fahy, Farrelly, & Quester (2004)	Model links sponsor and property/event to integrate their resources to improve the efficiency of a system.
3.	Sponsorship Development Model by Cornwell et al. (2005).	Sponsorship used as part of corporate strategy and using marketing mix to enhance the sponsor's impact.
4.	Sponsor Asset Model by Hughes & Dann (2006).	Identified contributing factors of sponsor and property/event to give rise to new competency.
5.	Life Cycle Model by Urriolagoitia & Planellas (2007).	Long term alliances among stake holders to get the competitive advantage.
6.	Sponsorship Progression Model by Lammers (2010).	Use of leveraging and, activation in event management by sponsor and event managers.
7.	Event Sponsorship a Management Framework by Sorteriades, Sarmanioties & Varvaressos (2013).	Sponsorship is an investment for sponsors and source of income for event managers.
8.	Sponsor Event Fit a Network Perspective by Bruhn & Holzer (2015).	Importance of factors i.e. sponsor artist fit (good theme/image) and sponsor event organizer fit (better-coordination) to bring synergy among stake holders.
9.	Event Sponsor Partnership Model Lund & Greyser (2016).	This model examines the relationship between Sponsor company and art museum. Both companies share their strength and competencies for mutual benefits.

Sensing the need and to generate research interest, current research has been conducted to carry out literature review of previous research on sponsorship, event management, social media, corporate image and related aspects.

A model for Research has been conceptualized after comprehensive literature review of sponsorship, event management and organization and review of Sponsorship models presented by different authors during the years. These models have been critically analyzed and specific factors related to current practices of sponsorship and event management have been identified. A holistic model named “Event Sponsorship Success Model” has been suggested. This model is more specific for Pakistani environment and can also be used in other countries having same circumstances and situation. Two main factors, “Event Organization” and “Event Coordination” have been suggested in the model. Sub factors considered in the model, three under the construct Event Organization i.e. Sponsor Event Fit, Target Market Fit, Sponsor Leverage and Activation and three under construct Event Coordination i.e. Sponsor’s Senior Management Involvement in Sponsorship Initiatives, Integrated Event Marketing and use of Social Media and Mutual understanding between Sponsor and Sponsee have been highlighted in the research. The outcome related to sponsorship evaluation has been measured under the construct “Sponsorship Effectiveness” with three sub factors i.e. Brand Image, Brand Loyalty and Sale Objectives. Outcome related to Event Management has been measured with the construct “Event Success”. These management practices related to event organizational and event coordination aspects which can bring the synergy among important stakeholders and enhance the effectiveness of sponsorship and success of event have been included in the research study. Study conducted (Nadia 2013) suggested the role of corporate image as mediator to enhance the relationship between firm and customer.

### **1.3 Research Problem**

1.3.1 Sponsorship has become core marketing activity for sponsors and an important income source for event management and property (Lagae, 2005). As explained in the background of the study that event sponsorship is an important and challenging issue required to be addressed by sponsors and event managers. During last two decades there has been a lot of research on event sponsorship, which indicated the importance of the topic (Emmett, A. 2015). However, existing research has been primarily focused on management issues internal to the sponsor's organization, marketing communication and measurement of sponsorship effects, the consumer response and sponsorship effectiveness (Fahy et al., 2004; Ryan & Fahy, 2012).

1.3.2 Previous research studies also viewed the sponsorship as a closed system and applying the resource-based view of the firm to the analysis of the means by which sponsors create a competitive advantage by combining tangible and intangible assets to support a sponsorship investment (Amis et al., 1999; Fahy et al., 2004).

1.3.3 Whereas latest sponsorship models and research studies suggested more cooperation and mutually beneficial business relationships among partners i.e. the sponsors and sponsee in pursuing marketing objectives by exploiting the association between sponsor and sponsored organization in event sponsorship perspective (Bowdin, et al., 2011; Birch, 2016). These models outlined different promotional methods, on-site techniques, sponsorship leverage and activation and integrated event marketing to enhance the effectiveness of sponsorship and success of event. The combined effort and synergy among sponsor and sponsee will enable to benefit both the organizations the sponsor and sponsee i.e. the effectiveness of sponsorship to achieve marketing objectives and success of event. This cooperation and collaboration among

corporate partners will ensure return on the sponsor's investment, as well as the value generated for the event/property and success of event.

1.3.4 However a very important aspect which is being addressed in small number of publications in event sponsorship domain have proposed partial explanation of what makes sponsorship work to achieve marketing objectives. The promotional methods, integrated marketing activities and on-site techniques, which are being used practically in event sponsorship perspective even in Pakistan (by sponsor and sponsee) to achieve marketing objectives are not well explained in theory. Few Research publications in literature are available on sponsorship which deals with sponsorship strategy to achieve corporate and CSR objectives. However the publications on the subject that how sponsorship works to achieve marketing objectives i.e. brand image, brand loyalty and sale objectives are scarce. This contrast sharply, where sponsors spend considerable resources on execution of sponsorship (Lund, 2014 & Emmett, 2015), but they are not confident on sponsorship outcomes and the return on investment. Apparently there is major knowledge gap as to whether and how the sponsorship is executed to achieve marketing objectives and find methods to assess sponsorship effects on audience attending the event. There is a requirement of literature review to address the need for more theory based and field tested guides helping sponsors and brand managers to design and execute their sponsorship programs and initiatives to achieve marketing objectives.

1.3.5 Peculiar environments related to Pakistan and sponsorship for marketing being a new field, there is requirement to study various aspects i.e. in event sponsorship and measurement of sponsorship effects. This research covers the gap and identifies key on-site techniques and sponsorship promotional and activation methods practiced in Pakistan and test them empirically.

1.3.6 The model suggested by different researchers in the past (as stated above and explained in literature review) identify different factors and competencies that underlie value creation in event sponsorship for the perspective of achieving marketing objectives set by the sponsor and event managers. However, these models, which suggested cooperation and mutual understanding among stake holders in event sponsorship, are just theoretical and conceptual (Sorteriades, et al., 2013 ; Bruhn & Holzer 2015) and there is a clear research gap and requirement to test these models empirically. In this research the model suggested combine the key promotional and on-site factors and competencies of sponsors and event management which are required to bring synergy in operations in order to achieve desired marketing objectives and success of event. This model covers the gap and empirically tests these factors being practiced in event sponsorship.

#### **1.4 Research Question**

This research was inspired by personal experiences of author and his interest in adventure sports. Author during the years 2011 and 2012 worked with Ibex Club Islamabad, which organizes various sports (e.g. Artificial Climbing), cultural and social events. During that time author had the experience to see how sponsors work with event management? How sponsors design and execute their sponsorship programs i.e. on site activities, special product stands, stalls and use of signage to determine their presence in front of audience and visitors? Author also had the experience to work as senior manager industries from 2013 to 2018 in Fauji Foundation head office Rawalpindi, where he was also head of marketing department dealing with sponsorship programs and other promotional activities. This dual experience helped author to understand the relationship between sponsors and event managers in event sponsorship perspective.

Considering the research problem, research gap and author personal experience on the subject main research question is summarized as under: -

**Q. In event sponsorship, how sponsor and event management design their on-site and promotional/marketing activates to influence and affect audience response towards effectiveness of sponsorship and event success?**

Research publications on such methods and techniques which can be used to enhance the effect of sponsorship on event attendees and event success i.e. perceived sponsor and brand event fit, importance of target market for sponsors, leverage and activation methods being used by sponsors, involvement and commitment of Sponsors and marketing managers in event, mutual understanding between sponsor and sponsee, integrated event marketing and use of social media are available in recent literature. However these studies are not well linked with event sponsorship practices in Pakistan.

Event organizers increasingly invite sponsors to help them to organize and execute their on-site activities, other initiatives and promotional techniques to offer their products and brands to shape and enrich visitors and audience response.

Sponsors, therefore, need to have a workable frame of reference to deploy their resources to achieve sponsorship objectives in the event. Research publications and event sponsorship models which signify the need to integrate sponsor and sponsee resources to enhance the effectiveness of sponsorship were just theoretical and conceptual. This research however analyzes these models and empirically tests them with the evidence.

Considering above the main research question stated above main research question can be divided into four sub questions: -



- 1) **Research Question 1.** What on-site techniques and promotional methods should sponsor in coordination with sponsee deploy to design their event site presence and what is the impact of these techniques and methods on audience response towards sponsor product and brand?
- 2) **Research Question 2.** How do same techniques and promotional methods deployed by sponsor in coordination with sponsee affect the audience response towards event success?
- 3) **Research Question 3.** How does the event success (important objective of event managers) mediate the casual relationship between on-site techniques and methods being used by sponsor and effectiveness of sponsorship?
- 4) **Research Question 4.** How does sponsor corporate image and preference moderate the casual relationship between on-site techniques and methods being used (by sponsors and sponsee) in event sponsorship and effectiveness of sponsorship?

### 1.5 Objectives of Research

Resulting from research gap, research question and scope of research highlighted above, the research objectives are as under: -

- 1) Study and analyse the impact of sponsor and sponsee designed on-site and promotional activities on audience response towards sponsor product/ brand in event sponsorship. Important techniques and methods being used by sponsors and event managers to effect audience response and its impact on effectiveness of sponsorship have been explored from previous research. Theoretical and conceptual models which support mutual beneficial relationship among stake holders (sponsor and event management) have been analysed. The overall aim of this objective is that how sponsors can best achieve their marketing objectives in event sponsorship.

- 2) Study and analyse the impact of sponsor and sponsee designed on-site and promotional activities on audience response towards event success. Event success, which basically is the extent of satisfaction, convenience and entertainment provided to audience in the event. The overall aim here is to see that how event management can achieve their main objective of event success with same methods and techniques being used for achievement of marketing objectives.
- 3) Study and analyse the mediating effect of event success between sponsor and sponsee designed on-site and other promotional activities and effectiveness of sponsorship. The model suggested signifies the importance of event success both for sponsor and sponsee. Therefore, this factor has been taken both as dependent variable and mediating variable.
- 4) Study and analyse the moderating effect of sponsor image and preference between sponsor and sponsee designed on-site and other promotional activities and effectiveness of sponsorship. The aim of this objective is to see how the past perceived sponsor image and preference (of particular sponsor) present in mind of audience/customer effect their new sponsorship initiative.
- 5) Three case studies has also been presented to understand the sponsorship and event sponsorship practices in Pakistan : -
  - a) Study of overall sponsorship strategy of sponsors in Pakistan to see and understand their priorities towards corporate and marketing objectives. Case study comprising of five companies which were selected from different sectors (TAPAL Pakistan, Tranzam Companies and Services (TCS), Pakistan Tobacco Company (PTC), UFone and National Bank of Pakistan (NBP)) have been presented.

- b) Study of event management company (Ibex Club Islamabad) was done to see their event management practices and also study to confirm and verify the questionnaire used for research.
- c) Study of sponsorship company (Fauji Cereals) was done with an objective to see their event sponsorship practices and also study to confirm and verify the questionnaire used for research.

## **1.6 Research Design and Methodology**

A natural experiment using a quantitative research design was used in the research study. Population of this research was event audience i.e. students of schools and colleges, teachers, parents, employees of sponsoring organizations, event management and media persons who actually participated and attended the event. Two events were selected for research organized by WWF Pakistan, one at Islamabad and the other at Lahore.

The sponsors selected for research were two renowned companies, Coke Pakistan and Toyota Rawal Motors having fairly good brand image. The sample size depends on the samples size of previous similar studies, statistical tests, and the methods where authors can afford (Bryman & Bell, 2011). Convenience sampling method was used to select the sample for both pilot testing and main research; Coke having relative high image and use in general community was selected for the main research. Small sample size of 165 respondents was used for pilot study and comparatively large size of 385 respondents was used for main study. Primary data was collected from field survey of events and activities. The data was collected through different self-administered questionnaires. In total of 850 questionnaires in case of main research were distributed to the event attendees and 400 questionnaires were received back. Response rate in main research study was 47 percent.

Data was analyzed by using SPSS version 22 and AMOS 22. Descriptive statistics was carried out using demographic variables. Questionnaires to measure different variables and their antecedents are attached with the research study (Appendix Q). These questionnaires were adopted from the literature review and modified as per the requirement of new model proposed. Co-relational analysis was conducted to find inter co-relations among different variables.

## **1.7 Significance of Research Study**

This research study makes number of contributions to theory and practice. These contributions are mentioned in following sections: -

### **1.7.1 Contribution to Theory**

1.7.1.1 This research study adds to existing research gap on event sponsorship aspects and links the theoretical concepts with practical on site-techniques and promotional methods and practices, which were lacking behind especially in Pakistan. This research study also signify the importance of on-site and other methods being used to effect customer/audience response to enhance the effectiveness of sponsorship and event success. The instruments and dimensions used to measure the inputs (Six independent variables i.e. on-site techniques and promotional methods) and outcomes to measure sponsorship effectiveness (Four dependent variables i.e. brand image, brand loyalty, sale objectives and event success), which were adopted and modified using CFA and two case studies presented in literature will help new researchers to understand the theoretical concepts and measurement procedures used in event sponsorship.

1.7.1.2 Event success factor is very important aspect of event sponsorship, which is important both for sponsors and event management i.e., has been tested both as dependent and as mediating variable. The dimensions used in measurement scale as

dependent variable were already used by different researchers (Speed & Thomson, 2000; Coppatti, 2004 and Lee & Cho, 2009) in sport events. Event success factor, which is considered as key competency of event organizers in Pakistan is taken as a mediating variable in social/educational events for first time as part of suggested model in current research is a good theoretical and conceptual contribution.

1.7.1.3 Sponsors image and preference is considered a key competency of medium and large size National and Multinational companies in Pakistan. These companies spend handsome amount on CSR to build corporate image among client and customers. Such companies are frequently invited by event organizers to finance social and educational events. In this research the importance of this factor has been analyzed and tested for the first time is a good theoretical contribution in current research.

1.7.1.4 The case study presented (as part of literature review) on preference of sponsorship objectives hopes to add to the existing number of studies (Ying & Pfittenmaier, 2002, Sylvestre & Moutinho 2007, Event Marketers, 2012 & event track 2014) on same subject being done in UK, South Africa and China. This study signifies the importance of sponsorship objectives (especially marketing/commercial) in medium and large size national business firms in Pakistan. This study also helped new researchers to understand (Paucity of research in Pakistan) the overall sponsorship strategy, different on-site and promotional techniques being used by sponsors and event managers in Pakistan. These studies also enable and motivate researchers in Pakistan to study other aspects related to sponsorship strategy and objectives.

1.7.1.4 The most important and useful theoretical contribution of this research is that the resent models presented in literature review, which signifies the importance of mutual beneficial partnerships and long term relationship between sponsor and sponsee to design

and organize an event, were just theoretical and conceptual (Sorteriades, et al., 2013 & Bruhn and Holder, 2015). Event sponsorship success model (ESSM) suggested in this research tests the theoretical concepts empirically.

### **1.7.2 Contribution to Practice**

This research model suggested has wide practical application and guidance for sponsors and event managers for efficient designing and organizing the cultural, social and educational events.

1.7.2.1 This research provided practical guidance to sponsors in Pakistan that how they can select the best sponsorship objectives i.e. especially commercial and marketing to get maximum return on investment. This study has devised good and relevant scales to measure audience response towards sponsorship effectiveness i.e. Brand image, brand loyalty and sale objectives.

1.7.2.2 This research has discussed and identified (from previous research) various on-site techniques and promotional mix methods to enhance the effectiveness of sponsorship and success of event. These methods and techniques are practically used in Pakistan in event sponsorship perspective but were not theoretically supported. This research contributed the theatrical support in terms of importance of factor, priority in selection and measurement methods. The factors which were taken in the suggested model were helpful for stake holders in event sponsorship management (sponsor and sponsee) to combine their competencies for mutual benefit to achieve desired objectives i.e. to enhance the effectiveness of sponsorship and event success.

1.7.2.3 Most important factor practically used in event sponsorship perspective is sponsor event fit (as perceived by audience) that there should be something common between sponsor brand and event i.e. in term of image or functional similarity (Speed &

Thompson 2000; Weeks & Roy 2006 ; Lacy & Angeline 2013 & Lund & Greyser 2016) to design and organize the event. This research signifies the practical importance of this factor especially when sponsor sponsors social and educational events in Pakistan. Here sponsor/brand image as perceived by audience should match with event image. This matching will have positive effect on audience response towards sponsors/brand and event success.

1.7.2.4 The other factors suggested in the model i.e. target market fit. Sponsors leverage and activation, senior management involvement, mutual understanding sponsor and sponsee and integrated event marketing and social media are practically used in Pakistan but with different names. This research provided theoretical support and linked these factors with previous research and signifies the importance of these factors. Survey scales have been suggested and these factors were practically tested.

1.7.2.5 Sponsors image and preference is more relevant factor, which is being practically used in event sponsorship practices in Pakistan. This research has contributed the theoretical support to describe the importance of sponsorship image and preference and its relation with social and educational events. The moderating effect of this factor has been tested and it is found that perceived sponsor image and preference in audience mind has positive effect on new sponsorship initiatives to enhance the effectiveness of sponsorship.

1.7.2.6 Considering the practical importance of event success, which is most desired and important objective for event managers (in Pakistan) has been tested as dependent and mediating variable. Theoretical support and link with previous research also confirmed its importance that audience response towards sponsor brand will be positive if he is satisfied with the event. Relevant dimensions were put into the scale such as

audience satisfaction from event environment and comfort were measured and empirically tested.

1.7.2.7 Most important practical contribution of this research is that the suggested model provides a complete solution to sponsor and event managers to work jointly in event sponsorship perspective. How the resources and competencies of stakeholders can be combined for mutual beneficial partnership. This partnership will help and ensure to satisfy stake holders i.e. sponsors, event managers, property holders and the audience/customers. This model has also provided the frame work and testing procedure for important outcomes like effectiveness of sponsorship and success of event.

## 1.8 **Organization of Thesis**

This research thesis comprised of seven chapters to cover all aspects of research study.

The chapters are structured as explained below:

**Chapter 1**-Overall summary of events of this research study has been discussed in chapter 1. Main topics discussed are background to the research study, research problem, research question, research design and methodology, significance of research study and organization of thesis.

**Chapter 2**-This chapter covers the literature review of all aspects discussed in research study. Event management aspects, organizational and coordination issues between sponsors and event / property to make event successful have been discussed. Literature review also covers the role and impact of corporate image on sponsorship relationships between sponsor and sponsee. Sponsorship measurement and important evaluation models have also been discussed in this chapter.

**Chapter 3** - Chapter 3 covers the explanation of different variables used in the research model, hypotheses based on research questions. Sponsorship practices and issues of



business organization of Pakistan have also been discussed in this chapter. The practical problems related to sponsorship marketing and coordination with event management has been highlighted.

**Chapter 4** - The topics discussed in this chapter are research design, research model, sample and population details, instrument for data collection, pilot testing and analysis of validity and reliability of measurement model, methods for data collection, methods used for statistical analysis of results.

**Chapter 5** - This chapter highlights the demographic and sample descriptive statistics of 385 respondents, who were attendees/audience of the event.

**Chapter 6** - Chapter 6 covers data collection and response rate, sample characteristics and exploration of data, model estimation using Structural Equation Modeling (SEM), analysis of measurement model, testing of structural model fit, Hypothesis testing and summary of results.

**Chapter 7** - In this chapter the results of research study have been discussed. This chapter also covers the research findings, recommendations and conclusion of research study.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Review of Literature**

A review of relevant literature was conducted in order to establish a sound understanding of existing sponsorship knowledge and to identify key areas in the need of further research. This literature review is organized into four major sections. First section covers four streams of sponsorship as described by Walliser (2003). This includes the topics i.e. Sponsorship concept, its definition, managerial aspects, sponsorship effects and strategic use of sponsorship.

The second section focuses the definition of event, types of events, event management techniques and other event management aspects. Third section present the topics most significant to the purpose of this dissertation i.e., Sponsors - event management organization and coordination aspects relevant to enhance the effectiveness of sponsorship for marketing and success of event. Forth section covers case studies related to environment prevalent in Pakistan, covering all constructs and factors identified in literature review.

#### **2.2 Sponsorship Marketing**

Despite beliefs that sponsorship has actually existed for thousands of years, it is still often referred to as a new form of marketing promotion (Shanklin & Kuzma, 1992). Cornwell and Maihnan (1998) conducted an extensive international review of sponsorship research that included eighty articles spanning the period from 1983 to 1995. These authors organized their analysis around five major research streams related to sponsorship management. Walliser (2003) included an additional 153 articles in an extended and updated review which divided the major sponsorship research the following four streams:

i) The nature of sponsorship; ii) managerial aspects of sponsorship; iii) measurement of sponsorship effects; and iv) Strategic use of sponsorship (strategies and counter-strategies). Given the extensive nature of these well cited reviews, the same categorization of sponsorship streams was used to structure this literature review. Emphasis is placed on the measurement of sponsorship effects related to sponsorship for marketing, which is the main focus of this dissertation.

### **2.3 Nature of Sponsorship and Definition**

The word “Sponsorship” was originally used in old Roman and Greek times. Whereas the word “Sponsorship” was derived from Greek word “Horigia” combination of the words “Horos” means to dance and “Igoumai” means to direct or guide (Quester & Farrelly, 1998). Shanklin and Kuzma (1992) provided a historical account of sponsorship which dates back over 2,000 years to ancient Rome where gladiator battles were sponsored by aristocrats. As early as 590 BC the Greek state sponsored Olympic Athletes and the first Modern Olympic Games of 1896 benefited from Eastman Kodak’s sponsorship. Coca Cola’s long standing Olympic partnership also dates back to 1928 (Davis, 2012). Despite these early roots, sponsorship as a formal promotional tool in modern marketing is still considered relatively new (Copeland, Frisby & McCarville, 1996; O’Reilly & Madill, 2007).

The contemporary version of sponsorship began in the early 1980s and has spiked and evolved over the past four decades (Meenaghan, 2001; Cahill & Meenaghan, 2013). Meenaghan (1991) described this phenomenon as “...recent, spectacular, and pervasive. According to Cornwell and Humphreys (2013) more than three-hundred academic papers regarding various aspects of sponsorship (e.g., concepts, management, measurement, and policy) have been published over the last decade. Throughout this period of accelerated

growth, the nature of sponsorship has progressed from altruistic and philanthropic motives to a more commercial, bottom-line focus (Copeland, et al., 1996; Gwinner & Swanson, 2003). Firms typically progress through three stages of sponsorship goals and participation: the first consists of pure donation with no expected return, the next level introduces some commercial interest, and the highest stage, which represents the majority of current sponsorship activity, demands clear financial return and is therefore planned and managed in a more sophisticated and controlled manner (Cornwell & Maignan, 1998; Thjomoe, Olson, & Bronn, 2002). The origin of sponsorship dates back to the ancient times. However, the present concept of sponsorship in its true meaning was used in late 1980s and got very rapid growth in early 1990s (Weeks, et al., 2008).

Companies and their brands in the current modern and Globalized World are combating heavily to get more market share and competitive advantage. Marketing communication has got lot of value and importance (Brassington & Pettitt, 2000). Advertising has the advantage that it can contact audience on mass level and very useful to transmit the message using mass media. Other promotion techniques like personnel selling, sale promotions and public relations also supplement advertising. The cost on advertising has been increased manifold during 1980 to 1990 and also due to cluttering; it has become very difficult for organizations to fulfill their marketing objectives. A relatively new method of communication; sponsorship was considered by the business organization. This method provided more close and intimate relationship with customers. Companies also discovered new marketing opportunities like event marketing and sport marketing (Eriksson & Halmsson 2000; IEG Report 2007).

There are also different types of sponsorship according to the International Event Group (IEG, 2017), who identifies the following six property types: i) sports, ii) entertainment,

iii) causes, iv) arts, v) festivals/fairs/annual events, and vi) associations and membership organizations. As per International Event Group (IEG) survey, the growth of sponsorship is more as compared to advertising and sale promotion. The projected world expenditure on sponsorship was US \$ 62.8 Billion in 2017.

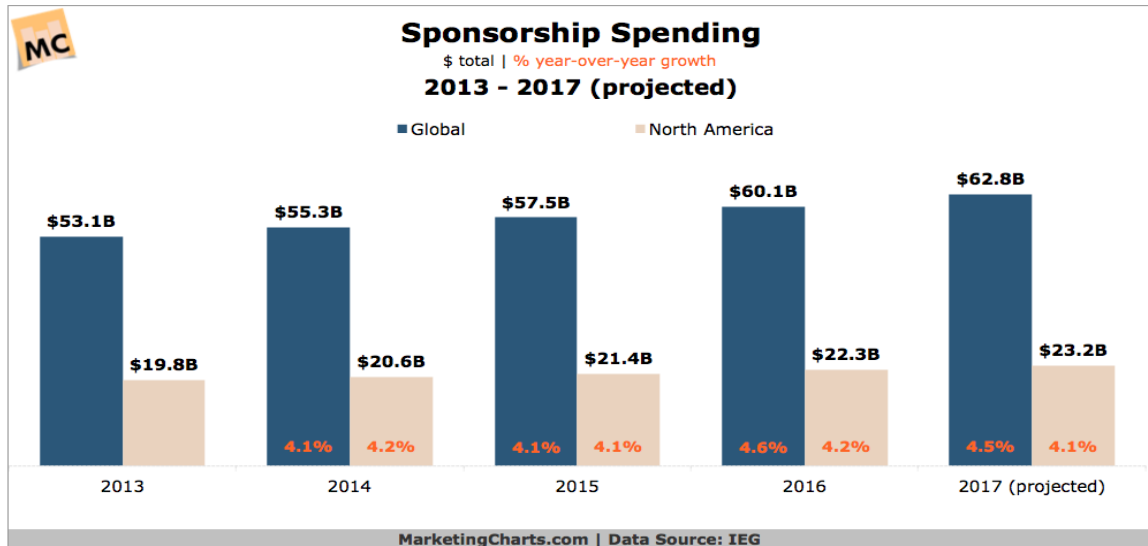
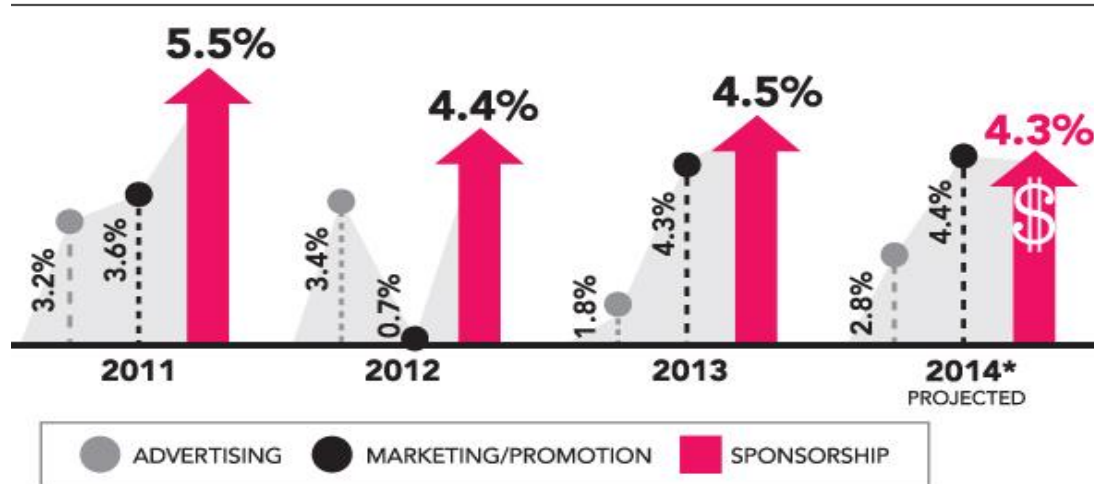


Figure 1: Sponsorship Growth and Projected Growth of Sponsorship

Source: IEG, LLC- 2017 & WARC 2017.

The growth of sponsorship as compared with advertising and marketing promotion is shown in the figure 2 given below:-



© 2014 IEG, LLC. All rights reserved.

Figure 2: Annual Growth of Advertising, Sales Promotion and Sponsorship

Source: IEG, (2014).

As per Aurora Advertising Company report (2018), total Advertising Spend in Pakistan in Financial Year 2015-16 was Rs 69.9 Billion, whereas the overall increase was 14 % from last year. The breakdown and general pattern is given below. Here you can see at point 4 that the increase in Brand Activation/POP revenue is maximum i.e. 33% (Rs 1 Billion): -

- 1) General Share Pattern was i.e. TV 50%, Digital 6%, OOH 12%, Radio 4%, Print 23% and Brand Activation / POP 5%.
- 2) TV ad revenue increased by Rs 4.408 billion (13%).
- 3) OOH ad revenue increased by 0.52 billion (6%).
- 4) Brand Activation /POP revenue increased by Rs 1 billion (33%).
- 5) Radio ad revenue increased by Rs 0.46 billion (20%).

The sponsored event or organization other than the commercial organization can be a nonprofit organization. Sponsorship is not the same as philanthropy i.e. support of cause without any commercial incentive, its aim is to achieve commercial and marketing objectives (William, 2005). Sponsorship is “Financial patronage of public interest plan or project / event as means of enhancing its image and achievement of other objectives” by an organization (Business Dictionary, 2017).

Jiffer and Ross (1999) also explained sponsorship as a method of communication and marketing used by the sponsors to achieve the short-term and long-term objectives like brand awareness, brand image as well as increasing the product sales. Hence communication provides the opportunity to sponsors to interact directly with the audience and customers. Sponsorship benefits all those involved and lead to a result that can be measured against predefined objectives”. European Sponsorship Association (ESA) defines sponsorship as “Any commercial agreement by which a sponsor, for the mutual benefit of the sponsor and sponsored property, contractually provides financing or other

support in order to establish an association between sponsor image, brands or products and a sponsorship property in return for rights to promote this association and /or for granting of certain agreed direct or indirect benefits”. (ESA Sponsorship Fact Sheet 1-2013).

Similarly, Lagae (2005) explained sponsorship as a business deal between two parties (the sponsor and event / property), party one; the sponsor provides money, goods and services or know-how and in exchange, the sponsored party may be individual, event or organization that offers rights and associations. Sponsorship is a two-way mutually beneficial partnership between an organization being sponsored and the sponsor. Sponsorship works on the premise that association largely affects image and the sponsor may exchange money and/or goods and services in kind and a return on association that sponsorship provides. Those being sponsored may include groups or teams, events, festivals, individuals, buildings and TV programs (Fill and Hughes, 2008). Sponsorship is generally considered as altruistic form of support like patronage or fundraising. Even though sponsorships are historically related to these forms of support, they need to be clearly distinguished. The sponsor expects a reward for his support, which he most commonly utilizes for communication purposes (Hund - Goschel, 2009).

Definitions presented above confirm that the sponsorship involves the investments in events or causes to achieve various corporate and marketing objectives. There are two types of objectives primary and secondary. Primary objectives include building brand awareness, develop customer loyalty and improve the brand perception while secondary objectives include staff or employ motivation, support for dealers and other intermediaries. In marketing, sponsorship is very important part of the promotion-mix like advertising, publicity, direct marketing, exhibitions and point of sale marketing, sale

promotion and personnel selling. Sponsorship is promotion via linking event or activity and festival with diversity of exposure to primary target audience by means of reference to the sponsorship contact plus the cost of producing visual identification material (Hund - Goschel, 2009).

Burton and O'Reilly (2011) offered four reasons why sponsorship spending continues to grow (despite economic fallout): i) there is widespread evidence that sponsorship works to accomplish various business objectives (such as repositioning brands, altering consumer perceptions, and increasing sales), ii) creative sponsorship can efficiently target specific consumer segments, iii) sponsorship has distinct advantages over advertising, and iv) sponsorship can be more fun, with hospitality functions, backstage passes to prestigious events and charitable links to flatter social consciousness.

Sponsorship is promotional investment that can help companies to achieve their corporate and/or marketing objectives. Tripodi and Hrions (2009) bifurcates the sponsorship objectives into two kinds, the objectives to improve corporate / brand image also termed as CSR objectives, the other objectives can be termed as pure marketing and commercial objectives such as increase sale, market shares, sale promotions, direct selling and new product launch etc. Because of cluttering and likely higher cost on traditional methods like TV, Radio and newspapers, alternate method of sponsorship got a lot of attraction. This method is cheaper, less cluttered and more intimate, allows the message to reach more effectively to respondents. Sponsorship is also used for creation of favorable association among sponsorship partners (Sponsor and Sponsee). Sponsorship can be used for selective targeting and also has multiple target audience appeal. It can also be used to overcome linguistic and cultural barriers. There are many methods to perform the sponsorship, which even start by simply placement of signage or standees on the outfield



wall to complicated methods using many leverage and activation techniques, which include onsite programs/activities using all marketing communication mix required and designed to interact directly with consumers and respondents. The Table 2 covers important components commonly used in sponsorship.

Table 2

*Components of Sponsorship*

1) The Signage /venue and branding exposure; Naming and branding rights and also adding company name on all brochures and tickets.	8) Trial/Sampling/Product launch
2) Marketing of sponsor brand / product before event launch and use of social media for advertising and promotion.	9) Client entertainment/hospitality
3) Including the company name in event promotion meetings.	10) Events within events
4) Lunches	11) Program ads
5) Different game / sport events.	12) Mention in different media ads and TV campaigns
6) Trade shows and exhibitions.	13) Pre event and post event marketing and publicity campaigns
7) Cross promotions.	14) Discounts offered by sponsor
	15) Licensing / Right to use of trademarks / logos
	16) Mailing lists and E Mail Address of clients

Source: Wakefield (2007)

Generally, the companies do not use sponsorship as a replacement for advertising, sales promotions and public relations. The benefits which come from sponsorship are quite different as compared to other methods. However sponsorship works best as part of integrated marketing communication mix where all methods of marketing can be used for leveraging and activation to establish direct link with the audience and one to one relation among sponsor brand and its customers (Sirgy, Dong, Johar & Well, 2008).

## **2.4 Sponsorship and the Promotional Mix**

The traditional promotional mix includes four elements: advertising, sales promotion, publicity and personal selling (Crane, Kerin, Hartley & Rudelius, 2014). The increased investment in sponsorship as a promotional tool has raised questions about where sponsorship fits within this mix. There is growing support for the proposition that sponsorship is a legitimate and distinct “fifth element of the promotional mix (Smith, Graetz & Westereek, 2008; Ali, Rahman & Yilmaz, 2010)

In their study of corporate executives involved in sponsorship, Shanklin and Kuzma (1992) commented on the evolving role of sponsorship: It defies neat classification as philanthropy or as one of the traditional elements of the promotion mix. As (companies) gain experience, they begin to treat it as a new, distinct element of the mix, an adjunct to rather than a part of other marketing functions. It makes use of all of the other mix tools, yet it is none of them.

In the marketing mix (i.e., product, price, place, and promotion), promotional instruments are divided into “above-the-line” and “below-the-line” (Müller, Alt, & Michelis, 2011). Traditional advertising tools in newspaper, television, radio, magazine, and billboard are regarded as “above-the-line” marketing, and all other new communication tools are considered “below-the-line” (Müller et al., 2011).

Crimmins and Horn (1996) insisted that, “Sponsorship is a means of persuasion that is fundamentally different from traditional advertising. Sponsorship persuades indirectly “sponsorship works by tapping into the elementary mental calculus that is natural in us all. Meenaghan (2001) further compared consumer perceptions of the differences between advertising and sponsorship finding that consumers were generally more favourable toward sponsorship. Sponsors benefit from what Meenaghan referred to as a “halo of goodwill that engages consumers on an emotional level and leads them to

believe that sponsorship benefits society more than advertising. Given the more indirect/subtle nature of sponsorship, consumers tend to be less skeptical and therefore lower their defense mechanism and are normally more receptive to sponsorship activities. In contrast, advertising was perceived by respondents to have a “halo of commercial intent (Meenaghan, 2001) which raised consumer’s suspicions and created a heightened defense to advertising messages. Meenaghan (2001) contended that this goodwill factor inherent in sponsorship is what ultimately differentiates it from advertising and serves as the main trigger to consumer response. This differentiation is the central thrust of Meenaghan (2001) proposed framework for understanding how sponsorship works and is explained as follows; “... (Sponsorship) engages the consumer differently by bestowing benefit on an activity (e.g., sports or arts) with which the consumer has an intense emotional relationship.

Cornwell, Weeks and Roy (2005) also distinguished these approaches by highlighting that sponsorship requires that a fee be paid in advance for the right to potentially benefit whereas advertising is normally more own able and controlled by the advertising company. The authors also noted that advertising and sponsorship can also interact as advertising is often used to promote or leverage a sponsorship (Cornwell et al., 2005). In a similar fashion, Sneath, Finney and Close (2005) suggested that sponsorship be managed as part of a fully integrated marketing communication strategy that involves all consumer interaction.

Eriksson and Hjalmsen (2000) explained the role of sponsorship in overall promotion mix. One can see in the figure 3 given below that sponsorship as compared to advertising is more interactive and can better be used for image building. Position of other communication techniques is also shown.

However, companies use these elements of promotion mix as per market orientation and product life cycle.

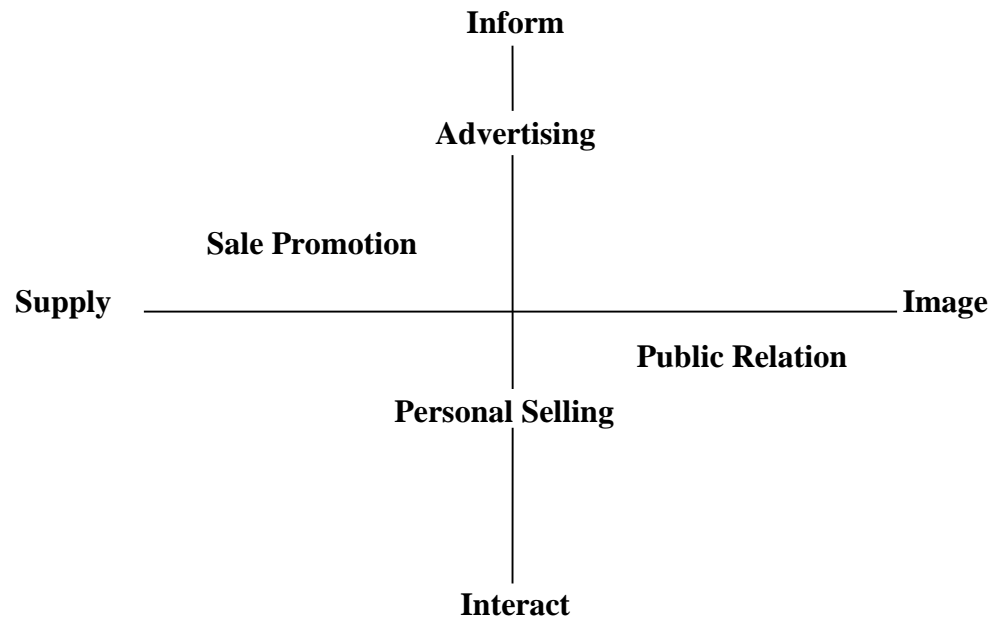


Figure 3: Role of Sponsorship in Promotion Mix

Source: Eriksson & Hjalmsen (2000).

## 2.5 Strategic Evolution of Sponsorship

In the early stages of corporate sponsorship, a more isolated and tactical approach was used. More recently, organizations are realizing the strategic value of sponsorship and are making efforts to more fully integrate all communication elements (Cornwell et al., 2005; Quester & Farrelly, 2005; Farrelly et al., 2006). Farrelly et al. (2006) recognized that sponsorship is “in full transformation, from the tactical to the strategic, from the transactional to the relationship-oriented, from the short-term to the long term, and from the periphery to the very core of corporate and brand positioning. In a similar manner, Meenaghan, (1991) explained that sponsorship is transitioning from short-term “Building

by the sponsor to long-term “building through brand engagement initiatives such as loyalty rewards, cause related marketing, and experiential marketing.

Increasingly, firms are recognizing that sponsorship is in fact a valuable resource that can be leveraged to create a sustainable competitive advantage that impacts consumer response and improves market performance (Amis et al., 1999; Fahy et al., 2004). In order to secure a distinct competence, there must be perceived value, meaningful differentiation (through creative and integrated activation) and the ability to extend sponsorship impact both internally (employees, corporate culture) and externally (customers, suppliers, community) to a wide range of stakeholders (Amis et al., 1999; Meenaghan et al., 2013).

Sponsorship can be viewed as a co-marketing alliance that provides a “strategic platform to bring parties together to work toward enhancing mutual satisfaction and long-term prospect (Farrelly & Quester, 2005). This extended view of sponsorship beyond strictly the sponsor’s perspective, requires further planning and consideration. Farrelly & Quester (2005) identified the following critical success factors in co-marketing sponsorship alliances: i) strategic compatibility, ii) goal convergence, iii) commitment, iv) trust, and v) economic need for sophisticated sponsorship management methods and techniques were felt when there was rapid growth in sponsorship expenditure, rather the management methods were lacking behind. Chadwick and Thwaites, (2005) explained the evolution of sponsorship management approaches of four types as identified by different researchers is presented in detail in Appendix A. Krag (2007) proposed cyclical sponsorship management frame work presented in Appendix B. This model links the sponsorship objectives with the effects required to be achieved and the measurement method at the end to measure the sponsorship effectiveness.

## **2.6 Event Sponsorship: A Management Framework**

Just as most corporate will establish a sponsorship policy to guide their decision making, Grey and Skildum-Reid (2003) strongly recommend that all events seeking sponsorship design a policy to guide their actions. A policy must lead to a strategy and the appropriate management plans. A strategy means knowing the direction in which the organization is headed, which also applies to the event's sponsorship (Okumus, et al., 2010; Soteriades & Dimou, 2011). Events sponsorship is an ever growing market that businesses are constantly trying to make links with as part of their promotional strategy (Emmett, A. 2015). Developing an event sponsorship strategy is a very important task. It will have an interactive relationship with the event's marketing strategy, and event managers have to integrate the sponsor's brand with the event's marketing plans. For event managers, this involves thinking about event attendees and the fit they might have with corporate brands. It also involves thinking about the attributes and values of the event and companies that might share those values, in other words, enhancing the fit (Bowdin et al., 2011). The steps in developing the event sponsorship strategy are: profiling the event audience (the target markets), establishing the event's offering (event's benefits offered to sponsors), and building the event sponsorship list (establish a list of potential sponsors), and matching event benefits with potential sponsors (fit / mutual interest). Following to the strategy formulation is the stage of implementation. Once sponsorship has been secured with an agreement, it must be effectively managed in order to ensure that the benefits that were promised are delivered (Masterman, 2007; Getz & Anderson, 2010). A sponsorship management plan is essential for successful events, allowing the efficient management of marketing needs listed in the sponsorship agreement and to build a quality, long-lasting relationship with event's sponsors.

Effective management of sponsorship agreements involves effective relationships between two parties, built on a strong foundation of communication, commitment and trust. In other terms, there is a need for sponsorship management plans to service sponsors, as well as for monitoring, evaluation and feedback. The latter constitutes a shared responsibility of the event and its sponsor. The main steps in determining a management framework for event sponsorship are based on a rational sequence of steps (Okumus, et al, 2010; Soteriades & Dimou, 2011) consisting of policy, strategy, and management of event sponsorship, as presented in Table 3.

Table 3

*Managing Event Sponsorship: Stages, Tasks and Outcomes*

<b>Stages</b>	<b>Tasks</b>	<b>Outcomes</b>
1. Event sponsorship strategy formulation	1.1 Profiling the event's audience	Determine the target markets
	1.2 Establishing the offering of event	Event's assets / benefits offered to sponsors
	1.3 Building the event sponsorship list	Establish a list of potential sponsors
	1.4 Matching event's benefits with potential sponsors	Sponsorship fit / mutual interest
2. Implementation of sponsorship strategy	2.1 Preparing sponsorship proposals	Present draft proposals
	2.2 Undertaking the sponsorship screening process	Select a short list of sponsors
	2.3 Negotiating event sponsorship contracts	Sponsorship agreements
3. Effective sponsorship management of marketing needs listed in the sponsorship agreement.	3.1 Managing sponsorship relations.	A sponsorship management plan to service sponsors.
	3.2 Implement the appropriate techniques.	Sponsorship agreements Feedback on effectiveness of management Measuring the consumer-related marketing objectives set by the sponsor (i.e. Consumer effects of sponsorship)
	3.3 Assessment of the overall impact of the partnership	Feedback on effectiveness of management Measuring the consumer-related marketing objectives set by the sponsor (i.e. consumer effects of sponsorship)

Source: Okumus, et al (2010); Soteriades & Dimou, (2011).

## 2.7 Consumer and Business Oriented Objectives

It is recommended that any strategic planning process begin with the establishment of specific and measurable objectives (Crane et. al., 2014). Table 3 captures the most prevalent objectives cited in the sponsorship literature. This review illustrates that awareness and image from both a corporate and product/brand perspective have traditionally been the dominant objectives of sponsorship. The proven commercial benefits of sponsorship have encouraged more business-oriented objectives with a stronger focus on the bottom-line (i.e., profit and sales). In recognizing that an increase in sales is the ultimate objective of sponsorship, Smolianov and Aiyeku (2009) proposed that objectives are realized in a sequential fashion that parallels the consumer decision-making process. For instance, exposure is needed to create consumer awareness, which is needed to form attitudes and preferences which then drive consumer action (purchase/no purchase). Nichell, Cornwell, and Johnston (2011) supported this view that awareness measures remain valuable as they reflect the consumer path to purchase. Cazels (2003) highlighted the corporate and marketing objectives of sponsorship Table 4.

Table 4

*Objectives of Sponsorship*

<b>Corporate Objectives</b>	<b>Marketing Objectives</b>
Corporation understanding	Sale intentions and enhancemnt of sales
Corporation reflection	Product / brand image
Corporation participation	Brand loyalty and brand awarenes
Communal opinion of company	Brand Positioning
Employee motivation	Target specific customer base
Assessment of staff requirements	

Source: Cazels (2003)



Jobber (2004) highlighted five basic types of sponsorship objectives like visibility of product/brand in front of client, awareness of brand/product, enhancement of corporate image, affinity or interaction with target market and sales objectives as explained in the Appendix C. Reilly and Madill (2012) highlighted sponsorship objectives like product/brand image, employee inspirations, rebranding and build long lasting partnership with event management explained at Appendix D.

Heerden & Plesses (2013) conducted research studies through survey on setting the sponsorship objectives by South African sponsors for sport sponsorship.

The findings as reflected in the results given above Appendix E suggested following lessons from survey of South African sponsors:-

- 1) The media coverage was given maximum score (mean score 4.46). So the sponsors like that their product / brand get maximum media coverage for publicity.
- 2) Brand / product and service related objectives got 2<sup>nd</sup> position securing mean of 4.22. It suggested that sponsors in South Africa go for brand / product and service related objectives when go for sponsorships.
- 3) However, the sponsors given least priority to corporate related objectives (mean score was 3.96) and even last priority was given to hospitality related objectives (mean score was 3.66).

## 2.8 Partners in Event Sponsorship

Event management is not a single party affair but it has become altogether a new industry in sponsorship. Sneath et al., (2005) have explained four Sponsorship partners essentially required in event sponsorship given below: -

- 1) **Corporation** (Actual or Perspective sponsors) - Almost all events are being organized through sponsorship by one organization or by combined sponsorship by two or more sponsors also known as multi-sponsorship.
- 2) **Channel Members** (Distributors of sponsored and unsponsored brands) – The intermediate organizations like event marketing companies and consultants. These companies play very important role for bringing sponsor, sponsee, property and audience together.
- 3) **The Public** (Private Individuals) - Participation of public in an event is very important for success of an event. All partners in organization of event coordinate and try to make event very interesting, attractive and participative for general public or specific targeted customers. All partners in event management including sponsors try to make a value chain and long term relationship to achieve their specific and common goals.
- 4) **Sponsored Organizations** (Cultural Institutions) - Since these organizations need support and funds to organize and run the event or cultural shows, therefore, they have to make an effort to establish long-term relationship with event management and sponsors.

**2.9 Advantages of Events** - Some of the advantages (Willman,2010) of events are as under: -

- 1) Generally, the events have ability to bring together the participants / attendees.
- 2) Participants are actively targeted in the events.
- 3) Professionally well-organized events give memorable experience to all participants.
- 4) Involvement of all the senses means audience, sponsors and sponsee.
- 5) Live media interactive communication makes the environment most attractive.
- 6) Massive collection of feedback by use of different media.
- 7) Easily customizable nature of events.
- 8) Post event publicity.
- 9) Conversion of good events into future commercial.

**2.10 Types and Categories of Events** - As explained in guide to event marketing various types of events are as under (Marketo, 2015): -

- 1) **Cultural Celebrations** - This includes the cultural events like defense day, religious events and carnivals. Lot of population attends these events where sponsors get opportunity to interact with the audience.
- 2) **Sports Events** - The number and variety of sports had made a big business in the world. The teams, their sponsors, event managers, and spectators have to travel a lot all over the world, which has a large impact on the world tourism industry. Traditional sports events; the most important are Olympic Games. Sport competitions are usually divided into two categories, professional and amateur events. They all are popular with sponsors. However, these kinds of events are generally saturated with sponsors and the best opportunities are rarely available to new sponsors.

- 3) **Art and Entertainment Events** - It Includes concerts, exhibitions, and award ceremonies. Artistic events generally have lower profile as compared to sports events, but has an appeal to a particular segment of public and customers, and more likely to appeal to both men and women than many sporting events. Added advantages of these kinds of events occur during the evening and make easier for guests to attend them. Art festivals are also universal in approach, but with substantial diversity in form include visual, performing and participatory.
- 4) **Business and Trade Events** - These events include the trade and other exhibitions and award ceremonies. Here the stalls are prepared by the different sponsor brands and visited by large audience and experts of different fields for sharing their experience.
- 5) **Educational and Scientific Events** - These events are very common and are frequently arranged in different school and colleges / universities. It may be the annual function or certificate and award distribution ceremony.
- 6) **Political and State Occasions** - These may be high profile events which are planned and coordinated well, sponsored by those business organizations which have high corporate image and credibility.

### **2.11 Event Sponsorship as New Marketing Tool**

Sponsorship has matured rapidly in the recent years in the world. To increase its effect and to get more return on investment organizations have started wider and integrated approach and strategies. Use of marketing event platform ranging from more intimate conferences and seminars (Wood & Masterman, 2008) to conduct of mass participation gatherings has become a successful tool. Such sponsorship events are used by both B2B and B2C forums. So the subject of event has got a lot of attention and research interest

(Ashill, Meadows & Stewart, 2001; Chanavat, Martinent & Ferrand, 2010). The adoption of leveraging strategy that in this case is sponsorship-linked marketing events has also got lot of importance. Currently the event marketing can be used confidently to enhance the overall impact of sponsorship (Donlan & Crowther 2014; Carolina P.A 2016). Social media is very important and useful tool to get the consumer feedback on sponsorship evaluation and its impact. Very important technologies like Twitter, Face book and Flicker on the internet can be very effectively used as social media. These social network technologies not only facilitate organization-consumer and consumer-organization communication around an event but also consumer-consumer communication (Chu & Kim, 2011) and over which the event marketers have very little control (Mangold & Faulds, 2009).

Event Track (2014) had carried out comprehensive research on event marketing. Event Track being leading experienced marketing agency has issued three complete surveys related by brand marketers, social media and consumer survey in relation to event marketing. Key trends over the past few years in the top companies using event for their marketing are presented at Appendix F.

Rifon (2012) in his article described very important guidelines for management getting corporate sponsorship for social, cultural festivals or events. These guidelines have been taken from Marketo festival guide website. These guidelines cover to determine the value of a sponsorship for sponsors, funding prospects, writing a proposal for sponsorship, selling the sponsorship and making an agreement after selling the sponsorship explained in Appendix G. Lund & Greyser (2016) presented study which examines the relationship between sponsor company and art museum. How arts sponsorship is used as a value-adding component having dual purpose of examining the partnership between an arts

institution and a commercial company, and the relationship between the partners and their audiences.

## 2.12 Sponsorship Evaluation Models

Researchers have explained different models on sponsorship application during the past. However these models apply to different situations and have limited utility either to sponsorship management or its effectiveness. These models have been explained in details.

### 2.12.1 Sponsorship Model

Gardner and Shuman Model (1988) developed a model (See figure 4) which focuses on objectives and effects of sponsorship. This model gives four types of targets and different treatment for each target. These targets generally are consumers, community leaders, financial institutions and employees / channel members. However, this model is very simple and has very limited utility.

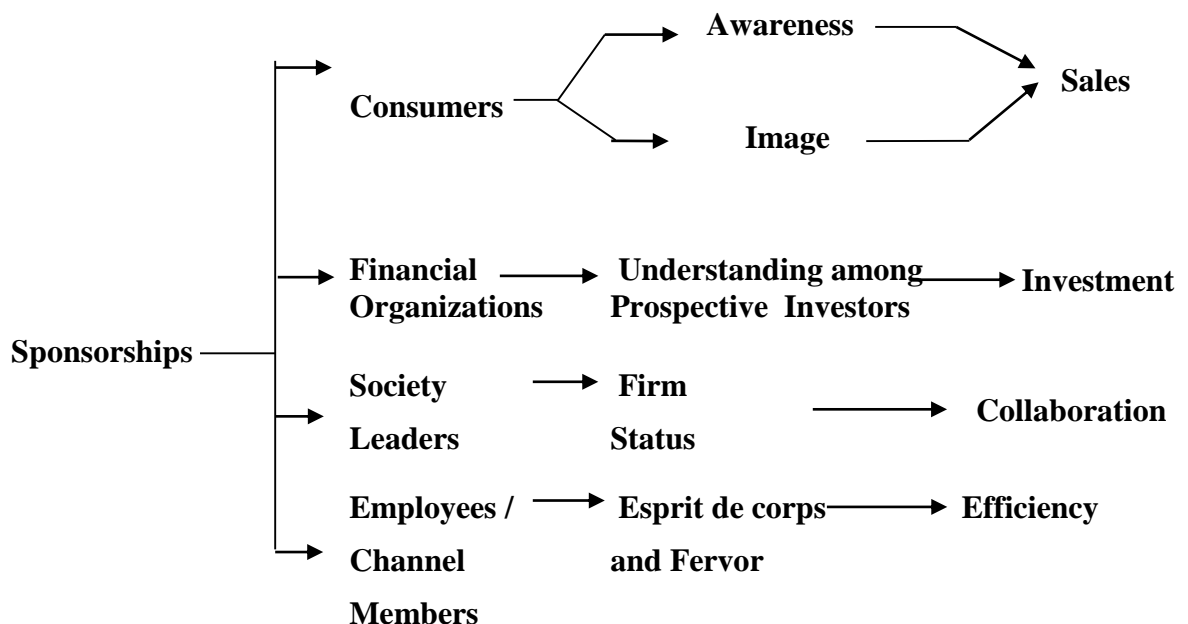


Figure 4: Sponsorship Model

Source: Gardner & Shuman (1988)

The model suggested by Gardner and Shuman (1988) also suggested that sponsorship is an important component of promotion mix, which they defined as investment in causes or events to support corporate and achievement of marketing objectives such as sales.

### 2.12.2 Sponsorship Development Model

Cornwell (2008) suggested a model (see figure 5) consisted of complete process in the form of loop starting from situational analysis, definition of objectives, sponsorship linked strategic plans, establishment of sponsorship link between strategic plan, implementation and evaluation/feedback. This model is quite applicable especially when you put sponsorship as part of corporate strategy and using marketing mix to enhance the sponsor's impact and achievement of marketing objectives.

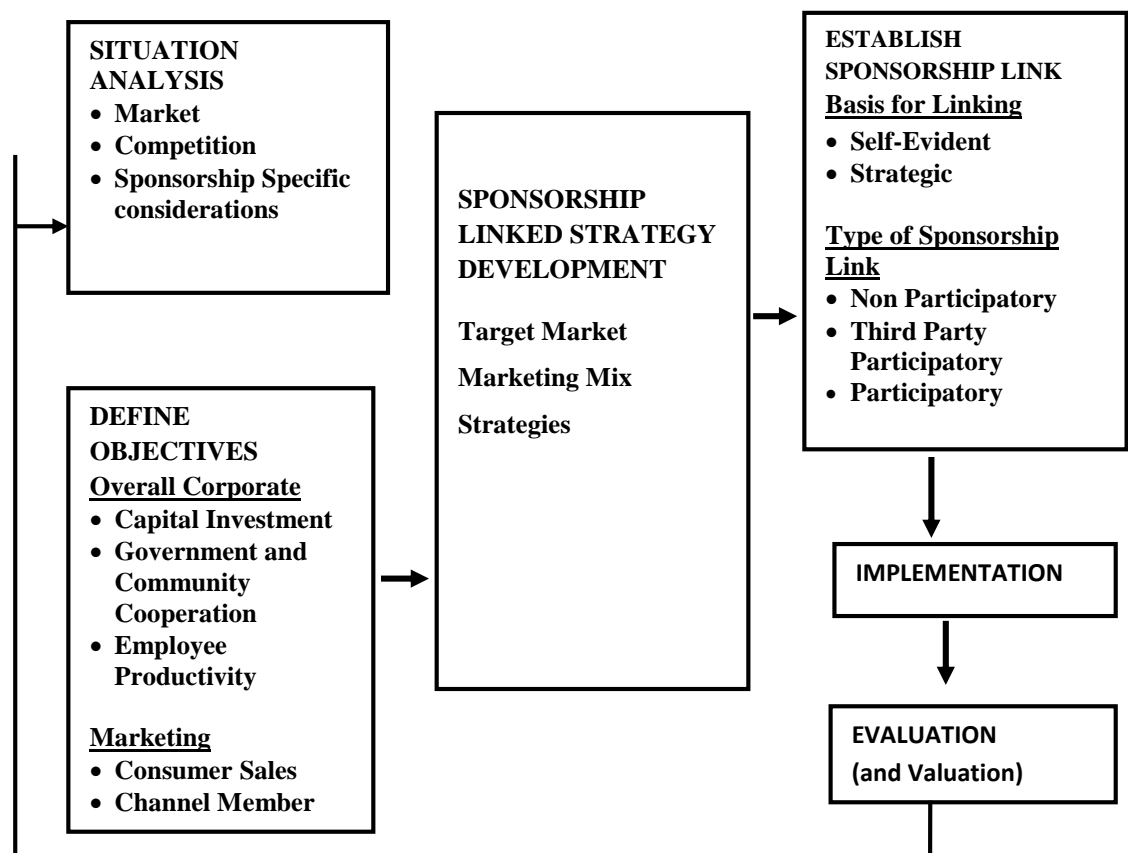


Figure 5: Sponsorship Development Model

Source: Cornwell (1995)

### 2.12.3 A Model of Competitive Advantage through Sponsorship - An Alliance

Approach Fahy, et al., (2004) developed a model (See figure 6) which links sponsor and property to integrate their resources (Tangible and intangible assets and capabilities) to improve the efficiency of a system and ensure success of event and enhancement of sponsorship impact to get competitive advantage. So this model says that there is requirement of two way responses both by sponsor and property holder and if both work efficiently it would be beneficial for both the parties for attainment of their objectives.

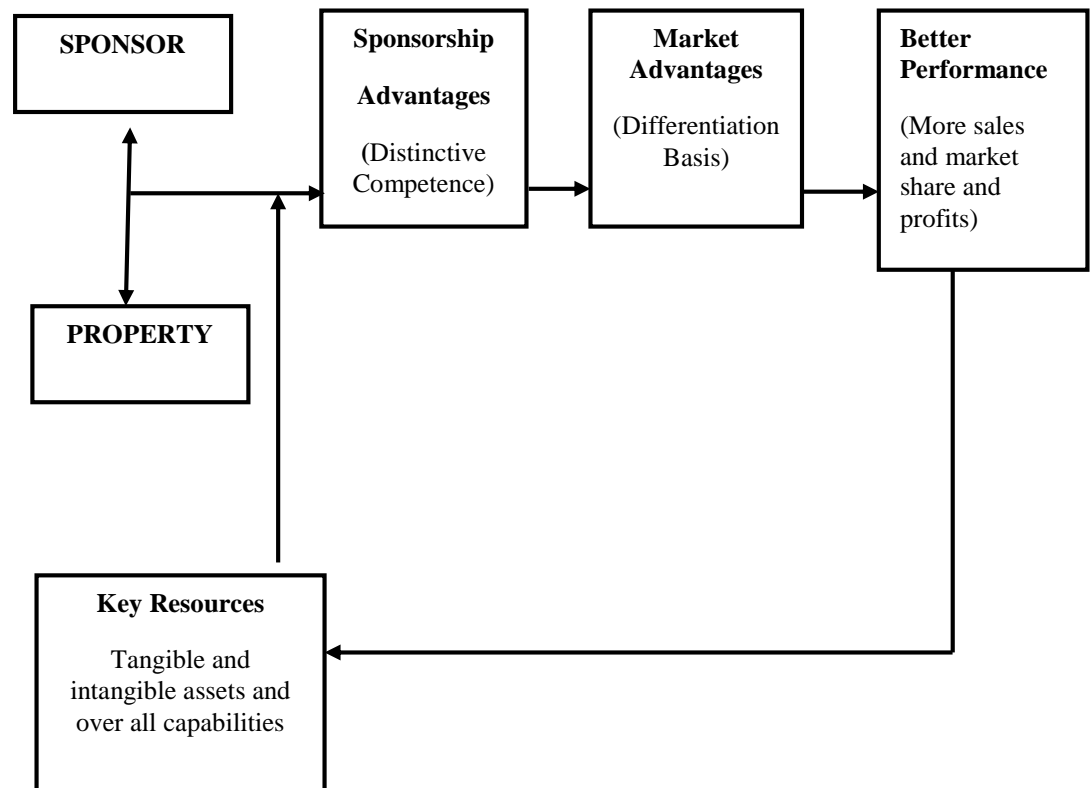


Figure 6: A model of Competitive Advantage through Sponsorship

Source: Fahy, et al., (2004)



#### 2.12.4 Life Cycle Model

Urriolagoitia & Planellas (2007) developed a model (See figure 7) known as life cycle model that articulates the paths in sponsorship development and sponsorship characteristics. This model also emphasizes the long term alliances among different stake holders to get the competitive advantage. This relationship will progress if the formation is correct and goes further if there is more coordination at operation stage. This relationship, if remains coherent assure stability and long term success.

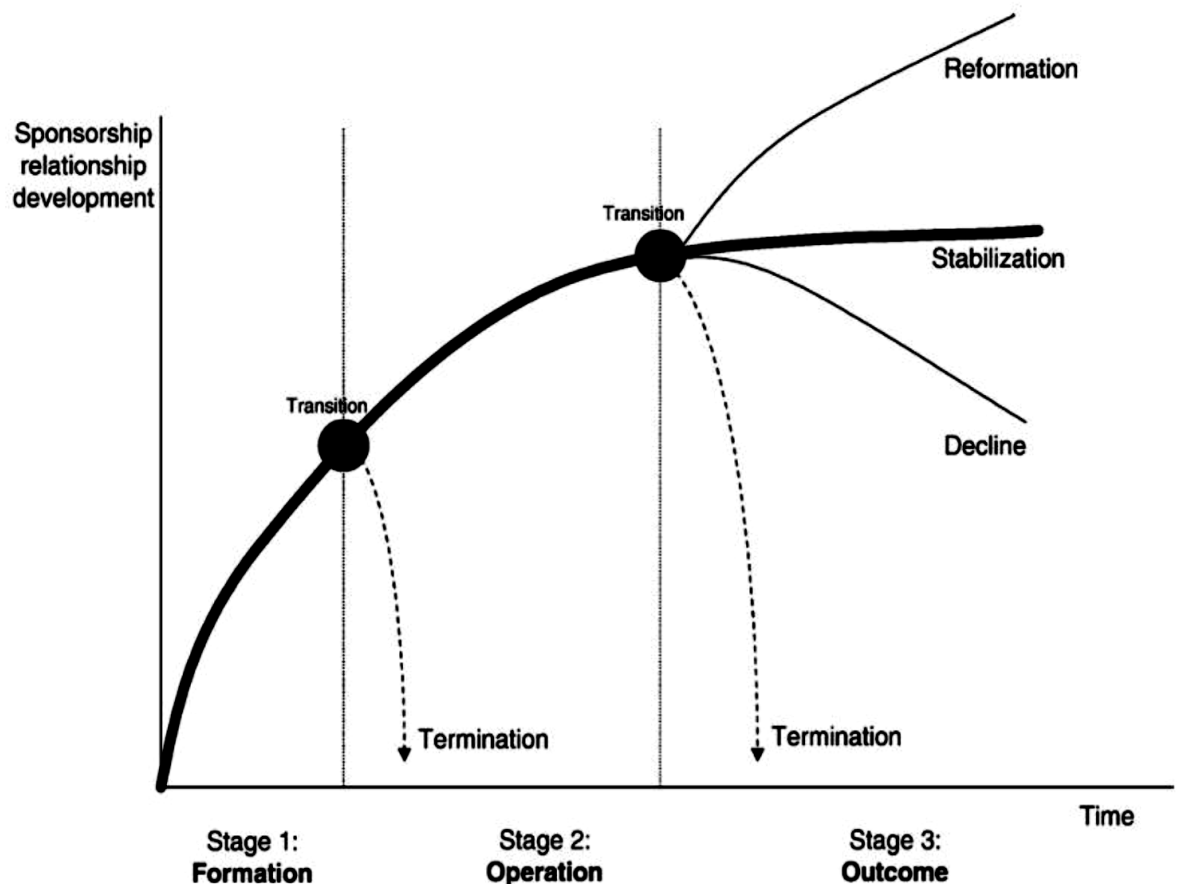


Figure 7: A Model of Sponsorship-Based Competitive Advantage

Source: Urriolagoitia & Planellas (2007).

### 2.12.5 Sponsorship Asset Model

Dann & Hughes (2008) developed an extensive conceptual model (See figure 8) of B2B relationships sponsorship. They identified different contributing factors of sponsor and property, which if united will give rise to new competency called as sponsorship asset.

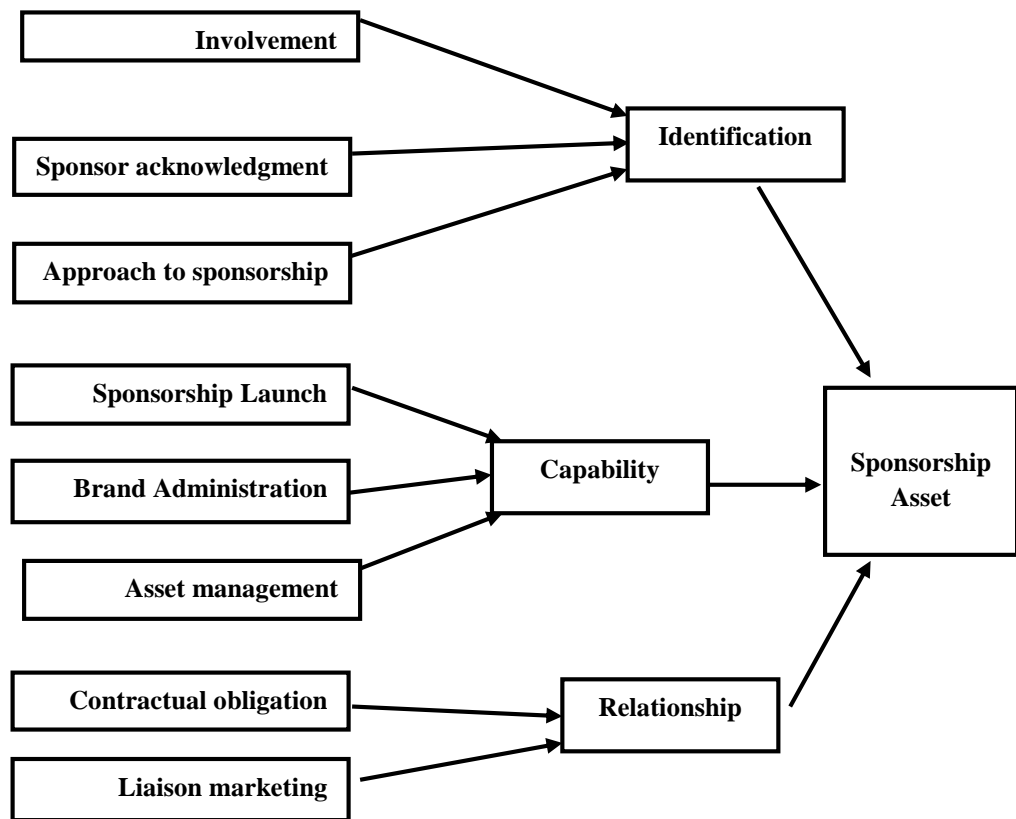


Figure 8: Sponsorship Asset Model

Source: Dann & Hughes (2008)

### 2.12.6 Sponsorship Progression Model

The model (See Table 4) is known as sponsorship progression model. This model is still a theoretical model which is not quantitatively proved. However, the factors and components identified are quite applicable in current sponsorship environment. These factors are sponsorship objectives, sponsorship management practices, strategic orientation and relationship among partners. However, Lammbers (2010) has explained

its different variants applied as per type of objectives required by its partners. Table 5 shows the main factors and their antecedents and also their meanings and applications.

Table 5

*Elements of Sponsorship Progression Model*

<b>Factor</b>	<b>Antecedents</b>	<b>Application / Meaning</b>
Objectives of Sponsorship	Patronage	Patronage is the basic form of Sponsorship. Strategic orientation with the passage of time had gone towards pure commercial objectives. However, the patronage component never goes to 0 and commercial component never reached 1. So one way or the other organization has to keep some sort of patronage.
	Marketing	In current literature sponsorship is generally accepted to be as one of very important marketing tool. Many marketing objectives have been identified which include brand awareness, brand loyalty, sales and other marketing objectives.
	Corporate	Corporate objectives differ from the marketing objectives and are used to promote the firm in general. However in present sponsorship initiative corporate objectives are combined with marketing objectives.
Strategic Goals	Goal Convergence	Stake holders the sponsor and sponsee or property holder or some other sponsor in a combined sponsorship can work together for common goals and can share their vision and resources for longer partnerships.
	Integration In Strategy	Currently the organizations are taking sponsorship as part of their corporate strategy. It means there is a realization that sponsorship is an important function of organization.
	Association	Association means associating sponsorship message with brand name so that its effectiveness can be increased. So linking message with brand will give added value to message from customers. If the sponsored property has value then associating message with that will enhance the value of that message in front of customers.

<b>Factor</b>	<b>Antecedents</b>	<b>Application / Meaning</b>
Management Objectives	Reciprocity	Again this concept is based on cooperation between two parties and correct decisions on sponsorship success. Both the parties can learn from each other. Sponsors can learn from the creative thinking of the sponsored properties and inversely, sponsored properties can learn about sophisticated business practices and experience.
	Leverage	Leveraging means combining all marketing communications methods to improve overall impact of sponsorship investment. It may be advertising, public relations, personnel selling or other promotions which can be used as per the requirement to enhance the sponsorship success.
	Activation	Activation refers to those communications that promote interaction with the sponsor. The difference with leveraging is the direct communication with the sponsor and audience, where leverage is collateral to sponsoring investment.
Relationship among Business Partners	Synergy	Sponsor effects can be enhanced by the combined human resource skills and experiences of the parties, the sponsor and the property. The activation and leveraging if combined give rise to synergetic effects.
	Sustainability	Here sustainability means establishment of long term relationship between sponsor and property. Sponsor if able to establish long term relation with a valuable property is going to get the competitive edge from its competitors
	Commitment	Commitment in sponsorship means to have stable relations between sponsor and sponsee or property. Both the parties are serious to make the event successful. Both the parties have mutual beneficial relationship.

Source: Lammbers (2010)

### 2.12.7 Event Sponsorship: A Management Framework

A theoretical model presented in the paper by Sorteriades, Sarmanioties & Varvaressos (2013) covers important and challenging topics related to event sponsorship. First, it examines the main issues in the interrelationship between sponsors and event organization and describes the factors determining the mutual beneficial sponsorship and secondly it suggests a framework for efficient management of event sponsorship. This paper also highlights the importance of two perspectives which can bring synergy among major stakeholders, sponsors and event management. Model diagram is shown in the Figure 9.

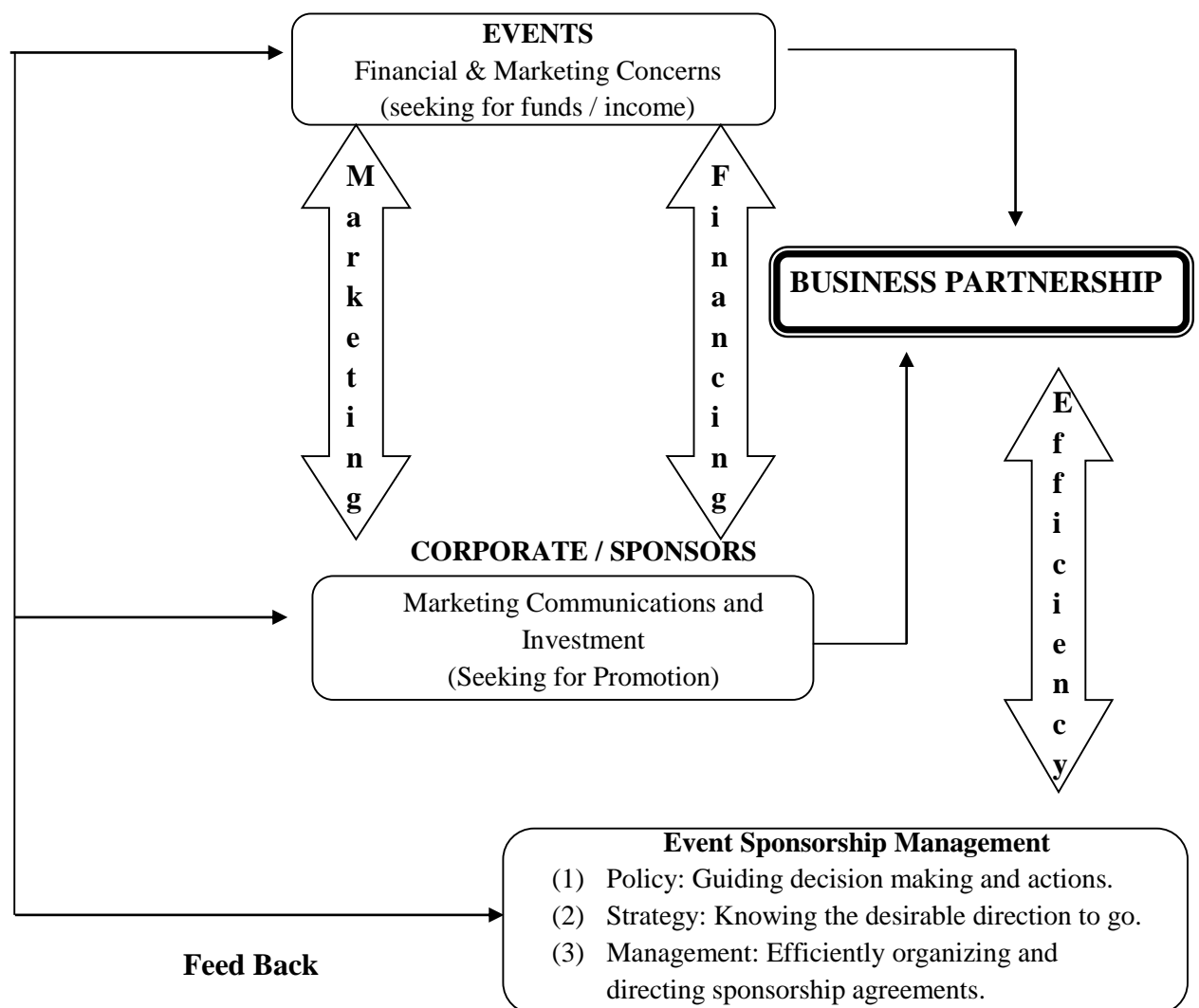


Figure 9: Event Sponsorship: A Management Framework

Source: Sorteriades, et al., (2013)

### **2.12.8 Sponsor Event Fit - A Network Perspective**

Bruhn and Holder (2015), during their detail research and investigation on Sponsor Event Fit (SEF) perspective, have divided this construct into two subparts i.e. Sponsor - Artist Fit construct and Sponsor - Event Organizer Fit construct. Sponsor Artist Fit (SAF) covers the factors related to organization of event like on site activities created for interest of audience and other participants which gives more artistic outlook and sponsors interaction with event and audience. The other construct is related to event coordination factors required between sponsor and event management to bring synergy like integrated event marketing and long term partnerships for effective coordination of event.

### **2.13 Sponsorship Practices in Pakistan**

Sponsorship for marketing is a fastest growing form of promotional mechanism in US and other European countries. This is well practiced in Asia and other countries. However, it is still in its infancy stage with a potential to take-off in Pakistan. In the West the ratio of Below the Line marketing (BTL) to Above the Line marketing (ATL) is 60:40, but in Pakistan it is just the reverse where still more money is spent on advertising. Literature on event sponsorship is very limited and wanting in Pakistan. In Pakistan there are three types of companies that rely on sponsorship. Type-1: Companies are well established companies like Engro Corporation, Fauji Fertilizer, Pak Arab Refinery, Attock Refinery and Pakistan International Airline which do not rely much on sponsorship for marketing hence go for CSR or sponsor events for social cause or philanthropy. Type-2: companies are local and multinational companies like Procter & Gamble Pakistan, Pepsi and Coke Pakistan, NOKIA Mobile Pakistan, Indus Motors and Toyota Rawal Motors, Bank AlFalah, Rafhan and Muslim Commercial Bank i.e. these companies not only spend much on CSR or sponsor events for social cause but also go

for sponsorship for marketing to promote their Product/Brands. Type-3: companies are small companies which do not have enough budgets for CSR, so they only go for sponsorship for promotion of their products/services.

Due to deeper penetration in the local market especially by multinational companies, the overall advertising spending in Pakistan was up to 5 Billion. Lever Brothers, Pakistan Tobacco Company and Nestle Pakistan were three major companies which spent 2.5 Billion out of a total of 5 Billion in 1999. 70 percent of all advertising expenditure being spent on TV, 15-25 percent of which goes to print media and left over about 10-15 per cent is spend on outdoor advertising and sponsorship activities by major advertisers (Aslam, 2000).

Table 6

*Advertising Expenditure Top 10 Product Categories FY 2012-13*

<b>Serial</b>	<b>Company Name</b>	<b>Percentage</b>
1.	Classified Advertising	16 %
2.	Legal/ Other Notices	13 %
3.	Educational Institutions	10 %
4.	TV & Radio	9 %
5.	Real Estate	8 %
6.	Banks	8 %
7.	Election Campaigns	3 %
8.	Telephone/ Mobile Communications	3 %
9.	Retail Outlets	2 %
10.	Cinema	2 %
11.	Others	26 %
<b>Total</b>		<b>100 %</b>

Source: Gallup Report 2013

However the budget kept for advertising is much more than sponsorship marketing in Pakistan. Recent report published by Gallup Pakistan indicates that a total of Rs27 Billion were spent only on TV advertising during the fiscal year 2012-2013 (Gallup Pakistan, 2013). Expenditure on Media Spending was 32.82 Billion in 2014. Ratings in

percentage minutes of total advertising of Top 15 Brands on TV are shown in the Figure 10.

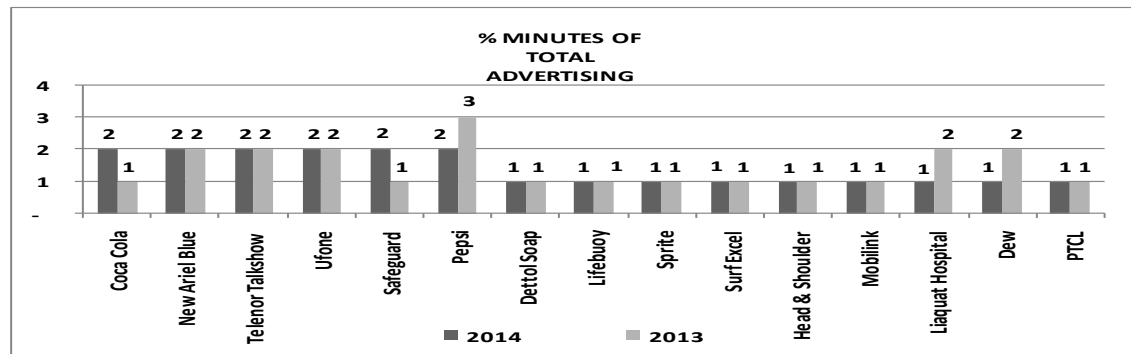


Figure 10: TV Advertising - Top 15 Brands in Pakistan

Source: Gallup Pakistan (2013)

Research on sponsorship and event management in Pakistan is scarce, however lot of research was found on marketing and advertising. Study conducted by Mubashar, Haider and Kamran (2013) on role of Integrated marketing on brand equity in cellular Industry in Pakistan confirmed positive impact specially of advertising, direct marketing and sale promotion to create brand awareness and brand association. This study also suggested the significance of mediation impact of corporate reputation between integrated marketing and brand loyalty and brand equity. The diagram given below shows the relationship between integrated event marketing, corporate reputation and brand equity.

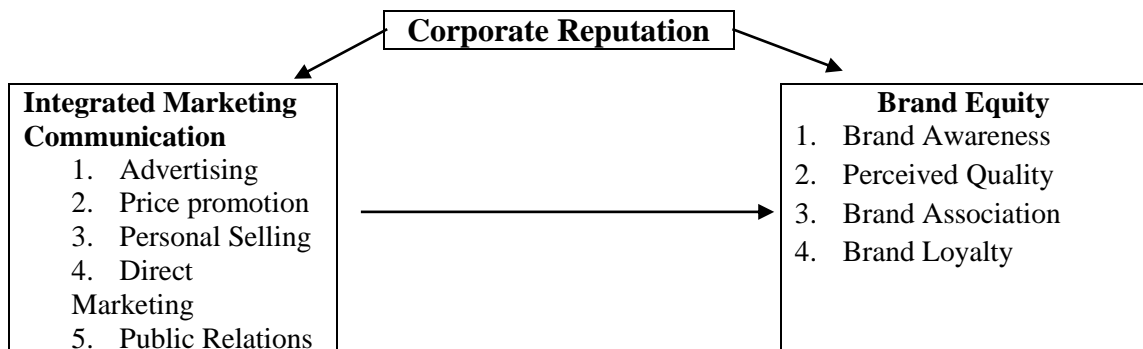


Figure 11: Role of Corporate Reputation to Link Integrated Marketing Communication and Brand Enquiry.

Source: Mubashar et al., (2013)



Research study conducted by Tufail, Saeed and Zameer (2014) in various cities of Pakistan proved positive impact of sponsorship and publicity during the event on brand equity. The banks in Pakistan through their better services and customer satisfaction to their clients can improve and have positive impact on enhancing customer value and corporate image (Zameer, Tariq & Kausar, 2015).

An explanatory study was conducted on cause-related marketing and its impact on purchase of convenience products. Positive relation was established where the promotions linked with cause related marketing were more effective as compared to normal promotion in Peshawar and surrounding areas in Pakistan (Ghanni, Jahanzeb & Wisal, 2013). Study conducted in Pakistan confirms that emotional advertising is more effective than informational and rational advertising and has more positive impact on attitude of customer/ consumer to create more brand loyalty and increase purchase intension (Abdullah, Ghanni & Sadia, 2012). Companies in Pakistan understand the importance of modern online marketing tools like Facebook, Twitter, Myspace etc termed as social media, are effectively used to target the required marketing segments (Imran, Saleem & Qaiser, 2012).

A literature survey of business organizations has been conducted in Pakistan and few renowned companies were selected to see their sponsorship behaviour and different initiatives for conducting their marketing operations and corporate social responsibility. Use of credible celebratory in TV ads or during the events used by companies for their marketing initiatives enhances the customer brand relationships and has very positive effect in customer attitude towards a particular brand and product (Sadia, Ghani & Niazi, 2013). Current sponsorship is more customer centered i.e. direct interaction with customers to establish long term relationship. Event can provide good place to sponsors

where they can interact with audience / customers to market / promote their product / brand. The literature review confirmed the importance of events for sponsors and also importance of sponsors for event management. Most important issue, which is related to event management, is success of event. Lot of efforts is made in this respect to make the event successful. The main issues of event management in Pakistani organizations (Jalal & Satti 2012) are as under: -

- 1) Unable to attract the desired audience in the event because of lack of required publicity and pre-event marketing.
- 2) Unable to attract good sponsors for the event.
- 3) Event should be organized on some social cause other than only commercial objectives.
- 4) Event should be able to provide comfortable and convenient environments to audience and attendees.
- 5) Unable to provide good atmosphere when sponsors / brands were able to interact with customers / audience to promote their products / brands.
- 6) Unable to create good image and popularity among audience who attend the event.

## **2.14 Development of Hypotheses**

The following section develops the hypotheses that have been depicted in the conceptual model (Figure 14) chapter 3. Hypotheses are organized and presented according to the constructs on which they depend.

### **2.14.1 Hypothesis to Answer Questions 1 and 2**

Various on-site techniques and promotional methods to deploy in the event to affect audience response towards sponsorship effectiveness and event success were identified from Event sponsorship Models and their utility and practical is being confirmed from previous literature and study of different sponsor companies in Pakistan. This is to answer research question 1 and 2:-

#### **2.14.1.1 Impact of Sponsor Event Fit on Sponsorship Effectiveness**

Today, the perceived fit, or match-up, between a sponsored property and the sponsor is widely believed to be an important factor in making the association between the two stick in consumers' minds (e.g., Gwinner and Eaton 1999; Johar and Pham 1999; McDaniel 1999). Unique congruency and fit between sponsor and event makes the sponsorship successful and provides sustainable competitive advantage (Amis, Pant & Slack 1997). There should be either functional or image similarity between sponsor brand and event which leads to develop positive attitude and transfer of brand image to audience and effectiveness of sponsorship and success of event (Gwinner & Eaton 1999; Speed & Thompson, 2000; Roy & Graeff 2002).

Research Literature has endorsed great importance to the fit between the sponsor and the sponsored event (Crimmins & Horn 1996, Meenaghan & Shipley 1999, Richard & Peter 2000). Speed and Thompson (2000) defined the congruence between sponsor and event.

explained “Scientific literature has used numerous words to describe the fit between a sponsor and sponsored activity such as synergy, similarity and link”. Other researches also confirmed the congruence and between sponsor product/brand and event leading to sponsorship effectiveness and success of event (Farad & Pages, 1996; Roy & Graff, 2002). The response to sports sponsorship is proposed to be affected by three factors (i) The attitude towards the event (ii) Attitude towards the sponsor and (iii) Perception of congruence between sponsor and event.

Growth and Vsetecka (2004) were also wiser to link the event and sponsor and explained “Scientific literature has used numerous words to describe the fit between a sponsor and sponsored activity such as synergy, similarity and link”. Other researches also confirmed the congruence and between sponsor product/brand and event leading to sponsorship effectiveness and success of event (Farad & Pages, 1996; Roy & Graff, 2002).

This fit can be found with number of other dimensions such as: "sponsor brand /product relevance to the object", "functional similarities" (i.e., sponsor's product and the object are both high quality) and "image/symbolic similarities, linkage, resemblance, pairing and complimentary association" between sponsored product, event/property and audience/client (Johar & Michel 1999; Speed & Thompson 2000; Becker - Olsen & Simmon 2002; Basil & Basil, 2003; Rifon et al, 2004 & Cho,2016).

Moreover, the literature also discovered that fit is used as distinction between positive and negative emotions toward a sponsored event and higher fit may lead to positive emotions or lower fit may contribute to negative emotions. In addition, Becker-Olsen and Simmons 2002 defined endorsers as “Good fit between sponsor and object resulted in higher attitudes toward the sponsorship and sponsor. Event and sponsor managers should

also consider the sponsor / brand values and their link with the event to make good fit between events and sponsor (Bowdin et al., 2011).

The perceived fit in between sponsors brand/product with event in terms of image and functional will be found favourable for sponsors promotion and marketing. Even when individual's cognitive resources could not make any relevance with event or sponsors brand then social identification may still result more favourable for effective response from sponsor and event (Dietz, et al, 2009). Audience after seeing the event and its linkage with brand / Product form the behavior / attitude, accept the brand / product message in a positive way. The audience makes some sort of permanent link/ positive perception with the event and sponsor brand/product. Davies, et al.,(2006) have elaborated the key factors affecting consumer's response to sponsorship has been presented in the Appendix H. Nathalie & Quester(2007) has reported the definition of congruence and research lessons explained by different researchers shown in Appendix I. Alay (2008) described eight determinants of consumer response which include: status of the event, liking the event, attitude toward the event, sponsor-event fit and attitude toward sponsor, sincerity of sponsor, ubiquity of sponsor and image of the sponsor.

The findings of previous theoretical and conceptual models( Presented above in the literature review ) signify the importance of sponsor event fit as main factor being considered to bring synergy among sponsor and sponsee initiatives to make the event successful and effecting audience response positively towards the effectiveness of sponsorship. Okumus, et al (2010) & Soteriades & Dimou (2011) described sponsor event fit as sponsor fit, taking this factor as matching event benefits with sponsorship initiatives. Burhn & Holder (2015) in their model named this factor as sponsor artist fit

and event organizer fit. This fit has been taken as key competency to make the sponsorship more effective and ensure the success of event.

Subsequently, a number of empirical studies have investigated the match-up hypothesis in the sponsorship context and have shown that sponsor- event fit affects constructs such as sponsorship awareness (Johar and Pham 1999), brand image (Gwinner and Eaton 1999), corporate image (D' Astous and Bitz 1995; Roy 2000) and brand attitude (Roy 2000), as well as sponsor interest, favorability and product use (Speed and Thompson 2000). As discussed, the perceived fit between the sponsor brand and the event is believed to be the main driving factor behind the occurrence of image transfer from the event to the brand/Product. Enhancement of sponsor-event fit is therefore believed to be the second key driver for the creation of audience-based brand equity through event-site executions of sponsorships

Considering the importance, its wider applications in event sponsorship management as described in previous research/models and its need especially in Pakistani environment is taken as main factor in current suggested research model.

Guided by this learning and need, the following event sponsorship organization factor hypotheses are presented:

***H 1: Sponsorship effectiveness is positively related to sponsor event fit.***

***H 1 a: Event Success is positively related to sponsor event fit.***

#### **2.14.1.2 Impact of Target Market Fit on Sponsorship Effectiveness**

Shanklin & Kuzma (1992) identified the critical issues that corporate leaders must examine in making sponsorship choices and includes choosing the right events for their target market. Event Managers while making the event sponsorship strategy should interact with the sponsors to formulate common marketing strategy including sponsors requirement. Event managers should invite those attendees who are required by the sponsor as their target market. Sponsor will like to participate only in that event which provides availability of those audience / customers which are being targeted by the sponsors. Ruthand and Simonion (2003) explained the concept of target market fit i.e. the transfer of image from event / brand was higher when the event and the sponsor were congruent with their target audience in either functionality or image.

Sponsorship has become very essential media and tool for marketing strategies and targeting the customers. Sponsorship now a day for MNCS comprise of about 67% of marketing strategies offering something special for their target market (Thwaites, 1998). This factor is very important for sponsor point of view and is major consideration to select event for sponsorship where event should provide the target market required by the sponsor. Sponsor is interested in that event where the audience / clients of event can use the sponsors brand and interact with the sponsor initiatives (Keller 1993). The audience should have relevance both with the sponsor brand and event (Onk et al., 1987; David et al., 2010). Same factors have been found important for Pakistani sponsors like Papsi, Coke, Toyota Motors and Mobilink (Jalal & Satti 2012).

Typically, while organizing the events it is easier to think your end customer being the participants of the event, delegation or audience but you have to think this way the sponsors are your main source of revenue, you have to see them as your customers and have to get audience as per sponsor target market (Inspiration 2014).

The aspect of Target Market Fit is an important factor both in the perspective of sponsors and event managers. Event should appeal the target market, the audience required by sponsors in the event. Event manager would like to organize such event, where event is able to attract those audiences who are required by sponsor. This aspect is reviewed in research study by Woisetschlager and Michaelis (2010).

It is generally accepted that if target audience see the sponsor and sponsored objects as congruent, that sponsorship is more likely to receive positive impact (Walraven et al., 2012). Speed and Thompson (2000) found that consumers who perceive fit between the sponsor and the sponsee are more inclined to form positive attitudes toward sponsor and use sponsor's products. There are several studies which showed similar findings reinforcing the positive relationship between the perceived fit and behavioral intentions of audience attending the event (Becker-Olsen & Simmons, 2002; Cornwell et al., 2005; Olson, 2010)

Several authors name the target market fit by different characteristics as congruence between sponsor and event and sponsor relatedness (Speed & Thompson 2000, Cornwell et al. 2005, Wakefield et al. 2007). Besides that, Jobber and Ellis-Chadwick (2012), Masterman (2014) and Sylvester & Moupinho (2001) and Irwin et al., (2002) explicitly point out the strive towards a target market fit, fit of event and audience or target audience fit in their objectives. Obviously, striving for target market fit is a highly



recommend objective as sponsor relatedness is an influencing factor for sponsorship recall (Wakefield. 2007).

Event managers should also consider the sponsor / brand values and their link with the event to make good fit between event and sponsor (Bowdin et al., 2011). Keller (2001) explained that sponsors when decide the selection of some event; consider the attendee's attitude and product/brand usage in the event. Sponsor will be interested in event where his brand can be used by the customers (Michael, 2002). Pitts & Slattery (2004) explained six dimensions of match between sponsor and event i.e., Target market, image, location, clash and complementary. The audience (target market) who attend the event should have relevance both with event and sponsor brand (Onk et al., 1987; David et al., 2012).

Sponsorship has also been adopted as very effective marketing tool used by the firms to target the customers required by sponsors, provision of brand information and enhancement of sponsor corporate image and establishment of long term relationship with the customers (Simmons, Land and Becker- Olson, 2006).

Sponsors spend time and money to market certain events but also want that the audience should be as per their target market. Event management must be able to ensure that they also provide other opportunities to sponsors like create eye catching and creative professional signage and logos, good marketing material and good sites for product displays that draw maximum attendees in the event and watch sponsors activities with full zeal and attentions (Commons & Zelf, 2008). It is very important for the sponsor to understand that their products and services that have a target audience that can be well defined and recognized. Sponsors should be able to use best channels to reach their audience. Event marketing is one of the best methods to reach to the customer to present

the sponsors brand in front of target audience and customer of event (Spider Graham, 2013).

Meenaghan (1983) explained three basic principles of measuring sponsorship performance which include to specify the role of sponsorship, establish sponsorship objectives and confirm target market required by sponsor(s). Event sponsorship allows companies to reach specific audiences and build long-lasting relationships with clients were termed as target market (Plesmacker et al., 2010).

The findings of previous theoretical and conceptual models (presented above in the literature signify the importance of target audience as basic requirement of sponsors in event sponsorship. Okumus, et al (2010) & Soteriades & Dimou (2011) in their event management framework considered it as an important factor. Lund & Greyser (2016) in their study examined the relationship between sponsor company and art museum, in that they signify the importance of target audience both for sponsor and art museum.

Guided by this the following hypotheses are proposed regarding the construct of target market fit:

***H 2:** Sponsorship Effectiveness is positively related to target market fit.*

***H 2 a:** Event Success is positively related to target market fit.*

#### **2.14.1.3 Impact of Sponsors Leverage and Activation on Sponsorship Effectiveness and Event Success**

In the perspective of event manager, the sponsor selected by him should be able to interact with the audience who participate in the event. This aspect is even more attractive for sponsor where he will like to create direct interaction and communication with the participants of event. Event sponsor link can be enhanced when sponsor uses the activities like packaging, promotion, advertising, direct marketing in the event (Crimmins

& Horn, 1996). This can also be done by creating on-site activities launched by the sponsors like presentations, exhibitions, trade shows, displaying banners and signboards. Same aspect is explained in the literature review (Madrigal 2001; Basil & Basil, 2003). Two terms leveraging and activation of marketing are being used in sponsorship. 'Leveraging' means use of different methods of marketing mix like advertising, sale promotion and direct sale etc., to make the sponsorship effective. While second term activation means presentation of sponsorship programs and on-site activities to have direct interaction with the audience (Cornwell, et al., 2005).

In the case of event marketing, sponsors and events should have congruency between image and the needs of the consumers in order to achieve the objectives. Event marketing has unique quality where sponsor can mix his message into the event gathering and can directly engage the customer (Close, et al., 2006). The objectives of sponsor must be clear and they must create activations to make direct contact with the customer (Cornwell et al., 2005). Building direct link with the audience in the event is very important for sponsor to make his campaign very successful (Brenen et al., 2004).

The techniques of sponsorship leverage and activation are very important to be used to attract and to make contact with the sponsor (Weekset al., 2008). The activational communication is very useful in bringing customers near to sponsor. This helps engagement, involvement and active participation of customers in the event and makes it successful. International Event Group (IEG) indicates that a lot of expenditures are carried out for leveraging activation. It is estimated that US \$1.90 is spent on leveraging activity for each US \$ 1.0 on sponsorship (IEG Report 2007).

Table 7

*Estimated Leveraging, Activational and Non Activational Expenditure per Dollar on Sponsorship Rights Fees*

<b>Year</b>	<b>Leverage Spend per Rights per Dollar on Sponsorship</b>
Year 2001	\$1.20
Year 2002	\$1.50
Year 2003	\$1.70
Year 2004	US \$1.30
Year 2005	US \$1.50
Year 2006	US \$1.70
Year 2007	US \$1.90

Source: IEG Report 2006 - 2007 on Performance Research.

Use of on-site activities can be useful for sponsors to promote their brand in front of the audience. The customers also mix-up with the sponsors in such activities and get involved and participate in the event (Aaker & Joachimsthaler, 2000; Olson & Hill, 2006). A research carried out by Coppetti, et al., (2009) also proved that there is positive relation between activation and participation on sponsorship effectiveness where more involvement of sponsor and on-site direct communication with the audience improved brand awareness, brand locality and more sales. Generally, the leveraging comprises of development of integrated promotion techniques to be used for effective role of each promotion tool (Howard & Crompton, 2005& Carrillat, D'Astois , Charette-Couture, 2015). Leveraging consists of development of integrated promotion plan that clarifies the effective role of each promotional tool (Howard & Crompton, 2005).

Speed and Thompson (2000) emphasized the importance of coordinating the leveraging tools and activities for successful sponsorship. The sponsor must be very sincere and

committed for using on site leveraging activities and other promotional tools for success of event and effectiveness of sponsorship.

Speed and Thompson (2000) also addressed the case needed to successfully leverage a sponsorship. Their conclusion is also focused on the involvement and sincerity of the sponsor. Sponsorship activation means the use of leveraging as deep as possible in all the relevant fields (O'Reilly, 2007). Due to activation the sponsor created activities that help the customer to get more involvement and presence in the event.

Sponsorship can act as marketing leverage which is through the use of marketing communication mix to directly interact audience in an event. This interaction as explained by Howard and Crompton (2005) can move customer from product interest stage to next stage which is the desired stage i.e., where the customer carries out certain evaluation and gets better awareness before he actually uses the product. So the sponsorship helps to change customer's liking from one stage to another and can influence the customer's attitude.

This aspect is related to on site activities launched by the sponsor during the event. This includes all BTL activities of marketing like distribution of pamphlets, handbills, promotions, music shows, and demonstration of product during the event. These initiatives can bring the sponsor brand and customer close and establishes direct communication between them.

Sponsor brand if used during the event has direct relevance with objective of sponsorship (Riffon, et al., 2004). Cornwell (2008) explained that sponsorship should be a key aspect of new "Indirect Marketing". Leveraging Sponsorship through an integrated marketing will benefit both, sponsor and event management forming arts organization, events and shows which provide good opportunity to sponsorship companies to market their brands /

products. These events provide better place where sponsors directly interact with audience and fans to get an intimate relationship and positive response from fans / customers (Dalakas, 2009).

The findings of study conducted by Ying and Pfitzenmaier (2002) on event sponsorship in China is very pertinent and important to guide sponsors to select which type of event for their sponsorship. Table 8 given below give the analysis showing interest of sponsors in china to sponsor which type of event.

Table 8

*Event(s) to be considered for sponsoring / hosting of events*

<b>Serial</b>	<b>Type of Event</b>	<b>Percentage</b>
1.	Music	46.2 %
2.	Sports	64.5 %
3.	Art events, cinema, theatre / dance parties	46.4 %
4.	Corporate events and celebrations	46.2 %
5.	New product Introduction / Sample distribution	15.4 %
6.	Local / Culture and lifestyle events	46.2 %
7.	Educational ( School / College) Events	30.8 %
8.	Others	7.7 %

Table above suggests that maximum sponsors (64.5%) sponsors like to sponsor sport events. Next three rankings (46.4 %) are for art events, corporate events and local / cultural events.

Sylvestre and Moutinho (2007) in their research reflected different studies on benefits of leveraging during event sponsorship has also been found useful in current research to analyze the Coordination of Leveraging Tools and Activities presented in Appendix J.

Case study on five companies at UK of different sectors was conducted by Sylvestre and Moutinho (2007) to see the objectives of sponsorship promotional activities. Findings of the study cover aspects as follows:-

- 1) Companies who participated in cultural sponsorship activities used four communication Tools i.e. advertising, public relations, sale promotions and personal selling. Most popular method used in company advertising was use of company / brand logo.
- 2) Company decision to use additional leveraging tools and on-site activities proved quite beneficial to enhance impact of sponsorship especially in case of brand awareness and corporate hospitality.
- 3) Leveraging of public relations through active participation of CEO, senior management and staff was very effective to achieve the objective of corporate hospitality for creation of relationship with clients, employees and community.
- 4) Company overall strategy for sponsorship should be oriented to achieve the long term business objectives and partnerships with the event/activity.

The findings of previous theoretical and conceptual models (presented above in the literature review) signify the importance of sponsorship leverage and activation in event sponsorship. Lammers (2010), in his sponsorship progression model and Sorteriades et al. (2013), in his event sponsorship model considered sponsorship leverage and activation as key factor to improve the sponsorship effectiveness and success of event.

Guided by this learning and need, the following event sponsorship organization factor hypotheses are presented:

***H 3: Sponsorship effectiveness is positively related to sponsor leverage and activation.***

***H 3 a: Event Success is positively related to sponsor leverage and activation.***

#### **2.14.1.4 Impact of Senior Manager Involvement on Sponsorship Effectiveness and Event Success**

This aspect is related to involvement of senior management of sponsor organization in the event or property being sponsored. If they involve themselves well, they will be able to achieve the marketing objectives set by the sponsors and if the involvement is more, then the effectiveness of sponsorship will be more. High identification and emotional involvement of sponsors in the event will enhance the synergy among two organizations, sponsor and sponsee (Madrigal, 2001). Their direct involvement will also be useful for success of the event as desired by the event management (Chadwick & Thawaitis 2005). Many researchers have argued that sponsors enabled companies should participate and actively interact with the event participant and audience of the event (Aaker & Joachimsthaler, 2000).

Degree to which the firm and sponsoring organization are well committed and share common traits will have positive impact on success of event and sponsorship effectiveness (Basil and Basil, 2003). Effective participation of sponsor management can enhance the effectiveness of sponsorship (Coppetti, et al., 2009).

Audience and consumers must feel that the sponsor is genuinely interested and concerned in the area of event and sponsorship is not just corporate investment (Rifon et al., 2004).

The sponsorship evaluation where the sponsor's objectives are more and there is more involvement of additional parties i.e. sponsors, media partners; the evaluation of sponsorship is more complex and costly. Sponsors should prioritize the objectives and limit them to minimum in order to make evaluation easy (O'Reilly & Madill, 2012).

Whenever you are hosting any event it may be a trade show, trade conference, wedding show, musical event and corporate dinner, you are required to incorporate and involved sponsors in the proceedings.

Martensen and Grønholdt (2003) in their article "Understanding and modeling brand equity" had described various indicators to measure the brand involvement by asking the



indicators from audience. Generally, the participation of sponsors and event managers will help in integrated promotion techniques to be effective (Howard & Crompton, 2005). The study paper presented by Sorteriades, et al., (2013) suggested a model for establishing a common mutual management framework for efficient management of event sponsorship. Sponsor Organizations should establish long term partnership with the property / event and establish credibility with the event. This includes sincerity, commitment and involvement of sponsors for event / property to make the event successful (Woisetschlager, et al., 2012).

Use of on-site activities can be useful for sponsors to promote their brand in front of the audience and customers. The customers also mix-up with the sponsors in such activities and get involved and participate in the event (Aaker & Joachimsthaler, 2000; Olson & Hill, 2006). A research carried out by Coppetti, et al., (2009) also proved that there is positive relation between activation and participation on sponsorship effectiveness where more involvement of sponsor and on-site direct communication with the audience improved brand awareness, brand locality and more sales.

The findings of previous theoretical and conceptual models (presented above in the literature signify the importance of involvement and commitment of senior management of sponsor and sponsee in event management perspective. Lammberts (2010), Okumus, et al. (2010), Soteriades & Dimou (2011) and Lund & Greyser (2016) in their models in event sponsorship indicated the importance of this factor, which help sponsor and event managers to communicate well with the audience, as a result they will have better response towards sponsor product/ brand and event.

Guided by the previous research and need, the following hypotheses for senior management involvement is suggested:

*H 4: Sponsorship Effectiveness is positively related to senior management involvement.*

*H 4 a: Event Success is positively related to senior management involvement.*

#### **2.14.1.5 Impact of Mutual Understanding between Sponsor and Sponsee on Sponsorship Effectiveness and Event Success.**

Existence of semantic link relationship (Gwinner & Eaton, 1999) and well match between sponsor and sponsee will have positive impact on outcomes i.e. sponsorship effectiveness and event success (Gwinner & Eaton, 1999; Speed & Thompson, 2000). Study proved that if there is a synergy / link and similarity between sponsor, sponsee and property then the stakeholders will be benefited and effectiveness of sponsorship will enhance (Grohs, et al., 2004).

Sponsorship relationships can operate as alliances, providing a strategic platform for mutual gain (Quester & Farrelly, 2005). Proper and well managed sponsorship campaign can benefit all partners of supply chain including producers, wholesalers, retailers and other marketing channel holders/ partners (Bruhn & Holzer, 2015). The study paper presented by Sorteriades, et al., (2013) suggested a model for establishing a common mutual management framework for efficient management of event sponsorship.

It is very important for sponsorship companies to carefully identify the goals and objectives of sponsorship and select most appropriate event which provides unique opportunity to present the sponsorship message in front of audience. The sponsorship should be long term and able to get better recognition than co-sponsorship (Eunju, et al., 2008).

The degree to which the firm and the sponsored organization share common traits (Basil & Basil, 2003) and synergy/ link between sponsor and event (Grohs, et al.,2004) will enhance to achieve the objectives of effectiveness of sponsorship and success of event.

There is reciprocal beneficial partnership requirement between two important stake holders, event organization and sponsor. There should be mutual understanding on all marketing issues and needs. This all leads to establish a common management frame work for event sponsorship based on both parties (Okumus, et al., 2011 ; Lund & Greyser,2016).

Organizations and event management if does not have any synergy and understanding will not be beneficial for both organizations (Mc Denial, 1999 & Cronwell, 2008). Good understanding will enhance benefit for both the parties to achieve the objectives i.e. success of event and effectiveness of sponsorship (Sorteriades, et al., 2013; Bruhn and Holder, 2015).

Ryan and Fahdy (2012) in their article on “Evolving priorities in sponsorship from media management to network management” reviewed the sponsorship as a complex and inherently relational phenomenon which is characterized by multiple stakeholders i.e. sponsor, activity, audience, media, event / property and government funders acting within the network. The sponsor and sponsee have multiple objectives i.e. awareness, image, sales, resource sharing and development. The value of sponsorship in the network is very important as described by the Quester & Farrelly (2005).

Longer sponsorship relationship leads to stronger perceived effects on perceived equity. This identifies the duration of sponsorship that should be more in time to give maximum opportunity to sponsor to present the product in front of customer. This must be supported by repetition and activation linkages of sponsor brand with customer (Cornwell et al.,2001). The finding of the study (Nufer & Buhler, 2010) confirmed five factors for essential relationship between sponsors and spousee. This includes the trust, mutual

understanding, cooperation, communication and long term perspective among sponsor and sponsee.

It is very important for sponsorship companies to carefully identify the goals and objectives of sponsorship and select most appropriate event which provides unique opportunity to present the sponsorship message in front of audience.

This mutual partnership will not only support event managers' requirement but will be very useful to provide event and attractive sponsorship platform where sponsors get benefits like good visibility, networking and effective marketing communication.

Sponsorship programs being launched by Caltex Petroleum (Caltex Report-2012), was very effective to reach and communicate with their customers and clients. Corporate aim of Caltex is to associate with well-known event and property that share same values and characteristics as linked with the Caltex brands to get commercial advantage. This is other than donations and charity campaigns launched by the Caltex. Caltex used different criteria to evaluate the sponsorships. The property selected by Caltex should deliver following benefits:-

- 1) Property should be able to reflect Caltex brand image.
- 2) Property should have leadership position in the category and best in class.
- 3) Property should be recognized by its integrity and partnerships.
- 4) Property should be able to maximize Caltex presence in the event. This includes on site branding, good communication using different media, internet and all other channels.
- 5) Property/event also get media attention and able to guarantee free publicity due to its uniqueness, innovation and popularity.
- 6) Property should be able to offer sole sponsor status to Caltex and should have a good track record of viewership and attendance. It should also differentiate Caltex

from its competitors. Guided by this learning and need, the following hypotheses for the factor event sponsorship factor are presented:

*H 5: Sponsorship Effectiveness is positively related to mutual understanding of sponsor & sponsee.*

*H 5 a: Event Success is positively related to mutual understanding of sponsor & sponsee.*

#### **2.14.1.6 Impact of Integrated Event Marketing and Social Media on Sponsorship Effectiveness and Event Success**

Matchup between sponsor and event marketing initiatives and perceived similarity between sponsors attributed to effectiveness of sponsorship and event attitudes. Sponsorship is a key method being used for indirect marketing mix used by business organizations. Sponsorship can be used to bring main changes in advertising methods Cronwell (2008). All high profile sport, social / cultural events and musical shows receive lot of media attention and coverage. So anything associated with these events also gets same type of treatment and place in the media. Especially the use and importance of social media by business organization as a communication platform has multiplicative benefits (Bughin & Chui, 2011). This factor gives importance to integration of marketing effort launched by the event organizers and sponsors. Use of internet through on line marketing is very intimate and personal medium ever invented in recent years. It is very convenient to be used by the companies for easy reach to their target customers (Belch & Belch, 2009).

Lack of communication and coordination among stake holders to leverage their sponsors and advertising will have negative impact (Chadvirk & Thwaites, 2005).

The events which are sponsored well will be able to attract all types of media (IEG's Guide to sponsorship). Sponsorship has more appeal for cooperation to get a better chance to activate all type of marketing mix to influence both the customers and their

strategic partners (Meerngham, 1999; Howard & Crompton, 2004; Groza et al., 2012) than simple advertising.

Sponsorship has the ability through integrated marketing to enhance link between sponsor and audience (Tanwir & Shahid , 2014). This factor should be taken in planning and be incorporated in all stages of event conduct.

Event Management and Sponsors should mobilize all resources for establishment of well-coordinated marketing plan to promote the event and sponsors brand / product (Sneath, et al, 2005; Sirgy, et al., 2008).

Those events like sports, social and cultural, which get lot of publicity and lot of gathering and presence of audience, also get lot of attention from media. This cost of media is not borne by the sponsor but it gets lot of exposure from that media. This media may be the print, TV or audio and even the social media are very active for such purpose (Sneath, et al., 2005).

This factor gives importance to integration of marketing effort launched by the event organizers and sponsors. Both the parties along with other stake holders should concentrate on better marketing using all communication channels including social media which is very useful now a days. Use of internet through on line marketing is very intimate and personal medium ever invented in recent years. It is very convenient to be used by the companies for easy reach to their target customers (Belch & Belch, 2009).

Lack of communication and coordination among stake holders to leverage their sponsors and advertising will have negative impact (Chadvirk & Thwaites, 2005). The events which are sponsored well will be able to attract all types of media (IEG's Guide to sponsorship). Sponsorship has more appeal for cooperation to get a better chance to activate all type of marketing mix to influence both the customers and their strategic

partners (Meerngham, 2001; Howard &Crompton, 2004; Groza, et al., 2012) than simple advertising.

This factor should be taken in planning and be incorporated in all stages of event conduct. Sponsor presence is ensured everywhere in the event marketing. Consistent with the relationship marketing theory the association between the sponsor brand and attendees is related to exposure of sponsor brand with attendees. More exposure and attendance report more change in attendee's attitude towards sponsor (Lacey, et al., 2007).

The studies presented by Okumus, et al (2010),Soteriades & Dimou (2011) and Sorteriades, et al., (2013) suggested a common mutual management framework where sponsor and event managers work together for efficient management of event sponsorship. Basic financial and marketing perspectives of both event management and sponsor have been considered to render an effective business partnership.

Guided by this learning and need, the following hypotheses for integrated event marketing and social media factor are presented:

***H 6:** Sponsorship effectiveness is positively related to integrated event marketing and social media*

***H 6 a:** Event Success is positively related to integrated event marketing and social media.*

#### **2.14.1.7 Measurement of Sponsorship Effectiveness**

There is also no formal measuring tool to evaluate the effectiveness of sponsorship. However different indicators are being used by sponsorship team to evaluate the sponsorship activity i.e., this include the positive word of mouth of the clients and employee for particular sponsorship initiatives (Irem & Pirzada, 2015).

Current literature review on sponsorship evaluation, however confirmed that sponsorship impact can be measured. This includes the immediate feedback from audience /

customers about brand / product awareness, image, loyalty and sales or purchase intentions.

Business organizations spend lot of marketing budget on sponsorship and expect definite ROI. Because of two reasons it is difficult to measure the ROI i.e. i) Sponsorship is a message or interaction with customers / uses multiple promotion tools, it become difficult to isolate the sponsorship impact from other marketing tools. ii) Even if sponsorship is isolated and used separately, it is difficult to see whether the change or impact is new or it is due to previous marketing communication.

As per Guide to Event Sponsorship by Event Brite Blog (May 30, 2017) that sponsors will spend money on anything to improve their business. If you can prove a return on their investment, the only thing they will help them for sponsoring your event.

In sponsorship evaluation model presented by Gardner and Shuman (1998) effectiveness of sponsorship has been measured by watching customer awareness/ brand image and sale intentions.

Sponsorship objectives are either awareness or image related. Evaluating sponsorship results is the weakest link in sponsorship management, only about 60% evaluate (normally awareness and image tracking) and marketers should consider several evaluation measures (Shanklin & Kuzma 1992). Most cited objectives of event sponsorship include generating public awareness, media attention, product awareness, brand loyalty, enhanced corporate image and consumer perceptions (Chadwick & Thwaites 2005 & Shank & Lyberger, 2015).

Previous research revealed that the sponsorship and CSR initiatives generally led to positive consumer attitude and intentions towards the firm (Becker-Olsen, Karen & Ronald, 2004 & Turkmen, et al. 2016). Findings on sponsorship evaluation study by Alay



(2008) identified sales / purchase intention and media/exposure as most common measurement method.

Proposed model of sponsorship-based competitive advantage (Chadwick & Thwaites 2005) includes 3 key resources: i) tangible assets (such as financial); ii) intangible assets (brand equity, image transfer), and iii) capabilities (sponsorship management expertise). These 3 resources should be developed to get sustainable competitive advantage and Superior market performance.

In sponsorship literature, the connection between attitudes and purchase intentions has been investigated and well-established in several studies (Madrigal, 2001; Kim, Ko & James, 2011; Chih, et al., 2012). The intention to purchase is a good indicator of the effectiveness of sponsorship, although it is accepted that intending to purchase a product and actually purchasing a product, are two separate entities entirely (Hickman, 2015).

The more community-minded attendee has a positive opinion and change about the sponsor. Event sponsorship enhances brand awareness and brand loyalty as measured by recall and recognition. Events and sponsors with natural fit have an advantage (Cornwell, et al., 2006). Data suggested a relationship between sponsorship and increased sales. Sponsorship is most effective for objectives to enhance corporate image, brand awareness/equity and image. 40% of respondents were more likely to purchase a brand as a result of experience at the event (Sneath, et al., 2005). This positive brand opinion change contributes to higher purchase intentions for the sponsor (Close et al., 2006)

The paper presented by Donlan and Crowther (2014) on leveraging sponsorship to achieve consumer related objectives, the findings explores the potential of sponsorship linked events to achieve relational objectives. They identified the importance of holistic approach where the events must be integrated well in wider sponsorship strategy

including their design, delivery and evaluation must be coordinated both sponsor and sponsee level. These relational objectives which can be achieved through event sponsorship were identified as customer relationship development, building brand loyalty and image along with some of more traditional, transactional oriented sponsorship objectives. Finding also suggested that there is an advantage of adoption of marketing leverage strategy in sponsorship linked marketing that allow the sponsor to have more control over the customer experience and direct link with the customers. Many researches reviewed the concept and determinants of brand loyalty and factors that affect it (Jobber, 2004). In term of its measurement brand loyalty is often classified under two types namely i.e. attitudinal and behavioral measurements and it is therefore considered the brand loyalty has many dimensions (Sirgy, et al., 1991).

Effective sponsorship has positive effect on consumer perception regarding sponsorship and its brand, encourages positive attitude and also augment purchase intentions (Olson & Thiomoe, 2009) and increases brand equity. Increasing sales and market share were the primary motives of sponsorship (Morris & Irwin, 1996).

Cornwell (2004) in sponsorship development model gave customer sales the marketing objective of sponsorship. Sponsorship for marketing has direct impact on customer sale intensions (Harvey et al,2006). Sponsorship found effective for objectives to enhance corporate identity, awareness, equity, image and enhances sales growth (Rifon, et al.,2004). The article written by Barez, Manion and Schoepfer (2007) identifies the importance of factors related to sponsorship communication specially used in sports i.e. source congruency, sponsorship leverage and receiver disposition. The factors increase the impact of sponsorship and are able to generate the desired out comes like enhancement of brand awareness, brand loyalty and product trials.

In a qualitative case study method on Swedish Companies, Johansson and Utterstrom (2007) proved that the sponsorship for sports events had positive impact for achievement of marketing and corporate objectives like corporate image, client entertainment and employee relations. Sponsorship evaluation can be done using measures of media exposure, brand awareness and brand image. However, the current trend of sponsorship has been shifted to other evaluation methods which include intention to purchase, products trial and increase in sales. Sponsorship managers should be able to use more sophisticated methods to measure the sponsorship evaluation than easy methods being used for media exposure, brand awareness and image enhancement (Crompton, 2004).

Paper presented by Nickell et al., (2011) suggested that sponsor link marketing influences customer attitude and perception towards the sponsor brand but this relationship shows the incremental impact of sponsorship is slightly less and negligible for those brands for which the old relationship with customer attitude was very little or very strong. The dramatic results for quite significant sponsorship linked marketing were found for those brands, where the old relationship or brand attitude was just moderate. Purchase intention is the consumer willingness to purchase a particular product in specific conditions. Purchase intention is usually related to the behavior, perceptions and attitudes of customers. Shah et al. (2012) pointed out that purchase intention is a type of decision-making concerning the reasons why a customer tends to buy a particular brand. Keller, (2001) recognized that there is a large number of external factors that can affect purchase intention including the perceived price and perceived quality through the buying process (Gogoi, 2013).

Researchers have addressed six phases before taking decision to purchase a particular product: awareness, knowledge, interest, preference, persuasion and then purchase

(Kotler & Armstrong, 2010). A brand's sponsorship events may have a direct effect on purchase intentions because of the higher customers' commitment to the sponsor (Gwinner & Swanson, 2003). Aaker, (1996) indicates the main aim of marketing strategy is to build brand awareness economically and efficiently, by having a broad sales volume, and by operating outside media channels, because customers need information to be able to choose between alternative brands. Riezebos (2003) addressed that a brand with high awareness will cause a high added value for consumers. These studies also suggest that the sponsorship link marketing is even effective, when there is extremely incongruent partnership of property with sponsor. O' Reilly & Madill (2007) explained the methods used to gather data for evaluation of sponsorship have been presented in the Appendix L. Brand image, refers to consumers' perception of a brand which is associated with brand attributes, brand benefits and brand attitude held in consumer memory (Keller, 1993). It is what people believe about a brand, their thoughts, feelings and expectations.

Syed and Faridah (2009) considered brand image as a consumer's emotional response to a brand which causes the ability to differentiate between alternative offerings. Brand image is developed over time through advertising campaigns, packaging, sponsorship, word of mouth publicity, other marketing communication tools, and through consumer's direct experience.

The final goal of building, measuring, and managing brand equity is to create brand loyalty. Brand loyalty means customers want to spend more time, energy, money etc. in the brand during consumption. Brand loyalty has two aspects: 1. Intensity- how deeply the loyalty is felt, 2. activity - how frequently the consumer buys and uses the brand (Keller 2001).

According to Pelsmacker et al. (2010) sponsorship activities have marketing objectives which results in three pillars: Awareness building, Brand image and Sales/market share. Lagae (2005) addresses that sponsorship is relatively modern compared with other marketing concepts. Arens and Weigold (2011) argued that the growth of sponsorship helps the company to achieve several marketing aims for the sponsor (supported image, improved sales, effective publicity and improved employee morale). The results of Tufail et al. (2014) study show that publicity and sponsorship have a positive relationship with brand equity including brand loyalty. There is a positive effect on brand equity when publicity and sponsorship is favorable.

Sponsorship has an exceptional role in the marketing communication mix because it has an efficient role in creating brand awareness, brand loyalty, brand image and enhancing brand usage (Fineweek, 2007). The study of Amoako et al. (2012) indicates the effect of sponsorship in increasing brand awareness, brand preferences, brand recall and brand image which cause sales increase, and improve organizational value, therefore sponsorship support positively the marketing communication performance.

Considering the previous research and need three predictors i.e. brand image, brand loyalty and sale objectives are being used for measurement of sponsorship effectiveness.

#### **2.14.2 Hypothesis to answer research question 3 - Mediating Role of Event Success**

As per research question 3 which is i.e. how does the event success (important objective of event managers) mediate the casual relationship between on-site techniques and methods being used by sponsor and effectiveness of sponsorship? As per event sponsorship success model (ESSM) suggested in current research, sponsor and sponsee work as partner to design and organize the event. Sponsors main objective in event sponsorship is to interact and present their brand/product in front of audience and gain

commercial and marketing benefit i.e. brand image, brand loyalty and sale objectives. On the other hand main objective of sponsee in event sponsorship is event success i.e. to provide good services to audience/participants attending the event in terms of good image/ theme of event, provision of comfort and entertainment. It is also presumed that audience good mood and satisfaction make him ready to absorb well the event messages offered by sponsors, media and other event activities. So event success has been taken as motivator for creating positive effect on audience attitude towards sponsor's brand/product. Previous researcher gave lot of importance to event success factor in event sponsorship perspective.

Event marketing has unique quality where sponsor can mix his message into the event gathering and can directly engage the customer (Close et al., 2006). The objectives of sponsor must be clear and they must create activations to make direct contact with the customer (Cornwell et al, 2005). Building direct link with the audience in the event is very important for sponsor to make his campaign successful (Brennan & Gudio, 2004).

Consumer attitudes towards sponsored property will be positive if the sponsor and event work together in one direction to achieve the objectives of sponsors and event (Lee et al., 1997; Speed &Thompson, 2000).Attitude towards event is the extent to which customer senses the event is fun, pleasing, informative and interesting (Chandon, et al., 2000). Better participation and experience of respondents during the event has positive effect on more likely to purchase (Sneath, et al, 2005).

Bruhn and Holzer (2015) explained the network perspective of sponsorship, where sponsor and event management work together for success of event. Event Sponsorship is very effective and suitable marketing media and channel which can be used for most consumer products and for all other products. These products / brands get a good

exposure and position in front of audience and customers (Davidsson & Savolainen 2004).

Russell and Close (2013) concluded that customers develop more favorable event-sponsor bonds when they like the event. A customer's positive attitude towards the event will influence their perceptions of event-sponsor fit positively, especially for service brands. The study also demonstrates the positive influence of event-sponsor fit on customer's favorable brand commitment to the sponsor's brands, and customers' intentions to buy the sponsor's services.

Roy and Cornwell (2004) revealed that sponsors must choose events that have a reasonable fit with the sponsors' brand. Simmons and Becker-Olsen, (2006) found out that customers expect a sponsor and event to be related. According to Gwinner, et al., (1999) high event-sponsor fit will support brand image transfer. The event area (sports, culture, festival, business) is essential to consider in fit perception, more likely when customers are active in that area. This indicates that event sponsorship provides chance to create a personal connection with consumers.

Event and sponsor fit enhances the sponsorship effectiveness and success of event (Cornwell, et al., 2006). Rodgers (2004) in his research has taken event success as moderator and proves its positive impact on sponsorship effectiveness. Event Sponsorship is very effective and suitable marketing media and channel which can be used for most consumer products and for all other products. These products / brands get good exposure and position in front of audience and customers (Davidsson & Savolainen, 2004).

Better participation and experience of respondents during the event has positive effect on more likely to purchase (Sneath, et al., 2005). Sponsorship linked events also provide a

platform where sponsors can leverage their marketing strategy to get direct link with the customers and establishment of intimate and close relationship to enhance brand loyalty and value (Dolan & Crowther, 2012). Event sponsorship, part of event marketing, is one alternative communication platform that attracted increasing attention from brand researchers (Schmitt, et al., 2003) because events allow for direct, highly interactive, and local consumer-brand encounters where consumers can experience the brand in an immediate way; hence, scholars refer event marketing as “experiential marketing” (Zarantonello & Schmitt, 2013). It is one of the conventional and appealing tools that have a potential to overcome media clutters. Scholars have found the effects of event sponsorship on brand (Cornwell & Maignan, 1998; Walliser, 2003) and its contribution on the creation of brand equity (Keller, Parameswaran, & Jacob, 2011). Both event management and sponsors should also establish emotional connection with the attendees and consumer target to attend the event (Cornwell, 2008; Nadav, 2010; Jobber & Ellis-Chadwick 2012). Research study by Michelini, Iasevoli, &Theodoraki,(2017) suggested that when audience were satisfied with venue had positive impact on their response towards sponsorship out comes i.e. brand image, brand loyalty and sale objectives.

Considering the practical importance of event success, which is most desired and important objective for event managers (in Pakistan) has been tested as dependent and mediating variable. Theoretical support from previous models on event sponsorship and link with previous research also confirmed its importance that audience response towards sponsor brand will be positive if they are satisfied with the event.

Guided by this learning and need, the following hypotheses to confirm mediation effect of event success on effectiveness of sponsorship have been proposed:



***H 1 Mediation:*** Event success is positively related to sponsor event fit and mediates the relation positively between sponsorship effectiveness and sponsor event fit.

***H 2 Mediation:*** Event success is positively related to target market fit and mediates the relation positively between sponsorship effectiveness and target market fit.

***H 3 Mediation:*** Event success is positively related to Sponsor Leverage and Activation and mediates the relation positively between sponsorship effectiveness and sponsor leverage and activation.

***H 4 Mediation:*** Event success is positively related to senior management involvement and mediates the relation positively between sponsorship effectiveness and senior management involvement

***H 5 Mediation:*** Event success is positively related to mutual understanding of sponsor and sponsee and mediates the relation positively between sponsorship effectiveness and mutual understanding sponsor and sponsee.

***H 6 Mediation:*** Event success is positively related to integrated event marketing and social media and mediates the relation positively between sponsorship effectiveness and integrated event marketing and social media.

#### **2.14.3 Hypothesis to answer research question 4 - Moderating role of Sponsor Image and Preference**

As per research question 3 which is i.e. how does sponsor corporate image and preference moderate the casual relationship between on-site techniques and methods being used (by sponsors and sponsee) in event sponsorship and effectiveness of sponsorship? Considering the importance of corporate image and preference especially in conduct of social events this factor has been tested as moderating variable in event sponsorship success model (ESSM) suggested in current research.

Prior sponsorship research has suggested that sponsors who are perceived to be sincere in their sponsorship and motivated by philanthropy will achieve superior responses to their sponsorship compared with sponsors who are seen as purely motivated by commercial considerations (Speed & Thompson 2000).

The meaning of sponsor, image and preference is that the audience if already know the sponsors and has better image in their mind will accept well the marketing campaign launched by same sponsor. The strength of sponsored organization, brand equity is the basis for managing sponsorship alliances (Groza et al, 2012). Brand equity enhances the sponsorship effectiveness (Cornwell, et al., 2005), perceived sincerity of sponsor (Speed & Thompson, 2000), prior attitude towards sponsor may have impact on current sponsorship activity (Ruth and Simon, 2003). Firms and business organizations are using the cause related marketing to achieve their marketing and business objectives related to brand out comes (Westberg, et al., 2014).

Event managers always like to get sponsors having good image, credibility and name. While doing this they not only get good financial support but also good name for their event. Previous studies empirically showed that if motives of sponsor are perceived as philanthropic and sincere, they are more likely to receive positive responses to their

sponsorship than the sponsors that are regarded as carrying solely commercial motives (Speed & Thompson, 2000).

Previous studies empirically showed that if motives of sponsor are perceived as philanthropic and sincere, they are more likely to receive positive responses to their sponsorship than the sponsors that are regarded as carrying solely commercial motives (Speed & Thompson 2000). In another study, mediating role of sincerity, which is transmitting sport fans' psychological connection from a sport property to sponsor, between relationship quality and attitude toward sponsor has been established (Kim, Ko, & James, 2011). Similarly, Olson (2010) found that sincerity enables fans to carry more positive and favorable attitudes toward the sponsor. Business organizations using CSR initiatives linked with marketing and sponsorship companies can get superior business returns and benefits. The CSR will also be able to build bond between participants and company / brand for longer terms (Shuili, et al., 2010). Firms in Pakistan spend considerable amount on cause-related marketing to get the benefits like brand image, enhance consumer purchase intentions and positive change in consumer attitude. Study conducted (Nadia 2013) suggested the role of corporate image as mediator to enhance the relationship between firm and customer. This old perception will enhance new recall / contact with the customers. Other audience who were not perspective customers will get good image by present contract while seeing old customer's response. In Pakistan those business organizations which already had good image among their customers / general public, will get due benefit when go for event sponsorship (Zameer, et al., 2015).

In another study, role of sponsor sincerity, which is transmitting sport fans' psychological connection from a sport property to sponsor, between relationship quality and attitude toward sponsor has been established (Kim, et al., 2011). Similarly, Olson (2010) found

that sincerity of firm enables fans to carry more positive and favorable attitudes toward the sponsor. The strength of sponsored organization, brand equity is the basis for managing sponsorship alliances (Trimple & Lee, 2004; Groza, et al., 2012). Both sponsor image and event attachment contributed to intentions to purchase the sponsors products (Filo et al., 2010).

Business organizations using CSR initiatives link with marketing and sponsorship can get superior business returns and benefits. The CSR will also be able to build bond between participants and company / brand for longer terms (Shuili, et al., 2010). Brand equity enhances the sponsorship effectiveness (Cornwell, et al., 2005), perceived sincerity of sponsor (Speed & Thompson, 2000), prior attitude towards sponsor may have impact on current sponsorship activity (Ruth & Simon, 2003). The audience response will be more positive if they already have good image of sponsor. New contact in event with them through sponsorship will have good recall and positive attitude for brand / product. Firms and business organizations are using the cause related marketing to achieve their marketing and business objectives related to brand outcomes (Westberg, et al., 2014).

Firms in Pakistan spend considerable amount on cause related marketing to get the benefits like brand image, enhance consumer purchase intentions and positive change in consumer attitude. Study conducted (Nadia 2013) suggested the role of corporate image as mediator to enhance the relationship between firm and customer.

A case study of TORKU investigated by Temel and Sirin (2017), a Turkish company who had good brand image and reputation when sponsored the event and the determinants of communication were measured, it was found that the communication perceptions of audience regarding TORKU were positive and sponsorship was very effective.

Smith (2000) explained the relationship between sponsor integrity with the purchase intention presented in his research. Team support coupled with the sponsor integrity and support help customer and audience to show positive attitude towards sponsor brand and product and enhancement of purchase intention.

Event managers like to get services of sponsor having good image and preference. This will help to get good no of audience to attend the event related to that sponsor. Coke has good image and preference because it sponsors many social and educational events. Considering the importance of this factor both for sponsor and spouse it has been taken as moderating variable. Doing it has been that how the past perceived sponsor image and preference (of particular sponsor) present in mind of audience/customer effect their response to new sponsorship initiatives in current event.

Guided by this learning and need, the following hypotheses to confirm moderation effect of Sponsor image and pref Considering the practical importance of event success, which is most desired and important objective for event managers (in Pakistan) has been tested as dependent and mediating variable. Theoretical support from previous models on event sponsorship and link with previous research also confirmed its importance that audience response towards sponsor brand will be positive if they are satisfied with the event.

erence on effectiveness of sponsorship have been proposed:

***H1 Moderation:*** *Sponsorship Image and Preference moderate the relation positively between sponsorship effectiveness and sponsor event fit.*

***H2 Moderation:*** *Sponsorship Image and Preference moderate the relation positively between sponsorship effectiveness and target market fit.*

***H3 Moderation:*** *Sponsorship Image and Preference moderate the relation positively between sponsorship effectiveness and sponsor leverage and activation.*

***H4 Moderation:** Sponsorship Image and Preference moderate the relation positively between sponsorship effectiveness and senior management involvement*

***H5 Moderation:** Sponsorship Image and Preference moderate the relation positively between sponsorship effectiveness and mutual understanding sponsor and sponsee.*

***H6 Moderation:** Sponsorship Image and Preference moderate the relation positively between sponsorship effectiveness and integrated event marketing & social media.*

## **2.15 Case Studies to Answer Research Objective 5 - Study of corporate sponsorship objectives and practical application of on-site techniques and promotional methods used in event sponsorship in Pakistan.**

Three case studies of Pakistani business organizations have been included in current study to confirm the application of corporate sponsorship objectives and constructs developed from literature review covered in this chapter.

### **2.15.1 Case I - Preference of Sponsorship Objectives**

Five business organizations were analyzed to see their preference setting of sponsorships objectives in Pakistan. This study is based on global trends of sponsors as already mentioned in the literature review i.e. Case studies by Sylvestre and Moutinho (2007) on leveraging associations in sponsorship in UK, research study by Ying and Pfittenmaier (2002) on event sponsorship in China and survey conducted by Event Marketers (2012) and event track (2014). Five companies were selected from different industrial sectors which include TAPAL Pakistan, Tranzam Companies and Services (TCS), Pakistan Tobacco Company (PTC), UFone and National Bank of Pakistan (NBP). Company profiles and companies marketing and CSR initiatives have been discussed in paras given below.

### **2.15.1.1 Tapal Pakistan**

Tapal is a tea marketing company. Company is spending lot of its marketing budget on marketing of its products and brand. Tapal also sponsors different social, cultural, sports events. Company also feels pride for its corporate social responsibility initiatives especially in the field of education, sports and medicine. Company has recently conducted free medical camp in Sindh Province to provide medical facility to ENT, eye, heart and skin patients. Tapal also hosted an event at Carlton Hotel for blind cricket team who won the world blind cricket tournament. Tapal has also sponsored 2<sup>nd</sup> Women and Leadership conference on 15 April 2010 and Annual Fun Fair and sports day of LUMS at Karachi on 21 Mar 2015. Tapal is also winner of PAS (Pakistan Advertising Society) Awards 2014 for Tapal Danedar Brand of Tapal Tea. Company is spending a lot of its promotional budget on CSR to enhance the image of company along with other sponsorship objectives like brand image/ brand loyalty and sale objectives.

### **2.15.1.2 TCS (Tranzum Companies and Services)**

TCS is largest courier and Logistics Company of Pakistan. Company spend reasonable budget for marketing of its products and for improvement of corporate and brand image. TCS also takes CSR initiatives for of its stakeholders including company employees and customers. In terms of its philanthropy policy, TCS provide free of cost services to various welfare societies and local / multinational NGO's. Included in the list are Sindh Institute of Urology and Transplantation (SIUT), Sada welfare trust, SOS village Karachi, the citizen's foundation and the Edhi foundation. To help education sector TCS provide sponsorships to various Institutions like IBA, LUMBS, School of leadership and different student bodies. TCS also help various government organizations like drug enforcement cell and other health organizations in Pakistan. CSR and event sponsorship initiatives

used by the TCS confirm that TCS is aware of its CSR objectives and enhancement image of TCS towards employees and customers. TCS is also aware of importance of sponsorship initiatives used for enhancement of corporate image and its marketing objectives.

#### **2.15.1.3 Pakistan Tobacco Company (PTC)**

PTC is operating in Pakistan since 1947 as part of British American Tobacco, the world's most famous International Tobacco group with its brands sold in 180 markets and countries of the world. Company is well committed to provide high quality cigarettes to its customers. Company famous brands in Pakistan are Dunhill, Benson & Hedges, Gold Leaf, Capstan, Gold Flake and Embassy. Its brands cover all age group customers.

PTC spends lot of its marketing expenses on sponsorships. PTC is also well engaged in CSR and philanthropy initiatives to satisfy its employees, customers and other communities. PTC has donated a lot of money for development of agriculture, health, education and environment.

PTC being a multinational company is well aware of its marketing and other sponsorship methods and procedures. PTC had been the official sponsor of sports events in Pakistan. PTC brand name Wills was linked with important cricket and other sport events in Pakistan. Present strategy of PTC management is focused on effective use of CSR initiatives to promote its brands and enhancement of its corporate image. Company has its special competency in organization and sponsorship of events.



#### **2.15.1.4 Ufone**

Ufone is one of leading mobile company in Pakistan. It is fully owned subsidiary of PTCL. After privatization Ufone become the part of Etisalat in 2006. Ufone has over 24 million customers in Pakistan. Ufone is a leading company which spends a lot of its marketing budget on advertising, sponsorships and CSR. Its advertisement on TV, newspaper and radio are very famous and unique.

Ufone is also spending a lot of money on its CSR initiatives. This includes child health care, general health facilities, eye care and environmental protection. Ufone is also leading sponsor of sport activities and events in Pakistan. Company good CSR initiatives had made it a good responsible company and enhancement of its corporate image.

Company has very effective marketing department which is very effective in launching its advertising and sponsors initiatives. The strategic orientation of company is well diversified and dynamic for achievement of both CSR and marketing objectives. There is a realization among the management to use sponsorship for marketing of their brands and products other than the enhancement of corporate image. Company has good potential for effective sponsorship for events. Company has been able to develop long term associations and relationship with events, sports and media organizations. However, there is a need to leverage sponsorship with different methods of communication i.e. sale promotion, social media and advertising.

#### **2.15.1.5 National Bank of Pakistan (NBP)**

NBP the largest commercial bank of Pakistan has customer network in all over Pakistan. Bank due to its very strong CSR initiatives has been able to get good name among different stakeholders i.e. employees, customer, general public and government. NBP has been awarded with the Gold Medal by PM of Pakistan on the basis of it's over all contributions and donations for charitable, educational, social, health and public welfare projects. NBP provided financial and equipment support to the Marie Adelaide Leprosy Centre (MALC), SIUT, Noor Hospital Chakwal, Ghulab Devi Hospital Lahore, Lady Willington, Sir Gangaram Hospital and Bolan Medical Hospitals. Bank is also financially supporting the educational projects i.e. The Hub, Karachi School of Business and leadership (KSBL), Institute of Business administration Karachi (IBA), Taaleem Foundation Schools in Baluchistan. Bank is also sponsoring various sports, cultural and social events in Pakistan i.e. Folk singing Mela's and Aalmi Mushaira at Arts Council Karachi. NBP has quite mature sponsorship and marketing management system. NBP is aware of the importance of CSR and corporate image. NBP is also spending reasonable amount in marketing, advertising and sponsorships.

#### **2.15.1.6 Results of Study**

Study was conducted to ask questions to sponsor managers that how much weight they give to different objectives set to formulate sponsorship strategy for the organization. The results in the table 8 are based on expert opinion response recorded on sponsorship objectives used by companies during their conduct of sponsorship initiatives for achieving corporate and marketing objectives. The values are in the form of grading from 1 to 5, where 1 is minimum score and 5 is maximum score given to different objectives given in the Table 9.

Table 9

*Analysis of Preference of Sponsorship Objectives and Application of Overall Marketing Strategy*

Serial	Type of Objective	TAPAL	TCS	PTC	Ufone	NBP	Total Average
1.	<b>Corporate Objectives (Mean)</b>	<b>3</b>	<b>3.3</b>	<b>4.43</b>	<b>4</b>	<b>4.33</b>	<b>3.8</b>
	Promotion of corporate image	2	3	5	4	5	3.8
	Increase public awareness of company	3	3	4	4	4	3.6
	Target specific corporate audience	4	4	4	4	4	4
2.	<b>Product, brand, service and related objectives (Mean)</b>	<b>3.1</b>	<b>3.5</b>	<b>3.8</b>	<b>4.1</b>	<b>3.5</b>	<b>3.6</b>
	Increase Brand preference	4	4	4	5	4	4.2
	Image enhancement within target market	3	3	4	4	4	3.6
	Increase target market awareness	4	4	4	5	4	4.2
	Increase market share	3	4	4	4	3	3.6
	Integrating product / brand / service into the event	2	3	3	3	3	2.4
	Sampling of product during the event	3	3	4	4	3	3.4
3.	<b>Sale Objectives (Mean)</b>	<b>4.2</b>	<b>4.4</b>	<b>3.2</b>	<b>4</b>	<b>3.2</b>	<b>3.8</b>
	Increase relationship with current customers	4	4	3	3	3	3.4
	Aid to the sale promotion drive	4	5	3	4	3	3.8
	Increase long run sales	4	5	3	4	3	3.8
	Increase short run sales	5	4	4	5	3	4.2
	Getting new customers	4	4	3	4	4	3.8
4.	<b>Media Coverage (Mean)</b>	<b>4</b>	<b>4</b>	<b>4.3</b>	<b>4.6</b>	<b>4.6</b>	<b>4.3</b>
	Media coverage during the event	4	4	5	5	5	4.6
	Pre - event media coverage	4	4	4	4	4	4
	Post event media coverage	4	4	5	5	4	4.4
5.	<b>Guest Hospitality (Mean)</b>	<b>3</b>	<b>3</b>	<b>4.5</b>	<b>3.5</b>	<b>4</b>	<b>3.6</b>
	Entertain prospective customers	3	3	5	4	4	3.8
	Entertain employees / staff	3	3	4	3	4	3.4

The Findings of case study are as follows:-

- 1) Big companies give more preference to corporate image benefits in their sponsorship objectives. Mean value of preference indicator for PTC and NBP is 4.43 and for Ufone is 4 suggested that big companies i.e. PTC, NBP and Ufone have more preference for their corporate image objectives as compare to small companies like Tapal and TCS.
- 2) Preference for media was good both for big and small companies. The value of preference indicator is more than 4 suggested that media coverage is most important for all sponsors.
- 3) In case of sale objectives, small companies i.e. TCS and Tapal have more preference as compared to large companies. The value of preference indicator was more than 4 for Tapal, TCS and Ufone and less for PTC and NBP.
- 4) The value of preference indicator shows that big companies because of availability of more budgets give more importance to guest hospitality than small business organizations.

#### **2.15.2 Case II - Ibex Club Islamabad**

Ibex Club Islamabad is a sports and leisure club located at Lake View Park Islamabad which provide good venue to organize different type of social, cultural, musical, sports and corporate events and exhibitions/conferences. Ibex Club is also a well-established event organizers company at Islamabad. It provides good opportunity for sponsors to conduct their corporate, marketing, cultural and other events.

The study is based on literature review and various research models discussed earlier in chapter 2. Five different events organized by Ibex Islamabad were analyzed and the factors considered in current research i.e. Sponsor Event Fit (SEF), Target Market Fit

(TMF), Sponsor Leverage and Activation (SLA), Sponsor's Senior Management Involvement (SMI), Integrated Event Marketing and use of Social Media (IEMS) and Mutual Understanding between Sponsor and Sponsee (MUSS), Event Success (ES) and Sponsorship Effectiveness (SE) have been tested. Five event managers including CEO Ibex were interviewed to seek their opinion on different factors considered in the study. The values are in the form of grading 1 to 5, where minimum 1 and maximum 5 have been given to different factors mentioned in the Table 10.

Table10

*Factors to improve the Sponsorship Effectiveness and Event Success*

Serial	Type of Event	SEF	TMF	SLA	MUSS	SMI	IEMS	ES	SE
1.	HEC Annual Inter University Climbing Competitions - 2011	3	3	2	3	2	3	4	3
2.	National Climbing Championship /various competitions year - 2011	3	4	4	3	2	3	3	2
3.	International Youth Conference & Festival- 2010	3	3	2	2	2	3	4	3
4.	Mobilink Carnival - 2012	4	4	4	3	3	4	4	3
5.	Dubai Islamic Bank Festival 2011	3	3	3	2	3	3	4	3
Total		16	17	15	13	12	16	19	14
<b>Mean</b>		<b>3.2</b>	<b>3.4</b>	<b>3.0</b>	<b>2.6</b>	<b>2.4</b>	<b>3.2</b>	<b>3.8</b>	<b>2.8</b>

The findings of case study are as under: -

- 1) Event success has been given maximum value (3.8) as shown in the table confirmed that event organizers were satisfied with the progress of event and considered that event was satisfactory to achieve its mission.
- 2) Event organizers gave 3.2 value to SEF and 3.4 to TMF suggested that they found enough fit between sponsor and event and were able to gather audience as per the requirement of sponsors.
- 3) Minimum value 2.4 even less than average 2.5 was given to SMI suggested that event management was not satisfied with the response of sponsors towards top management involvement in the event.
- 4) The value of MUSS (2.6) suggested that there was satisfactory understanding between sponsors and event management. However, value of IEMS (3.2) suggested that there were enough integrated event marketing effort and media coverage was quite effective in the event.
- 5) Very small value of SE 2.8 just above the mean suggested that sponsors were not satisfied with effectiveness of sponsorship.

### **2.15.3 Case III - Fauji Cereals**

Fauji Cereals is a well-known brand of Fauji Foundation Group in Pakistan. Fauji Cereals is producing and marketing breakfast cereals including different flakes and porridges. Company is certified ISO 9001-2008 by adopting the international food standards. Company is spending enough budgets on advertising and other marketing activities.

This study is based on literature review and various research models discussed earlier in chapter 2. Five different event organized by Fauji Cereals were analyzed and the factors considered in current research i.e. Sponsor Event Fit (SEF), Target Market Fit (TMF), Sponsor

Leverage and Activation (SLA), Sponsor's Senior Management Involvement (SMI), Integrated Event Marketing and use of Social Media (IEMS) and Mutual understanding between Sponsor and Sponsee (MUSS), Event Success (ES) and Sponsorship Effectiveness (SE) have been tested. Five Marketing Managers i.e. Senior Manager Marketing, Brand Manager and three Regional Sale Managers were interviewed to seek their response on different factors considered in study. The values are in the form of grading from 1 to 5, where 1 is minimum and 5 is the maximum weightage given to different factors mentioned in the Table 11.

Table 11

*Applications of Sponsorship Factors*

Serial	Type of Event	SEF	TMF	SLA	MUS S	SMI	EMS	ES	SE
1.	Masala Family Festival Lahore on 11- 12 October 2015	4	3	4	3	2	3	3	4
2.	Dawn Life Style Islamabad on 5 - 6 December 2015	3	4	3	4	3	3	3	3
3.	Dawn Life Style Lahore on 12-13 December 2015	4	4	3	4	3	3	4	4
4.	Gulf Food Exhibition Dubai UAE on 21-25 February 2012	4	3	3	3	3	4	3	4
5.	Masala Family Festival Lahore on 11- 12 October 2015.	3	4	3	3	4	3	4	4
Total		18	18	16	17	15	16	17	19
<b>Mean</b>		<b>3.6</b>	<b>3.6</b>	<b>3.2</b>	<b>3.4</b>	<b>3.0</b>	<b>3.2</b>	<b>3.4</b>	<b>3.8</b>

Main Findings of the study are as follows: -

- 1) Mean value of SEF and TMF were 3.6 suggested that the sponsors were satisfied with the sponsor event fit and target market fit aspects of events.
- 2) Minimum value given to SMI (3.0) suggested that the sponsors were not satisfied with presence, participation and interest of top management in the events.
- 3) Maximum weightage (3.8) was found in case of effectiveness of sponsorship suggested that the sponsors were quite satisfied with the achievement of mission and objectives of sponsorship set by them to participate in the event.
- 4) Satisfactory weightage was given to ES (3.4) recommended that sponsors were satisfied with the success of events.



## **CHAPTER 3**

### **THEORETICAL FRAMEWORK AND DEVELOPMENT OF HYPOTHESIS**

#### **3.1 Introduction**

Literature review undertaken in support of this research study involved close to three hundred sources across the fields of marketing, sponsorship and event management. This chapter covers explanation of constructs of model suggested and its linkage with existing research literature described in Chapter 2. This chapter also covers the conceptual framework of model, development and formulation of hypothesis.

#### **3.2 Model Constructs**

Proposed research model is explained in figure 12 and figure 13 and the variables of study are explained in Table 11. In this research study a total of 11 variables have been considered. Six variables are independent variables, four are dependent variables, one is mediator and one is moderator. These independent variables were proposed which have impact on effectiveness of sponsorship and subsequently on the success of event. All the predicted variables were considered as dependent variables in this research study. All the variables i.e. Independent, dependent, mediator and moderator variables were measured on 5-point Likert Scale (1 = strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree).

The measurement tools used were adopted from different researchers and were modified to suit the purpose as shown in Table 12.

Table 12

*Concept Construct Table (Variables)*

<b>Variables</b>	<b>Items</b>	<b>Supporting References</b>
<b>Independent Variables</b>		
Sponsor Event Fit (SEF)	5	Ferrand & Pages (1996); Gwinner & Eaton (1999); Speed & Thompson (2000); Roy & Graeff (2002); Weeks & Roy (2006); Simmon & Becker- Olsan (2006); Lacy & Angeline (2013).
Target Market Fit (TMF)	5	Onk et al.,(1987);Keller (1993);Woisetschlager & Miclaelis (2010); Choi & Yon (2011)
Sponsor Leverage And Activation (SLA)	5	Crimson & Horn (1996); Madrigal (2001); Basil & Basil (2003); Chadwick & Thwaites (2005).
Senior Management Involvement (SMI)	5	Grohs et al., (2004); Coppetti (2004); Chadwick & Thwaites (2005). Cornwell et al., (2006); Sylvester & Mountinho (2007); Tomalieh (2016).
Mutual Understanding Sponsor & Sponsee (MUSS)	5	Michel & Palm (1991); Sylvester & Mountinho (2007);Cronwell (2008); Tomalieh (2016)
Integrated Event Marketing & Social Media (IEMS)	5	Farrelly & Quester (1998); Madrigel (2001);Sneath et al.,(2005);Cornwell et al.,(2006);Bennet (2007); Sirgy et al.,(2008); Johansson &Utterstrom (2007);Theofilou & Neokosmidi (2011)
<b>Dependent Variables</b>		
Sponsorship effectiveness	16	Gardner & Shuman (1998); Speed &Thomson (2000);
▪ Brand Image (BI)		Becker - Olson & Ronald (2004); Sneath et al., (2004);
▪ Brand Loyalty (B L)		Cornwell (2004); William (2005); Gray & Despain
▪ Sale Objectives (SO)		(2006); Lee & Cho (2009);Olson & Thjomoe (2009).
<b>Mediating Variable</b>		
Event Success (ES)	6	Bennet (1999); Speed &Thomson (2000); Madrigel (2001); Coppatti (2004); Sneath et al.,(2005); Cornwell, et al.,(2006); Lee & Cho (2009).
<b>Moderating Variable</b>		
Sponsor Image and Preference (SIP)	8	Keller (1993) & (2001);Speed & Thompson (2000); Ruth & Simon (2003); Rifon et al., Riffle et al.,(2004) ; Sneath et al., (2005);Cornwell et al., (2005); Trimble & Lee (2004);Tomalieh (2016).

### **3.3 Explanation of Constructs**

In this research effort has been made to identify those factors which are important both for sponsors and event management to enhance the effectiveness of sponsorship and success of event.

These factors are termed as organizational and coordination factors used for better sponsorship effort and success of event. The practical application of these factors and their relevance to Pakistani business organizations has been explained.

### **3.3.1 Sponsor Event Fit (SEF)**

This factor has been confirmed from literature review that the congruence between sponsor and event / property (sponsee) is termed as sponsor event fit (SEF). This fit creates the relevance in term of image, functional or any other factor of sponsor brand/product with the event/property. This perceived fit can be taken as motivator in the minds of audience to respond against sponsor brand/product. It means if the audience attending the event perceives well and feels good of event, they will feel good about associated sponsorship (brand/product) and will render positive response towards sponsorship initiatives. Event organizers in Pakistan give lot of importance to this factor and events are organized on sports, environment protection/awareness, social/cultural, music or some other cause having good theme and image. In this way they are able to attract good number of audience.

### **3.3.2 Target Market Fit (TMF)**

Event management organizations try to attract audience required by the sponsor. In the sponsorship offer it is mentioned about the type of audience which is likely to attend the event. In Pakistan being a new field and a scope of very limited occasions where events are attended by large number of audience, it is very difficult for sponsors to get the audience as per their target market. However, sponsor should go for required targets

market. If the sponsor is able to get the target market it proves good opportunity for sponsors to present their product in front of audience/attendee to achieve their sponsorship objectives.

### **3.3.3 Sponsor Leverage and Activation (SLA)**

This factor which confirmed in literature review is very important to improve the sponsorship effectiveness. Business organizations which know the importance of this factor spend more on sponsorship to make it more effective through leverage and activation. Business organizations in Pakistan are aware of this important factor but the management practices are not very mature to undertake leverage and activation in true spirit. Considering the importance of this factor and its utility in Pakistan, this factor has been taken to see its implications and impact on sponsorship effectiveness.

This factor has been tested in both perspectives, its importance for sponsors as well as for event management. It is important for event management because the objective of event management is to make the event successful. If sponsor leverage and activation is successful, then audience gets more involvement and entertainment and event will be successful.

### **3.3.4 Senior Management Involvement (SMI)**

This factor has been confirmed in literature review as important factor to enhance the effectiveness of sponsorship. Senior management of sponsor's organization if more committed and involved in sponsorship initiatives, the sponsorship will be more effective. This factor is also well related to business organization in Pakistan. Considering its importance, it has been taken into consideration.

### **3.3.5 Mutual Understanding Sponsor and Sponsee (MUSS)**

Lot of importance has been given to this factor in literature review. Researchers confirmed the importance of this factor. This factor is also important for business firms in Pakistan. Its importance has been felt, where both parties sponsor and sponsee should understand each other's objectives and work for common goals i.e. the effectiveness of sponsorship and success of event. There should be good understanding between two parties. This includes long terms agreements between two parties and to get benefit of expertise of each other.

### **3.3.6 Integrated Event Marketing and Social Media (IEMS)**

This important factor has also been considered in current research with its due weightage. Literature review confirmed the importance of integrated event marketing and use of social media for success of event directly and indirectly and the effectiveness of sponsorship for marketing. Current management practices in Pakistan are not very mature on the subject. Event organizers work for publicity of event in isolation with the sponsors. It is felt and confirmed in literature review that participation of the parties, event organization and sponsor is important. Their joint effort termed as integrated event marketing and use of social media during planning and execution / conduct of event will be very beneficial for both the parties. This will enhance publicity of event along with the publicity of sponsors.

### **3.3.7 Salient Aspects - Suggested "Event Sponsorship Success Model ESSM".**

After going through literature review on sponsorship, event management and study of different sponsorship models and linking of current sponsorship and event management

practices in Pakistan, new model has been suggested. This model is named as “Event Sponsorship Success Model”. Salient aspects of this model are as under:-

- 1) Basic factors used in this model are on-site techniques and promotional methods deployed by sponsors and sponsee (event/property) in the event, which create positive affect on audience response towards effectiveness of sponsorship and event success. The case studies carried out and presented in literature review confirmed that these factors are well practiced in event sponsorship in Pakistan.
- 2) Six methods and techniques i.e. sponsor event fit, target market fit, sponsor leverage and activation, senior management involvement, mutual understanding sponsor & sponsee and integrated event marketing & social media are input factors of this model and there are two output factors i.e. sponsorship effectiveness (measured with three sub factors- brand image, brand loyalty and sale objective) and event success. Event success has also taken as mediating factor. Sponsor image and preference has been taken as moderator.
- 3) Theoretical and conceptual models advocated by different researches, which support the mutual beneficial relationship and use of combined effort by sponsor and sponsee in event sponsorship also signify the importance of these factors. These models suggest that if these factors are being used in event sponsorship will enable major stakeholders sponsor and sponsee to achieve their desired objectives.
- 4) This model has dual significance for sponsors to achieve their commercial and marketing goals and sponsee to achieve the objective of event success.
- 5) Literature review also confirmed the theoretical importance and empirical testing of these factors in event sponsorship.

- 6) This model provide good guidance to sponsors and event managers that how they can combine their competencies to design and execute a successful event, which enable sponsors to interact with audience/customers to market their product/brand to achieve marketing objectives and event management to satisfy and entertain event participants.
- 7) This model provide theoretical support to practical techniques and methods being used event in event sponsorship perspective and provide guidance to measure audience response to sponsorship initiatives launched and output of sponsorship effectiveness and event success.
- 8) The most important and useful theoretical contribution of this research is that the resent models presented in literature review, which signifies the importance of mutual beneficial partnerships and long term relationship between sponsor and sponsee to design and organize an event, were theoretical and conceptual (Sorteriades, et al., 2013 and Bruhn and Holder, 2015). Event sponsorship success model (ESSM) suggested in this research tests the theoretical concepts empirically.

### 3.3.8 Sub Model 1 - Sponsorship Effectiveness

Relationship of constructs with Sponsorship Effectiveness

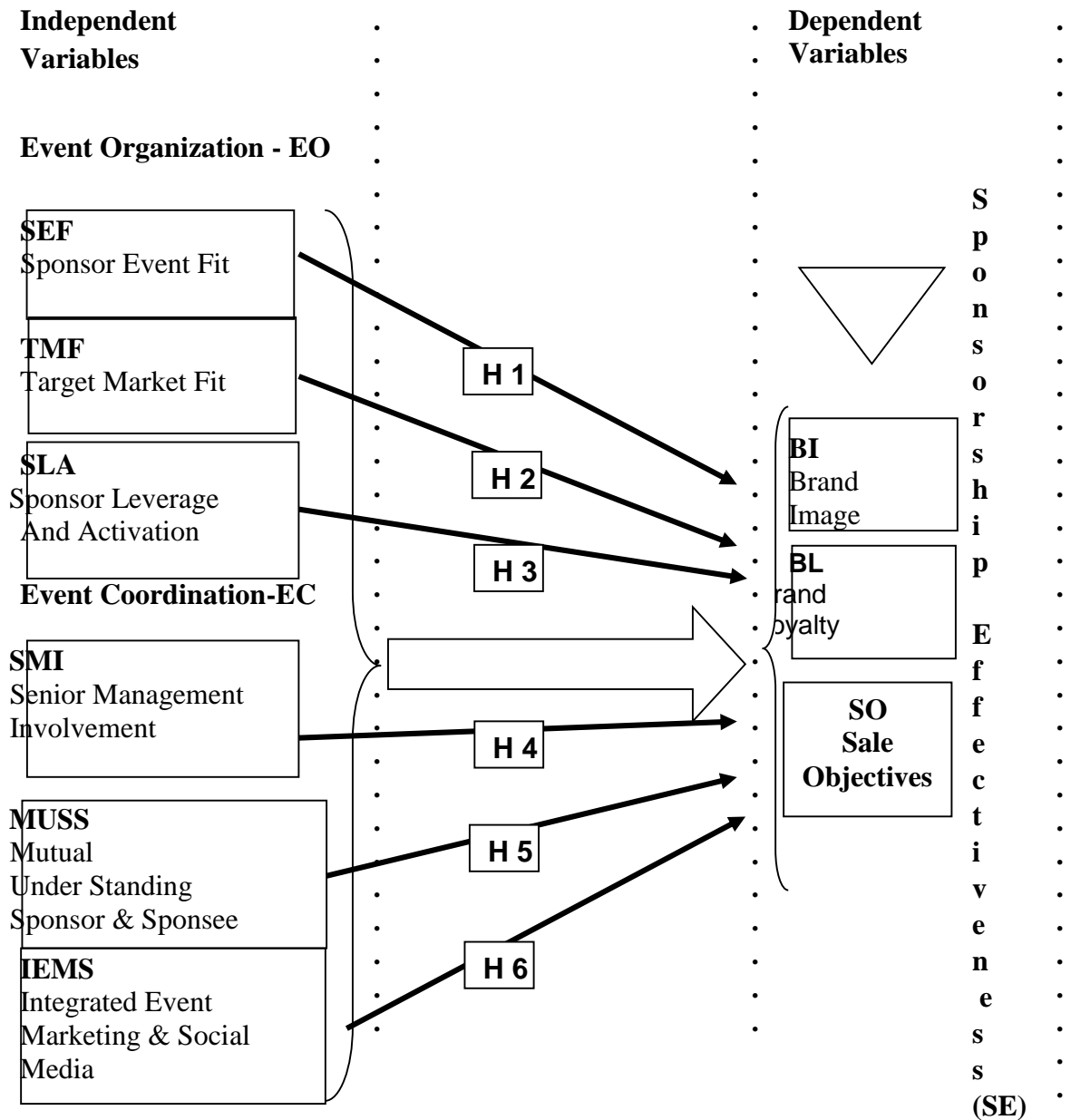


Figure 12: Schematic Diagram - Sponsorship Effectiveness

The diagram above shows the relationship between independent variables SEF, TMF, SLA, SMI, MUSS, IEMS and Dependent Variable SE. The variables will be measured with the help of items given in Table 12.



### 3.3.9 Sub Model 2 - Event Success

Relationship of constructs with Event Success

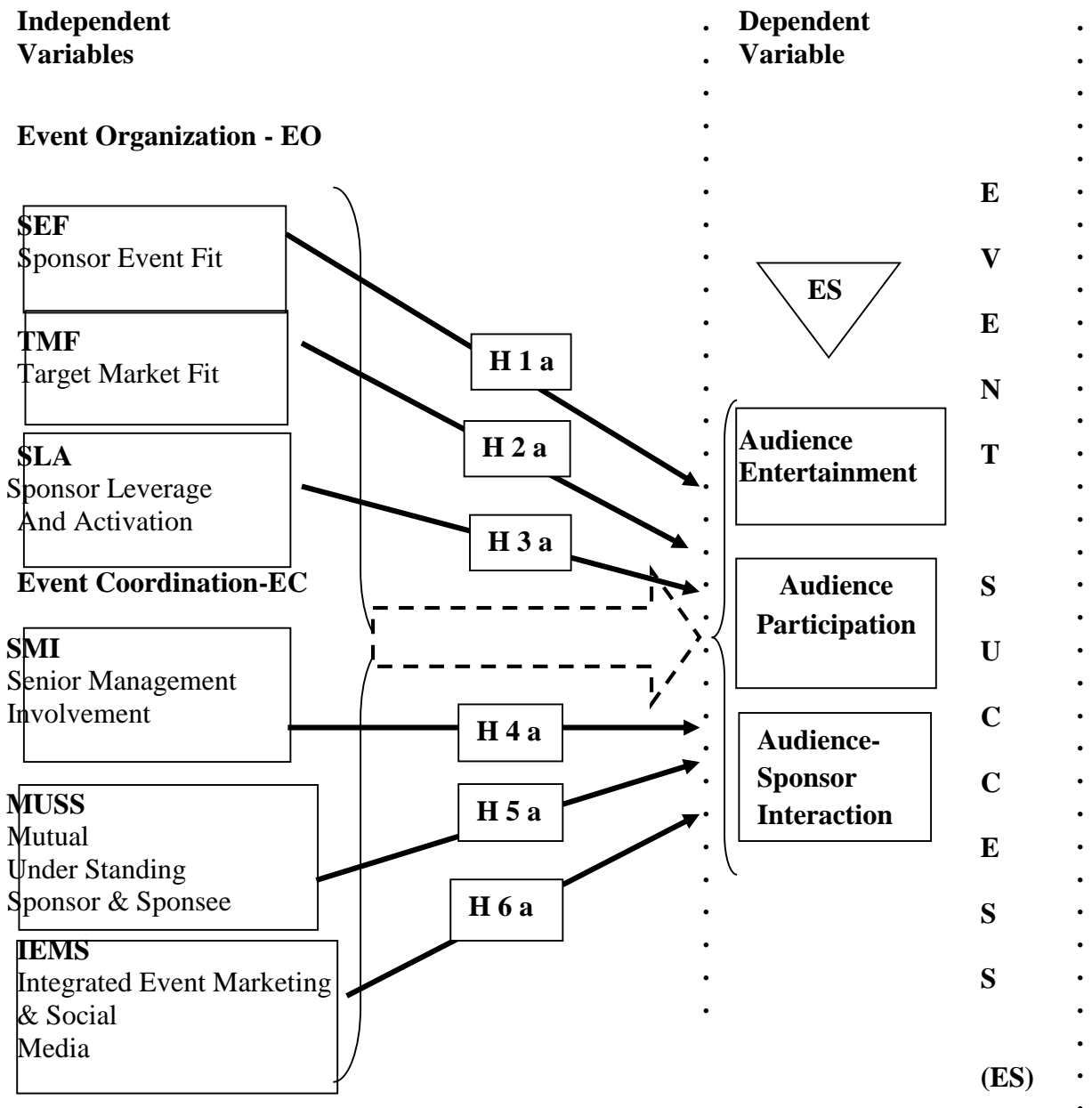


Figure 13: Schematic Diagram - Event Success

The diagram above shows the relationship between independent variables SEF, TMF, SLA, SMI, MUSS, IEMS and Dependent Variable ES. The variables will be measured with the help of items given in Table 12.

### 3.4 Overall Model Conceptual Diagram

After thorough literature review basic conceptual model is depicted in the figure given below.

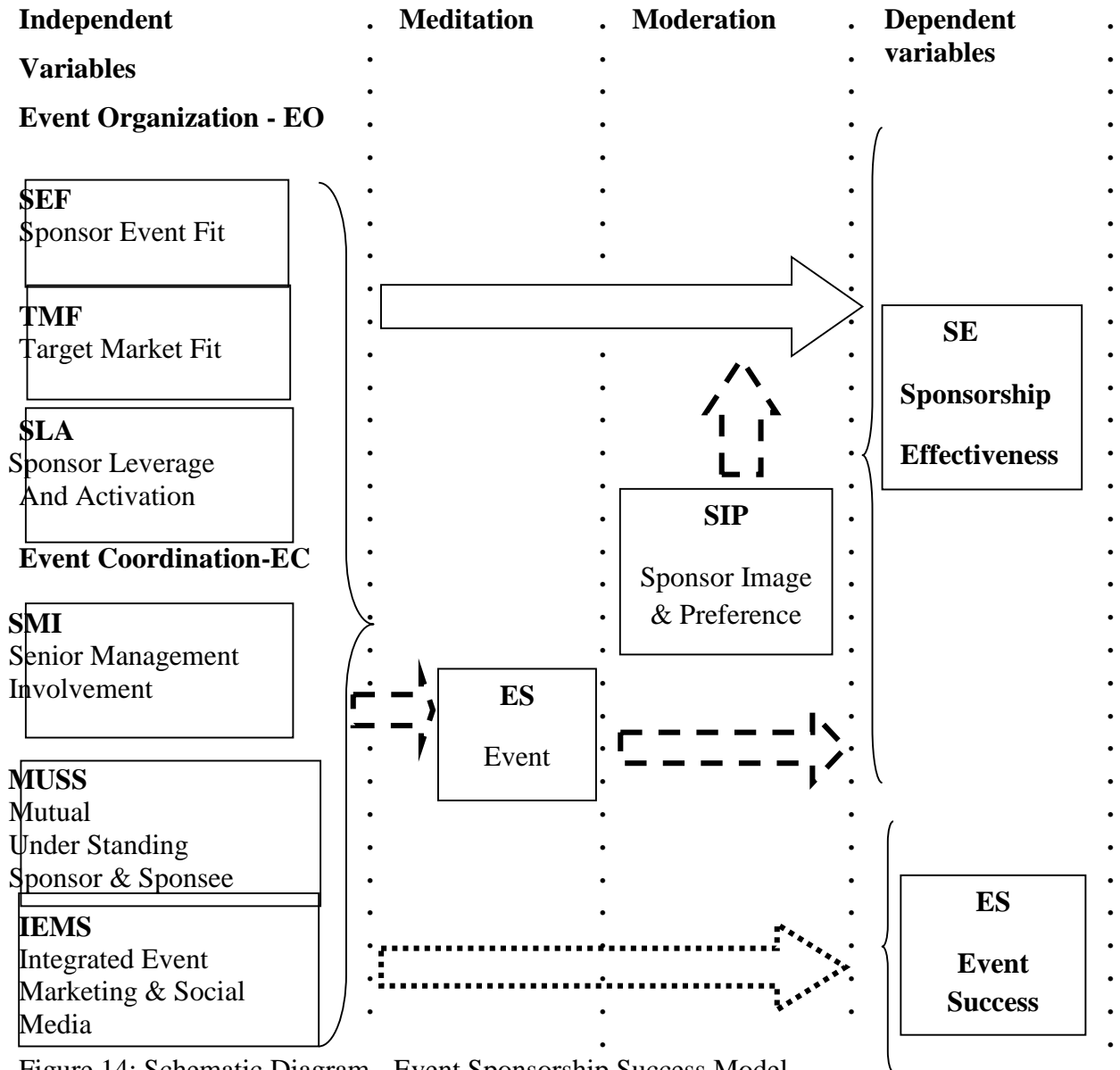


Figure 14: Schematic Diagram - Event Sponsorship Success Model

The diagram above shows the relationship between independent variables SEF, TMF, SLA, SMI, MUSS, IEMS and Dependent Variable SE. ES has been used as mediator and SIP is used as moderator as shown in the diagram. The variables will be measured with the help of items given in Table 12.

### 3.5 Constructs and Items

All the constructs used in the research model are depicted in the table given below. It consists of six independent variables considered to impact sponsorship effectiveness. Four dependent variables are grouped under main construct event organization and other three under event coordination. Three dependent variables are used to measure sponsorship effectiveness. Event success has been taken as dependent variable. Event success has also been considered as mediating variable and sponsorship image and preference is considered as moderating variable.

Table 13

#### *Constructs of Research Model*

Serial	Name of Construct	Items	Code
1	<b>Event Organization</b>		EO
	Sponsor Event Fit	SEF 1 - SEF 5	SEF
	Target Market Fit	TMF 1 - TMF 5	TMF
	Sponsor Leverage and Activation	SLA 1 - SLA 5	SLA
2	<b>Event Coordination</b>		EC
	Senior Management Involvement	SMI 1 - SMI 5	SMI
	Mutual Understanding Sponsor & Sponsee	MUSS 1 - MUSS 5	MUSS
	Integrated Event Marketing & Social Media	IEMS 1 - IEMS 5	IEMS
3	<b>Sponsorship Effectiveness</b>		
	Brand Image	BI 1 - BI 5	BI
	Brand Loyalty	BL 1 - BL 5	BL
	Sale Objective	SO 1 - SO 6	SO
4	<b>Event Success</b>	ES 1 - ES 6	ES
5	<b>Sponsorship Image &amp; Preference</b>	SIP 1 - SIP 8	SIP

The constructs were measured by total of 60 items

### 3.6 Statistical Equations used for Analysis

General statistical equations used for study are as under:

**Equation 1** - Criterion Variable (Y) = Intercept (a) + Regression Coefficient (b)\*  
Predictor (X) + Residual (e)

**Equation 2** - Equations used for ascertaining mediation effect are as under:

#### **Step 1 - Direct Effect**

Criterion Variable (Y) = Intercept ( $a_1$ ) + Regression Coefficient ( $b_1$ ) \* Predictor (X) +  
Residual (e)

#### **Step 2 - Indirect Effect**

Mediating Variable (M) = Intercept ( $a_2$ ) + Regression Coefficient ( $b_1$ ) \* Predictor (X) +  
Residual (e)

#### **Step 3 - Indirect Effect**

Criterion Variable (Y) = Intercept ( $a_3$ ) + Regression Coefficient ( $b_1$ ) \* Predictor (X) +  
Regression Coefficient ( $b_2$ )\* Mediator (M) + Residual (e)

#### **Equation 3**

Equation used for moderation is as under:

Criterion Variable (Y) = Intercept (a) + Regression Coefficient ( $b_1$ ) \* Predictor (X) +  
Regression Coefficient ( $b_2$ ) \* Moderator (M) + Regression Coefficient ( $b_3$ ) \* (X \* M) +  
Residual (e)

Specific equations for different hypotheses will be given with the Hypotheses and analysis.

### 3.7 Research Hypotheses Diagram

After Literature Review and identification of important constructs hypothesis have been formulated to establish the relationship among different constructs. The figure given below depicts following relationship among different constructs.

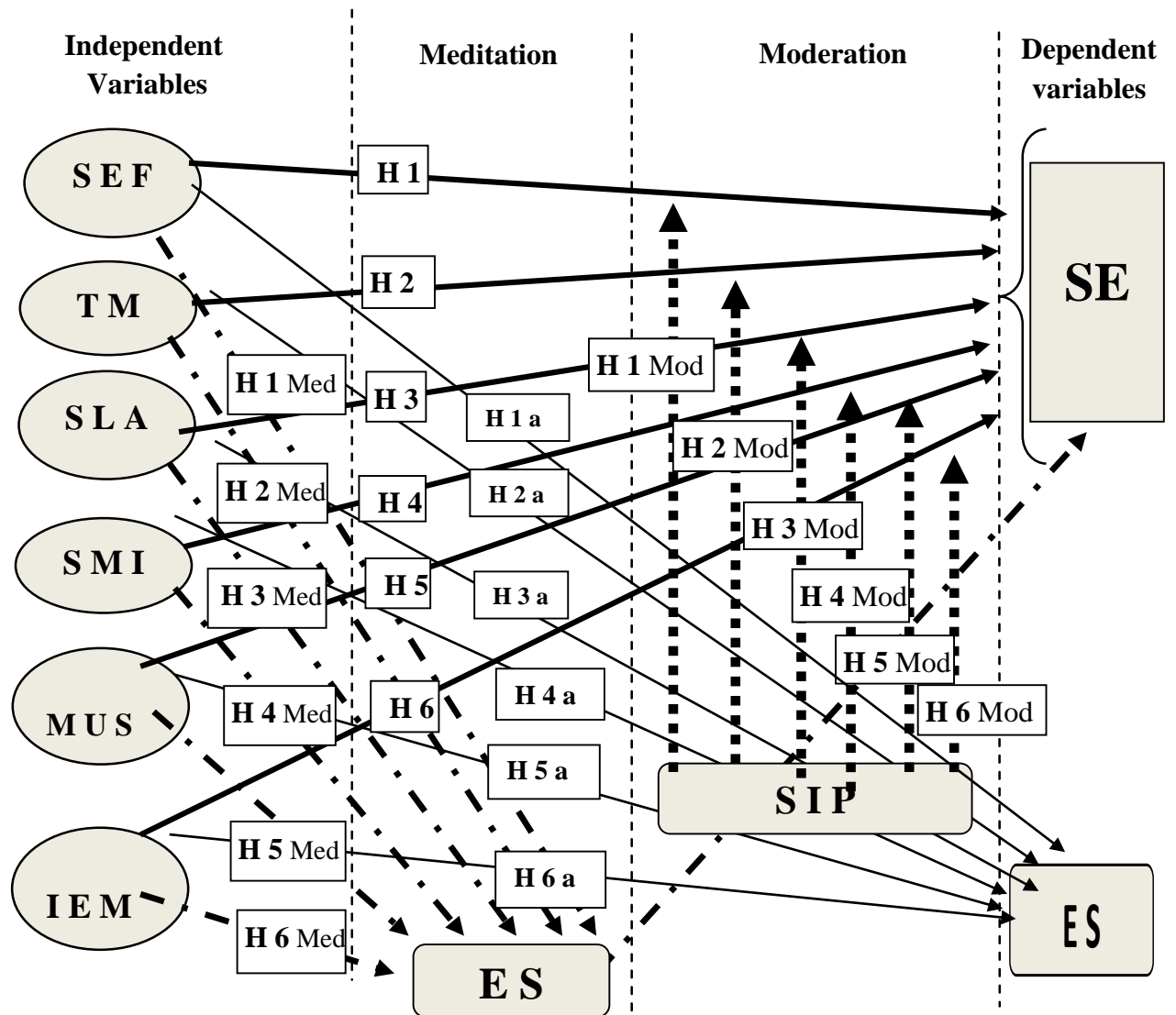


Figure 15: Hypothesized Associations of Different Variables

### 3.8 Development of Hypothesis

There are five categories of factors from which the hypotheses for this study were formed. The categories are: a) event organization factors (Sponsor Event Fit, Target Market Fit and Sponsor Leverage and Activation), b) Event Coordination Factors (Senior Management Involvement, Mutual Understanding Sponsor & Sponsee and Integrated Event Marketing & Social Media), c) Sponsorship Response and Effectiveness in accordance with hierarchy of effects (Brand Image, Brand Loyalty and Sale Objective), d) Role of Event Success as a mediator and e) role of Sponsorship Image & Preference as a moderator. Twenty-four hypotheses were developed grouped in these categories.

Conceptual models on event sponsorship explored were categorized into three approaches: An alliances approach (Gardner & Shuman 1998; Cornwell 2004; Quester & Farrelly, 2005; Urriolagoitia & Planellas, 2007), an interaction approach (Olkkonen, 2002; Dann & Huges 2008; Lambers 2012) and industrial networks approach; (Marios et al., 2013; Bruhn & Holzer, 2015). The literature review in chapter 2 examined these approaches and different models as presented in research paper identify key factors specially related to Pakistani environments in event sponsorship perspective. Relevant hypothesis have been developed and explained in chapter 2. The statements of hypothesis are listed below:-

**H 1:** Sponsorship effectiveness is positively related to sponsor event fit.

**H 1 a:** Event Success is positively related to sponsor event fit.

**H 1- Mediation:** Event success is positively related to sponsor event fit and mediates the relation positively between sponsorship effectiveness and sponsor event fit.

**H 1-Moderation:** Sponsorship Image and Preference moderate the relation positively between sponsorship effectiveness and sponsor event fit.

**H 2:** Sponsorship Effectiveness is positively related to target market fit.

**H 2 a:** Event Success is positively related to target market fit.

**H 2-Mediation:** Event success is positively related to target market fit and mediates the relation positively between sponsorship effectiveness and target market fit.

**H 2-Moderation:** Sponsorship Image and Preference moderate the relation positively between sponsorship effectiveness and target market fit.

**H 3:** Sponsorship effectiveness is positively related to sponsor leverage and activation.

**H 3 a:** Event Success is positively related to sponsor leverage and activation.

**H 3-Mediation:** Event success is positively related to Sponsor Leverage and Activation and mediates the relation positively between sponsorship effectiveness and sponsor leverage and activation.

**H 3-Moderation:** Sponsorship Image and Preference moderate the relation positively between sponsorship effectiveness and sponsor leverage and activation.

**H 4:** Sponsorship Effectiveness is positively related to senior management involvement

**H 4 a:** Event Success is positively related to senior management involvement.

**H 4- Mediation:** Event success is positively related to senior management involvement and mediates the relation positively between sponsorship effectiveness and senior management involvement

**H 4-Moderation:** Sponsorship Image and Preference moderate the relation positively between sponsorship effectiveness and senior management involvement

**H 5 a:** Event Success is positively related to mutual understanding of sponsor & sponsee.

**H 5:** Sponsorship Effectiveness is positively related to mutual understanding of sponsor & sponsee.

**H 5-Mediation:** Event success is positively related to mutual understanding of sponsor and sponsee and mediates the relation positively between sponsorship effectiveness and mutual understanding sponsor and sponsee.

**H 5- Moderation:** Sponsorship Image and Preference moderate the relation positively between sponsorship effectiveness and mutual understanding sponsor and sponsee.

**H 6:** Sponsorship effectiveness is positively related to integrated event marketing and social media

**H 6 a:** Event Success is positively related to integrated event marketing and social media

**H 6-Mediation:** Event success is positively related to integrated event marketing and social media and mediates the relation positively between sponsorship effectiveness and integrated event marketing and social media

### **3.9 Sub Models of Study**

This research study also highlights different sub models for in-depth analysis of relationship among different constructs under study. The analysis of relationships has been reported in Chapter 6.

#### **3.9.1 Relationship of Sponsorship Effectiveness with other Variables**

The figure given below as per literature review as per chapter 2 confirm the positive relationship between the independent variables i.e. sensor event fit, target market fit, sponsor leverage and activation, senior management involvement, mutual understanding sponsor and sponsee and integrated event marketing and use of social media with dependent variable sponsorship effectiveness. Same relationship has been tested in the current study where these factors will have positive impact for enhancement of sponsorship effectiveness.



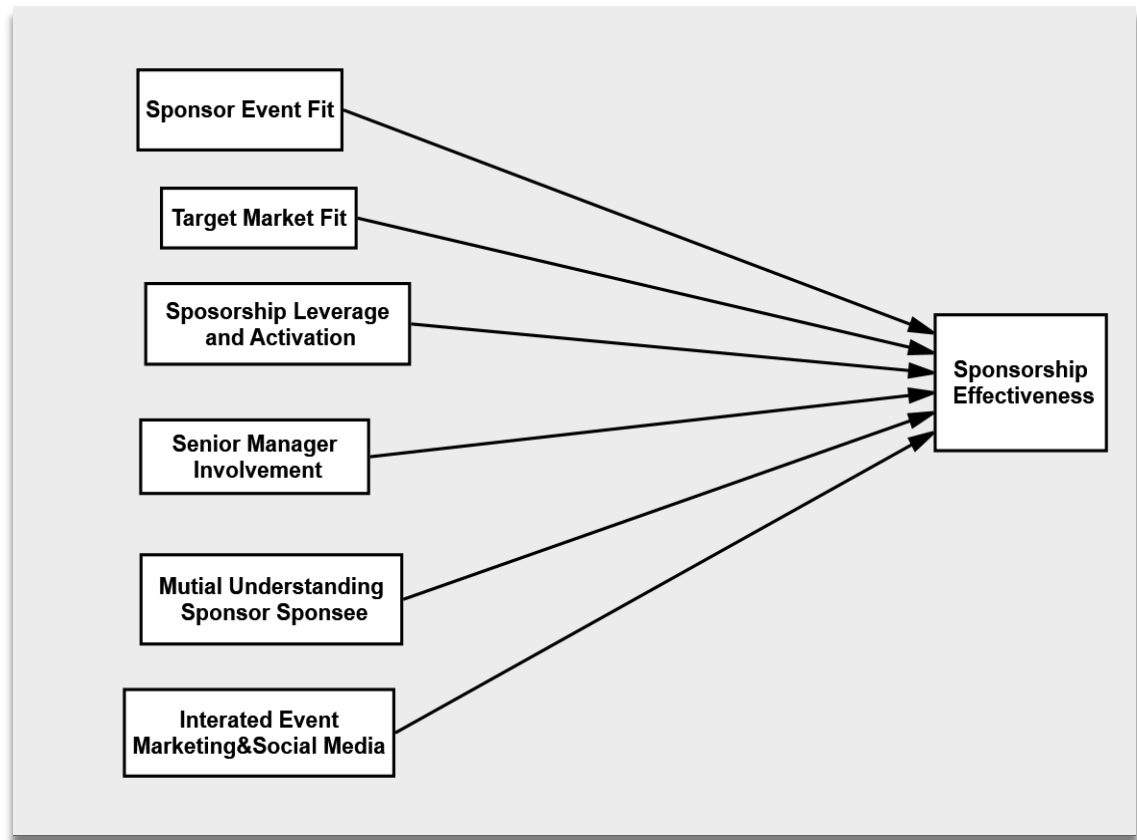


Figure 16: Relationship of Sponsorship Effectiveness with other Variables.

### 3.9.2 Relationship of Event Success with other Variables

The figure given below as per literature review as per chapter 2 confirm the positive relationship between the independent variables i.e. sensor event fit, target market fit, sponsor leverage and activation, senior management involvement, mutual understanding sponsor and sponsee and integrated event marketing and use of social media with dependent variable event success. Same relationship has been tested in the current study where these factors will have positive impact for Success of event.

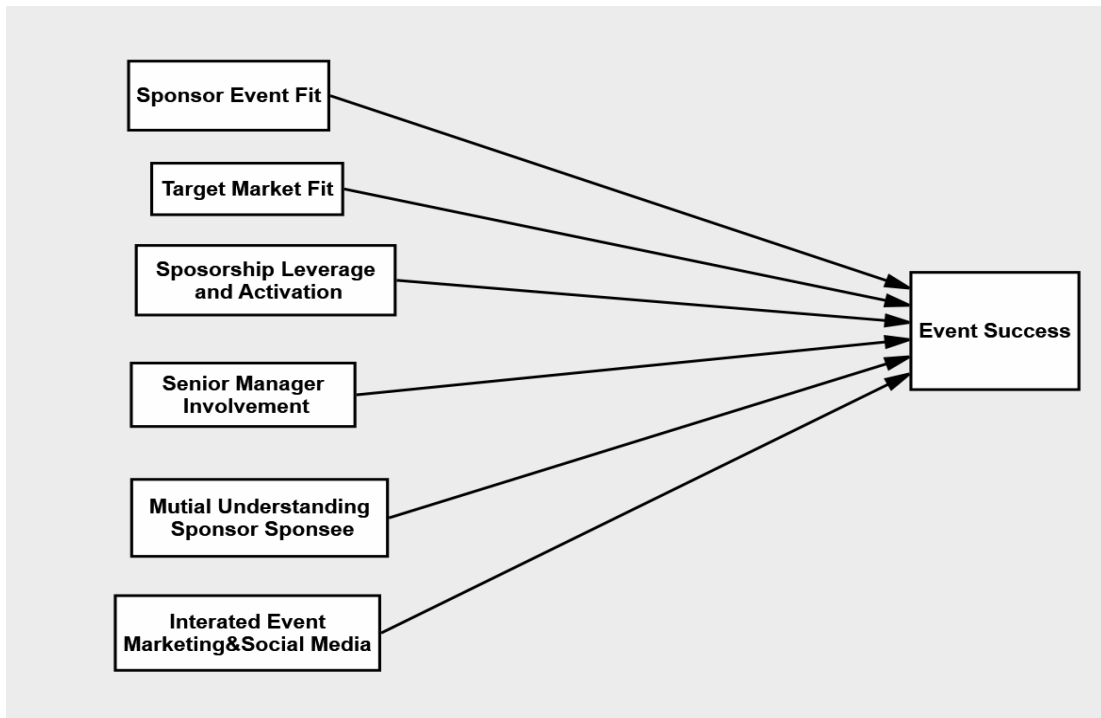


Figure 17: Relationship of Event Success with other Variables

### 3.9.3 Relationship of Event Success with other Variables and Sponsorship Effectiveness

The figure given below as per literature review as per chapter 2 confirm the positive relationship between the independent variables i.e, sponsor event fit, target market fit, sponsor leverage and activation, senior management involvement, mutual understanding sponsor and sponsee and integrated event marketing and use of social media with dependent variables and event success. Same relationship has been tested in the current study where these factors will have positive impact for sponsorship effectiveness and success of event. This also shows the mediating impact of event success and between independent variables and dependent variables sponsorship effectiveness. Same relationship will be confirmed in current study.

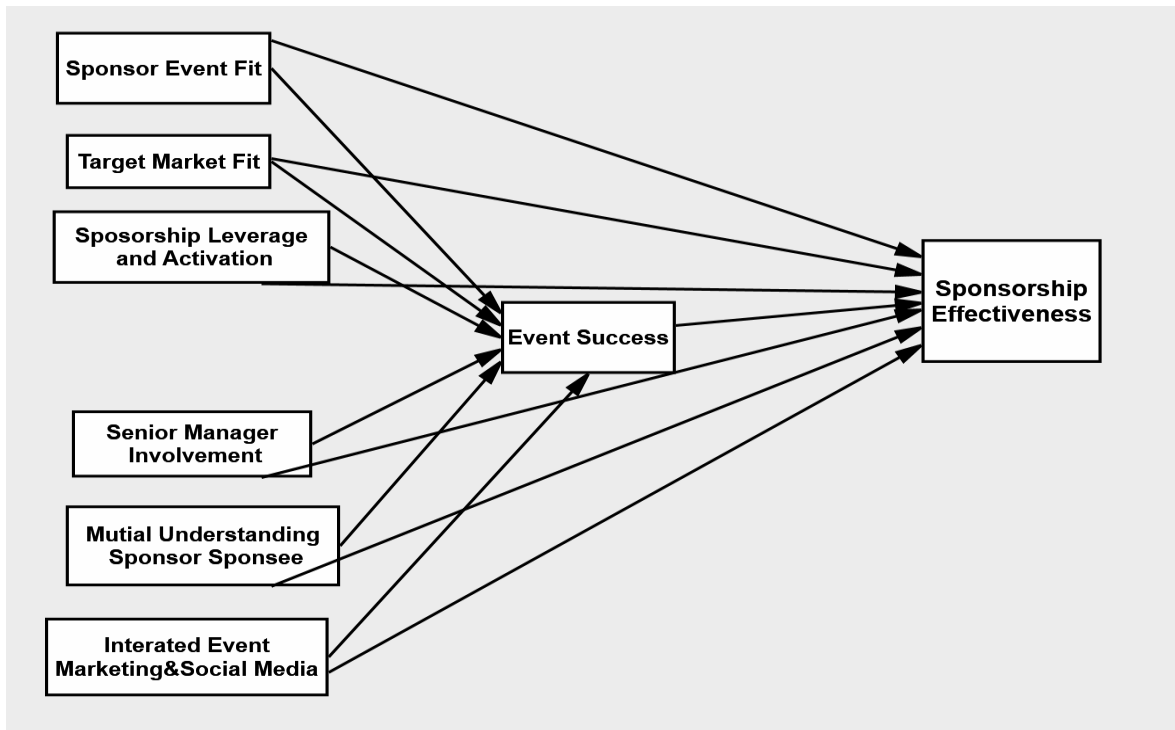


Figure 18: Relationship of Event Success with other Variables and Sponsorship Effectiveness

#### 3.9.4 Relationship of Sponsorship Effectiveness with Event Organization and Event Coordination

The figure given below as per literature review as per chapter 2 confirm the positive relationship between the independent variables i.e. sensor event fit, target market fit, sponsor leverage and activation with the event organization. Positive relationship between dependent variables i.e. senior management involvement, mutual understanding sponsor and sponsee and integrated event marketing and use of social media with dependent variables event coordination have been found. Same relationship has been tested in the current study where these factors will have positive impact on event organization and event coordination and sponsorship effectiveness. This also shows positive relation between event organization and event coordination with sponsorship effectiveness. Same relationship will be tested in the current study.

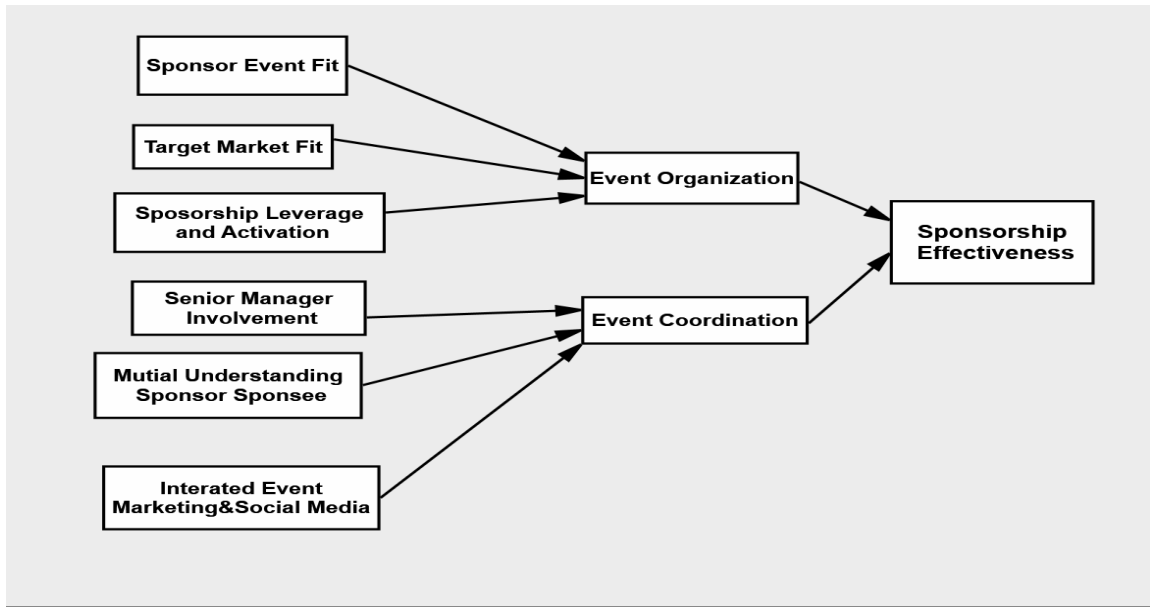


Figure 19: Relationship of Sponsorship Effectiveness with Event Organization and Event Coordination

### 3.9.5 Relationship of Event Success with Event Organization and Event Coordination with Other Variables

The figure given below as per literature review as per chapter 2 confirm the positive relationship between the independent variables i.e. sensor event fit, target market fit, sponsor leverage and activation with the event organization. Positive relationship between dependent variables i.e. senior management involvement, mutual understanding sponsor and sponsee and integrated event marketing and use of social media with dependent variables event coordination have been found. Same relationship has been tested in the current study where these factors will have positive impact on event organization and event coordination and event success. This also shows positive relation between event organization and event coordination with event success. Same relationship will be tested in the current study.

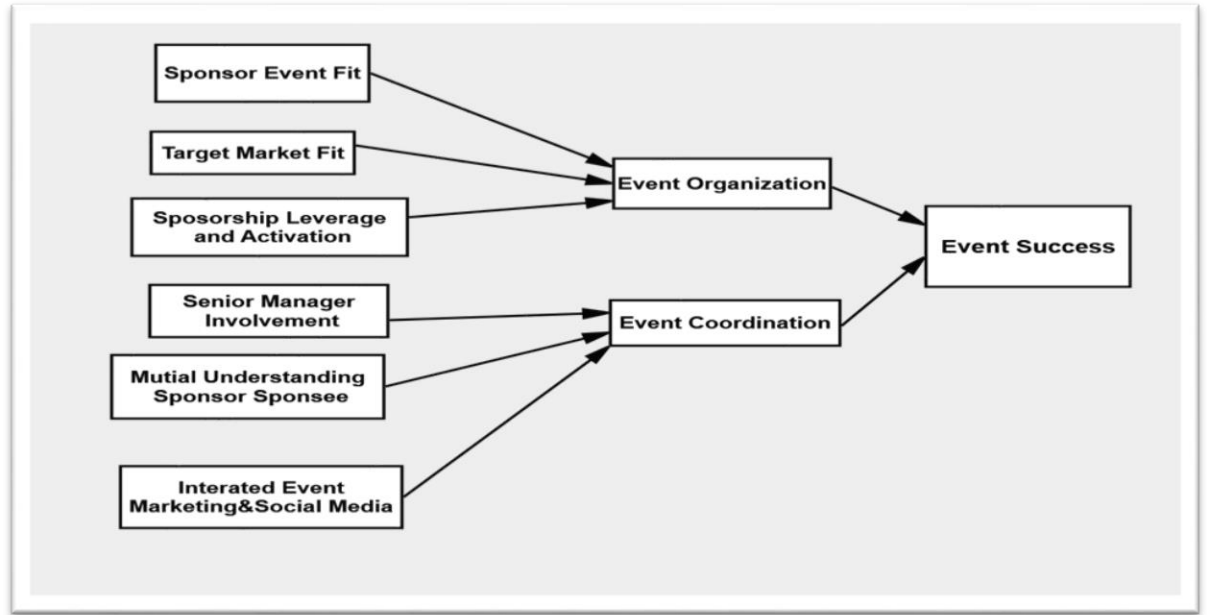


Figure 20: Relationship of Event success with Event organization and Event coordination with other variables

### 3.9.6 Relationship of Sponsorship Effectiveness with its components, Brand Loyalty, Brand Image and Sale Objectives

The figure given below as per literature review as per chapter 2 confirm the positive relationship between the variables i.e. brand image, brand loyalty and sale objective with the sponsorship effectiveness. Same relationship will be tested in the current study.

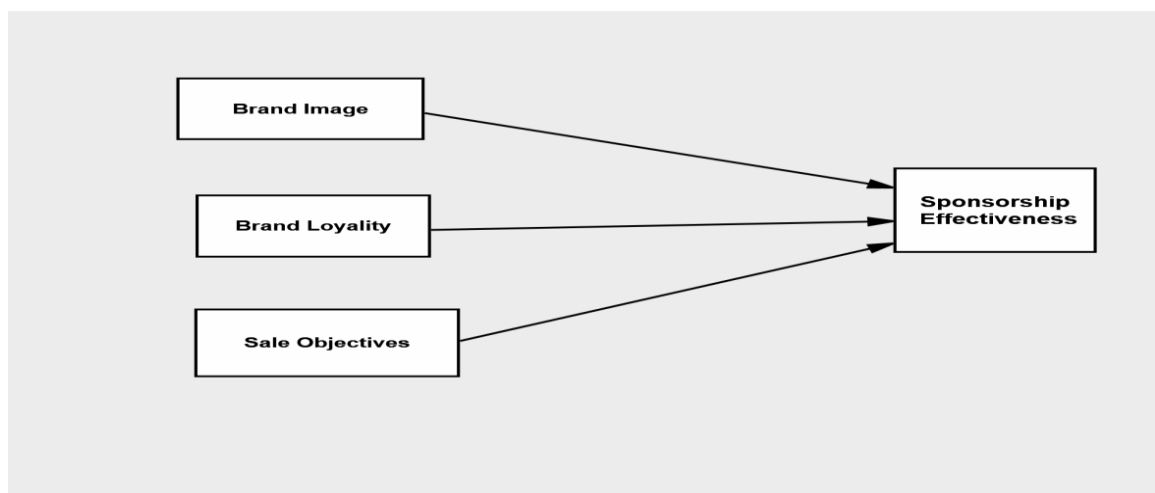


Figure 21: Relationship of Sponsorship Effectiveness with its components, Brand Loyalty, Brand Image and Sale Objectives

## **CHAPTER 4**

### **RESEARCH METHODOLOGY**

#### **4.1 Introduction**

This chapter describes the research methodology used in this study to achieve the research objectives. The topics discussed in this chapter are research design, research model, population and sample details, instrument used for data collection, pilot testing and analysis of validity and reliability of measurement model, methods for data collection, methods used for statistical analysis of results.

The focus of this study is to evaluate the relationship among a total of six independent variables under Construct Event Organization, three variables i.e. Sponsor Event Fit, Target Market Fit and Sponsor Leverage & Activation, under Construct Event Coordination, three variables i.e. Senior Management Involvement, Mutual Understanding (Sponsor and Sponsee) and Integrated Event Marketing and Social Media were used. Three dependent variables to measure Sponsorship Effectiveness were Brand Image, Brand Loyalty and Sale Objectives. Impact of Event Success as mediating variable and Sponsor's Image and Preference as moderating variable have been used in the research.

#### **4.2 Research Philosophy and Design**

A natural experiment using a quantitative research design was used in the research study. The advantage of quantitative research is that it measures the things very precisely and can answer different research questions like how much, how many, where and when etc. (Cooper and Schindler, 2003). Similarly, the quantitative research can be used to test the relationship among different variables and can approve or disapprove the hypotheses.

Using Quantitative approach, the relationship between sponsorship effectiveness and its predictors were measured and different hypotheses were tested.

### **4.3 Unit of Analysis**

Unit of analysis is a basic unit which is used for data collection and later on can be used for data analysis (Sekaran, 2006). Current study in the context of event sponsorship has been conducted from consumer behaviour perspective. Sponsors and sponsee (event/property) deployed various on-sit techniques and promotion methods in the event to affect audience/event participant response towards sponsor brand/Product and success of event. Same type of studies were conducted from a consumer behaviour within the event sponsorship perspective (e.g. Gwinner 1997; Speed and Thompson; Close et al., 2006; Lacey et al., 2010), to see audience response in the event. In these studies the unit of analysis was individual consumer or audience/participant of event. Since the objective of current research was to observe the audience response, therefore the unit of analysis was individual audience / participant who attended the event.

The research data through questionnaires' was collected from individual participant of the event. This individual participant was a student, teacher, student family member and any other participant of event. Two events which were organized by World Wide Fund (WWF) Pakistan, one at H-9 Park Islamabad (pilot study) and other at Race Course Park Lahore (main research) were selected for study. Major sponsor for event-1 was Toyota Rawal Motors and for event -2 was Coke Pakistan.

The audience / participants of event include students of schools and colleges and their parents, teachers, customers, staff / managers of sponsors, event management (WWF Pakistan) and different media. All participants were well involved in the event and were

aware of main sponsor Coke and theme of event organised by WWF Pakistan. That is why the audience found no difficulty to answer survey questionnaire.

#### 4.4 Target Population

Sekaran (2006) has explained that the population is a group of people, events and things of interest, the researcher wanted to study or analyse. The population that the researcher wanted to investigate was audience and participants of events. The audience / participants include students of schools and colleges and their parents, general public, customers, staff / managers of sponsors, WWF Pakistan and media from Rawalpindi / Islamabad (pilot study) and Lahore (main research). More specifically the population targeted by the sponsors in Event-1 was mature young population of middle and upper class and their family members/parents who had the awareness of Toyota Corolla brand in Pakistan. Population targeted by the sponsors in Event - 2 was young population of middle class and their family members/parents who had the awareness of Coke brand in Pakistan. The type of response required was for Coke the sponsor of event and social event organized by WWF Pakistan. The main population were comprised of students of English medium school had the age between 10 -17 were well aware of sponsor coke and WWF Pakistan. Table 14 depicts the detail of audience / participants invited for the events.

Table 14

##### *Participants of Events Organized by WWF Pakistan*

<b>Participants Invited</b>		<b>Estimated Population Attended the event</b>		
Event -1 Pilot Study	Students of Schools & Colleges	Students	-	800
	Teachers / Management staff /	Parents / Family Members	-	1600
	Sale force of Sponsor / Event	and Guests		
	Management and media companies	Teachers / Management	-	200
		Total	-	2600
Event -2 Final Model	Students of Schools & Colleges	Students	-	2000
	Management staff / Sale force /	Parents / Family Members	-	6000
	Representatives of Sponsor /			
	Event Management and Media	Teachers / Management	-	700



companies Parents/ Family Members of Students	Total	-	8700
---	-------	---	------

#### 4.5 Sampling Methodology

Population who attended the event was targeted by the sponsors to position their product/ brand in the event. The sub groups who participated in the event were (i) Young students of school and colleges and it was major group, (ii) Along with the students their parents and relatives were also invited and (iii) Third group comprised of audience who participated in the event, the employees of school and colleges, sponsor companies and other participants like representatives from WWF Pakistan, event management and media companies. .

Present research adopted a non-probability sampling strategy using convenience sampling technique as desired sampling method to achieve the objectives of study and answer the research questions. According to Sekaran and Bougie (2010), an advantage of convenience sampling is that it is the most efficient technique of getting some basic information quickly and easily. According to Saunders, Lewis & Thorn hill (2012), the convenience sampling technique is based on the need to obtain a sample as quickly as possible where the researcher has little control over the contents and there is no attempt to obtain a representative sample which will allow generalising in a statistical sense to a population. The rationale for using convenience sampling being selected as the type of sampling unit was mainly due to time constraints of the this research study. The researcher was aware of potential participants and sub groups, who could meet the aims of the research objectives.

Sampling size was taken as per Saharan (2003); the sample size in multivariate analysis should be several times as large as (ten times or more) the number of variables of study.

In this research 14 variables were used, the sample of research could be 140.

Reisinger and Mavando (2007) suggested that for multivariate analysis, where SEM is being used the minimum ratio of at least five respondents from each estimated parameter with the ratio of 10 respondents per perimeter is considered most appropriate. Krejcie and Morgan (1970) had also explained the sample for empirical research. Considering the recommendations of old researchers, the sample for pilot study was taken as 165 and for main research was 385. The distribution of sub groups has been shown in the Table 15:-

Table 15

*Survey Questionnaire Distributed to Respondents*

	<b>Estimated Population Attended the Event</b>			<b>Questionnaire Distributed</b>		
Event - 1 Pilot Study	Total	-	2600	Total	-	360
	Population					
	Students	-	800	Students	-	120
	Parents/ Family Members and Guests	-	1600	Parents/ Family Members and Guests	-	210
	Teachers/ Management	-	200	Teachers/ Management	-	30
Event - 2 Main Study	Total	-	6700	Total	-	850
	Population					
	Students	-	2000	Students	-	250
	Parents/ Family Members and Guests	-	4000	Parents/ Family Members and Guests	-	500
	Teachers/ Management	-	700	Teachers/ Management	-	100

The response rate as per Fedor et.al (2006) was 70% and in case of Tayaba (2006) was 58%. Considering the requirement of sample size and previous research the number of questionnaires distributed were double the sample size as required for research both in

pilot study as well as main research. Accordingly, the questionnaires were distributed by hand to all respondents on the site of event and were received through Email in case of Pilot study. In case of main research, the questionnaires were distributed by Email to students and by hand to all other respondents on the site of event and were received via E Mail from students and via mail from other respondents. Valid Response rate in case of Pilot Study was 45% and in case of main research was 46%.

Table 16

*Survey Questionnaire Distributed and Received from Respondents*

	<b>Questionnaire Distributed</b>		<b>Questionnaire Received</b>		<b>Questionnaire Considered Valid for Research</b>	
Pilot Study	Total	- 360	Total	- 170 (46 %)	Total	- 165 (45 %)
	Students	- 120	Students	- 60	Students	- 58 (48 %)
	Parents		Parents		Parents	
	and Guests	- 210	and Guests	- 95	Guests	- 93 (44%)
	Teachers/Management	- 30	Teachers / Management	- 15	Teachers/ Management	- 14 (43%)
Final Model	Total	850	Total	- 400 (47%)	Total	- 385 (46%)
	Students	- 250	Students	- 153	Students	- 148 (57%)
	Parents/Family		Parents/Family		Parents/Family	
	Members	- 500	Members	- 192	Members	- 184 (37%)
	Teachers/Management	-100	Teachers / Management	- 55	Teachers/ Management	- 53 (52%)

#### 4.6 Variables of Research Model

Research Model is shown in the figure 11 and 12 chapter 3, while the variables of study are shown in Table 13 Chapter 3. Six independent variables, one mediating variable, one moderating variable and four dependent variables are used in the research study.

Three Independent variables (Sponsor Event Fit, Target Market Fit and Sponsor Leverage and Activation) are considered to affect the organizational aspect of event management and

three independent variables (Senior Management Involvement, Mutual Understanding Sponsor and Sponsee, Integrated Event Marketing and Social Media) affect the coordination aspects of event management.

Combination of organization and coordination aspects of event management affects the overall effectiveness of sponsorship marketing and is a dependent variable measured by three sub variables Brand Image, Brand Loyalty and Sale Objective.

Event Success has been taken as mediating variable and Sponsor Image and Preference has been taken as moderating variable between dependent and independent variables.

#### **4.7 Instrument for Data Collection**

The instrument developed for this study was a survey questionnaire. The questionnaire consisted of two main sections with 64 questions. Four questions were included to assess demographic information such as age, gender, education and monthly income of audience visiting the event. Whereas 60 items were categorised into 11 dimensions to assess the constructs. These 11 dimensions have been used by numerous researchers to assess sponsorship and event management studies. The adopted scales were modified as per research requirements and were passed through purification process through pilot testing to access the validity and reliability of the instrument.

The respondents specially sponsor management staff and sale staff was found reluctant to render feedback. However they were given assurance about the confidentiality of their responses and survey questionnaire for final research was modified accordingly. Details of the questionnaire are shown along with the references in the table given below. Survey Questionnaire administered to respondents is given in the Appendix O.

Table 17  
*Literature Reference Adoption of Questionnaire*

Item	Reference / Adopted From
<b>1. Sponsor Event Fit (SEF)</b>	Speed & Thomson (2000); Lacy & Angeline (2013)
<b>Question 1:</b> There is a logical connection between the Sponsor (Coke) and event (WWF).	
<b>Question 2:</b> The image of event (WWF) and image of sponsor (Coke) are similar.	
<b>Question 3:</b> Event (WWF) and Brand (Coke) fit together well.	
<b>Question 4:</b> The association of sponsor (Coke) with WWF Pakistan to organize this event (WWF) was well received.	
<b>Question 5:</b> It makes sense to me that Sponsor (Coke) sponsored this event (WWF).	
<b>2. Target Market Fit (TMF)</b>	Choi & Yon (2011)
<b>Question 1:</b> This event (WWF) provided enough space for audience to attend the event.	
<b>Question 2:</b> The event organizers (WWF) were able to attract enough audience to this event, who were perspective customer of sponsor (Coke).	
<b>Question 3:</b> The event (WWF) was able to create better environment where audience visited all the stalls.	
<b>Question 4:</b> Theme of event was relevant and impressive to attract the audience who were user of sponsor brand (Coke).	
<b>Question 5:</b> The event (WWF) was able to attract students of schools and colleges who are frequent user of Sponsor Brand (Coke).	
<b>3. Sponsorship Leverage &amp; Activation (S L A)</b>	McDenial 1996; Roy (2000) ; Coppetti (2004)
<b>Question 1:</b> On site activities created by Sponsors (Coke) were able to entertain audience in this Event (WWF).	
<b>Question 2:</b> Sponsors (Coke) on site activities promoted interaction between sponsor and audience in this event (WWF).	
<b>Question 3:</b> Sponsor / Brand (Coke) promotional activates were able to entertain and excite audience in this event	

	(WWF).	
	<b>Question 4:</b> Audience's good experience and participation in this event (WWF) was due to elaborate and effective arrangements provided by event organizers and sponsor (Coke).	
	<b>Question 5:</b> The hospitality services provided by the sponsor (Coke) during the event (WWF) were effective and appropriate.	
<b>4.</b>	<b>Senior Management Involvement ( S M I )</b>	Sylvester & Mountinho (2007); Tomalieh (2016)
	<b>Question 1:</b> Senior management of sponsored company (Coke) was keen to entertain the audience, who participated in the event (WWF).	
	<b>Question 2:</b> Senior management of sponsored company (Coke) was more committed towards the event (WWF) and community.	
	<b>Question 3:</b> Senior management of sponsored company (Coke) participated actively in the event.	
	<b>Question 4:</b> The presence of top management of Sponsor (Coke) was prominent in this event (WWF).	
	<b>Question 5:</b> Top management of Sponsor (Coke) had good interaction and devoted time with the audience.	
<b>5.</b>	<b>Mutual Understanding of Sponsor and Sponsee (MUSS )</b>	Sylvester & Mountinho (2007); Tomalieh (2016)
	<b>Question 1:</b> Sponsors (Coke) and Sponsee (WWF) understand their social (CSR) objectives of organizing this event (WWF).	
	<b>Question 2:</b> There was good understanding between Sponsors (Coke) and Sponsee (WWF) in organizing the event.	
	<b>Question 3:</b> The Sponsors (Coke) of the event were able to achieve their commercial objectives.	
	<b>Question 4:</b> Sponsor (Coke) of the event (WWF) will be able to sponsor next event of same category in future.	
	<b>Question 5:</b> Sponsors (Coke) and Sponsee (WWF) will be able to make long term engagement to organize such type of events.	
<b>6.</b>	<b>Integrated event marketing and use of social media (IEMS)</b>	Theofilou & Neokosmidi (2011); Johansson & Utterstrom (2007)

	<b>Question 1:</b> The Brand (Coke) was visible / present in the form of representation, sample / gift and literature display and sample distribution and sales in this event (WWF).	
	<b>Question 2:</b> The Brand (Coke) was visible in the social media (like Facebook and Twitter) during media campaign launched for promotion of event (WWF).	
	<b>Question 3:</b> The brand (Coke) was also prominent in the brochures, school / college notices, local news channels / local newspapers during the publicity campaign for the event (WWF).	
	<b>Question 4:</b> The webpage of sponsor (Coke) was instrumental in promoting its sponsorship initiative of organizing the event (WWF).	
	<b>Question 5:</b> Sponsors (coke) management and event managers were able to have useful advertisement and publicity of the event (WWF).	
<b>7. Event Success ( E S )</b>		Speed & Thomson (2000); Coppatti (2004); Lee & Cho (2009)
	<b>Question 1:</b> This event has (WWF) international significance.	
	<b>Question 2:</b> I am strong supporter of this event.	
	<b>Question 3:</b> This event (WWF) has significant social value.	
	<b>Question 4:</b> Participation of audience in the Event (WWF) activities was good.	
	<b>Question 5:</b> I will remember the event (WWF) experience and will attend the Events next time if planned.	
	<b>Question 6:</b> Event (WWF) was successful to bring the interaction between sponsor (Coke) and audience.	
<b>8. Sponsorship Effectiveness (SE)</b>		
	<b>Brand Image ( B I )</b>	Keller(1993) & (2001); Tomalieh (2016)
	<b>Question 1:</b> Brand Sponsor (Coke) of the event was keen to entertain audience during the event (WWF).	
	<b>Question 2:</b> The sponsor brand (Coke) was committed to community.	
	<b>Question 3:</b> Brand sponsor (Coke) promote the social events.	
	<b>Question 4:</b> I was impressed with the efforts of sponsors	

	(Coke) to make the event rememberable.	
	<b>Question 5:</b> I developed more liking for Coke when I participated in the event (WWF).	
<b>9.</b>	<b>Brand Loyalty (BL)</b>	Keller(1993) and (2001)
	<b>Question 1:</b> I will buy this brand / product (Coke) the next time I buy the soft drink.	
	<b>Question 2:</b> I will refer to my friends and relatives to buy same product / brand (Coke).	
	<b>Question 3:</b> I wish to continue purchasing over this brand (Coke).	
	<b>Question 4:</b> If I got any product / brand (Coke) for free, I would choose this brand (Coke).	
	<b>Question 5:</b> I will not switch to other brand (than Coke) even though there are a lot of other brand options.	
<b>10.</b>	<b>Sale Objectives (SO)</b>	Speed &Thomson (2000); Lee & Cho (2009)
	<b>Question 1:</b> I enjoyed drinks of Sponsor brand (Coke) during the event (WWF).	
	<b>Question 2:</b> This sponsorship would make me more likely to use sponsor product(Coke) in the event(WWF).	
	<b>Question 3:</b> Sponsor (Coke) was able to attract new customers to attend this.	
	<b>Question 4:</b> Sponsor (Coke) was able to achieve short term objectives of increased sales in the event(WWF).	
	<b>Question 5:</b> There were many customers on Coke sale points in this event (WWF).	
	<b>Question 6:</b> I will likely to buy sponsors products (Coke) in future that sponsored the event (WWF).	
<b>11.</b>	<b>Sponsor Image and Preference (SIP)</b>	Speed &Thomson (2000)
	<b>Question 1:</b> I consider the Sponsors product/Brand (Coke) is trust worthy.	
	<b>Question 2:</b> It is very common to see this company sponsoring social events.	
	<b>Question 3:</b> I expect this company (Coke) to sponsor such events (WWF).	
	<b>Question 4:</b> The main reason the sponsor (Coke) is involved in the event (WWF) is because the sponsor believes that this event deserves support.	
	<b>Question 5:</b> This sponsorship would improve my perception of the sponsor (WWF).	



---

**Question 6:** When considering purchasing the Sponsors Brand (Coke) I would consider buying the same.

---

**Question 7:** This sponsorship would make me more likely to remember the sponsor's(Coke) promotion in the event(WWF).

---

**Question 8:** With this sponsorship, I discovered new aspects of this company (Coke) products.

---

## **4.8 Pilot Testing and Results**

Pilot study was launched before submitting the survey questionnaire for actual data collection to test the validity and reliability of the instrument. Ghauri and Gronhaug (2005) has recommended a small sample size for pilot study and explained the objectives of pilot study, which are basically the confirmation that the respondents can well understand the questionnaire and are able to answer all questions. Similarly, the feedback from respondents can be used to amend and modify the questionnaire.

The other objectives for conducting the pilot study were to evaluate the content validity (Jacken, 1970) of the instrument, to ensure that the questions and scale items were clear and run smoothly. Considering the objectives, a sample of 165 respondents was select-  
ted for pilot study. The responses were recorded using 5-Point Likert Scale.

### **4.8.1 Face Validity**

Burns and Bush (2002) have explained that face validity of an instrument is the degree to which a measurement “looks like” and it measures for what it is designed to measure.

The face validity of the instrument was assessed through direct feedback taken from the respondents who participated in the event. This was done through meetings, discussions and even some respondents commented in written form. Efforts were undertaken to use the questions in the same format as used by the previous researchers. The feedback was

taken into account and the language of the measurement instrument was modified to make it understandable for respondents. The questions modified were duly vetted by the experts of sponsorship and event management.

#### 4.8.2 Confirmatory Factor Analysis (CFA)

CFA was done using AMOS with an aim to critically see and assess the validity and reliability of the instrument. The criterion for measurement model fitness was taken as per the thresholds for model fitness.

Table 18

*Thresholds for Model Fitness*

Measure	Threshold
Chi - Square / (C M I N / d f)	< 3 good; < 5 sometimes permissible
P - value for the model	>.05
CFI	> .95 great: > .90 traditional: > .80 sometimes permissible
GFI	> .95
AGFI	> .80
SRMR	< .09
RMSEA	< .05 good ; .05 - 0.10 moderate ; > .10 Bad
P CLOSE	> .05

Source: Hu and Bentler (1999)

#### 4.8.3 Construct Validity

Construct validity is a method or process by which the assessment of measurement instrument (questionnaire) is carried out, to see whether it measures the given construct as per its concept and operational definition used in research or not. In other words, we can say that it measures properly what it is supposed to measure. Construct validity has basically four types i.e., content validity, convergent and divergent validity (also known

as discriminant validity) and criterion validity. These validities have been explained in succeeding paragraphs.

#### **4.8.3.1 Convergent Validity**

Convergent validity is based on the degree or the level to which the measures of a construct used in the model should be related to each other. The extent to which indicators of a specific construct ‘converge’ or share a high proportion of variance is common. Convergent validity of measurement instrument used in pilot testing was carried out with the steps mentioned in succeeding paragraphs. As common rule of thumb to indicate convergent validity as recommended by different scholars is, that all the items should load greater than 0.7, on their own construct and should load more highly on their respective construct than any other construct (Yoo & Alavi, 2001).

##### **4.8.3.1.1 Factor Loading**

The factor loadings are examined first to determine convergent validity. All factors loading should be statistically significant ( $p < 0.05$ ), and all loadings should be above 0.5. Some scholars have also suggested that it should be greater than 0.4. The nearer the value to 1, better the construct. According to Cua et al. (2001), if the load factor is  $>$  or equal to 0.50, it will also be included in final survey.

##### **4.8.3.1.2 Average Variance Extracted (AVE)**

AMOS has been used to find the factor loading to determine the convergent validity of the instrument. First step was to find the Average Variance Extracted (AVE). AMOS does not compute the AVE, it is calculated by using the following formula in MS Excel:-

$$AVE = \frac{\sum_{i=1}^n \lambda_i^2}{n}$$

Over here,  $\lambda$  represent the standardized factor loading, n is number of indicators or items used to measure the construct. AVE is calculated by taking the sum of square of all factor loadings related to that particular construct, divided by total number of items of that construct. The value of AVE up to 0.5 or more indicates the adequacy of convergent validity (Fornell and Larcker 1981).

#### **4.8.3.1.3 Construct Reliability (CR)**

Another method to measure the construct validity is to measure the composite reliability (CR). CR cannot be directly measured using AMOS. It can be computed on MS Excel using the formula (Hair et al, 1998, p.612) given above:-

$$CR = \frac{(\sum_{i=1}^n \lambda_i)^2}{(\sum_{i=1}^n \lambda_i)^2 + (\sum_{i=1}^n \delta_i)}$$

Where sub scrip  $\lambda_i$  is the factor loadings.  $\delta_i$  is the error variances ( $\delta = 1 - \text{Item Reliability}$ ). Item Reliability = squared each factor loading. Construct reliabilities are calculated by using the sum of squared factor loadings and the sum of error variances for the constructs in the above formula. As a thumb rule the value of CR more than 0.7 is considered as good validity. However in some cases it can be taken as 0.6 and more. Data of 165 respondents were tested and results are presented in the succeeding paragraphs.

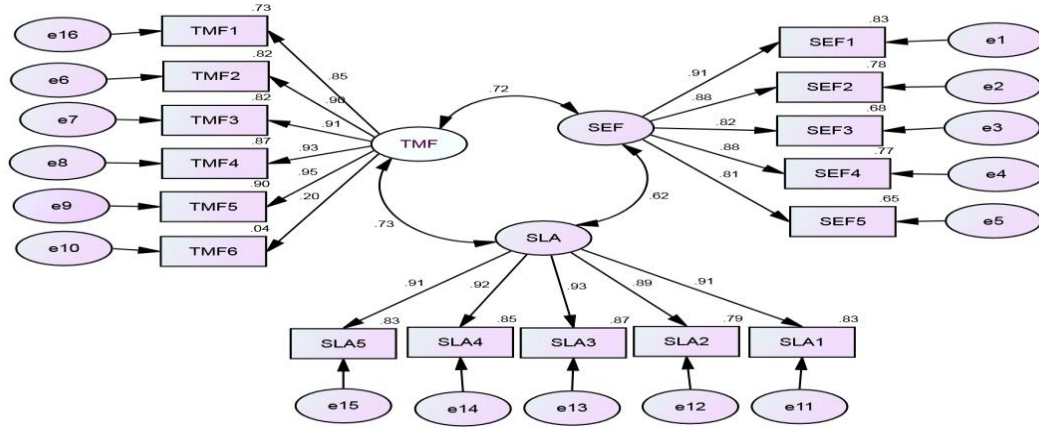


Figure 22: Factor Loading Event Organization (N = 165)

Table 19

*Convergent Validity of Constructs of Event Organization (N = 165 )*

		Standard Estimate / Factor Loadings ( $\geq 0.5$ )	Decision	Reliability ( $\lambda^2$ )	$\Delta = 1 - \lambda^2$
<b>Sponsor Event Fit</b>					
1	SEF 1	0.912	Included	0.832	0.334
2	SEF 2	0.833	Included	0.780	0.379
3	SEF 3	0.823	Included	0.677	0.392
4	SEF 4	0.880	Included	0.774	0.278
5	SEF 5	0.808	Included	0.63	0.482
Sum		4.256		3.716	1.284

$$AVE = \sum \lambda_i^2 / n = 3.716 / 5 = 0.743$$

$$CR = (\sum \lambda_i)^2 / (\sum \lambda_i)^2 + \sum \delta_i = 18.113 / 18.113 + 1.284 = 18.113 / 19.397 = 0.933$$

		Standard Estimate / Factor Loadings ( $\geq 0.5$ )	Decision	Reliability ( $\lambda^2$ )	$\delta = 1 - \lambda^2$
<b>Target Market Fit</b>					
1	TMF 1	0.854	Included	0.725	0.271
2	TMF 2	0.905	Included	0.819	0.181
3	TMF 3	0.908	Included	0.824	0.176
4	TMF 4	0.932	Included	0.869	0.131
5	TMF 5	0.949	Included	0.901	0.099

6	TMF 6	0.197	Excluded	0.039	0.961
Sum		4.745		4.400	1.819

$$AVE = \sum \lambda_i^2 / n = 4.400 / 6 = 0.733$$

$$CR = (\sum \lambda_i)^2 / (\sum \lambda_i)^2 + \sum \delta_i = 22.515 / 22.515 + 1.89 = 22.515 / 24.305 = 0.922$$

	<b>Sponsorship Leverage and Activation</b>	<b>Standard Estimate / Factor Loadings (<math>\geq 0.5</math>)</b>	<b>Decision</b>	<b>Reliability (<math>\lambda^2</math>)</b>	<b><math>\delta = 1 - \lambda^2</math></b>
1	SLA 1	0.912	Included	0.832	0.168
2	SLA 2	0.887	Included	0.787	0.213
3	SLA 3	0.932	Included	0.869	0.131
4	SLA 4	0.924	Included	0.854	0.146
5	SLA 5	0.909	Included	0.826	0.174
Sum		4.564		4.168	0.833

$$AVE = \sum \lambda_i^2 / n = 4.168 / 5 = 0.833$$

$$CR = (\sum \lambda_i)^2 / (\sum \lambda_i)^2 + \sum \delta_i = 20.830 / 20.830 + 0.832 = 20.830 / 21.662 = 0.961$$

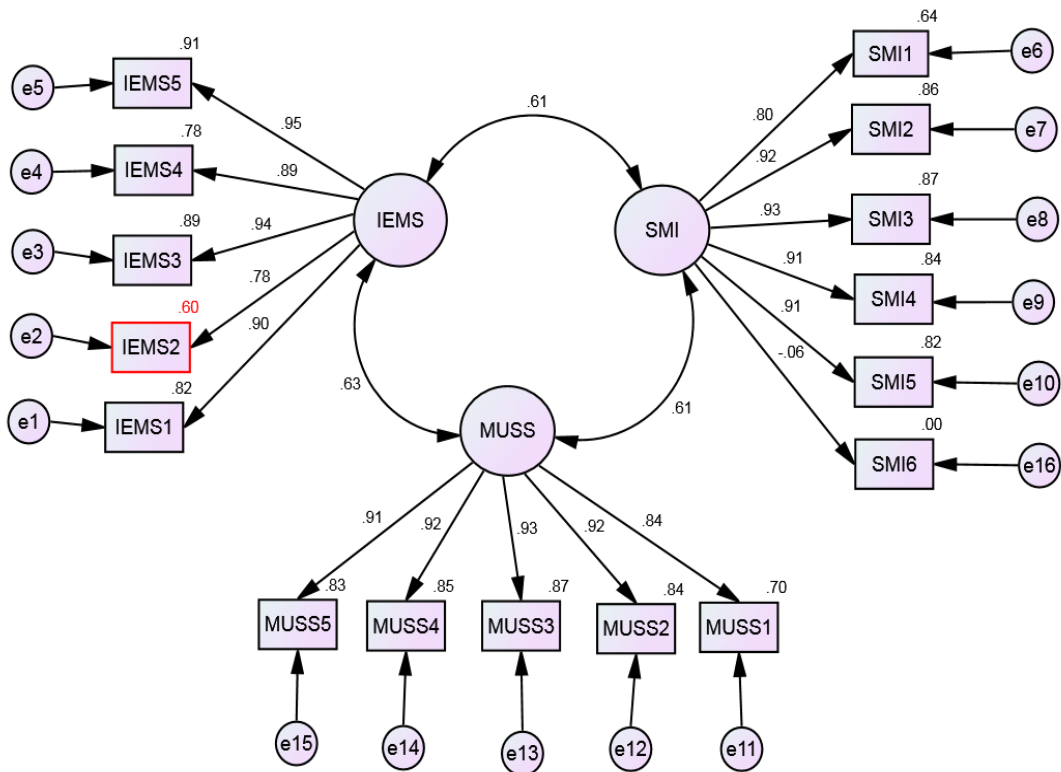


Figure 23: Factor Loading Event Coordination (N = 165)

Table 20

*Convergent Validity of Constructs of Event Coordination (N = 165 )*

Senior Manager Involvement		Standard Estimate/Factor Loadings ( $\geq 0.5$ )	Decision	Reliability ( $\lambda^2$ )	$\delta = 1 - \lambda^2$
1	SMI 1	0.799	Included	0.638	0.362
2	SMI 2	0.925	Included	0.856	0.144
3	SMI 3	0.931	Included	0.867	0.133
4	SMI 4	0.914	Included	0.835	0.165
5	SMI 5	0.908	Included	0.824	0.176
6	SMI 6	-0.060	Excluded	-0.0064	0.996
Sum		4.477		4.026	1.974

$$AVE = \sum \lambda_i^2 / n = 4.026 / 5 = 0.805$$

$$CR = (\sum \lambda_i)^2 / (\sum \lambda_i)^2 + \sum \delta_i = 20.044 / 20.044 + 0.991 = 20.044 / 21.034 = 0.952$$

<b>Mutual Understanding Sponsor and Sponsee</b>		<b>Standard Estimate / Factor Loadings</b> ( $\geq 0.5$ )	<b>Decision</b>	<b>Reliability</b> ( $\lambda^2$ )	<b><math>\delta = 1 - \lambda^2</math></b>
1	MUSS 1	0.838	Included	0.702	0.297
2	MUSS 2	0.919	Included	0.681	0.319
3	MUSS 3	0.931	Included	0.801	0.199
4	MUSS 4	0.920	Included	0.796	0.204
5	MUSS 5	0.909	Included	0.780	0.220
Sum		4.518		4.266	0.734

$$AVE = \sum \lambda_i^2 / n = 4.266 / 5 = 0.853$$

$$CR = ( \sum \lambda_i )^2 / ( \sum \lambda_i )^2 + \sum \delta_i = 20.412 / 20.412 + 0.734 = 20.412 / 21.146 = 0.965$$

<b>Integrated Event Marketing and social Media</b>		<b>Standard Estimate / Factor Loadings</b> ( $\geq 0.5$ )	<b>Decision</b>	<b>Reliability</b> ( $\lambda^2$ )	<b><math>\delta = 1 - \lambda^2</math></b>
1	IEMS 1	0.905	Included	0.819	0.113
2	IEMS 2	0.777	Included	0.603	0.693
3	IEMS 3	0.942	Included	0.887	0.203
4	IEMS 4	0.885	Included	0.783	0.313
5	IEMS 5	0.952	Included	0.904	0.141
Sum		4.460		3.966	1.004

$$AVE = \sum \lambda_i^2 / n = 3.996 / 5 = 0.799$$

$$CR = ( \sum \lambda_i )^2 / ( \sum \lambda_i )^2 + \sum \delta_i = 19.891 / 19.891 + 1.004 = 19.891 / 20.895 = 0.951$$



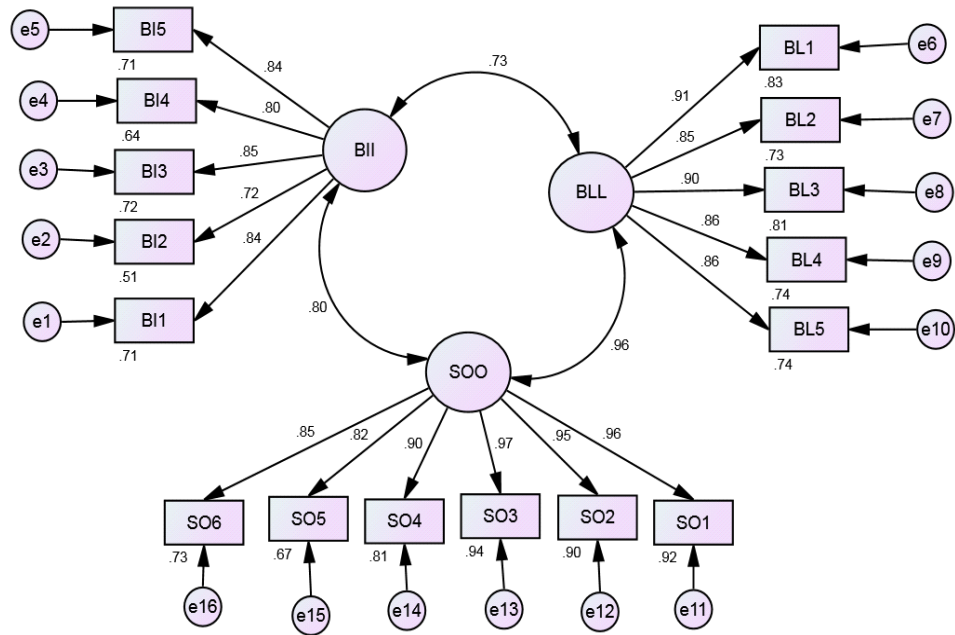


Figure 24: Factor Loading Sponsorship Effectiveness (N=165)

Table 21

*Convergent validity of Sponsorship Effectiveness (N=165)*

	<b>Brand Image</b>	<b>Standard Estimate / Factor Loadings ( <math>\geq 0.5</math> )</b>	<b>Decision</b>	<b>Reliability ( <math>\lambda^2</math> )</b>	<b><math>\delta = 1 - \lambda^2</math></b>
1	BI 1	0.893	Included	0.797	0.203
2	BI 2	0.953	Included	0.908	0.092
3	BI 3	0.873	Included	0.762	0.238
4	BI 4	0.898	Included	0.806	0.194
5	BI 5	0.912	Included	0.832	0.168
	Sum	4.530		4.105	0.895

$$AVE = \sum \lambda_i^2 / n = 4.105 / 5 = 0.821$$

$$\mathbf{CR} = ( \sum \lambda_i )^2 / ( \sum \lambda_i )^2 + \sum \delta_i = 20.520 / 20.520 + 0.895 = 20.520 / 21.41509 = 0.958$$

<b>Brand Loyalty</b>		<b>Standard Estimate / Factor Loadings ( <math>\geq 0.5</math> )</b>	<b>Decision</b>	<b>Reliability ( <math>\lambda^2</math> )</b>	<b><math>\delta = 1 - \lambda^2</math></b>
1	BL 1	0.897	Included	0.733	0.267
2	BL 2	0.877	Included	0.719	0.281
3	BL 3	0.896	Included	0.808	0.192
4	BL 4	0.910	Included	0.810	0.190
5	BL 5	0.914	Included	0.806	0.194
Sum		4.494		4.040	0.96

$$\mathbf{AVE} = \sum \lambda_i^2 / \mathbf{n} = 4.040 / 5 = 0.808$$

$$\mathbf{CR} = ( \sum \lambda_i )^2 / ( \sum \lambda_i )^2 + \sum \delta_i = 20.196 / 20.196 + 0.96 = 20.196 / 21.156 = 0.955$$

<b>Sale Objective</b>		<b>Standard Estimate/ Factor Loadings ( <math>\geq 0.5</math> )</b>	<b>Decision</b>	<b>Reliability ( <math>\lambda^2</math> )</b>	<b><math>\delta = 1 - \lambda^2</math></b>
1	SO 1	0.971	Included	0.943	0.057
2	SO 2	0.980	Included	0.960	0.040
3	SO 3	0.931	Included	0.867	0.133
4	SO 4	0.765	Included	0.585	0.415
5	SO 5	0.780	Included	0.608	0.392
6	SO 6	0.921	Included	0.848	0.152
Sum		5.548		4.811	1.189

$$\mathbf{AVE} = \sum \lambda_i^2 / \mathbf{n} = 4.811 / 6 = 0.801$$

$$\mathbf{CR} = ( \sum \lambda_i )^2 / ( \sum \lambda_i )^2 + \sum \delta_i = 30.780 / 30.780 + 1.189 = 30.780 / 31.969 = 0.962$$

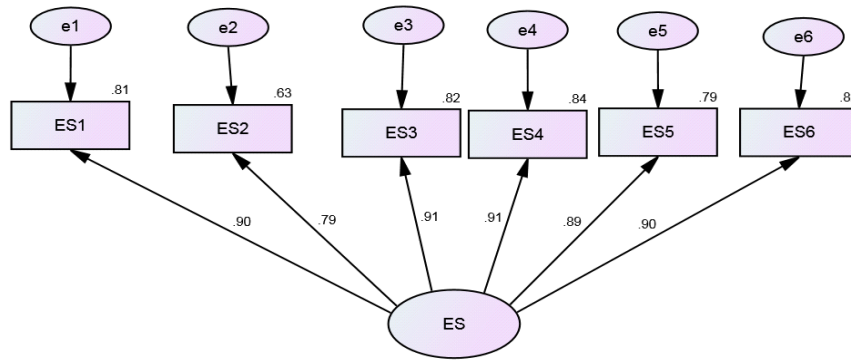


Figure 25: Factor Loading Event Success (N = 165)

Table 22

*Convergent Validity of Event Success (N = 165)*

Event Success		Standard Estimate / Factor Loadings ( $\geq 0.5$ )	Decision	Reliability ( $\lambda^2$ )	$\delta = 1 - \lambda^2$
1	ES 1	0.901	Included	0.812	0.170
2	ES 2	0.792	Included	0.627	0.461
3	ES 3	0.907	Included	0.823	0.334
4	ES 4	0.915	Included	0.837	0.303
5	ES 5	0.891	Included	0.794	0.210
6	ES 6	0.904	Included	0.817	0.306
Sum		5.310		4.710	1.290

$$AVE = \sum \lambda_i^2 / n = 4.710 / 6 = 0.785$$

$$CR = (\sum \lambda_i)^2 / (\sum \lambda_i)^2 + \sum \delta_i = 28.196 / 28.196 + 1.290 = 28.196 / 29.486 = 0.956$$

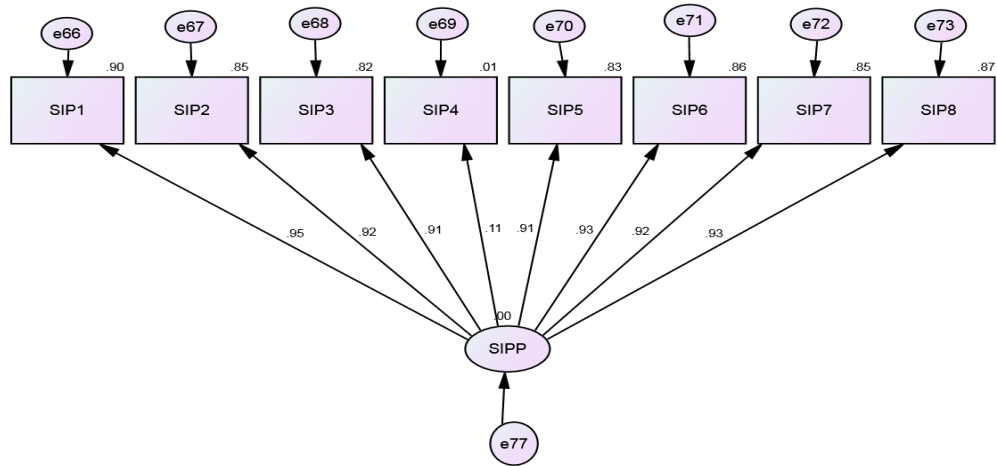


Figure 26: Factor Loading Sponsors Image and Preference (N = 165)

Table 23

*Convergent Validity of Sponsors Image and Preference (N = 165)*

Sponsors Image and Preference		Standard Estimate / Factor Loadings ( $\geq 0.5$ )	Decision	Reliability ( $\lambda^2$ )	$\delta = 1 - \lambda^2$
1	SIP 1	0.948	Included	0.899	0.101
2	SIP 2	0.919	Included	0.845	0.155
3	SIP 3	0.908	Included	0.824	0.176
4	SIP 4	0.112	Excluded	0.012	0.987
5	SIP 5	0.913	Included	0.834	0.166
6	SIP 6	0.930	Included	0.865	0.135
7	SIP 7	0.920	Included	0.846	0.154
8	SIP 8	0.934	Included	0.877	0.128
Sum		6.580		6.000	2.600

$$AVE = \sum \lambda_i^2 / n = 6.000 / 8 = 0.75$$

$$CR = (\sum \lambda_i)^2 / (\sum \lambda_i)^2 + \sum \delta_i = 43.433 / 43.433 + 2.600 = 43.433 / 45.296 = 0.955$$

Table 24

*Model Fitness Index Sub Models (N = 165)*

Sub Model	CMIN	DF	CMIN/ Df	P VAL UE	AGFI	GFI	TLI	CFI	RESEA	RMR
<b>Event Organization</b>	217.06	101	2.149	.000	.816	.863	.955	.952	.068	.043
<b>Event Coordination</b>	110.9	87	1.274	.042	.890	.920	.990	.991	.041	.063
<b>Sponsorship Effectiveness</b>	217.06	101	2.149	.000	.816	.863	.955	.962	.048	.045
<b>Sponsorship Image and Preference</b>	68.08	20	3.499	.000	.826	.903	.952	.966	.091	.051
<b>Event Success</b>	34.9	9	3.877	.000	.831	.928	.944	.967	.002	.042

The results of factor loading indicate that the factor loading of all the indicators were within the limit of 0.7 and above, except TMF6, SMI6, SIP4 which have less values, therefore will be excluded for final research. The construct reliability (CR) of all the constructs were valid and within the limit (> 0.70). The average variance extracted (AVE) of all constructs were also within the limit (> 0.5). The values of fitness indices confirmed the overall fitness of sub models (Hu & Bentler, 1999).

#### 4.8.3.1.4 Discriminant Validity

This validity is used to check the degree by which one construct is different from the other construct in the model. It also clarifies that those measures of construct which are

theoretically related to one another are in real sense when observed are not related to one another. Discriminant Validity was also confirmed by the square root of AVE (Average Variance Extracted) of every latent variable exceeding its correlations with any of latent variables (Fornell & Larcker, 1981). If the value of AVE exceeds, this shows discriminant validity is there.

Table 25

*Discriminant Validity*

<b>Construct</b>	<b>AVE</b>				<b>I C</b>	<b>S I C</b>
<b>Sponsor Event Fit</b>	0.748	SEF	< - - - >	SMI	.613	.376
		SEF	< - - - >	TMF	.721	.520
		SEF	< - - - >	SLA	.625	.391
		SEF	< - - - >	IEMS	.650	.423
		SEF	< - - - >	MUSS	.718	.516
		SEF	< - - - >	ES	.693	.480
		SEF	< - - - >	BI	.756	.572
		SEF	< - - - >	BI	.732	.536
		SEF	< - - - >	SO	.658	.433
		SEF	< - - - >	SIP	.551	.304
<b>Target Market Fit</b>	0.880	TMF	< - - - >	SMI	.599	.359
		TMF	< - - - >	SLA	.730	.533
		TMF	< - - - >	IEMS	.623	.388
		TMF	< - - - >	MUSS	.644	.417
		TMF	< - - - >	ES	.637	.406
		TMF	< - - - >	BI	.574	.329
		TMF	< - - - >	BI	.611	.373
		TMF	< - - - >	SO	.496	.246
		TMF	< - - - >	SIP	.531	.282

<b>Sponsor Leverage and Activation</b>	0.833	SLA	< - - - >	SMI	.558	.311
		SLA	< - - - >	IEMS	.574	.329
		SLA	< - - - >	MUSS	.612	.375
		SLA	< - - - >	BI	.580	.336
		SLA	< - - - >	SIP	.520	.270
		SLA	< - - - >	ES	.572	.327
		SLA	< - - - >	BI	.615	.378
		SLA	< - - - >	S O	.503	.253
<b>Integrated Event Marketing and Social Media</b>	0.799	IEMS	< - - - >	SMI	.612	.375
		IEMS	< - - - >	MUSS	.629	.396
		IEMS	< - - - >	ES	.711	.506
		IEMS	< - - - >	BI	.727	.529
		IEMS	< - - - >	BI	.640	.410
		IEMS	< - - - >	SO	.598	.358
		IEMS	< - - - >	SIP	.581	.338
<b>Senior Manager Involvement</b>	0.804	SMI	< - - - >	MUSS	.608	.370
		SMI	< - - - >	ES	.554	.310
		SMI	< - - - >	BI	.629	.396
		SMI	< - - - >	BI	.578	.334
		SMI	< - - - >	SO	.527	.278
		SMI	< - - - >	SIP	.849	.721
<b>Mutual Understanding Sponsor and Sponsee</b>	0.853	MUSS	< - - - >	BI	.554	.307
		MUSS	< - - - >	SIP	.513	.263

		MUSS	< - - - >	SO	.503	.253
		MUSS	< - - - >	BI	.566	.320
		MUSS	< - - - >	ES	.572	.327
<b>Brand Loyalty</b>	0.808	BI	< - - - >	BI	.791	.626
		BI	< - - - >	SIP	.565	.319
	3533	BI	< - - - >	SIP	.606	.367
		BI	< - - - >	SO	.760	.578
		BI	< - - - >	SO	.770	.593
<b>Event Success</b>	0.785	ES	< - - - >	BI	.727	.529
		ES	< - - - >	BI	.733	.537
		ES	< - - - >	SIP	.541	.293
		ES	< - - - >	SO	.624	.389
<b>Sale Objective</b>	0.801	SO	< - - - >	SIP	.507	.257

Table 24 represents the discriminant validity of the measurement scale where square root of average variance (AVE) of respective construct is greater than the inter-construct correlations representing the discriminant validity of the scale.

#### 4.9 Overall Assessment of Measurement Model (Pilot Testing)

The convergent validity of measurement model is assessed by finding the Cronbach's alpha, Average Variance Extracted , Composite Reliability and the factor item loading.

Table 26

##### *Overall Assessment of Measurement Model*

<b>Constructs</b>	<b>Average Variance Extracted (AVE)</b>	<b>Composite Reliability ( CR ) (Fornell &amp; Larcker, 1981)</b>	<b>Item Loading</b>	<b>Cronbach's Alpha (Cronbach,1951)</b>
SEF	.743	.933	.851	.845
TMF	.733	.922	.949	.736
SLA	.833	.961	.913	.766



SMI	.805	.952	.746	.746
MUSS	.853	.965	.904	.737
IEMS	.799	.951	.892	.781
BI	.821	.958	.906	.720
BL	.808	.955	.899	.778
SO	.801	.962	.925	.822
ES	.785	.956	.885	.755
SIP	.750	.955	.823	.701

The threshold values for Cronbach's alpha should not exceed 0.70, Composite Reliability should be more than 0.70, the value of Average Variance Extracted (AVE) should be more than 0.05 and the value of item loading (Hair et al., 2006) should be more 0.60.

The table 25 confirms that the values of AVE, CR, Cronbach's alpha and factor loading are within the limits and are highly significant.

#### **4.10 Researcher Interference**

The researcher inference means the impact of researcher own concept or personality on research work. The researcher should do the research vigorously but he has to be impartial in outcome of research. Seharan (2002) has explained that the explanatory or co-relational research should be done in natural environment having minimum interference from the researcher and organization.

In the same way researcher should have minimal interference when he is going to develop the theoretical framework, development of questionnaire and collection of data from respondents.

The researcher should be fair, straightforward, un-biased while doing the research. He should not impose own concept or will in any part of his research work. He should not mould the research analysis, research findings and results as per his own way.

#### **4.11 Research Ethics**

According to Sekaran (2002), Ethics in business research refers to the good code of conduct and good social behavior and norms followed by the researcher while conducting the research study.

The researcher should behave ethically in all parts and steps of research process. This includes while gathering the primary and secondary data for literature review, development of conceptual frame work, preparation of questionnaire and gathering of information from respondents.

While dealing with the respondents' researcher should follow all norms of ethics. "No one be harmed or suffer adverse consequences from research activities" (Cooper and Schindler (2006).

The data gathered from respondents or any other organization should be dealt carefully, which includes the privacy and confidentiality of data and information. The respondents should be given proper respect and should be clear about the object of research. Respondents should be given freedom to answer the questions as per their own way and will. In this research study, all ethics and norms of good conduct and behaviour have been adopted and were followed in true spirit. Data were fairly gathered and results were presented as found at the end of research.

## **CHAPTER 5**

### **DESCRIPTIVE ANALYSIS**

#### **5.1 Introduction**

This chapter highlights the demographic and sample descriptive statistics of 385 respondents, who were attendees and audience of the event. Questionnaire was thoroughly analyzed and screened. Data received was processed through coding and was entered into SPSS Version 22 for examination and analysis. Reversed worded questions were changed accordingly and were analyzed. The sample distribution who all attended the event was students and teachers of various schools and colleges from Lahore and surrounding areas. Respondents from management/staff of event management, sponsorship companies and media were also included in the study.

#### **5.2 Demographic Analysis**

Four demographic factors were considered important for this research; these were gender, education, age and income of respondents. These factors were considered because the choice and selection of soft drinks (like Coke products) are related to these demographic factors.

These characteristics are helpful for the researcher to see how different type of audience responded to the questionnaires also. Did they understand the questionnaire and what is their response pattern in answering the question?

##### **5.2.1 Gender Analysis**

The data describes the number of male and female respondents in the sample. There are only two categories of data in gender i.e. Male and Female. The gender details are presented in the Table given in the next page.

Table 27

### *Frequency Distribution Gender*

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>Female</b>	152	39.5	39.5	39.5
	<b>Male</b>	233	60.5	60.5	100.0
	<b>Total</b>	385	100.0	100.0	

Out of total 385 respondents, 152 (about 40 %) were female respondents while 233 (about 60%) were male respondents. The sample clearly depicts that the majority of sample is male dominated. There is no missing data in the sample.

### **5.2.2 Educational Analysis**

The data present the educational qualification of audience who attended the event. There are three categories of educational qualification i.e. up to Intermediate, Bachelor and Masters and above. The education details are presented in the table given below.

Table 28

### *Frequency Distribution of Educational Qualification*

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>Up to Intermediate</b>	203	52.7	52.7	52.7
	<b>Bachelor</b>	135	35.1	35.1	87.8
	<b>Master and Above</b>	47	12.2	12.2	100.0
	<b>Total</b>	385	100.0	100.0	

The data depicts that the majority of respondents (53 %) are in the first bracket having educational qualification up to intermediate. Whereas 135 (35 %) respondents have the educational qualification of bachelor's and 47 (12 %) having Masters and above degree.

### 5.2.3 Age Analysis

There are five categories of age. The details of data of age of respondents are presented in the table given below.

Table 29

*Frequency Distribution Age*

	Category	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	<b>10 – 17</b>	179	46.5	46.5	46.8
	<b>18 – 29</b>	40	10.4	10.4	57.1
	<b>30 – 39</b>	46	11.9	11.9	69.1
	<b>40 – 49</b>	76	19.7	19.7	88.8
	<b>50 – 59</b>	43	11.2	11.2	100.0
	<b>Total</b>	385	100.0	100.0	

The data depicts that the majority of respondents (47 %) are in the first bracket having age from 10-17 years, whereas 76 (20 %) respondents aged from 40-49 years. The respondents having age bracket (50 – 59) are 43 (11.2 %). The data of other categories is also presented in the table given above.

### 5.2.4 Income Analysis

The details of data of respondents are presented in the table below. There are four categories of age.

Table 30

### *Frequency Distribution Income*

				<b>Valid</b>	<b>Cumulative</b>
		<b>Frequency</b>	<b>Percentage</b>	<b>Percentage</b>	<b>Percentage</b>
<b>Valid</b>	Up to Rs 50000	26	6.8	6.8	6.8
	Rs 51000 - 70000	82	21.3	21.4	28.1
	Rs 71000 - 90000	181	47.0	47.1	75.3
	Rs 90000 and Above	95	24.7	24.7	100.0
	Total	384	99.7	100.0	
<b>Missing</b>	System	1	.3		
	<b>Total</b>	<b>385</b>	<b>100.0</b>		

The data depicts that the majority of respondents 181 (47%) are in the third bracket having income of Rs 71,000 to Rs 90,000. The data of other categories is also presented in the Table above. Other major group of respondents has the strength of 95 (26%) of total sample having income of Rs 90,000 and above. Overall picture of sample shows that majority of respondents are part of comparatively higher income bracket.

### **5.3 Descriptive Statistics of Constructs Items**

Response of audience was measured using 5 point Likert scale as per the questionnaire. In the table given below, the descriptive statistics covers the minimum and maximum value of the scales. The means and standard deviation of construct items is also presented.

Table 31

*Descriptive Analysis of all Items*

<b>Construct</b>	<b>Items</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>Sponsor Event Fit</b>	S E F 1	1.00	5.00	4.1974	1.18255
	S E F 2	1.00	5.00	4.0857	1.11123
	S E F 3	1.00	5.00	3.9065	1.17995
	S E F 4	1.00	5.00	3.9948	1.16591
	S E F 5	1.00	5.00	4.0312	1.21367
<b>Target Market Fit</b>	T M F 1	1.00	5.00	3.6883	1.31952
	T M F 2	1.00	5.00	3.7377	1.34871
	T M F 3	1.00	5.00	3.7091	1.35729
	T M F 4	1.00	5.00	3.7792	1.34845
	T M F 5	1.00	5.00	3.7403	1.32879
<b>Sponsor Leverage and Activation</b>	S L A 1	1.00	5.00	4.1325	1.02093
	S L A 2	1.00	5.00	3.9896	1.07039
	S L A 3	1.00	5.00	3.9039	1.09858
	S L A 4	1.00	5.00	3.9351	1.17191
	S L A 5	1.00	5.00	3.8779	1.23033
<b>Senior Manager Involvement</b>	S M I 1	1.00	5.00	3.9221	1.02782
	S M I 2	1.00	5.00	3.8494	1.02984
	S M I 3	1.00	5.00	3.8182	1.04989
	S M I 4	1.00	5.00	3.8675	1.04114
	S M I 5	1.00	5.00	3.8571	1.10060

<b>Construct</b>	<b>Items</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>Mutual Understanding</b>	M U S S 1	1.00	5.00	3.8779	1.16510
<b>Sponsor and Sponsee</b>					
	M U S S 2	1.00	5.00	3.9169	1.20690
	M U S S 3	1.00	5.00	3.8338	1.21123
	M U S S 4	1.00	5.00	3.8260	1.25969
	M U S S 5	1.00	5.00	3.8182	1.25548
<b>Integrated Event</b>	I E M S 1	1.00	5.00	3.8494	1.23666
<b>Marketing and Social Media</b>					
	I E M S 2	1.00	5.00	3.9013	1.19270
	I E M S 3	1.00	5.00	3.8571	1.21529
	I E M S 4	1.00	5.00	3.8182	1.26375
	I E M S 5	1.00	5.00	3.8078	1.24140
<b>Event Success</b>	E S 1	1.00	5.00	3.8909	1.19397
	E S 2	1.00	5.00	3.9377	1.22952
	E S 3	1.00	5.00	3.9065	1.19093
	E S 4	1.00	5.00	3.8442	1.21476
	E S 5	1.00	5.00	3.8779	1.21756
	E S 6	1.00	5.00	3.8805	1.24217
<b>Brand Image</b>	B I 1	1.00	5.00	3.8364	1.21266
	B I 2	1.00	5.00	3.8909	1.24731
	B I 3	1.00	5.00	3.9169	1.24095
	B I 4	1.00	5.00	3.8156	1.22677
	B I 5	1.00	5.00	3.9013	1.23559
<b>Brand Loyalty</b>	B L 1	1.00	5.00	3.8182	1.22610
	B L 2	1.00	5.00	3.8831	1.21807



<b>Construct</b>	<b>Items</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>Sale Objectives</b>	B L 3	1.00	5.00	3.9636	1.20707
	B L 4	1.00	5.00	3.8883	1.19700
	B L 5	1.00	5.00	3.9117	1.17593
	S O 1	1.00	5.00	3.9922	1.22366
	S O 2	1.00	5.00	3.9818	1.19991
	S O 3	1.00	5.00	3.8805	1.23375
	S O 4	1.00	5.00	3.6597	1.27519
	S O 5	1.00	5.00	3.5117	1.05844
	S O 6	1.00	5.00	3.9377	1.15977
<b>Sponsor Image and Preference</b>	S I P 1	1.00	5.00	3.6623	1.39204
	S I P 2	1.00	5.00	3.6364	1.38922
	S I P 3	1.00	5.00	3.6545	1.44433
	S I P 4	1.00	5.00	3.6208	1.40371
	S I P 5	1.00	5.00	3.6675	1.41922
	S I P 6	1.00	5.00	3.6468	1.43792
	S I P 7	1.00	5.00	3.6779	1.44163
	S I P 8	1.00	5.00	3.7039	1.40149

The mean values of all the items of construct indicate that the mean and standard deviation scores were normal and each item was accurate for the study. The distribution of data was also quite significant and even leveled.

#### **5.4 Descriptive Statistics of Constructs**

The Mean and Standard Deviation scores (data of 385 respondents) of all the constructs were not very high. The mean was also found towards positive side above the midpoint in 3 of 5 point Likert Scale, which was used in the questionnaires. It signifies suitable data accretion. Comprehensive data is presented in the table given below.

Table 32

*Means and Standard Deviation of Constructs*

	<b>Construct</b>	<b>Mean</b>	<b>Std. Deviation</b>
	<b>Event Organization</b>	<b>3.8644</b>	<b>0.89367</b>
1.	Sponsor Event Fit	3.9512	1.07563
2.	Target Market Fit	3.9429	1.09965
3.	Sponsorship Leverage and Activation	3.8935	1.05662
	<b>Event Coordination</b>	<b>3.8670</b>	<b>0.87847</b>
4.	Senior Manager Involvement	3.8405	0.99552
5.	Mutual Understanding Sponsor Sponsee	3.8748	1.08897
6.	Integrated Event Marketing & Social Media	3.8608	1.05423
	<b>Sponsorship Effectiveness</b>	<b>3.9190</b>	<b>0.96504</b>
7.	Brand Image	3.8862	1.05210
8.	Brand Loyalty	3.9626	1.06578
9.	Sale Objectives	3.9072	1.05450
	<b>Mediator</b>		
10.	Event Success	3.8918	1.06272
	<b>Moderator</b>		
11.	Sponsor Image and Preference	3.7438	1.27005

**5.5 Analysis of Audience Response**

The means of three Independent Variables (IVs) related to Event Organization i.e. Sponsor Event Fit, Target Market Fit and Sponsorship Leverage and Activation were just around 4.0. Out of three IVs the mean of Sponsor Event Fit was at the top just over 4.0 means that respondents liked the fit between sponsors and event well. Respondents also liked the Sponsor Leverage and Activation initiatives taken by the sponsors where they were able to organize on site activities during the event.

Respondents also liked the third factor of event organization that is Target Market Fit which means that event was able to attract reasonable number of respondents required by the sponsors.

The overall mean of other three IVs related to variables of Event Coordination i.e. Senior Manager Involvement, Mutual understanding Sponsor and Sponsee and Integrated Event Marketing and Social Media were just 3.8. This data indicates that respondent's liking was less for event coordination variables.

Within the IVs related to event coordination the respondents were just more positive for initiatives of Integrated Event Marketing as compared to other two IVs, Senior Manager Involvement and Mutual Understanding Sponsor and Sponsee. Since the data of means of Senior Management Involvement (3.85) was less than all other IVs, indicating that respondents were less positive in this case. It showed that the audience did not observe the presence of top management.

Sponsorship effectiveness was measured with three Dependent Variables (DV) i.e. Brand Image, brand loyalty and sale objectives. The means of overall DVs is 3.86, which shows positive response of respondents towards sponsorship effectiveness. Data within the DVs shows very little change in respondent's response but if it is analyzed critically we can see that it is more positive towards Brand Loyalty, the Brand Image and at the last with sale objectives. The response of audience towards mediator Event Success and moderator Sponsor Image and Preference was positive. The value of mean in case of event success was 3.89, which depicts a fairly good response and show that respondents liked the event and participated with interest.

However, mean value of sponsorship image and preference is less out of all variables that is 3.6 just 0.6 over the mid - point 3. This shows that the respondents were less affected by Sponsor Image and Preference. However, they showed positive response towards sponsorship effectiveness factors like Brand Image, Brand Loyalty and Sale Objectives.

## **CHAPTER 6**

### **DATA ANALYSIS**

#### **6.1 Introduction**

The results of quantitative analysis using the data collected from survey questionnaire have been elaborated and described in this chapter. Demographic analysis and descriptive analysis of sample had already been presented in chapter 5. This chapter highlights the exploration and Inferential statistics of data. This includes the testing of reliability and validity of data collected for main research.

The reliability and validity of pilot data had already been tested and results were presented in chapter 3. The research instrument was modified on the basis of results of pilot testing and corrected before data gathering for main research.

This chapter covers the analysis of measurement and structural models. The data has been tested using simple and multiple regressions and structural equation modeling with the use of SPSS version 22 and AMOS 22.0. The hypothesis had been tested and cause and effect relationship among the variables and constructs have been determined.

The data analysis of study presented in this chapter covers sub parts i.e. Data collection and response rate, Sample characteristics and exploration of data, model estimation using structural equation modeling (SEM), Analysis of measurement model, Testing of structural model fit, Hypothesis testing and .summary of results.

## 6.2 Data Collection and Response Rate

A total of 850 questionnaires for main research were distributed by hand and through mail/email to respondents and audience, who attended the event. A total of 400 questionnaires were received back, some of which were incomplete and after follow up and contact with the respondents (through mail and email address) were completed.

After screening, 385 responses were found useful for data analysis. The final response rate was 46 %. Large number of questionnaires was distributed so that the sample should be representative of target population. Discrepancies in communication during pilot survey in which the response rate was 45 % were refined by using email addresses and other measures and response rate was improved. The details of response rate for main research from different kinds of respondents are presented in the Table 32.

Table 33

### *Questionnaires Distributed and Received from Respondents*

<i><b>Questionnaires Distributed</b></i>	<i><b>Questionnaires Received</b></i>	<i><b>Questionnaires Considered Valid</b></i>
<b>Total 850</b>	<b>Total 400 ( 47 % )</b>	<b>Total 385 (46 %)</b>
Students - 250	Students Parents /	Students - 148
Parents / Family	Family - 153	(57%) Parents/Family
Member / - 500	Members -192	Members - 184 (37%)
Teachers	Teachers	Teachers
Management - 100	Management - 55	Management- 53 (52%)

### **6.3 Sample Characteristics and Data Exploration**

Proper screening of questionnaires received was carried out. Received data was processed, sorted, arranged and entered into SPSS Version 22 for examination and exploration. The sample distribution comprised of all audience who attended the event i.e. students and teachers of various schools and colleges from Lahore and surrounding areas. Respondents from management staff of event management, sponsorship companies and media were also included in the research study.

### **6.4 Model Estimation Using Structural Equation Modeling (SEM)**

The Structural Equation Modeling (SEM) was used for interpretation and testing of quantitative research. All the constructs considered in the research were taken into consideration while using SEM.

In SEM Model two interrelated models - The Measurement Model (The manifest variable or the items of constructs) and Structural model (the relationship among 13 constructs) were tested. Both the models have already been defined in the study. In measurement model the constructs of research study were explained and each construct got relevant observed variable.

SEM was used to examine the causal relationship of the research model which explained the causal relationship among the latent variables. Bryne (2013) emphasized that it is essential to use large sample size while executing the SEM. A large sample size in a complex model will help to accurately measure the constructs. A sample size of 385 was used in this research, which is quite appropriate for using the SEM approach.

Blunch (2012) explained that the latent variable should have limited number of indicators. Taking that into consideration in the current research all the latent variables were measured using 5 to 8 indicators. Before going for structural equation modeling the

data of 385 respondents must be checked against the uni-dimensionality of the model. This will help to sort out any issue going to come in the later part of the research.

## **6.5 Measurement Model**

Bryne (2004) has supported the testing of measurement model as a whole, taken all constructs and items together. Commencement of affirmative results in measurement model in CFA, confirms the use of structural model effectively (Kline, 2010). The thresholds for model fitness given by Hu and Bentler (1999) had already been mentioned in table 17 Chapter 4.

Data of 385 respondents collected were loaded in SPSS version 22 from the final survey questionnaires. Path diagram (using AMOS) for measurement model showing the observed indicators and latent variables along with various interactions is presented in the succeeding paragraphs.

This measurement model assesses the degree the observed variables (shown by boxes) loaded on their latent construct (shown by circles); exogenous and endogenous variables. This hypothesized model consisted of 7 exogenous constructs and 4 endogenous constructs. The exogenous constructs were Sponsor Event Fit (SEF), Target Market Fit (TMF), Sponsorship Leverage and Activation (SLA), Integrated Event Marketing & Social Media (IEMS), Senior Manager Involvement (SMI), Mutual Understanding Sponsor & Sponsee (MUSS), Event Success (ES) and Sponsor leverage and Activation. These exogenous constructs were inputs (Independent Variables).

The endogenous constructs were Brand Image (BI), Brand Loyalty (BL), Sale Objectives (SO), Sponsorship Effectiveness (SE) and these exogenous variables were out puts.





### 6.5.1 Nomological Validity

The values of standardized regression weights are presented in the table given below, is the output of AMOS. The values present the significant relationship with respective variables. Kline (2010) explained the importance of SRW if found significant will depict the adequacy of measurement Model.

Table 34

#### *Standardized Regression Weights (SRW)*

SEF 1	< - - - >	SEF	.873	ES 1	< - - - >	ES	.890
SEF 2	< - - - >	SEF	.873	ES 2	< - - - >	ES	.808
SEF 3	< - - - >	SEF	.860	ES 3	< - - - >	ES	.879
SEF 4	< - - - >	SEF	.902	ES 4	< - - - >	ES	.871
SEF 5	< - - - >	SEF	.825	ES 5	< - - - >	ES	.888
TMF1	< - - - >	TMF	.878	ES 6	< - - - >	ES	.900
TMF 2	< - - - >	TMF	.929	BI 1	< - - - >	BI	.874
TMF 3	< - - - >	TMF	.941	BI 2	< - - - >	BI	.835
TMF 4	< - - - >	TMF	.957	BI 3	< - - - >	BI	.875
TMF 5	< - - - >	TMF	.949	BI 4	< - - - >	BI	.856
SLA 1	< - - - >	SLA	.884	BI 5	< - - - >	BI	.895
SLA 2	< - - - >	SLA	.907	BL 1	< - - - >	BI	.923
SLA 3	< - - - >	SLA	.926	BL 2	< - - - >	BI	.894
SLA 4	< - - - >	SLA	.919	BL 3	< - - - >	BI	.915
SLA 5	< - - - >	SLA	.918	BL 4	< - - - >	BI	.901

IEMS 1	< - - - >	IEMS	.916	BL 5	< - - - >	BI	.899
IEMS 2	< - - - >	IEMS	.726	SO 1	< - - - >	SO	.968
IEMS 3	< - - - >	IEMS	.919	SO 2	< - - - >	SO	.969
IEMS 4	< - - - >	IEMS	.908	SO 3	< - - - >	SO	.946
IEMS 5	< - - - >	IEMS	.928	SO 4	< - - - >	SO	.849
SMI 1	< - - - >	SMI	.858	SO 5	< - - - >	SO	.831
SMI 2	< - - - >	SMI	.872	SO 6	< - - - >	SO	.898
SMI 3	< - - - >	SMI	.893	SIP 1	< - - - >	SIP	.949
SMI 4	< - - - >	SMI	.926	SIP 2	< - - - >	SIP	.933
SMI 5	< - - - >	SMI	.933	SIP 3	< - - - >	SIP	.950
MUSS 1	< - - - >	MUSS	.870	SIP 4	< - - - >	SIP	.924
MUSS 2	< - - - >	MUSS	.866	SIP 5	< - - - >	SIP	.930
MUSS 3	< - - - >	MUSS	.903	SIP 6	< - - - >	SIP	.937
MUSS 4	< - - - >	MUSS	.909	SIP 7	< - - - >	SIP	.929
MUSS 5	< - - - >	MUSS	.917	SIP 8	< - - - >	SIP	.932

The table above shows the SRW of 60 indicators of 11 sub constructs. The values in the table demonstrate the statistical relationship and comparative strength (Goffin, 2007). In addition the values of SRW of all indicators with respective construct is more than 0.65 can be accepted with reliability as the indicator.

### 6.5.2 Reliability Testing; Cronbach's Alpha and Composite Reliability

Reliability is a check of empirical data against its trustworthiness and un-biasness and consistency. Validity and reliability tests have already been explained in chapter 3. Calculation of Composite Reliability (CR) and Average Variance Extracted (AVE) of Measurement Model using MS Excel is reported in Appendix P. The summery of these tests for the data of 385 respondents is presented in the table given below:-

Table 35

*Assessment of the Measurement Model*

Variable Constructs <sup>+</sup>	A V E <sup>d</sup>	P <sub>c</sub> <sup>b</sup>	R <sup>2</sup>	a <sup>c</sup>
SEF ( 5 )	.796	.940	.892	.824
TMF ( 5 )	.855	.999	.924	.729
SLA ( 5 )	.847	.959	.921	.807
SMI ( 5 )	.852	.965	.922	.756
MUSS ( 5 )	.788	.948	.887	.733
IEMS ( 5 )	.769	.928	.969	.734
ES ( 6 )	.755	.941	.880	.817
BI ( 5 )	.582	.802	.763	.806
BL ( 5 )	.799	.941	.894	.812
SO ( 6 )	.841	.964	.916	.819
SIP ( 8 )	.907	.986	.955	.756

<sup>+</sup> The number in parentheses indicates the items in the scale

<sup>b</sup> Composite Reliability (Fornell & Larcker, 1981)

<sup>c</sup> Cronbach's Alpha (Cronbach, 1951)

<sup>d</sup> Average Variance Extracted

The threshold values for Cronbach's alpha should not exceed 0.70, Composite Reliability should be more than 0.70, Average variance extracted (AVE) should be more than 0.50 and item loading should be more than 0.60 (Hair, et al., 2006). The data presented in the

table above shows that the values of CR, AVE and Cronbach's alpha are within the permissible limits, which confirms the reliability, consistency and trustworthiness of the instrument.

### 6.5.3 Discriminant Validity

The table given below shows the inter construct correlations and square root of average variance extracted (AVE) of each construct.

Table 36

*Discriminant Validity (Inter Construct Correlations)*

	SEF	TMF	SLA	SMI	MUSS	IEMS	ES	BI	BL	SO	SIP
SEF	<b>.892</b>										
TMF	.610	<b>.924</b>									
SLA	.743	.645	<b>.920</b>								
SMI	.719	.558	.688	<b>.923</b>							
MUSS	.608	.574	.643	.586	<b>.877</b>						
IEMS	.655	.596	.599	.574	.578	<b>.876</b>					
ES	.732	.629	.710	.669	.617	.627	<b>.868</b>				
BI	.692	.610	.649	.623	.632	.661	.721	<b>.762</b>			
BL	.676	.639	.662	.617	.629	.603	.698	.703	<b>.843</b>		
SO	.694	.620	.669	.634	.637	.621	.680	.716	.720	<b>.917</b>	
SIP	.536	<b>.660</b>	.566	.563	.578	.539	.544	.553	.591	.582	<b>.952</b>

The square root of average variance extracted of respective construct which is shown in bold words is more than the corresponding correlations of other constructs, showing the confirmation of discriminant validity.

#### 6.5.4 Assessment of Measurement Model

Measurement model is a sub model, which in structural Equation Modeling has two important functions to perform; (1) It specifies the basic indicators for the construct and (2) Assesses the reliability of each construct.

Using the AMOS, the discriminant validity as well as convergent validity of data was measured. CFA with AMOS also confirmed the fitness of measurement model. The criterion for measurement model fitness was taken as per the thresholds given by Hu and Bentler (1999), values already shown in table 17 Chapter 4.

The values of goodness of fit indices for measurement model are i.e. Chi Square ratio ( $\chi^2/df$ ) 1.461, Goodness of Fit Index (GFI) 0.808, Comparative fit Index (CFI) was 0.901, Normed Fit Index (NFI) was 0.890, Incremental Fit Index (IFI) was 0.807, Relative Fit Index (RFI) and 0.885, Root Mean Square error of approximation (RMSEA) 0.035. The values of all the indices are within the permissible limits confirm the overall fineness of measurement model. The summary of results is presented in the tables given below and details of results are presented in Appendix Q.

Table 37

*Standardized Regression Weights Sponsorship Effectiveness*

			Estimate
SE	< - - - >	SEF	.193
SE	< - - - >	TMF	.144
SE	< - - - >	SLA	.097
SE	< - - - >	SMI	.065
SE	< - - - >	MUSS	.089
SE	< - - - >	IEMS	.125
SE	< - - - >	ES	.250
SE	< - - - >	SIP	.168

Table 38

*Correlations and other Model Values*

				<b>Estimate</b>	
MUSS	< - - - >	IEMS		.635	
SMI	< - - - >	IEMS		.446	
SLA	< - - - >	IEMS		.586	
TMF	< - - - >	IEMS		.568	
SMI	< - - - >	MUSS		.387	
SLA	< - - - >	MUSS		.566	
TMF	< - - - >	MUSS		.574	
SLA	< - - - >	SMI		.472	
TMF	< - - - >	SMI		.414	
TMF	< - - - >	SLA		.581	
SEF	< - - - >	TMF		.560	
IEMS	< - - - >	SIP		.630	
MUSS	< - - - >	SIP		.565	
SMI	< - - - >	SIP		.402	
SLA	< - - - >	SIP		.562	
TMF	< - - - >	SIP		.614	
SEF	< - - - >	ES		.656	
ES	< - - - >	SIP		.575	
IEMS	< - - - >	ES		.650	
MUSS	< - - - >	ES		.591	
SLA	< - - - >	ES		.612	
TMF	< - - - >	ES		.557	
SMI	< - - - >	ES		.449	
SEF	< - - - >	SLA		.675	
SEF	< - - - >	SMI		.440	
SEF	< - - - >	MUSS		.642	
SEF	< - - - >	IEMS		.604	
<b>CMIN Model</b>	<b>NPAR</b>	<b>CMIN</b>	<b>DF</b>	<b>P</b>	<b>CMIN /DF</b>
Default model	156	2445.686	1674	.000	1.461
Saturated model	1830	.000	0		
Independence model	60	3603.667	1770	.000	2.036
Zero model	0	11520.000	1830	.000	6.295
<b>RMR, GFI</b>	<b>RMR</b>	<b>GFI</b>	<b>AGFI</b>	<b>PGFI</b>	

<b>Estimate</b>				
Default model	.299	.838	.868	.821
Saturated model	.000	1.000		
Independence model	.797	.687	.677	.665
Zero model	.805	.000	.000	.000
Baseline Comparisons Model	<b>NFI Delta 1</b>	<b>RFI rho 1</b>	<b>IFI Delta 2</b>	<b>TLI rho 2</b>
				<b>CFI</b>
Default model	.890	.843	.807	.905
Saturated model	1.000		1.000	
Independence model	.000	.000	.000	.000
<b>Model Root Mean Square Error of Approximation ( RMSEA)</b>		<b>RMSEA</b>	<b>LO 90</b>	<b>HI 90</b>
				<b>PCLOSE</b>
Default model		.035	.032	.038
Independence model		.052	.050	.054

## 6.6 Assessment of Structural Model

Next step in data analysis after assessment of measurement model is to assess the structural model. It is imperative that the goodness of fitness of measurement model assists in structural model part. Necessary tests of validity and reliability if confirmed within the limits and after elimination of items and indicators having less value than permissible limits measurement is accepted. This also includes the attainment of positive relationship, adequate coefficient values, Chi square ratio. RMSEA, CFI, NFI are imperative before going for structural modeling phase. Kline, (2010) explained that the results of structural model are based on the accuracy of results of the measurement model. One of the limitations of structural model is that it does not work well if the data



The diagram illustrates the structural model for the study. Latent variables are represented by ovals, and observed variables by rectangles. Standardized path coefficients are shown on the arrows. Error terms (e1-e30) are also shown with their correlations.

**Latent Variables and Observed Variables:**

- SLA** (Latent Variable) is measured by **SLA1**, **SLA2**, **SLA3**, **SLA4**, and **SLA5** (Observed Variables).
- SEFF** (Latent Variable) is measured by **SEF1**, **SEF2**, **SEF3**, **SEF4**, and **SEF5** (Observed Variables).
- ESS** (Latent Variable) is measured by **ES1**, **ES2**, **ES3**, **ES4**, **ES5**, and **ES6** (Observed Variables).
- MUSS** (Latent Variable) is measured by **MUSS1**, **MUSS2**, **MUSS3**, **MUSS4**, and **MUSS5** (Observed Variables).
- IESS** (Latent Variable) is measured by **EMS1**, **EMS2**, **EMS3**, and **EMS4** (Observed Variables).

**Standardized Path Coefficients:**

- SLA** to **SEFF**: .12
- SLA** to **ESS**: .09
- SLA** to **MUSS**: .61
- SLA** to **IESS**: .05
- SEFF** to **ESS**: .30
- SEFF** to **MUSS**: .15
- SEFF** to **IESS**: .25
- ESS** to **MUSS**: .05
- ESS** to **IESS**: .25
- MUSS** to **IESS**: .92

**Error Terms and Correlations:**

- e1** to **e30** are error terms for the observed variables.
- Correlations between error terms are shown on the arrows between them.

192

### **6.6.1 The Overall Structural Model Fit**

Determination of goodness of fit measures in the structural model is known as the overall structural fit. Seeing the thresholds of goodness of fit index, it is established that either the structural model is accepted or rejected (Byrne, 2004). If the values of goodness of fitness index are within the limits then the structural model is accepted, otherwise it is rejected.

Fitness measures of structural model have been divided into four categories:-

- Incremental Fit Measures (IFM).
- Absolute Fit Measures (AFM).
- Non - Centrality Fit Measures (NCFM).
- Parsimonious Fit Measures (PFM).

All these categories of fit measures were observed through AMOS output. Subject goodness of fit measures is required to be presented in the research because strength of their values determines intensity of the relationship among variables. Kaplan (2000) explained and emphasized that the results of goodness of fit measures must be reported and the discrepancies must be eradicated.

### **6.6.2 Incremental Fit Measures**

The comparison of independent or null model with the proposed model is the incremental fit measure. Independence or null model is also known as base line model. There are many factors which are required to be examined in the incremental fit measures. The Tucker Lewis index needs to be comprehended first (Kaplan, 2000). It is highly recommended that to check the goodness of fit by the researcher, the Tucker Lewis Index (TLI) also called Non Normed Fit Index (NNFI) should be more than 0.90. In AMOS, NNFI is depicted as NFI. Byrne (2004) explained that the acceptable value of TLI /

NNFI, NFI and IFI, should be almost 0.90. Other researchers even claim that these values should be up to 0.95.

### **6.6.3 Absolute Fit Measures**

In absolute fit measures the value of Chi Square ( $\chi^2$ ) and Goodness of Fit Index (GFI) are considered. The value of Chi-Square depends on the sample size. If the sample size is small, then the value of Chi Square is less and if the sample size is large the value is high. The important feature is to discuss the ratio of  $\chi^2$  and degree of freedom d.f. However, since the value of Chi Square is dependent on strength of sample size, therefore it is criticized by different researchers. On the broader spectrum p values less than 0.05 is called as significant value. The acceptance range of GFI value is almost 0.90.

### **6.6.4 Non Centrality based Measures**

The incorrect or ambiguous model's degree of rejection is explained in the non-centrality based measures. Two Indices Comparative Fit Index (CFI) and Root Mean Square Error of Approximation (RMSEA). As per the liberal's threshold the value of RMSEA should be below 0.06 and according to other researcher's threshold, the value of RMSEA should be below 0.05 but Kline (2010) argues that the acceptable range should be less than 0.08. However the value of RMSEA is also dependent on sample size, therefore the value of CFI be considered which is greater than 0.90.

### **6.6.5 Parsimonious Fit Measures**

The assessment of Relative Fit Index (RFI) and the value of Normed Chi Square are found in this phase. The acceptable value of Normed Chi Square is 1- 3. The Normed Chi square value is calculated by dividing the value of Chi Square by the d.f. The value of RFI by different researchers has been argued and collectively it is accepted that it should be around 0.90. The AMOS output for both the Structural models i.e. Sponsorship

Effectiveness (SE) and Event Success are presented in figure above. The model summary of both the models along with the threshold values of goodness of fit measures of the models are presented in table 38 for sponsorship Effectiveness and in table 42 for Event Success respectively along with required threshold values.

### Structural Model Summary - Sponsorship Effectiveness

Table 39

*Standardized Regression Weights (Sponsorship Effectiveness)*

			Estimate
SE	< - - - >	SEF	.322
SE	< - - - >	TMF	.178
SE	< - - - >	SLA	.153
SE	< - - - >	SMI	.090
SE	< - - - >	MUSS	.134
SE	< - - - >	IEMS	.192

### Regression Weights: (Group number 1 - Default model)

		Estimate	S. E.	C. R.	P	Label
SE	< - - - > SEF	.255	.038	6.721	***	Par_40
SE	< - - - > TMF	.148	.034	4.396	***	Par_41
SE	< - - - > SLA	.137	.038	3.643	***	Par_42
SE	< - - - > SMI	.061	.021	2.838	.005	Par_43
SE	< - - - > MUSS	.103	.035	2.926	.003	Par_44
SE	< - - - > IEMS	.154	.034	4.540	***	Par_45

Table 40

*Covariance, Correlations other Model Values: (Group number 1 - Default model)*

			<b>Estimate</b>	<b>S.E.</b>	<b>C.R.</b>	<b>P</b>	<b>Label</b>
SEF	< - - - >	TMF	.610	.066	9.207	* * *	P a r _ 56
SEF	< - - - >	SLA	.643	.065	9.929	* * *	P a r _ 57
SEF	< - - - >	SMI	.661	.075	8.757	* * *	P a r _ 58
SEF	< - - - >	MUSS	.773	.074	10.396	* * *	P a r _ 59
SEF	< - - - >	IEMS	.638	.069	9.309	* * *	P a r _ 60

**Correlations**

			<b>Estimate</b>
MUSS	< - - - >	IEMS	.692
SMI	< - - - >	IEMS	.462
SLA	< - - - >	IEMS	.617
TMF	< - - - >	IEMS	.624
SMI	< - - - >	MUSS	.472
SLA	< - - - >	MUSS	.622
TMF	< - - - >	MUSS	.652
SLA	< - - - >	SMI	.503
TMF	< - - - >	SMI	.438
TMF	< - - - >	SLA	.628
SEF	< - - - >	TMF	.604
SEF	< - - - >	SLA	.684

Estimate			
SEF	< - - - >	SMI	.531
SEF	< - - - >	MUSS	.707
SEF	< - - - >	IEMS	.612

CMIN	NPAR	CMIN	DF	P	CMIN/DF
Default model	113	2796.539	968	.000	2.889
Saturated model	1081	.000	0		
Independence model	46	24752.887	1035	.000	23.916
Baseline Comparisons	NFI Delta 1	RFI rho 1	IFI Delta 2	TLI rho 2	CFI
Default model	.934	.912	.943	.958	.953
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000
Parsimony-Adjusted Measures of Model	PRAT I O		PNFI		PCF I
Default model	.935		.830		.863
Saturated model	.000		.000		.000
Independence model	1.000		.000		.000
RMSEA modal	RMSEA	LO 90	HI 90	PCLOS E	
Default model	.050	.047	.033	.000	
Independence model	.244	.242	.247	.000	

Table 41

*Goodness of Fit Measures of Structural Model of Sponsorship Effectiveness*

<b>Absolute Fit Measures</b>	<b>Accepted Value</b>	<b>Values from Model</b>	<b>Adequacy</b>
<b>Goodness of Fit Measure</b>			
Chi - square ( $\chi^2$ ) of estimated model	-	$\chi^2 = 2796.5$	
Df	-	968	
X <sup>2</sup> P – level	> 0.05	.000	
Goodness of Fit Index (GFI)	> 0.90	.907	Good
<b>Incremental Fit Measures</b>			
Tucker Lewis Index TLI	> 0.95	.958	Good
Normed Fit Index NFI	> 0.90	.934	Good
Incremental Fit Index IFI		.943	
<b>Non Centrality Based Measures</b>			
Root Mean Square Error of Approximation (RMSEA)	< = 0.08	.050	Good
Comparative Fit Index (CFI)	> = 0.90	.953	Good
<b>Parsimonious Fit Measures</b>			
Normed $\chi^2$ ( $\chi^2 / df$ )	$1 < \chi^2 / df < 2$	2.085	Good
Relative Fit Index RFI	The Higher the better	.912	Good

The values of goodness of fit indices as presented in table 41, which are adequate and satisfactory to accept the Sponsorship effectiveness structural model.

Table 42

*Structural Model Summery - Event Success***Standardized Regression Weights**

			<b>Estimate</b>
ES	< - - - >	SEF	.299
ES	< - - - >	TMF	.123
ES	< - - - >	SLA	.091
ES	< - - - >	SMI	.051
ES	< - - - >	MUSS	.146
ES	< - - - >	IEMS	.249

**Regression Weights: (Group number 1 - Default model)**

			<b>Estimate</b>	<b>S.E.</b>	<b>C.R.</b>	<b>P</b>	<b>Label</b>
ES	< - - - >	SEF	.279	.054	5.155	* * *	P a r _ 45
ES	< - - - >	TMF	.121	.049	2.448	.014	P a r _ 46
ES	< - - - >	SLA	.095	.056	1.710	.087	P a r _ 47
ES	< - - - >	SMI	.040	.032	1.254	.021	P a r _ 48
ES	< - - - >	MUSS	.132	.053	2.501	.012	P a r _ 49
ES	< - - - >	IEMS	.236	.051	4.655	* * *	P a r _ 50



Table 43

*Covariance, Correlations and Other Model Values - Event Success***: (Group number 1 - Default model)**

			Estimate	S.E.	C.R.	P	Label
MUSS	< - - - >	IEMS	.746	.074	10.136	***	Par_25
SMI	< - - - >	IEMS	.567	.073	7.813	***	Par_26
SLA	< - - - >	IEMS	.572	.062	9.218	***	Par_27
TMF	< - - - >	IEMS	.620	.067	9.299	***	Par_28
SMI	< - - - >	MUSS	.607	.076	8.034	***	Par_29
SLA	< - - - >	MUSS	.604	.064	9.410	***	Par_30
TMF	< - - - >	MUSS	.680	.070	9.725	***	Par_31
SLA	< - - - >	SMI	.556	.067	8.306	***	Par_32
TMF	< - - - >	SMI	.520	.069	7.481	***	Par_33
TMF	< - - - >	SLA	.563	.061	9.287	***	Par_34
SEF	< - - - >	TMF	.610	.066	9.205	***	Par_35
SEF	< - - - >	SLA	.644	.065	9.929	***	Par_41
SEF	< - - - >	SMI	.661	.075	8.758	***	Par_42
SEF	< - - - >	MUSS	.773	.074	10.396	***	Par_43
SEF	< - - - >	I E M S	.639	.069	9.312	***	Par_44

Estimate			
MUSS	< - - - >	IEMS	.692
SMI	< - - - >	IEMS	.462
SLA	< - - - >	IEMS	.617
TMF	< - - - >	IEMS	.624

				<b>Estimate</b>	
SMI	< - - - >	MUSS		.472	
SLA	< - - - >	MUSS		.622	
TMF	< - - - >	MUSS		.652	
SLA	< - - - >	SMI		.503	
TMF	< - - - >	SMI		.438	
TMF	< - - - >	SLA		.628	
SEF	< - - - >	TMF		.604	
SEF	< - - - >	SLA		.684	
SEF	< - - - >	SMI		.531	
SEF	< - - - >	MUSS		.707	
SEF	< - - - >	IEMS		.612	
<b>CMIN Model</b>	<b>NPAR</b>	<b>CMIN</b>	<b>DF</b>	<b>P</b>	<b>CMIN/DF</b>
Default model	93	780.987	573	.000	1.363
Saturated model	666	.000	0		
Independence model	36	18897.344	630	.000	29.996
<b>RM R, GFI Model</b>	<b>RMR</b>	<b>GFI</b>	<b>AGFI</b>	<b>PGFI</b>	
<b>Default model</b>	.031	.901	.884	.775	
<b>Saturated model</b>	.000	1.000			
<b>Independence model</b>	.717	.086	.034	.082	
<b>Baseline Comparisons Model</b>	<b>NFI Delta 1</b>	<b>RFI rho 1</b>	<b>IFI Delta 2</b>	<b>TLI rho 2</b>	<b>CFI</b>
<b>Default model</b>	.959	.955	.989	.987	.989
<b>Saturated model</b>	1.000		1.000		1.000
<b>Independence model</b>	.000	.000	.000	.000	.000
<b>RMSEA Model</b>	<b>RMSEA</b>	<b>LO 90</b>	<b>HI 90</b>	<b>PCLOSE</b>	
<b>Default model</b>	.031	.025	.036	1.000	
<b>Independence model</b>	.275	.271	.278	.000	

Table 44

*Goodness of Fit Measures of Structural Model of Event Success*

<b>Absolute Fit Measures</b>	<b>Accepted Value</b>	<b>Values from Model</b>	<b>Adequacy</b>
<b>Goodness of Fit Measure</b>			
Chi-square (x2) of estimated model	-	X 2 = 780.9	
Df	-	573	
X 2 P – level	> 0.05	.000	
Goodness of Fit Index (GFI)	> 0.90	.901	Good
<b>Incremental Fit Measures</b>			
Tucker Lewis Index (TLI)	> 0.95	.987	Good
Normed Fit Index (NFI)	> 0.90	.959	Good
Incremental Fit Index (IFI)		.989	Good
<b>Non Centrality Based Measures</b>			
Root Mean Square Error of Approximation (RMSEA)	< = 0.08	.031	Good
Comparative Fit Index (CFI)	> = 0.90	.989	Good
<b>Parsimonious Fit Measures</b>			
Normed x 2 (x2 /df)	1 - 3	1.363	Good
Relative Fit Index (RFI)	The Higher the better	.955	Good

The values of goodness of fit indices as presented in table 44, which are adequate and satisfactory to accept the Event Success Model.

## 6.7 Hypotheses Testing

In the structural model fit standardized parameter estimates were concisely examined. The cause and effect relationship between the latent constructs was checked and justified. This step is actually done after two steps of testing and assessment of the measurement and structural models. The path calculation of all hypothesized relationships between the constructs is identified in the structural models fit.

Blunch (2012) explained the relationship between the variables if proved strong then the model is found fit. The results of the AMOS paths of the structural models are reported for Sponsorship effectiveness in Appendix R and for Event Success at Appendix S. The statement of hypothesis is shown in the table given below:-

Table 45

### *Hypotheses of the Study*

<b>Name of the Hypotheses</b>	<b>Statement of Hypotheses</b>
<b>H 1</b>	Sponsorship Effectiveness is positively related to Sponsor Event Fit.
<b>H 1a</b>	Event Success is positively related to Sponsor Event Fit.
<b>H 1- Mediation</b>	Event success is positively related to Sponsor Event Fit and mediates the relation positively between sponsorship effectiveness and Sponsor Event Fit.
<b>H 1- Moderation</b>	Sponsorship Image and Preference moderate the relation positively between sponsorship effectiveness and Sponsor Event Fit.
<b>H 2</b>	Sponsorship Effectiveness is positively related to Target Market Fit
<b>H 2a</b>	Event Success is positively related to Target Market Fit

<b>Name of the Hypotheses</b>	<b>Statement of Hypotheses</b>
<b>H 2 - Mediation</b>	Event success is positively related to Target Market Fit and mediates the relation positively between sponsorship effectiveness and Target Market Fit.
<b>H 2 -Moderation</b>	Sponsorship Image and Preference moderate the relation positively between sponsorship effectiveness and Target Market Fit.
<b>H 3</b>	Sponsorship Effectiveness is positively related to Sponsor Leverage And activation
<b>H 3 a</b>	Event Success is positively related to Sponsor Leverage And activation
<b>H 3 -Mediation</b>	Event success is positively related to Sponsor Leverage and Activation and mediates the relation positively between sponsorship effectiveness and sponsor leverage and activation.
<b>H 3 -Moderation</b>	Sponsorship Image and Preference moderate the relation positively between sponsorship effectiveness and Sponsor Leverage And Activation.
<b>H 4</b>	Sponsorship Effectiveness is positively related to Senior Management Involvement
<b>H 4a</b>	Event Success is positively related to Senior Management Involvement
<b>H 4 -Mediation</b>	Event success is positively related to Senior Management Involvement and mediate the relation positively between sponsorship effectiveness and Senior Management Involvement

<b>Name of the Hypotheses</b>	<b>Statement of Hypotheses</b>
<b>H 4 - Moderation</b>	Sponsorship Image and Preference moderate the relation positively between sponsorship effectiveness and Senior Management Involvement
<b>H 5</b>	Sponsorship Effectiveness is positively related to Mutual Understanding Sponsor & Sponsee.
<b>H 5a</b>	Event Success is positively related to Mutual Understanding Sponsor & Sponsee.
<b>H 5 - Mediation</b>	Event success is positively related to Mutual Understanding Sponsor & Sponsee and mediates the relation positively between sponsorship effectiveness and Mutual Understanding Sponsor & Sponsee.
<b>H 5 -Moderation</b>	Sponsorship Image and Preference moderate the relation positively between sponsorship effectiveness and Mutual Understanding Sponsor & Sponsee
<b>H 6</b>	Sponsorship Effectiveness is positively related to Integrated Event Marketing & Social Media
<b>H 6 a</b>	Event Success is positively related to Integrated Event Marketing & Social Media
<b>H 6 - Mediation</b>	Event success is positively related to Integrated Event Marketing & Social Media and mediates the relation positively between sponsorship effectiveness and Integrated Event Marketing & Social Media
<b>H 6 - Moderation</b>	Sponsorship Image and Preference moderate the relation positively between sponsorship effectiveness and Integrated Event Marketing

<b>Name of the Hypotheses</b>	<b>Statement of Hypotheses</b>
	& Social Media.

The hypotheses stated in table 45 were tested using the structural modeling to examine either the hypotheses be accepted or rejected. The latent constructs cumulative impact has been measured. The total effect of coefficients has been presented in table 46. It has been observed that the value of total effect is within permissible limits therefore the hypotheses having direct relations between Sponsorship Effectiveness and Event Success have been accepted. The hypotheses related to moderation and mediation has been discussed in the preceding paragraphs.

Table 46

*Structural Equation Coefficients of Structural Models*

<b>Hypothesis</b>	<b>Effect From</b>	<b>To</b>	<b>Total Effect (Coefficient)</b>	<b>“ t ” Value</b>
<b>H 1</b>	Sponsorship Effectiveness	Sponsor Event Fit	<b>0.322</b>	<b>6.721 * * *</b>
<b>H 2</b>	Sponsorship Effectiveness	Target Market Fit	<b>0.178</b>	<b>4.396 * * *</b>
<b>H 3</b>	Sponsorship Effectiveness	Sponsor Leverage and Activation	<b>0.117</b>	<b>3.643 * * *</b>
<b>H 4</b>	Sponsorship Effectiveness	Senior Management Involvement	<b>0.090</b>	<b>2.838 * *</b>
<b>H 5</b>	Sponsorship Effectiveness	Mutual Understanding Sponsor & Sponsee	<b>0.134</b>	<b>2.926 * *</b>
<b>H 6</b>	Sponsorship	Integrated Event marketing & Social	<b>0.192</b>	<b>4.540 * * *</b>

	Effectiveness	Media		
<b>H 1a</b>	Event Success	Sponsor Event Fit	<b>0.299</b>	<b>5.155 * * *</b>
<b>H 2a</b>	Event Success	Target Market Fit	<b>0.133</b>	<b>2.448 * *</b>
<b>H 3a</b>	Event Success	Sponsor Leverage And Activation	<b>0.091</b>	<b>1.710 *</b>
<b>H 4a</b>	Event Success	Senior Management Involvement	<b>0.051</b>	<b>1.254 * *</b>
<b>H 5a</b>	Event Success	Mutual Under Standing Sponsor & Sponsee	<b>0.146</b>	<b>2.501 * *</b>
<b>H 6a</b>	Event Success	Integrated Event Marketing & Social Media	<b>0.249</b>	<b>4.655 * * *</b>

**Notes \* P < 0.05, \* \* P < 0.01, \* \* \* P < 0.001**

Seeing the literature review, theoretical framework and hypothesis established between dependent variable Sponsorship effectiveness and dependent variables and Event success and dependent variables indicated that the hypothesis are to be accepted as the values shown in table 46 fall in the acceptance region. The analysis of hypotheses related to moderation and mediation are presented in the paragraphs given below.



## 6.8 Assessment of Competing Models

AMOS was used to study other competing models. The results of these models are presented in the paragraphs given below:-

### 6.8.1 Relationship of Sponsorship Effectiveness (SE) with other Variables

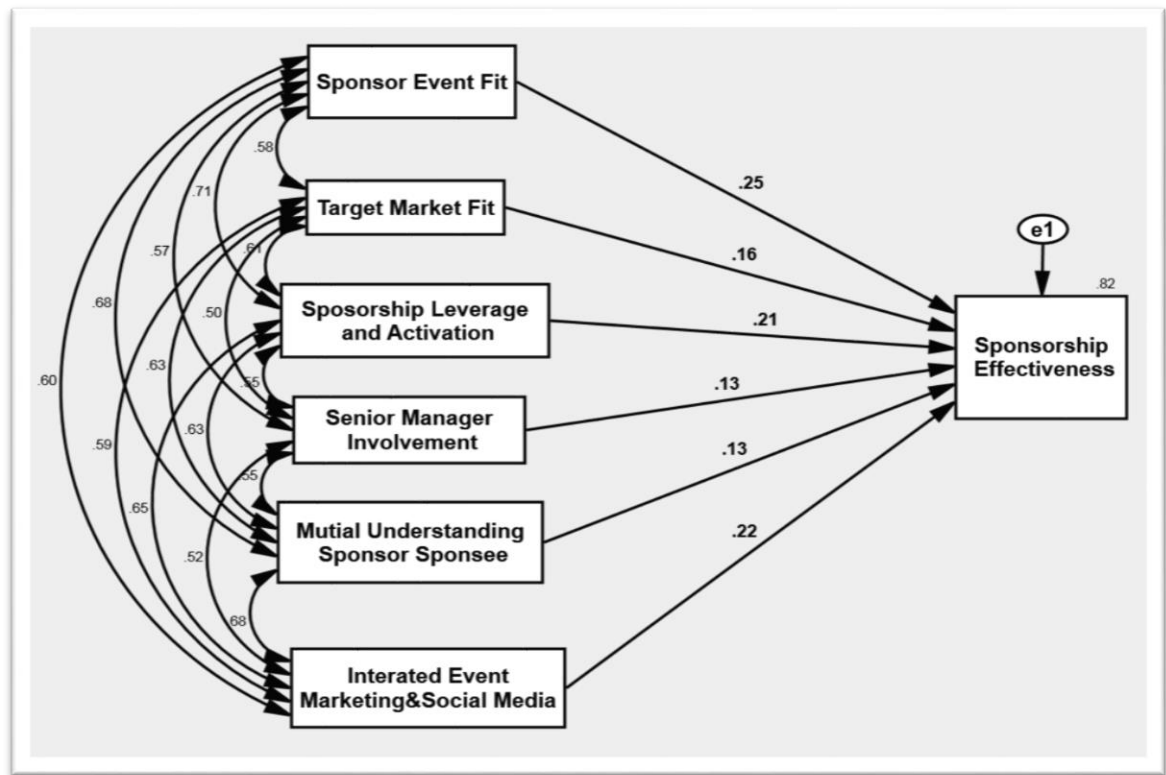


Figure 30: Relationship of Sponsorship Effectiveness (SE) with other Variables

The relationship confirms that there is a positive relation of dependent variable Sponsorship effectiveness with independent variables i.e. sensor event fit, target market fit, sponsor leverage and activation, senior management involvement, mutual understanding sponsor and sponsee and integrated event marketing and use of social media. The values of Standardized Regression Weights (SRW) are presented in the AMOS output. The strength of relationships can be seen with the value of SRW. The relationship between Sponsor Event Fit is maximum i.e. 0.25 and minimum 0.13 between Senior Management Involvement and Sponsorship effectiveness.

### 6.8.2 Relationship of Event Success (E S ) with other Variables

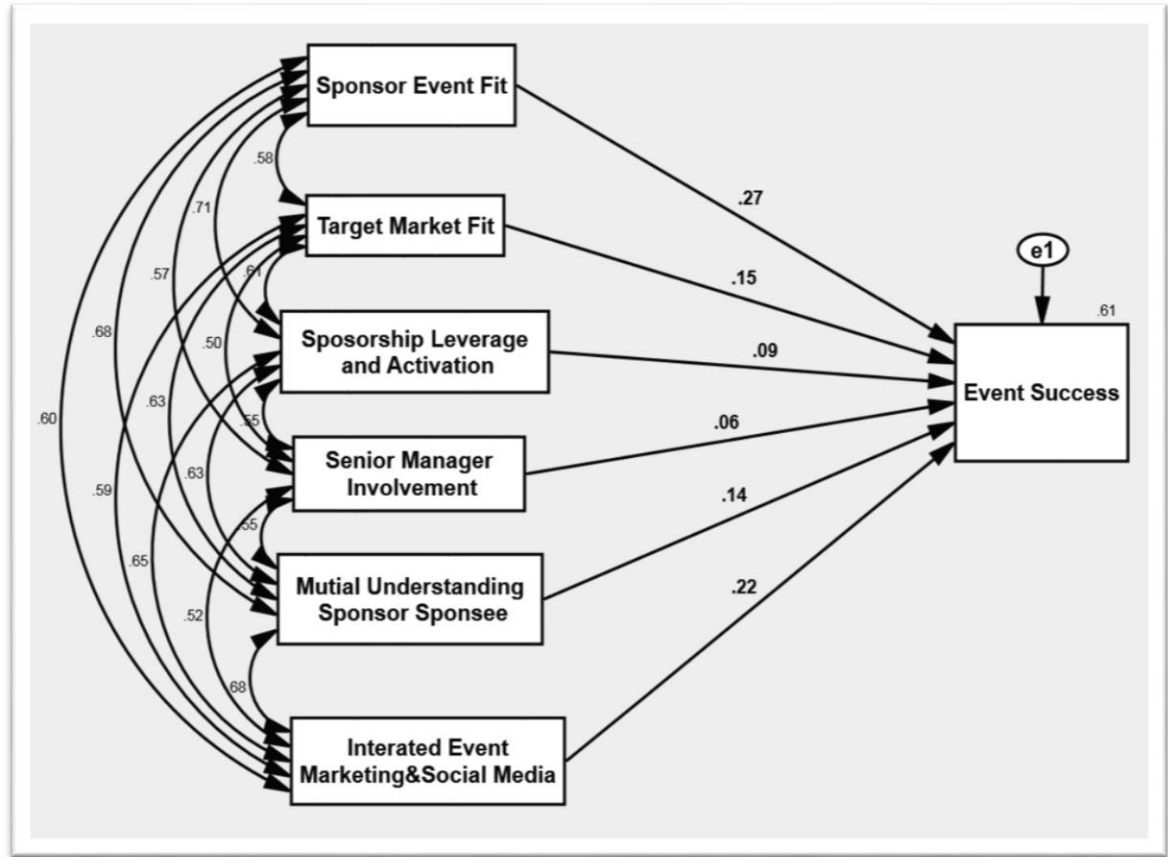


Figure 31: Relationship of Event Success (ES) with other Variables

The relationship confirms that there is a positive relation of dependent variable event success with independent variables i.e. sensor event fit, target market fit, sponsor leverage and activation, senior management involvement, mutual understanding sponsor and sponsee and integrated event marketing and use of social media. The values of Standardized Regression Weights (SRW) are presented in the AMOS output. The strength of relationships can be seen with the value of SRW. The relationship between Sponsor Event Fit (SEF) is maximum i.e. 0.27 and minimum 0.06 between Senior Management Involvement (SMI) and Sponsorship Effectiveness (ES).

### 6.8.3 Relationship of Event Success (ES) with other Variables and Sponsorship Effectiveness (SE)

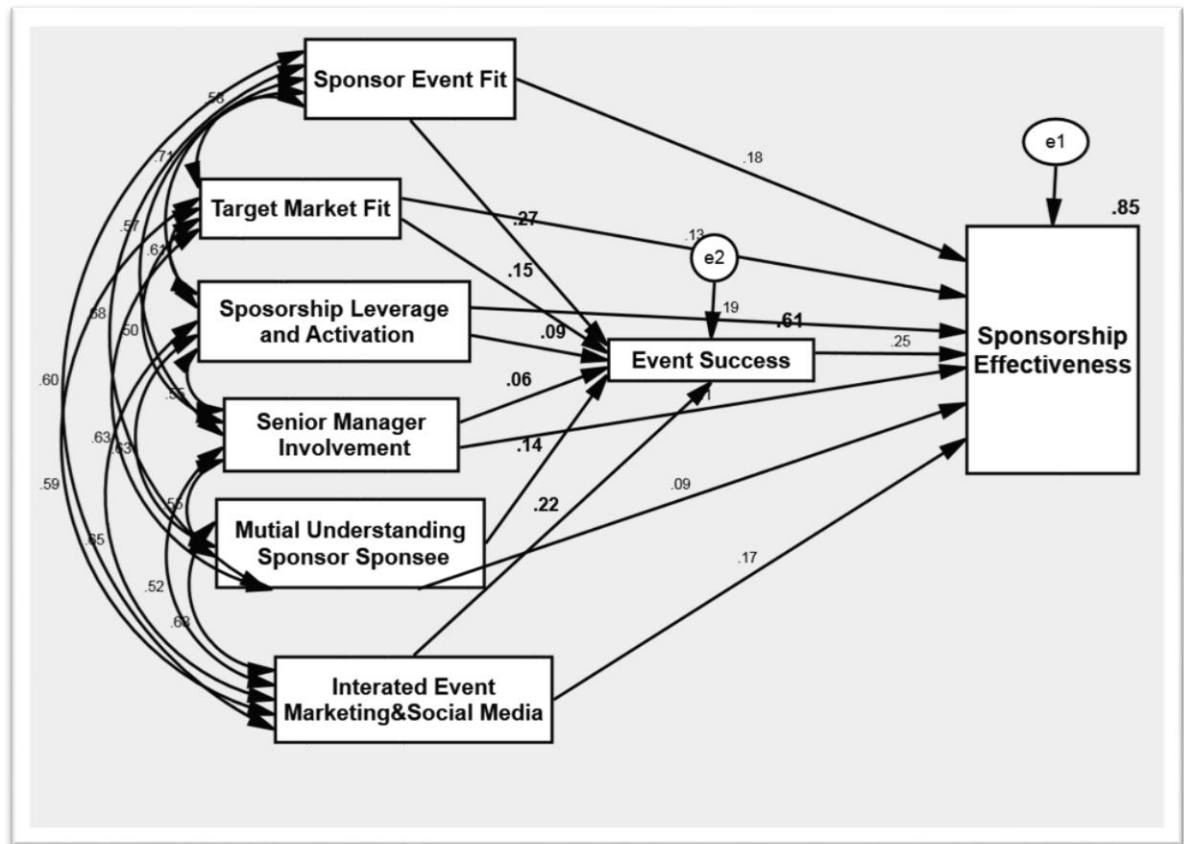


Figure 32: Relationship of Event Success (ES) with other Variables and Sponsorship Effectiveness (SE)

AMOS output indicates that Event Success (ES) has a mediation effect between independent variables i.e. sensor event fit, target market fit, sponsor leverage and activation, senior management involvement, mutual understanding sponsor and sponsee and integrated event marketing and use of social media and sponsorship effectiveness. The value of SRW of ES i.e. is 0.25 is greater than SRW of all other variables except Sponsor Event Fit which is 0.27 its relationship with Sponsorship Effectiveness (SE).

#### 6.8.4 Relationship of Sponsorship Effectiveness (ES) with Event Organization (EO) and Event Coordination (EC) and Other Variables

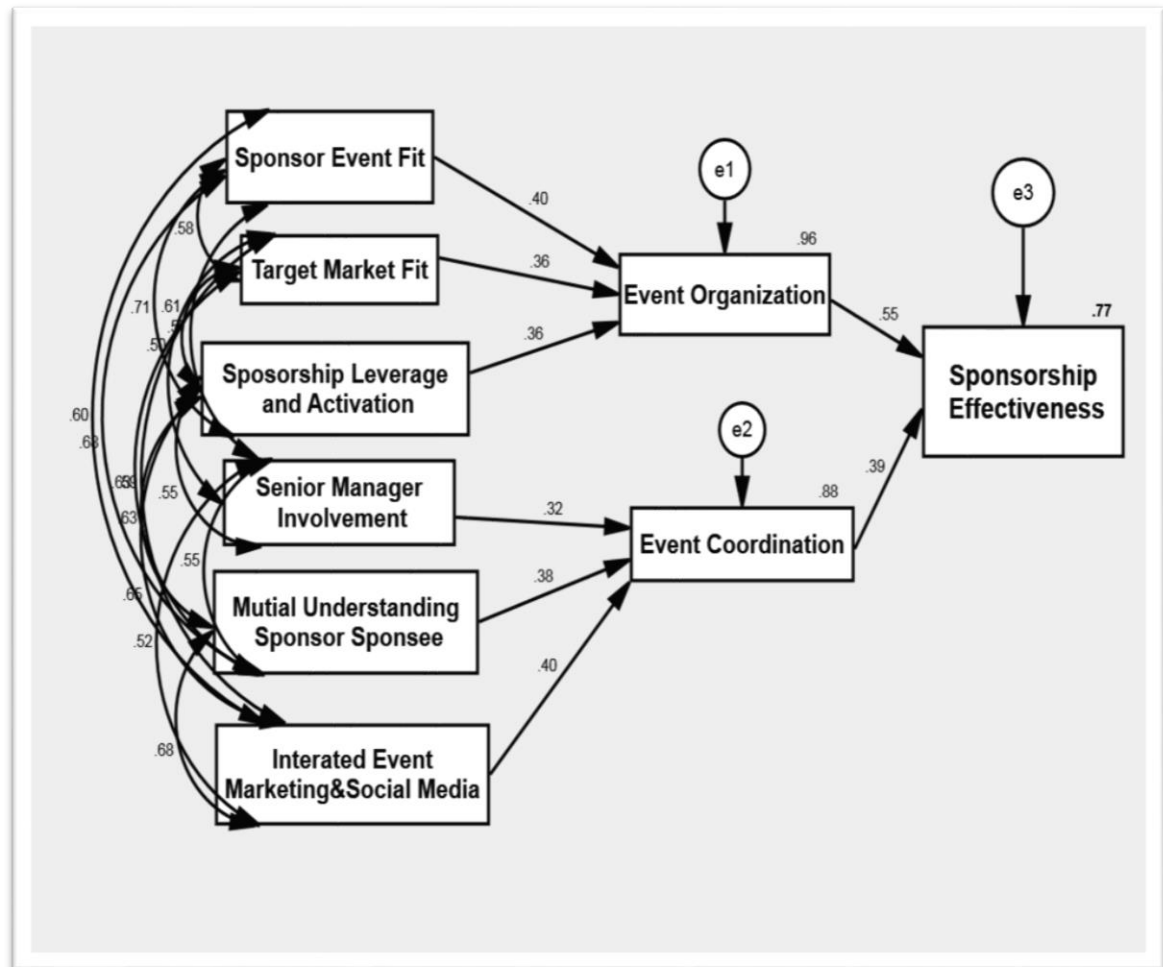


Figure 33: Relationship of Sponsorship Effectiveness (SE) with Event Organization (EO) and Event Coordination (EC) and Other Variables

AMOS output indicates that the impact of Construct Event Organization (EO) is 0.56 towards Sponsorship Effectiveness (SE) is more as compared to the impact of Event Coordination which is 0.39. The results confirm that the impact of Event Organization which presents the combine impact of Sponsor Event Fit, Target Market Fit and Sponsor Leverage and Activation on Sponsorship Effectiveness is more as compared to Event

Organization which present the combined effect of Senior Management Involvement, Mutual Understanding Sponsor & Sponsee and Integrated Event Marketing.

#### 6.8.5 Relationship of Event Success with Event Organization (EO) and Event Coordination (ES) and Other Variables

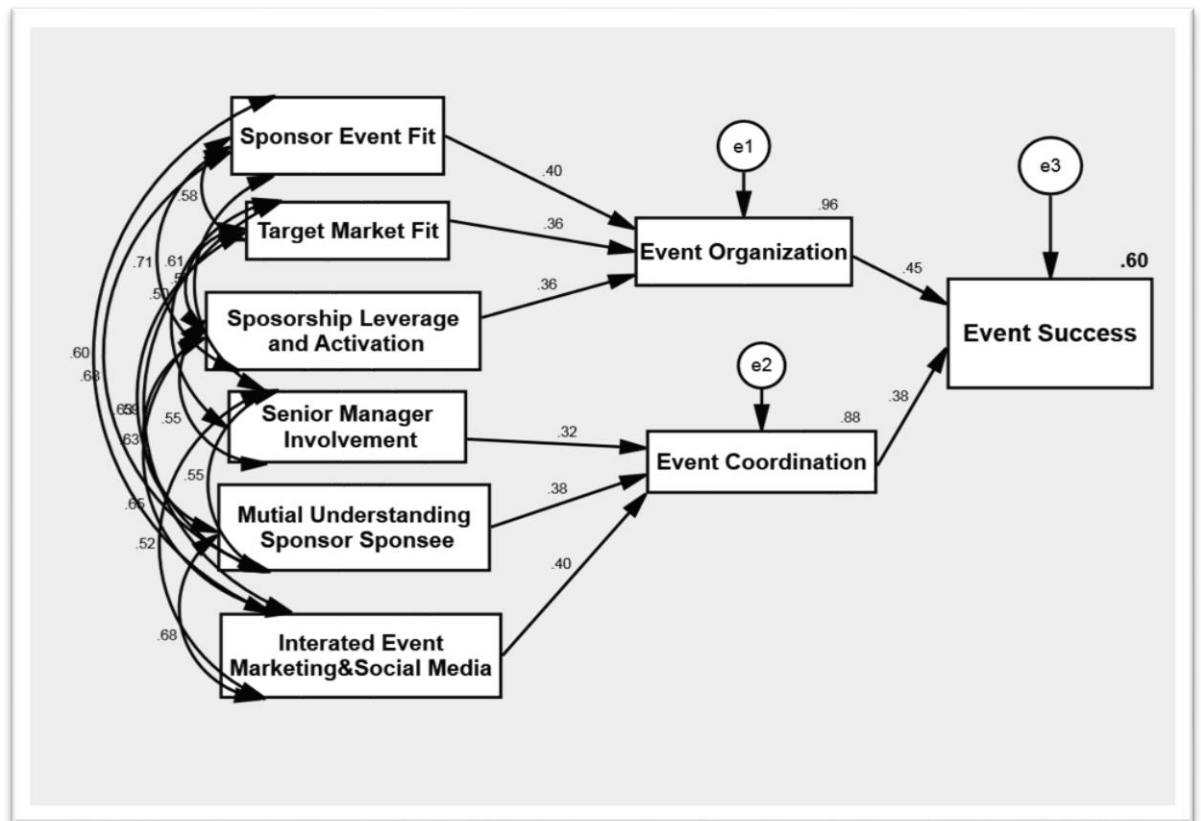


Figure 34: Relationship of Event Success (ES) with Event Organization (EO) and Event Coordination (EC) and Other Variables

AMOS output indicates that the impact of Construct Event Organization (EO) is 0.46 towards Event Success (ES) is more as compare to the impact of Event Coordination which is 0.38. The results confirm that the impact of Event Organization which presents the combined impact of Sponsor Event Fit, Target Market Fit and Sponsor Leverage and Activation on Event Success is more as compared to Event Organization which presents

the combined effect of Senior Management Involvement, Mutual Understanding Sponsor & Sponsee and Integrated Event Marketing.

#### 6.8.6 Relationship of Sponsorship Effectiveness (SE) with its Components Brand Loyalty (BL), Brand Image (BI) and Sale Objectives (SO).

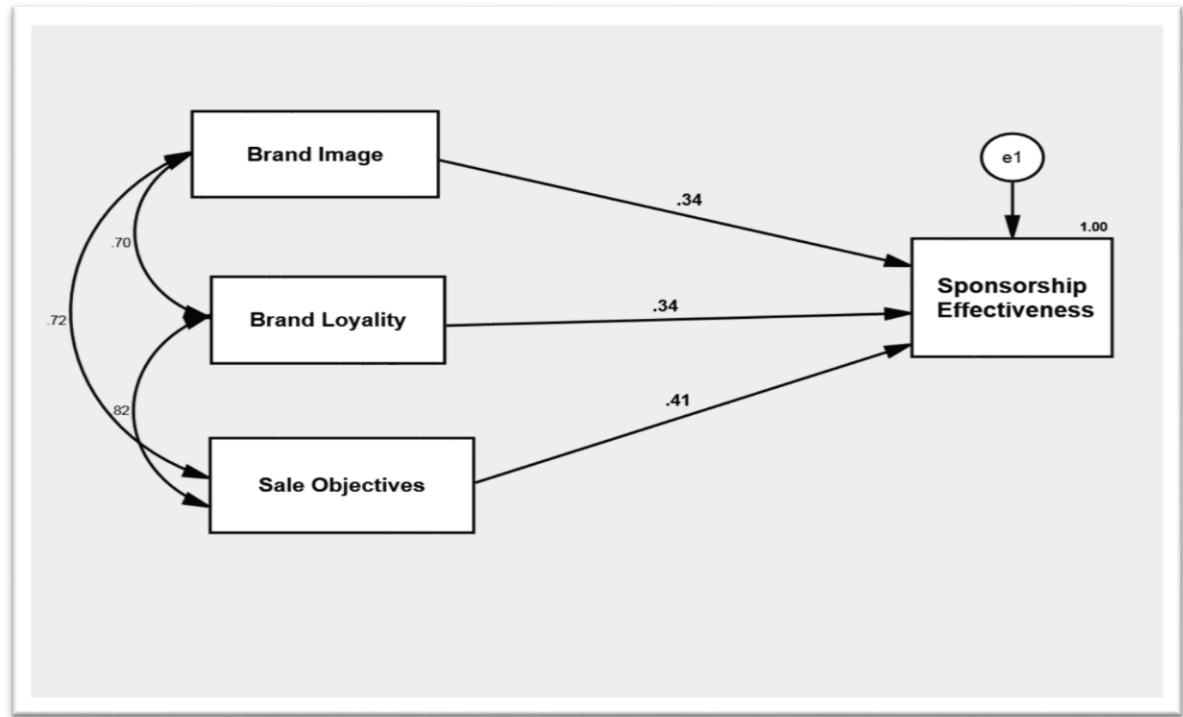


Figure 35: Relationship of Sponsorship Effectiveness (SE) with its Components Brand Loyalty (BL), Brand Image (BI) and Sale Objectives (SO)

AMOS output indicates that the contribution of Sale objective is more (0.41) as compared to Brand Loyalty (0.34) and Brand Image (0.34) on Sponsorship Effectiveness.

## 6.9 Mediation Effects

In the current research as per the theoretical framework the construct Event Success, has been taken as a mediator. Literature review confirmed that if the event is successful then it has positive impact on effectiveness of sponsorship and which enhances the relationship between all other predictors and sponsorship effectiveness.

As per research of Sobel (1986), the mediation (or indirect effect) occurs between independent variable and dependent variable by an interaction by another factor known as mediator. This effect may be positive or negative. If it is positive then it is going to enhance the relationship between independent and dependent variable and if it is negative then it is going to decrease the effect. AMOS has been used to confirm the relationship between independent and dependent variables with an interaction of mediator as per the method of testing prescribed by Baron and Kenny (1986).

The statistical equations used for finding the mediation are as under:-

### Step 1 - Direct Effect

Criterion Variable ( Y ) = Intercept (  $a_1$  ) + Regression Coefficient (  $b_1$  ) \* Predictor ( X ) + Residual ( e )

### Step 2 - Indirect Effect

Mediating Variable ( M ) = Intercept (  $a_2$  ) + Regression Coefficient (  $b_1$  ) \* Predictor ( X ) + Residual ( e )

### Step 3 - Indirect Effect

Criterion Variable ( Y ) = Intercept (  $a_3$  ) + Regression Coefficient (  $b_1$  ) \* Predictor ( X ) + Regression Coefficient (  $b_2$  ) \* Mediator ( M ) + Residual ( e )

**6.9.1 H 1-Mediation** Event Success (E S) Mediate the Relationship Between Sponsorship Effectiveness (SE) and Sponsor Event Fit (SEF) Positively.

AMOS results are presented below:-

## Direct Effects

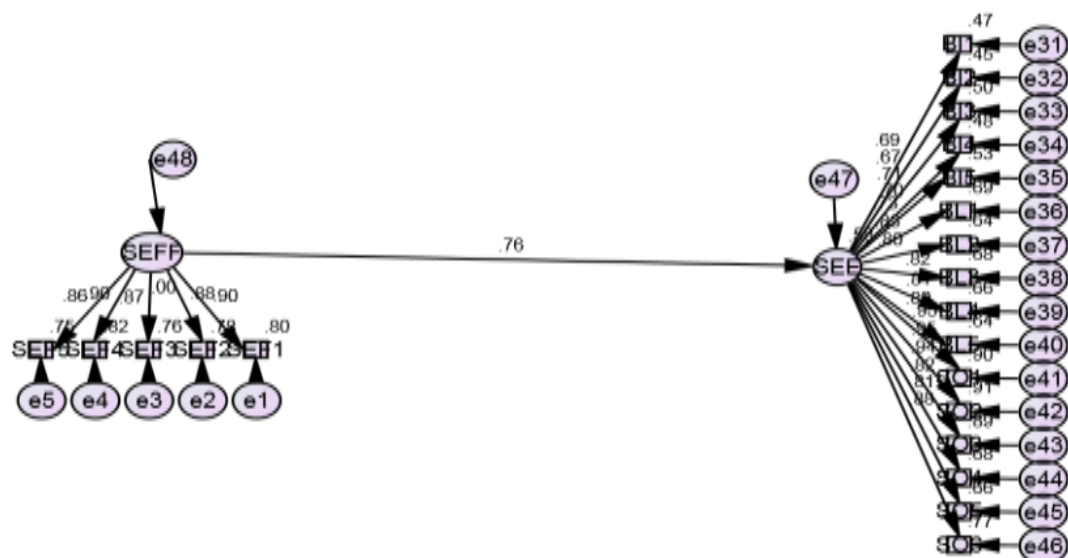


Table 47

*Regression Weights, Standardized Regression Weights and Variances of S E and S E*

Regression Weights	Estimate	S.E.	C.R.	P	Label
S E < - - - > S E	.577	.044	13.230	***	P a r _ 20
Standardized Regression Weights	Estimate				
S E < - - - > S E F	.764				
Variances	Estimate	S.E.	C.R.	P	Label
S E F e 48	1.139	.102	11.188	***	P a r _ 21
S E e 47	.271	.037	7.376	***	P a r _ 22



## Indirect Effect

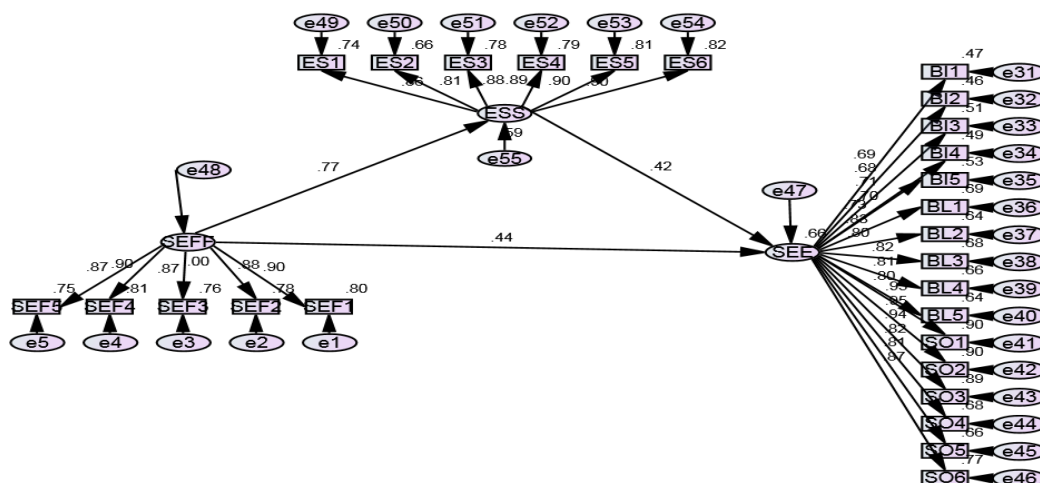


Table 48

*Regression Weights Standardized Regression Weights and Variances S E, S E F and E S*

Regression Weights		Estimate	S. E.	C.R.	P	Label
ES	< --- > S E F	.718	.044	16.497	***	P a r _ 26
SE	< --- > S E F	.334	.045	7.366	***	P a r _ 20
SE	< --- > E S	.342	.048	7.088	***	P a r _ 27
Standardized Regression Weights		Estimate				
ES	< --- >	S E F		.767		
SE	< --- >	S E F		.440		
SE	< --- >	E S		.422		
Variances		Estimate	S. E.	C. R.	P	Label
SEF	e 48	1.140	.102	11.204	***	P a r – 28
ES	e 55	.412	.043	9.654	***	P a r – 29
SE	e 47	.224	.030	7.440	***	P a r – 30

In direct effect the value of standardized regression weight (SRW) between SEF and SE

is 0.764, the relationship seems to be strong, also in indirect effect the value of

standardized regression weight between SEF and SE is 0.422 is more and between ES

and SE is 0.440, which is less and hence do not confirm existence of significant positive mediation due to ES.

### 6.9.2 H 2-Mediation Event Success (ES) Mediate the Relationship between Sponsor Effectiveness (SE) and Target Market Fit (TMF) Positively.

AMOS results are presented below:-

#### Direct Effects

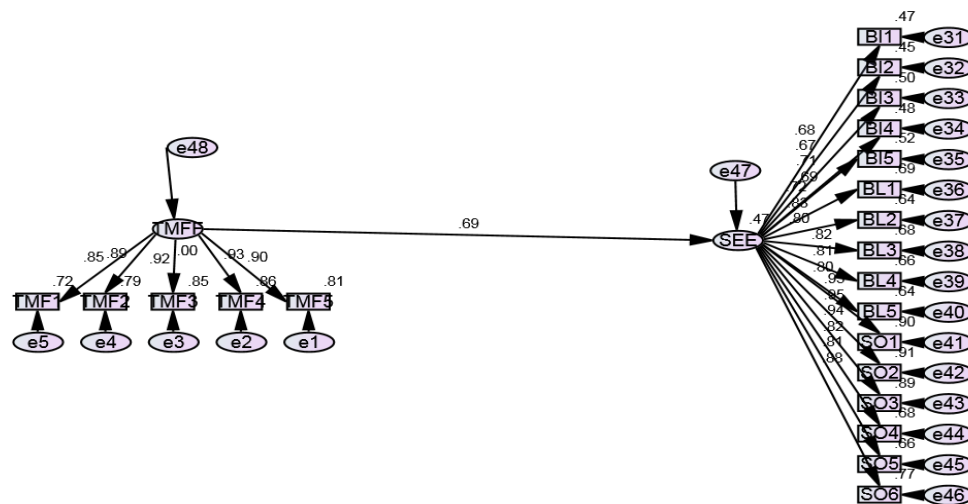


Table 49

*Regression Weights, Standardized Regression Weights and Variances TM F, SE and SE*

Regression Weights		Estimate	S.E.	C.R.	P	Label
SE	< - - - > TMF	.506	.042	12.137	* * *	Par _ 20
Standardized Regression Weights		Estimate				
SE	< - - - > TMF	.686				
Variances	Estimate	S.E.	C.R.	P	Label	
e 48	1.192	.105	11.342	* * *	Par _ 21	

Regression Weights		Estimate	S.E.	C.R.	P	Label
e 47	.343	.046	7.479	***		Par _ 22

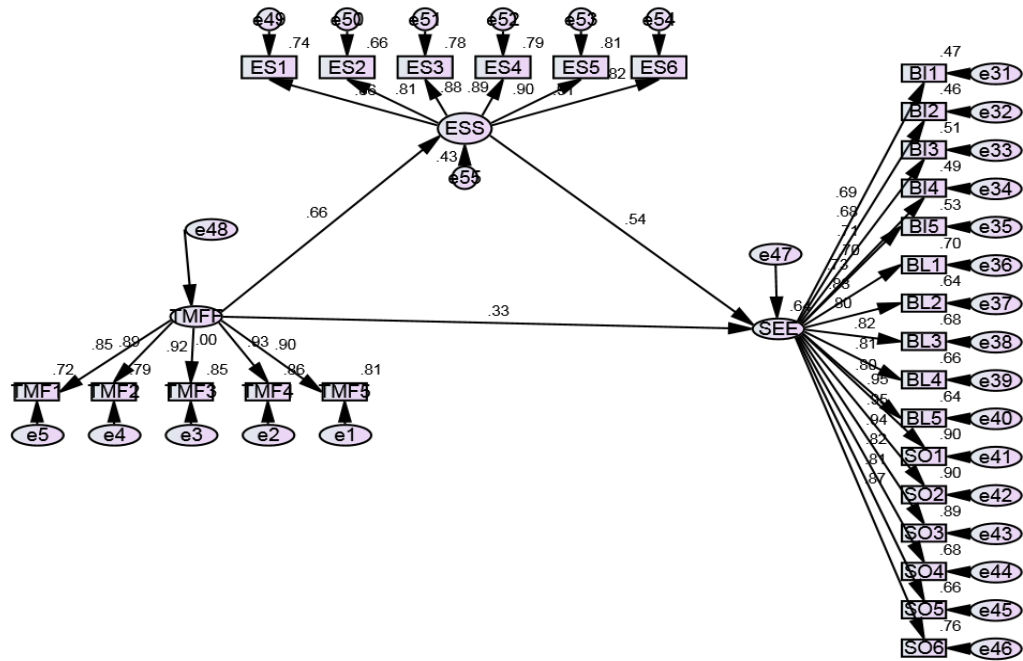


Table 50

*Regression Weights, Standardized Regression Weights and Variances TMF, SE and ES*

Regression Weights		Estimate	S.E.	C.R.	P	Label
ES	< - - - > TMF	.599	.044	13.616	***	Par _ 26
SE	< - - - > TMF	.245	.036	6.744	***	Par _ 20
SE	< - - - > ES	.441	.045	9.711	***	Par _ 2

Standardized Weights	Regression	Estimate
ES	< - - - > TMF	.655
SE	< - - - > TMF	.331

Regression Weights		Estimate	S.E.	C.R.	P	Label
SE	< - - - >	ES	.544			
Variances		Estimate	S. E.	C. R.	P	Label
e 48		1.193	.105	11.350	***	Par - 28
e 55		.570	.056	10.100	***	Par - 29
e 47		.236	.032	7.459	***	Par - 30

In direct effect the value of standardized regression weight (SRW) between SEF and SLA is 0.686, the relationship seems to be strong, however in indirect effect the value of standardized regression weight between SEF and TMF is 0.331 is less as between ES and SE is 0.544 is more confirm that there is significant positive partial mediation due to ES.

**6.9.3 H3-Mediation** Event Success (ES) Mediate the Relationship between Sponsor Effectiveness (SE) and Sponsor leverage and activation (SLA) Positively.

AMOS results are presented below:-

## Direct Effects

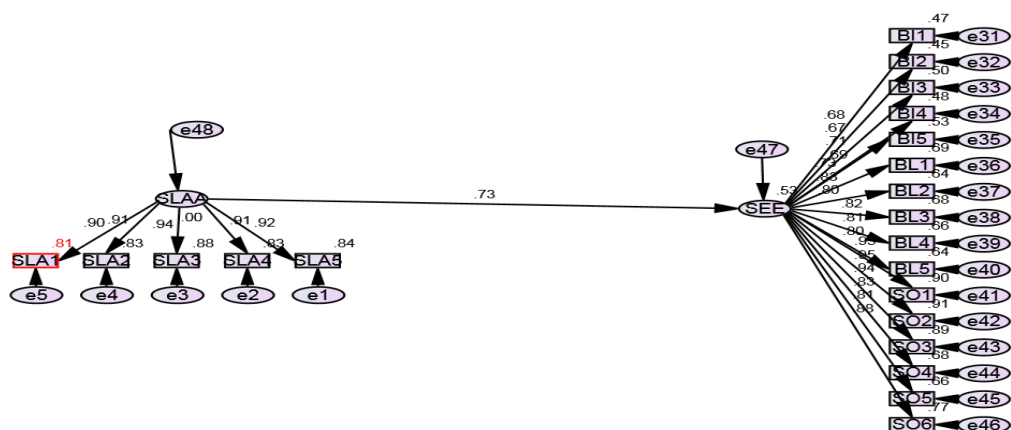


Table 51

*Regression Weights, Standardized Regression Weights and Variances S LA, SE and ES*

Regression Weights			Estimate	S.E.	C.R.	P	Label
SE	< - - - >	SLA	.526	.041	12.933	***	Par _ 20
Standardized Regression Weights			Estimate				
SE	< - - - >	SLA	.728				
Variances			Estimate	S.E.	C.R.	P	Label
e 48			1.241	.106	11.749	***	Par _ 21
e 47			.305	.041	7.461	***	Par _ 22

## Indirect Effect

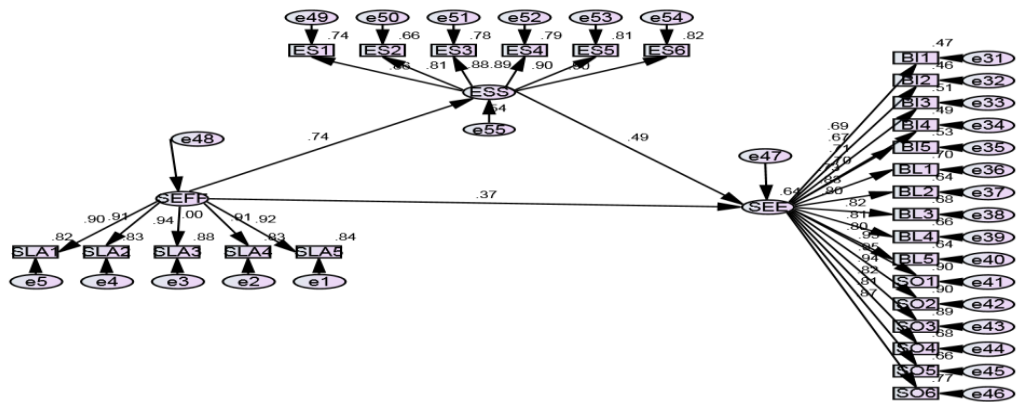


Table 52

*Regression Weights, Standardized Regression Weights and Variances SEF, SLA and ES*

Regression Weights			Estimate	S.E.	C.R.	P	Label
ES	< - - - >	SEF	.660	.041	16.091	***	Par_26
SE	< - - - >	SLA	.267	.040	6.667	***	Par_20
SE	< - - - >	ES	.397	.048	8.268	***	Par_27
Standardized Regression Weights			Estimate				
ES	< - - - >	SEF	.737				
SE	< - - - >	SLA	.367				
SE	< - - - >	ES	.490				
Variances			Estimate	S. E.	C.R.	P	Label
SE	e 48		1.240	.106	11.738	***	Par_28
ES	e 55		.454	.046	9.886	***	Par_29
SLA	e 47		.236	.032	7.466	***	Par_30

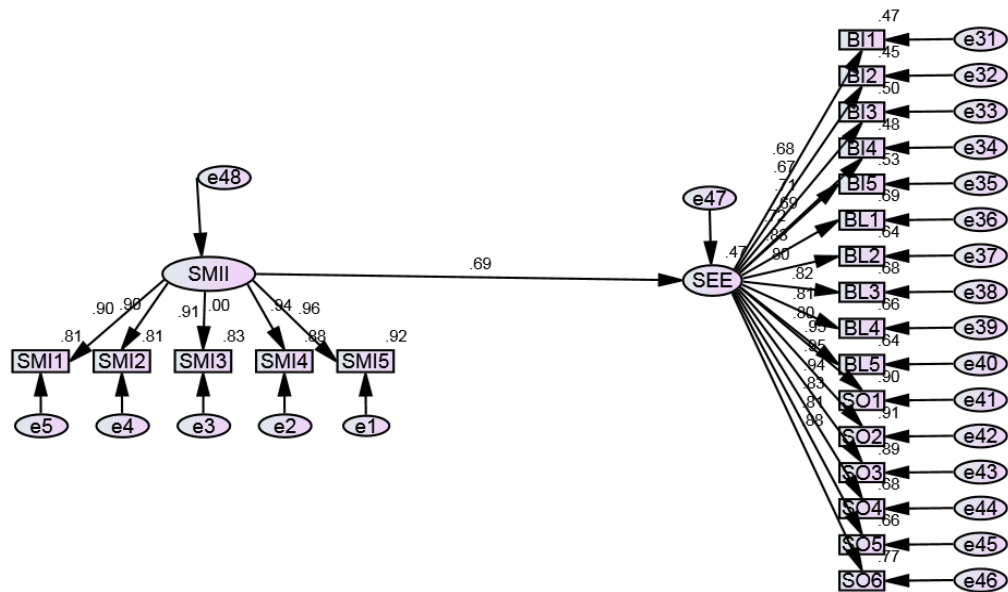
In direct effect the value of standardized regression weight between SEF and SLA is 0.728, the relationship seems to be strong, however in indirect effect the value of

standardized regression weight between SEF and SLA is 0.367 is less as between ES and SE is 0.490 is more, confirms that there is a significant positive partial mediation due to ES.

#### 6.9.4 H4- Mediation Event Success (ES) Mediate the Relationship between Sponsor Effectiveness (SE) and Senior Manager Involvement (SMI) Positively

AMOS results are presented below:-

##### Direct Effects



*Regression Weights, Standardized Regression Weights and Variances SMI, SE and ES*

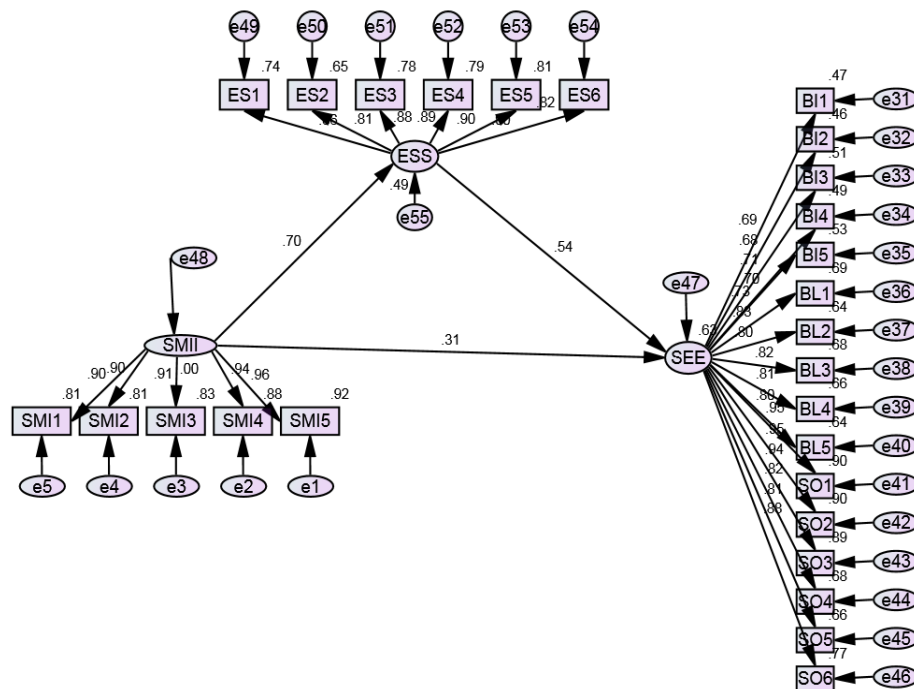




Table 54

*Regression Weights, Standardized Regression Weights and Variances SMI, SE and ES*

<b>Regression Weights</b>			<b>Estimate</b>	<b>S.E.</b>	<b>C.R.</b>	<b>P</b>	<b>Label</b>
ES	< - - - >	SMI	.677	.044	15.541	* * *	Par _ 26
SE	< - - - >	SMI	.242	.040	6.024	* * *	Par _ 20
SE	< - - - >	ES	.441	.048	9.230	* * *	Par _ 27
<b>Standardized Regression Weights</b>			<b>Estimate</b>				
<b>ES</b>	< - - - >	<b>SMI</b>	.700				
<b>SE</b>	< - - - >	<b>SMI</b>	.308				
<b>SE</b>	< - - - >	<b>ES</b>	.544				
<b>Variances</b>			<b>Estimate</b>	<b>S.E.</b>	<b>C.R.</b>	<b>P</b>	<b>Label</b>
<b>e48</b>			1.064	.084	12.714	* * *	P a r _ 28
<b>e 55</b>			.508	.051	10.045	* * *	P a r _ 29
<b>e47</b>			.244	.033	7.467	* * *	P a r _ 30

In direct effect the value of standardized regression weight between SEF and SLA is 0.689, the relationship seems to be significant, however in indirect effect the value of standardized regression weight between SEF and SMI is 0.308, is less and between ES and SE is 0.544 is more, confirms that there is significant positive partial mediation due to ES.

**6.9.5 H 5-Mediation** Event Success (ES) Mediate the Relationship between Sponsor Effectiveness (SE) and Mutual Understanding Sponsor and Sponsee (MUSS) Positively  
AMOS results are presented below:-

## Direct Effects

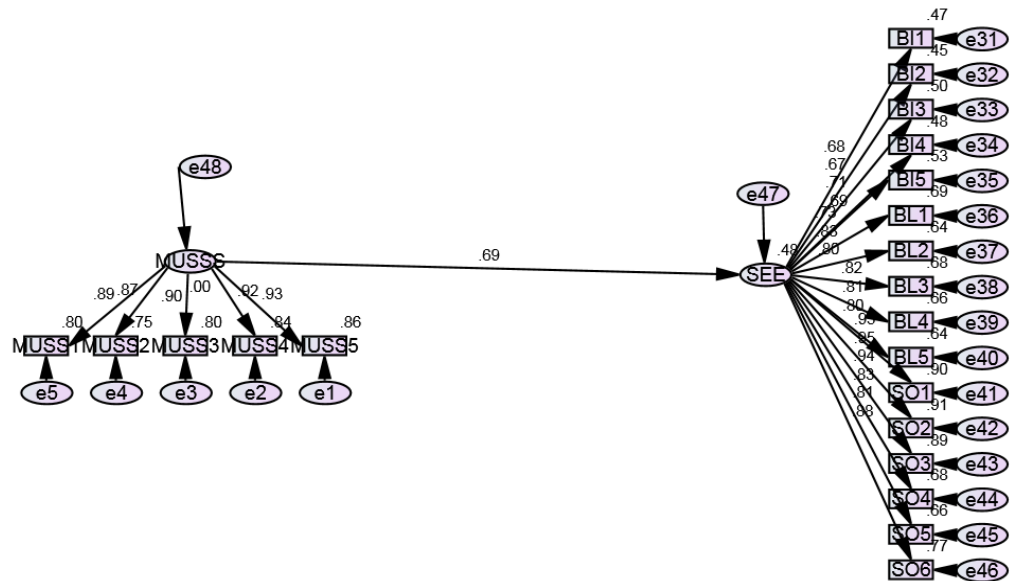


Table 55

*Regression Weights, Standardized Regression Weights and Variances MUSS, SE and ES*

Regression Weights			Estimate	S. E.	C.R.	P	Label
SE	< - - - >	MUSS	.503	.01	12.388	* * *	Par _ 20
Standardized Regression Weights			Estimate				
SE	< - - - >	MUSS	.692				
Variances		Estimate	S. E.	C. R.	P	Label	
e 48		1.222	.102	11.933	* * *	Par _ 21	
e 47		.337	.045	7.463	* * *	Par _ 22	

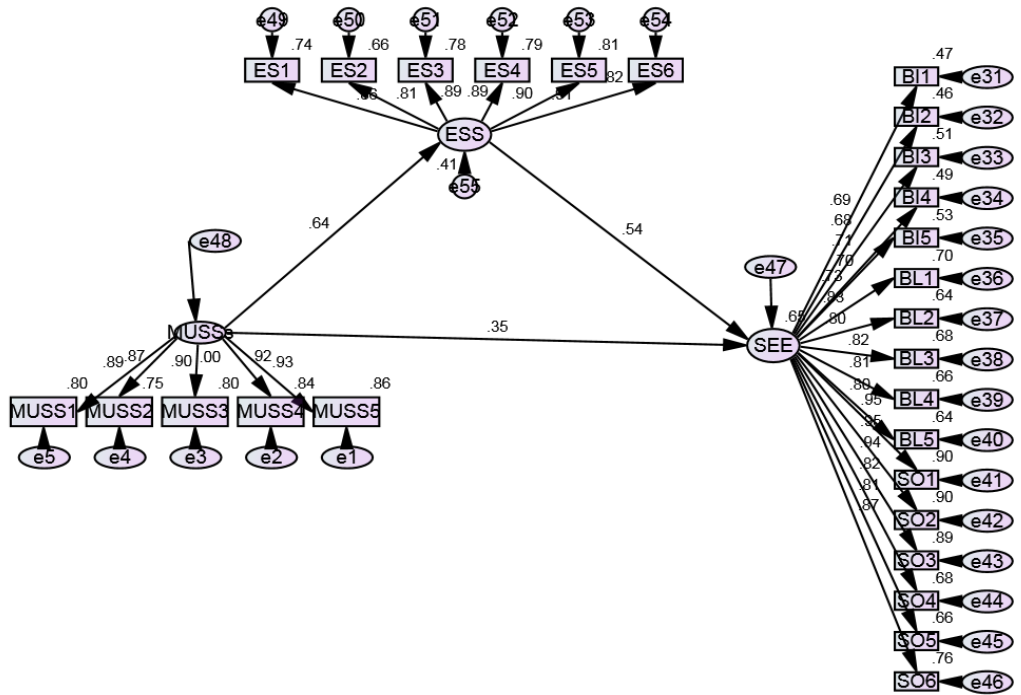


Table 56

*Regression Weights, Standardized Regression Weights and Variances MUSS, SE and ES*

Regression Weights			Estimate	S. E.	C. R.	P	Label
ES	< - - - >	MUSS	.578	.043	13.424	***	P a r _ 26
SE	< - - - >	MUSS	.256	.035	7.284	***	P a r _ 20
SE	< - - - >	E S	.435	.044	9.830	***	P a r _ 27
Regression Weights			Estimate				
ES	< - - - >	MUSS	.639				
SE	< - - - >	MUSS	.349				
SE	< - - - >	ES	.537				
Variances	Estimate	S.E.	C.R.	P	Label		
e 48	1.220	.102	11.921	***	P a r _ 28		

Regression Weights		Estimate	S. E.	C. R.	P	Label
e 55	.589	.058	10.120	***		Par _ 29
e 47	.229	.031	7.444	***		Par _ 30

In direct effect the value of standardized regression weight between SEF and SLA is 0.692, the relationship seems to be strong, however in indirect effect the value of standardized regression weight between SEF and MUSS is 0.349 is less and between ES and SE is 0.537 is more confirms that there is significant positive partial mediation due to ES.

**6.9.6 H 6 Mediation** Event Success (ES) Mediate the Relationship between Sponsor Effectiveness (SE) and Integrated Event Marketing and Social Media (IEMS) Positively.

AMOS results are presented below:-

#### Direct Effects

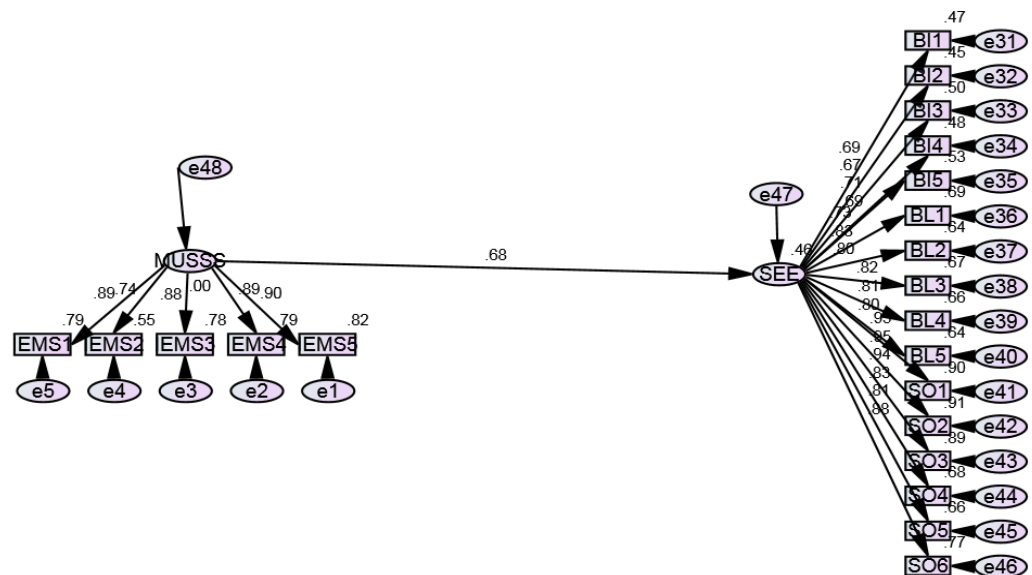


Table 57

*Regression Weights, Standardized Regression Weights and Variances MUSS, SE and ES*

Regression Weights			Estimate	S.E.	C.R.	P	Label
SE	< - - - >	MUSS	.514	.043	11.997	* * *	Par_20
Standardized Regression Weights			Estimate				
SE	< - - - >	MUSS	.680				
Variances		Estimate	S.E.	C.R.	P	Label	
e 48		1.133	.100	11.341	* * *	Par_21	
e 47		.349	.047	7.455	* * *	Par_22	

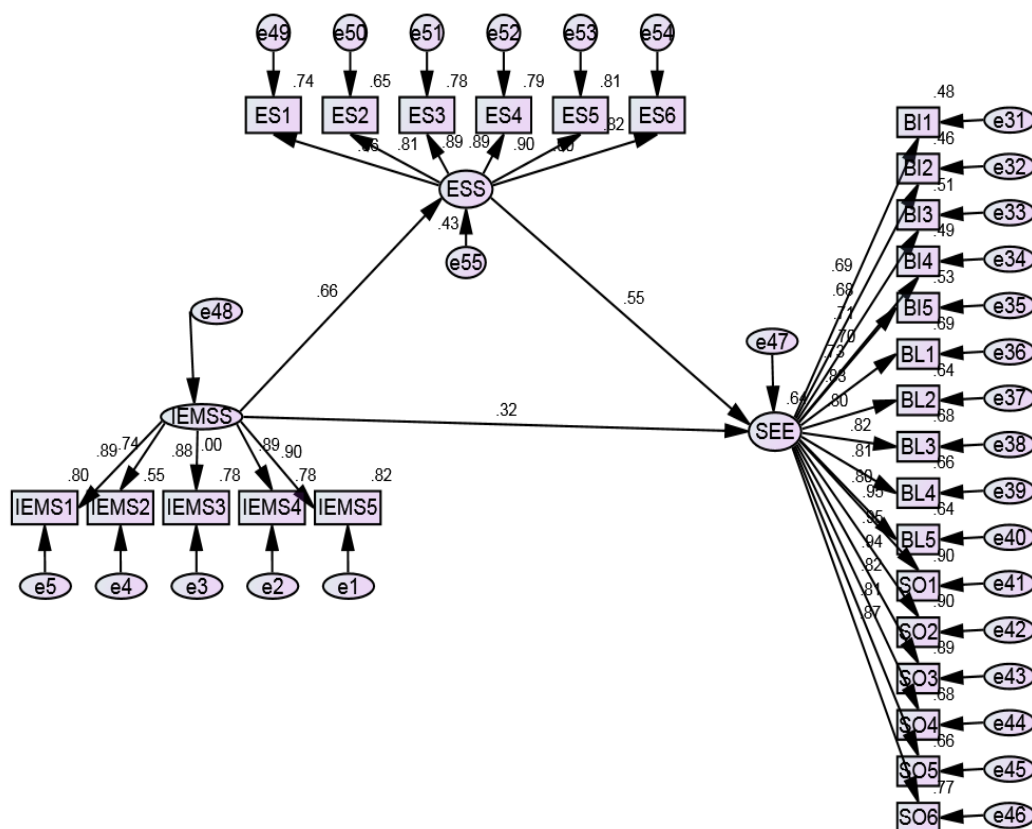


Table 58

*Regression Weights, Standardized Regression Weights and Variances IEMS, SE and ES*

Standardized Regression Weights			Estimate	S.E.	C.R.	P	Label
ES	< - - - >	IEMS	.615	.045	13.571	* * *	P a r _ 26
SE	< - - - >	IEMS	.243	.038	6.431	* * *	P a r _ 20
SE	< - - - >	ES	.447	.046	9.700	* * *	P a r _ 27
Regression Weights			Estimate				
ES	< - - - >	IEMS	.657				
SE	< - - - >	IEMS	.319				
SE	< - - - >	ES	.551				
Regression Weights			Estimate	S.E.	C.R.	P	Label
e 48			1.135	.100	11.366	* * *	P a r _ 28
e 55			.568	.057	10.020	* * *	P a r _ 29
e 47			.239	.032	7.454	* * *	P a r _ 30

In direct effect the value of standardized regression weight between SEF and SLA is 0.680, the relationship seems to be strong, however in indirect effect the value of standardized regression weight between SEF and MUSS is 0.319 is less and between ES and SE is 0.551 is more, confirms that there is significant positive partial mediation due to ES.

### 6.9.7 Overall Results of Mediation

Overall results of mediation using AMOS through Baron and Kenny (1986) methods are shown in the table given below indicates that there is partial mediation except Sponsor effect fit where there is no mediation.

Hypothesis	Direct Effect		Indirect effect		Results
H1 Mediation	SEF ----	SE - 0.764	SEF----SE -0.440	ES---SE-0.420	No Mediation
H2 Mediation	TMF----	SE - 0.686	TMF ----SE - 0.331	ES---SE-0.544	Partial Mediation
H 3 Mediation	SLA ----	SE - 0.728	SLA ----SE - 0.267	ES---SE-0.397	Partial Mediation
H 4 Mediation	SMI---	SE--- 0.689	SMI ---- SE - 0.308	ES---SE-0.544	Partial Mediation
H 5 Mediation	MUSS--	SE - 0.692	MUSS---SE - 0.349	ES---SE-0.537	Partial Mediation
H 6 Mediation	IEMS--	SE0 - 0.680	IEMS--SE - 0.319	ES---SE-0.551	Partial Mediation

The mediation caused by event success was a seen by testing the competing model using AMOS bootstrap method as already described at figure 32 above. These results are mentioned in the figure given below also indicates that there is partial mediation except Sponsor effect fit, where there is no mediation.

Direct Effect		Indirect Effect		Net Effect	
				ES-SE	
SEF-SE	0.18	SEF-ES	0.27	0.25	No Mediation
TMF-SE	0.13	TMF-ES	0.15	0.25	Partial Mediation
SLA-SE	0.19	SLA-ES	0.07	0.25	Partial Mediation
SMI-SE	0.13	SMI-ES	0.06	0.25	Partial Mediation
MUSS-SE	0.09	MUSS-ES	0.14	0.25	Partial Mediation
IEMS-SE	0.17	IEMS-ES	0.22	0.25	Partial Mediation

## 6.10 Moderation Effect

In this current research Sponsor Image and preference has been taken as moderator. Literature review confirmed that sponsor already having good image and preference in audience mind / perception may have positive impact and more acceptances, if it is going to sponsor some event again. It is going to enhance the event image and has positive impact on success of event.

AMOS has been used to confirm the relationship between independent and dependent variable with an interaction of moderator as per the method of testing prescribed by

Equation used for moderation is as under:-

$$\text{Criterion Variable} = C(1) + C(2) * \text{Predictor} + C(3) * \text{Moderator} + C(4) * \text{Moderator} * \text{Predictor}$$

**6.10.1 H1-Moderation** Sponsorship Image and Preference moderate the relation positively between sponsorship effectiveness and Sponsor Event Fit. The AMOS output of interaction of SIP as moderator with SE, Moderation factor SEF- SIP with SE and Direct interaction of SEF with SE is shown below:-

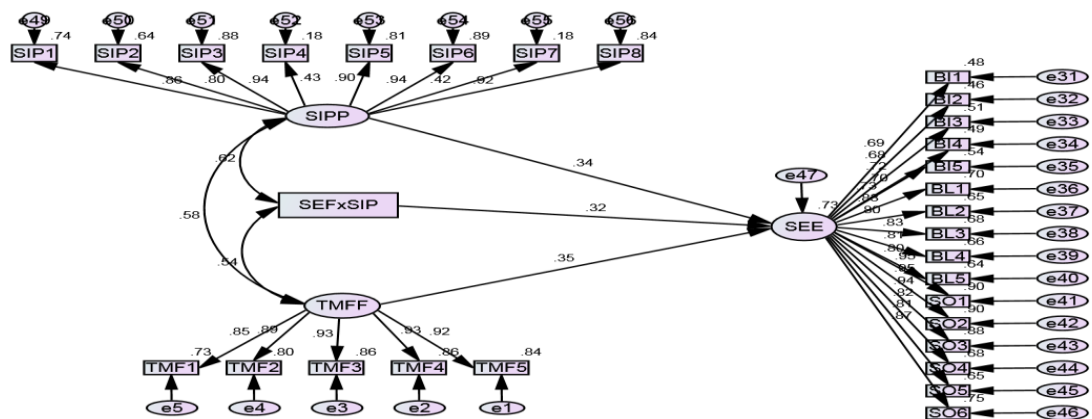




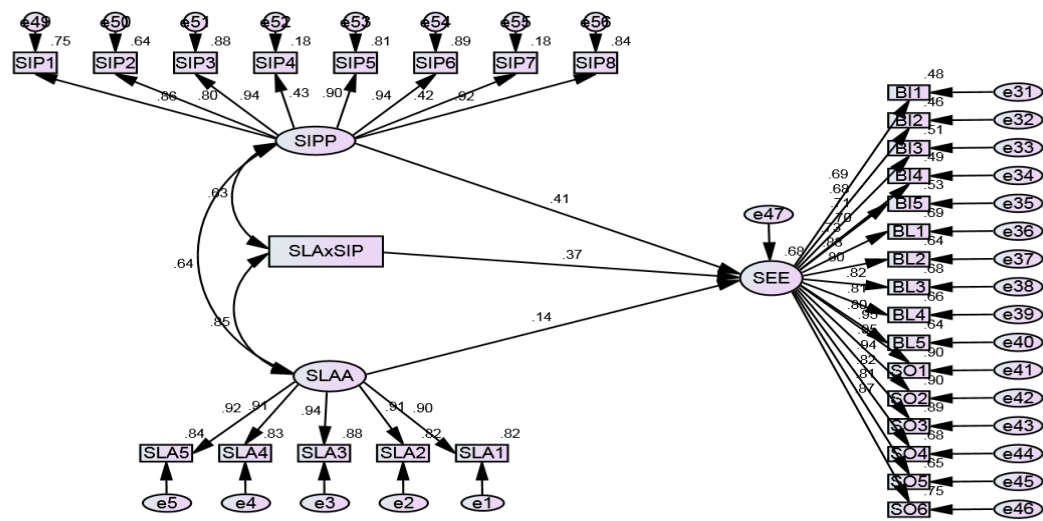
Table 59

*Regression Weights and Standardized Regression Weights MUSS, SE and ES*

Regression Weights			Estimate	S. E.	C. R.	P	Label
SE	< - - - >	TMF	.264	.032	8.319	***	Par_20
SE	< - - - >	SIP	.266	.035	7.502	***	Par_28
SE	< - - - >	SEF x SIP	.242	.031	7.708	***	Par_30

Standardized Regression Weights			Estimate
SE	< - - - >	TMF	.351
SE	< - - - >	SIP	.336
SE	< - - - >	SEF x SIP	.318

The results show that the value of p is significant of all three interactions. The value of Standardized Regression Weights of interaction shows that the moderation effect (SEF-SIP) is 0.318 which is less than other two interactions, especially from SE - SEF which is 0.351, confirmed that there is no moderation effect due to SIP.



**6.10.2 H3-Moderation** Sponsorship Image and Preference moderate the relation positively between sponsorship effectiveness and Sponsor Leverage and Activation.

The AMOS output of interaction of SIP a moderator with SE, Moderation factor SLA - SIP with SE and Direct interaction of SLA with SE is shown below:-

Table60

*Regression Weights and Standardized Regression Weights SLA, SIP and SLA x SIP*

Standardized Regression Weights		Estimate	S.E.	C.R.	P	Label
SE	< - - - >	.120	.055	2.166	.030	P a r _ 20
SE	< - - - > SIP	.324	.038	8.568	* * *	P a r _ 28
SE	< - - - > SLA x SIP	.043	.008	5.757	* * *	P a r _ 30
Standardized Regression Weights		Estimate				
SE	< - - - >	SLA	.139			
SE	< - - - >	SIP	.413			
SE	< - - - >	SLA x SIP	.372			

The results show that the value of p is highly significant for two interactions SE and SIP and interaction (SLA - SIP) with SE but less significant between SLA and SE. The value of Standardized Regression Weights of interaction shows that the moderation effect (SLA - SIP) is 0.372, which is quite more between SE and SLA, which is 0.139, confirmed that there is significant moderation effect due to SIP.

### 6.10.3 H4 - Moderation

Sponsorship Image and Preference moderate the relation positively between sponsorship effectiveness and Senior Management Involvement.

The AMOS output of interaction of SIP as moderator with SE, Moderation factor SLA \*

SIP with SE and Direct interaction of SLA with SE is shown is given below:-

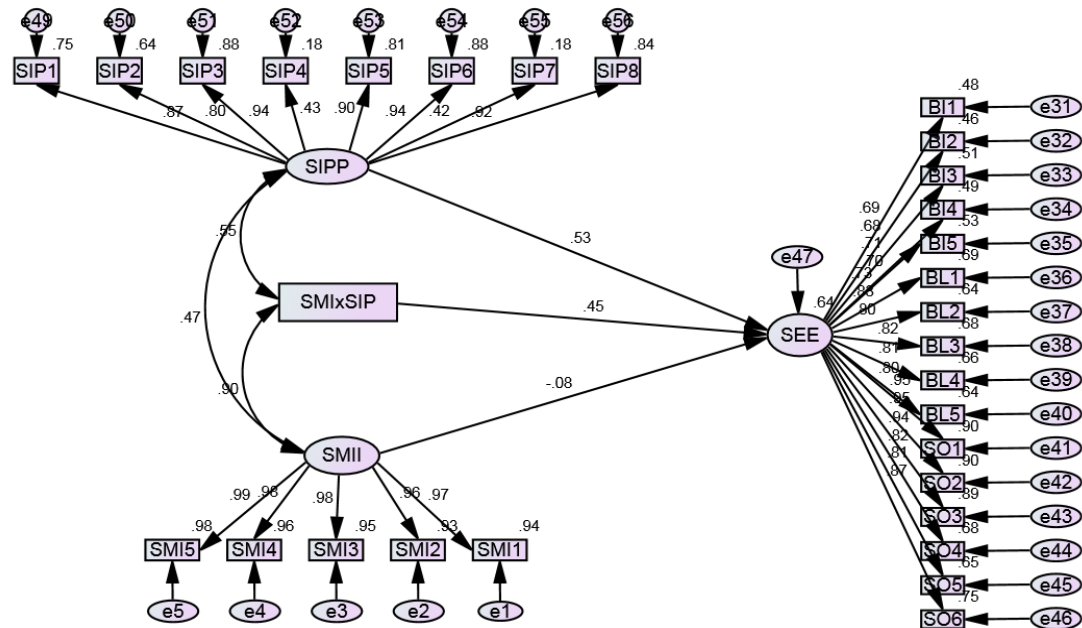


Table 61

*Regression Weights and Standardized Regression Weights SMI, SIP and SMI x SIP*

Regression Weights			Estimate	S.E.	C.R.	P	Label
SE	< - - - >	SMI	- .055	.050	-1.095	.053	P a r _ 20
SE	< - - - >	SIP	.414	.040	10.458	***	P a r _ 28
SE	< - - - >	SMI x SIP	.054	.010	5.538	***	P a r _ 30
Standardized Regression Weights			Estimate				
SE	< - - - >	SMI	.081				
SE	< - - - >	SIP	.528				
SE	< - - - >	SMI x SIP	.450				

The results show that the value of p is highly significant for two interactions SE and SIP and SLA\* SIP and SE but less significant between SLA and SE. The value of Standardized Regression Weights of interaction shows that the moderation effect (SLA - SIP) is 0.372, which is more between SE and SLA i.e. 0.139, confirmed that there is significant moderation effect of SIP.

**6.10.4 H 5 - Moderation** Sponsorship Image and Preference moderate the relation positively between sponsorship effectiveness and Mutual Understanding Sponsor and Sponsee.

The AMOS Output of interaction of SIP as moderator with SE, Moderation factor MUSS- SIP with SE and Direct interaction of MUSS with SE is shown below:-

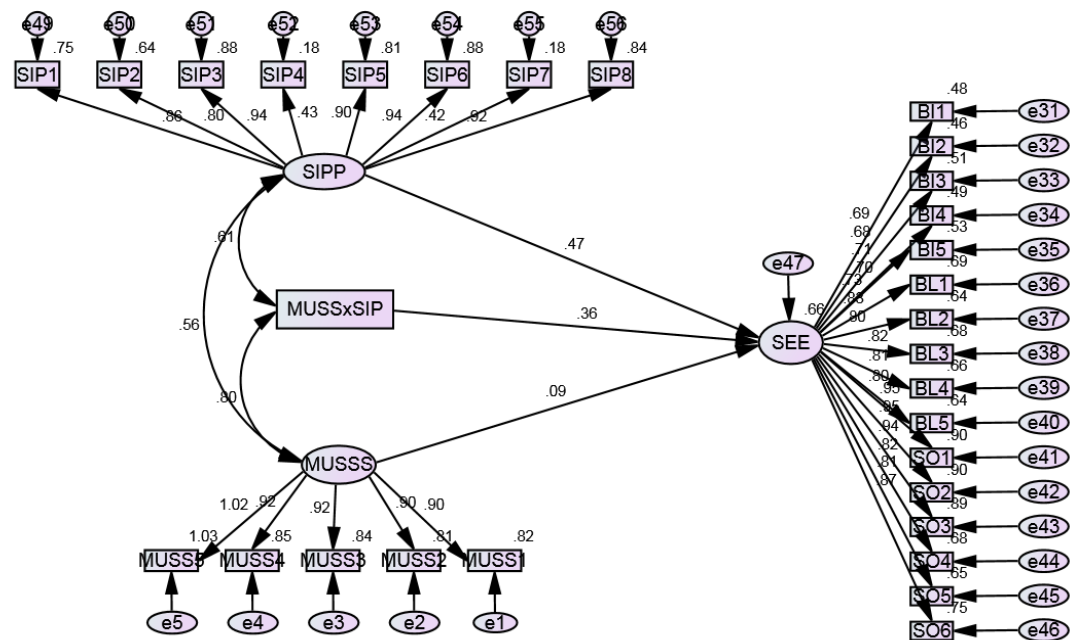


Table 62

*Regression Weights and Standardized Regression Weights SLA, SIP and SLA x SIP*

<b>Regression Weights</b>			<b>Estimate</b>	<b>S.E.</b>	<b>C.R.</b>	<b>P</b>	<b>Label</b>
<b>SE</b>	<b>&lt; - - - &gt;</b>	<b>MUSS</b>	.067	.036	1.881	.050	P a r _ 20
<b>SE</b>	<b>&lt; - - - &gt;</b>	<b>S I P</b>	.368	.039	9.475	* * *	P a r _ 2 8
<b>SE</b>	<b>&lt; - - - &gt;</b>	<b>MUSS x SIP</b>	.042	.006	6.553	* * *	P a r _ 30

---

<b>Standardized Regression Weights</b>			<b>Estimate</b>
<b>SE</b>	<b>&lt; - - - &gt;</b>	<b>MUSS</b>	.087
<b>SE</b>	<b>&lt; - - - &gt;</b>	<b>S I P</b>	.468
<b>SE</b>	<b>&lt; - - - &gt;</b>	<b>MUSS x S I P</b>	.362

The results show that the value of p is highly significant for two interactions i.e., between SE and SIP and moderation factor MUSS \* SIP and SE but it is less significant between MUSS and SE. The value of Standardized Regression Weights of interaction show that the moderation effect (SLA-SIP) is 0.362, which is quite more than between SE and SLA, which is 0.087 confirmed that there is significant moderation effect due to SIP.

### 6.10.5 H 6-Moderation Sponsorship Image and Preference moderate the relation positively between Sponsorship Effectiveness and Integrated Event Marketing & Social Media

The AMOS output of interaction of SIP as moderator with SE, moderation factor IEMS \*

SIP with SE and Direct interaction of IEMS with SE is shown below:-

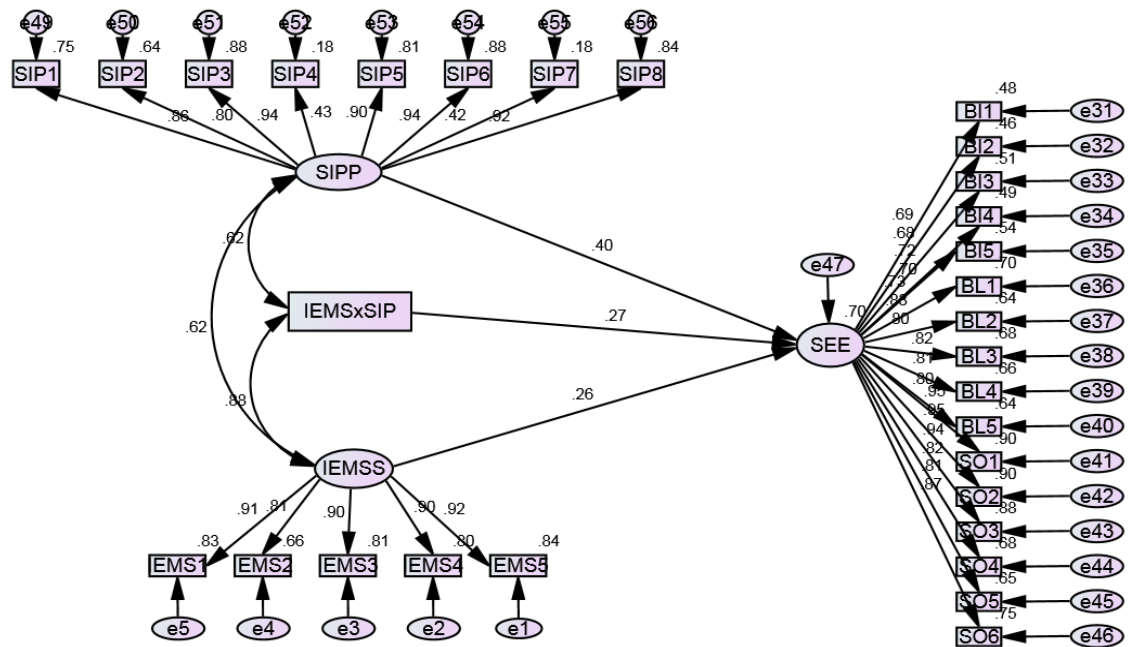


Table 63

*Regression Weights and Standardized Regression Weights IEMS, SIP and IEMS x SIP*

<b>Regression Weights</b>			<b>Estimate</b>	<b>S. E.</b>	<b>C. R.</b>	<b>P</b>	<b>Label</b>
<b>SE</b>	<b>&lt; - - - &gt;</b>	<b>I E M S</b>	.206	.055	3.758	* * *	P a r _ 20
<b>SE</b>	<b>&lt; - - - &gt;</b>	<b>S I P</b>	.318	.037	8.711	* * *	P a r _ 28
<b>SE</b>	<b>&lt; - - - &gt;</b>	<b>I E M S x S I P</b>	.032	.008	3.982	* * *	P a r _ 30
<b>Standardized Weights</b>		<b>Regression</b>		<b>Estimate</b>			
<b>SE</b>	<b>&lt; - - - &gt;</b>	<b>I E M S</b>		.264			
<b>SE</b>	<b>&lt; - - - &gt;</b>	<b>S I P</b>		.403			
<b>SE</b>	<b>&lt; - - - &gt;</b>	<b>I E M S x S I P</b>		.272			

The results show that the value of p is highly significant for all three interactions. The value of Standardized Regression Weights of interaction show that the moderation effect between IEMS and SIP is 0.272, which is slightly more between SE and MUSS i.e. is 0.272 confirmed that there is significant partial moderation effect due to SIP.

### 6.11 Acceptance / Rejection of Hypotheses

The details of rejection and acceptance of hypothesis is shown in the table 6.31.

Table 64

*Acceptance and Rejection of Hypothesis as Per Regression Analysis*

<b>Name of the Hypothesis</b>	<b>Statement of Hypothesis</b>	<b>Acceptance / Rejection</b>
<b>H 1</b>	Sponsorship Effectiveness is positively related to Sponsor Event Fit.	Accepted
<b>H 1 a</b>	Event Success is positively related to Sponsor Event Fit.	Accepted
<b>H 1 - Mediation</b>	Event success is positively related to Sponsor Event Fit and mediates the relation positively between sponsorship effectiveness and Sponsor Event Fit.	Rejected
<b>H 1 - Moderation</b>	Sponsorship Image and Preference moderate the relation positively between sponsorship effectiveness and Sponsor Event Fit.	Rejected
<b>H 2</b>	Sponsorship Effectiveness is positively related to Target Market Fit	Accepted
<b>H 2 a</b>	Event Success is positively related to Target Market Fit	Accepted
<b>H 2 - Mediation</b>	Event success is positively related to Target Market Fit and mediates the relation positively between sponsorship effectiveness and Target Market Fit.	Accepted



Name	of the	Statement of Hypothesis	Acceptance / Rejection
<b>H 2 - Moderation</b>		Sponsorship Image and Preference moderate the relation positively between sponsorship effectiveness and Target Market Fit.	Accepted
<b>H 3</b>		Sponsorship Effectiveness is positively related to Sponsor Leverage And activation	Accepted
<b>H 3 a</b>		Event Success is positively related to Sponsor Leverage And activation	Accepted
<b>H 3 - Mediation</b>		Event success is positively related to Sponsor Leverage and Activation and mediates the relation positively between sponsorship effectiveness and Sponsor Leverage And Activation.	Accepted
<b>H 3 - Moderation</b>		Sponsorship Image and Preference moderate the relation positively between sponsorship effectiveness and Sponsor Leverage And Activation.	Accepted
<b>H 4</b>		Sponsorship Effectiveness is positively related to Senior Management Involvement	Accepted
<b>H 4 a</b>		Event Success is positively related to Senior Management Involvement	Accepted
<b>H 4 - Mediation</b>		Event success is positively related to Senior Management Involvement and mediates the relation positively between sponsorship effectiveness and Senior Management Involvement	Accepted

Name	of the	Statement of Hypothesis	Acceptance / Rejection
<b>H 4 - Moderation</b>		Sponsorship Image and Preference moderate the relation positively between sponsorship effectiveness and Senior Management Involvement	Accepted
<b>H 5</b>		Sponsorship Effectiveness is positively related to Mutual Understanding Sponsor and Sponsee.	Accepted
<b>H 5 a</b>		Event Success is positively related to Mutual Understanding Sponsor and Sponsee	Accepted
<b>H 5 - Mediation</b>		Event success is positively related to Mutual Understanding Sponsor and Sponsee and mediates the relation positively between sponsorship effectiveness and Mutual Understanding Sponsor and Sponsee.	Accepted
<b>H 5 - Moderation</b>		Sponsorship Image and Preference moderate the relation positively between sponsorship effectiveness and Mutual Under Standing Sponsor & Sponsee	Accepted
<b>H 6</b>		Sponsorship Effectiveness is positively related to Integrated Event Marketing and Social Media	Accepted
<b>H 6 a</b>		Sponsorship Effectiveness is positively related to Integrated Event Marketing and Social Media	Accepted
<b>H 6 - Mediation</b>		Event success is positively related to Integrated Event Marketing and Social Media and mediates the relation positively between sponsorship effectiveness and Integrated Event Marketing & Social Media	Accepted

Name	of the	Statement of Hypothesis	Acceptance / Rejection
<b>H 6 - Moderation</b>		Sponsorship Image and Preference moderate the relation positively between sponsorship effectiveness and Integrated Event Marketing & Social Media.	Accepted

Both the measurement and Structural model were analyzed and were fitted well. The measurement model was analyzed on the basis of the indicators measuring the constructs and all the indicators were found well loaded on the respective constructs, while structural model was also fitted with the linear regression analysis well showing the appropriate values of R square, t value, F value and P Values. The relationship among six exogenous latent variables with five endogenous variables was found significant. The mediation and moderation was carried out to see the effect of mediators and moderators. The hypotheses were tested and accepted and rejected as per the analysis.

## 6.12 Summary

Sponsorship is now a commonly used component of the integrated marketing communications of many organizations. From an event's perspective, sponsorship represents a significant potential source of revenue. Furthermore, sponsorships are fast becoming business partnerships that offer resources beyond money. In this paper we have explored the key issues in managing event sponsorships and provided insights in understanding the benefits for events and sponsors. Finally, the paper has proposed a framework for efficient management of event sponsorship taking into consideration the marketing and financial perspectives and the key factors determining a successful partnership. This framework illustrates the need for understanding, developing and

applying a management approach for obtaining strategic benefits for event organizations and sponsors. In concluding this paper it is worth formulating a series of recommendations to event managers in order to render the business partnership mutually beneficial. A crucial issue is to understand the potential costs and benefits of sponsorship to event organizers and sponsors. It is equally necessary to build attractive sponsorship platforms into the event organization that provide sponsors with benefits linked to visibility, networking, and effective communication mix. To succeed in attracting and keeping the sponsorship agreements, event organizers must thoughtfully develop policies and strategies, providing a clear framework for both events and sponsors to decide on the appropriateness of potential partnerships. The event organization should determine the event benefits available for sale and a clear management plan. These two elements constitute a very good starting point for seeking sponsorship partnership. Additionally, event managers have to develop a sponsorship plan including consideration of mutual benefit and risks, the 'fit' between event and sponsor. It is strongly recommended that the sponsorship proposal must be based on comprehensive research of the benefits that the event creates for potential sponsors. Relationships with sponsors should ideally be on a long-term partnership basis. Event organizations must cultivate mutually beneficial relationships and help sponsors get the most value for their investment. A balanced portfolio of sponsors should be attained and sponsors must be used to augment the event's marketing reach. Finally, the events sponsorship agreements must be properly managed so that commitments made to sponsors are met and there is a need to perform market research to demonstrate benefits to sponsors. All these elements must be components of an adequate event sponsorship management plan.

## **CHAPTER 7**

### **DISCUSSION ON RESEARCH RESULTS, RESEARCH FINDINGS, PRACTICAL IMPLICATIONS AND CONCLUSION**

#### **7.1 Introduction**

Sponsorship for marketing through events is not a new field in Pakistan. Different national and multinational companies spend major portion of their marketing budget on advertising. Traditional advertising also termed as Above the Line Advertising (ATL), where the mass media is used to promote the brand and to reach the target customers. The other term Below The Line Advertising (BTL) is used to establish one to one interaction with the target customers i.e. Distribution of pamphlets, handbills, promotions, brochures placed at the point of sale. BTL activities also include the demonstration of product, offering of free products and other promotions at point of sale and public events which include the trade shows, industrial exhibitions, conferences, cultural and school / college functions. Companies sponsor the public events to do the BTL in those events, where they can perform all such activities to promote their brands and products.

Sponsorship for marketing through events is also used by Pakistani business companies to promote their brand/products. The literature review on sponsorship and event marketing also confirmed the significance of Below the Line Advertising (BTL), where with the less spending of budget firms directly reach their target market/audience and attain maximum advantage.

The current concept of sponsorship being used only for CSR by large size companies to build company image has changed and now companies have started achieving marketing goals through sponsorship. Sponsorship of sports, cultural, educational and social events

is very common in Pakistan. Top ten leading companies, who spend reasonable amount for sponsorship, include Unilever Pakistan, PTCL, P&G Pakistan, Mobilink, PepsiCo Pakistan, Telenor Pakistan, Reckitt Benckiser Pakistan, Coca-Cola Pakistan, Colgate Palmolive Pakistan and Nestle Pakistan.

The ROI on sponsorship investment is difficult to measure, that is the reason why companies are reluctant to spend on sponsorships. Sponsee (event/property) or the organizers of event like to get funds for provision of various services to audience during the event.

The current research has been focused on event sponsorship and sponsorship to achieve marketing objectives. Certain key factors (on-site/ design) require to organize the event and sponsorship in event sponsorship have been identified from previous literature. These factors are important for sponsors to improve the effectiveness of Sponsorship for marketing and also considered dual advantageous for event managers for success of event.

The literature review confirmed the critical factors included in the research i.e. (i) Sponsor Event Fit, (ii) Target Market Fit, (iii) Sponsors Leverage and Activation, (iv) Integrated Event Marketing, (v) Senior Manager Involvement, and (vi) Mutual understanding between Sponsor and Sponsee were the input factors. These six input factors were related to both parties and were required to be undertaken well by them in order to improve effectiveness of sponsorship for marketing and success of event. Two factors i.e. (i) Sponsorship Effectiveness and (ii) Success of Event were the outputs. The measurement of output was also very important to understand. Three Factors i.e. (i) Brand Image, (ii) Brand Loyalty and (iii) Sale objective were taken to measure the sponsorship effectiveness and the success of event was measured by indicators like

entertainment to audience and Interaction between Sponsor / Event management and Audience.

Considering the literature review and basic theme of research, two events organized by WWF Pakistan were selected one for pilot and other for main research study. The major sponsor for first event (Pilot Study) was Toyota Rawal Motors Pakistan and for second event (main study) was Coke Pakistan.

Quantitative method was selected to collect the data. Basing on literature review a survey questionnaire was developed which was pilot tested and refined for final research. Final data was collected and valid data of 362 respondents was analyzed using SEM with AMOS, while regression models were run using SPSS version 22. Both measurement and structural models were tested and found fit. Hypothesis was tested using AMOS and SPSS. This chapter describes the discussion on research results, research findings, practical implications and conclusion.

## **7.2 Discussion on Results and Data Analysis**

The suggested model has been tested as per the data collected from respondents. Data analysis has been presented in Chapter 5 and Chapter 6. The discussion on results of data analysis has been presented in this chapter.

**7.2.1 Discussion on research question 1** - What techniques/ promotional activities should sponsor and sponsee deploy to design their event site presence and what is the impact of these techniques and methods on audience response towards sponsor brand/ product?

Six methods/techniques were identified from previous models and research. These methods and techniques were also found being practiced well in Pakistan. The outcomes and the response of audience were measured with sponsorship effectiveness (i.e. with

three sub factors- brand image, brand loyalty and sale objectives) and event success. Six hypotheses (related to question1) were developed showing causal relationship between respective method/technique with sponsorship effectiveness (H1 to H6).

#### **7.2.1.1 H1 -Relationship Sponsor Event Fit (SEF) and Sponsorship Effectiveness(SE)**

There is a positive relation between SEF and SE. The value of standardized regression coefficients SEE-SEF were 0.322 (T-value 6.721\*\*\*). The results were significant. Results confirmed that audience liked four dimensions of fit investigated through survey questionnaire on sponsor event-fit (i.e. image of sponsor and event, goals and objectives of sponsor and event, perceived association/relevance between sponsor and event and prominence of sponsor brand in the event) and audience showed positive response. Same fit which was also confirmed in previous research(Speed & Thomson 2000;

Lacy &Angeline 2013), where it was found that number of dimensions such as sponsor brand /product relevance to the event, functional similarities, sponsor's product and the object are both high quality, image/symbolic similarities, linkage, resemblance, pairing and complimentary association between sponsored product, event/property and audience/client had positive impact on sponsorship effectiveness and success of event.

It was also confirmed that if target audience see the sponsor and sponsored objects/ event as congruent, which was also confirmed in current research that sponsorship is more likely to arouse positive responses (Walraven, et al., 2012). Speed and Thompson (2000) found that consumers who perceive fit between the sponsor and sponsee were more inclined and shown positive attitudes toward sponsor brand/products There are several studies which showed similar findings reinforcing the positive relationship between the perceived fit and behavioral intentions (Cornwell, et al.,2005; Keller,1993 & 2001; Olson, 2010;



Tomalieh, 2016).

#### **7.2.1.2 H2-Relationship Target Market Fit (TMF) and Sponsorship**

##### **Effectiveness(SE)**

There is positive relationship between TMF and SE. Hypotheses (H2) related to TMF and sponsorship effectiveness was confirmed. There is positive relation between TMF and SE. The value of standardized regression coefficient SEE-TMF was 0.178 (T-value 4.396 \*\*\*). The results were significant. Results confirmed that event provided well the required dimensions needed by sponsor for his target market. These dimensions were investigated through survey questionnaire on target market fit i.e. providing good theme of event, better event environments for audience, enough space for audience to interact with sponsor Coke and to use its cold drinks. Speed and Thompson 2000, Keller 2003, Cornwell et al. 2005, Wakefield et al. 2007 also confirmed same type of dimensions of target market fit and their positive impact on sponsorship effectiveness and success of event. Besides that, Jobber and Ellis-Chadwick (2012), Stotlar (2001) and Irwin et al. (2002) explicitly pointed the importance of target market fit in event sponsorship perspective and its related objectives such as fit of event and audience and fit of sponsor and audience to make the event successful. Obviously, striving for “target market fit” is a highly recommended objective as “sponsor relatedness” is an influencing factor for sponsorship recall (Wakefield et al. 2007). Same relation between the sponsor and event attendees have been confirmed where the event audience liked sponsors and event initiatives. The results showed positive relationships between sponsor event fit (SEF) and sponsorship effectiveness. The results confirmed that the event was able to attract audiences which were required by the sponsors.

### **7.2.1.3 H3 - Relationship between Sponsorship Leverage and Activation and Sponsorship Effectiveness (SE)**

This factor is related to how sponsors leverage their marketing mix and sale promotions and activate sponsorship programs / on site activities during the event. A hypothesis (H3) was confirmed. There was positive relation between SLA and SE. The value of standardized regression coefficient SEE -SLA was 0.153 (T-value 3.643 \*\*\*).

The results were significant. Results confirmed that audience liked four dimensions investigated through survey questionnaire on sponsor leverage and activation (SLA) such as on-site activities,entertainment, promotional activities launched by the sponsor and event management and audience participation in the event had positive impact on sponsorship effectiveness. Previous literature also confirmed that the use of on-site activities can be useful for sponsors to promote their brand in front of the audience. The customers also mix-up with the sponsors in such activities and get involved and participated in the event (Aaker & Joachimsthaler 2000 and Olson & Hill, 2006, Sylvestre & Moutinho 2007). A research carried out by Coppetti, et al., (2009) also proved that there is positive relation between activation and participation on sponsorship effectiveness where more involvement of sponsor and on-site direct communication with the audience improved brand awareness, brand locality and sales.

Results showed that sponsors were able to leverage and activate the sponsorship initiatives which were taken positively by audience and positive attitude towards brand and event.

#### **7.2.1.4 H4-Relationship between Senior Management Involvement (SMI) and Sponsorship Effectiveness(SE)**

Hypotheses related to SMI (H4) and SE was confirmed. There was positive relationship between SE and SMI. The value of standardized regression coefficient i.e. SE-SMI was 0.090 (T-value 2.838 \*\*). The results were significant. This aspect was also confirmed in previous research. Results confirmed that audience liked four dimensions investigated through survey questionnaire on senior management involvement (SMI) such as involvement and participation, presence of senior management, coordination between sponsor and event management and interaction between sponsor and audience had positive impact on sponsorship effectiveness.

Research study conducted by Johansson & Utterstrom (2007) and Coppetti, et al., (2009) confirmed that effective participation of sponsor management can enhance the effectiveness of sponsorship and success of event. Audience and consumers must feel that the sponsor is genuinely interested and concerned in the area of event and sponsorship (Rifon, et al., 2006).

#### **7.2.1.5 H5- Relationship between Integrated Event Marketing and Social Media (IEMS) and Sponsorship Effectiveness (SE).**

Hypotheses (H5) related to IEMS with SE was confirmed. There was positive relationship between SE and IEMS. The value of standardized regression coefficient between SE and IEMS was 0.192 (T value 4.540 \*\*\*). Results were significant.

Results showed positive relation between SE and IEMS. Results confirmed that audience liked five dimensions investigated through survey questionnaire on mutual understanding sponsor and sponsee (MUSS) such as visibility and presence of brand, visibility of brand in social media, prominence of sponsor brand in print media, presence of brand in

sponsor webpage and role of advertisement and publicity on sponsorship effectiveness and success of event.

Previous research studies confirmed that the strength of relationship between sponsor and sponsee were able to bring good marketing efforts for marketing and promotion of event and sponsor brand (Sneath, et al., 2007; Johansson & Utterstrom 2007). Findings of research by Meerengham (2001), Howard & Crompton (2004); and Groza, et al., 2012 also confirmed that Sponsorship have more appeal for cooperation to get a better chance to activate all type of marketing mix to influence both the customers and their strategic partners. Sponsorship has the ability through integrated marketing to enhance link between sponsor and audience relationship. Event Management and Sponsors should mobilize all resources for establishment of well- coordinated marketing plan to promote the event and sponsors brand / product (Sirgy et al., 2008).

#### **7.2.1.6 H6- Relationship between Mutual Understanding Sponsor and Sponsee (MUSS) and Sponsorship Effectiveness (SE).**

This factor is related to how sponsor and sponsee develop mutual understanding for conducting the event and if there is any old associations between them. The results showed positive relation between SE- MUSS. Hypotheses (H6) related to MUSS with sponsorship effectiveness was confirmed. There was positive relationship between SE- MUSS. The value of standardized regression weights for SE and MUSS was 0.134 (T value - 2.926\*\*\*).

Results confirmed that audience liked four dimensions investigated through survey questionnaire on Integrated Event Marketing and Social Media (IEMS) such as understanding between sponsor and sponsee, achievement of by both commercial and

social (CSR) objectives and long term relation on sponsorship effectiveness and success of event.

Previous research studies also confirmed that existence of semantic link relationship (Gwinner & Eaton, 1999) and well match between sponsor and sponsee will have positive impact on outcomes i.e. sponsorship effectiveness and event success (Johar and Pham, 1999; Speed and Thompson, 2000). Research Study also proved that if there is a synergy and link and similarity between sponsor, sponsee and property then the stakeholders will be benefitted and effectiveness of sponsorship will enhance Grohs, et al., (2004).

Sponsorship relationships can operate as alliances, providing a strategic platform for mutual gain (Farrelly & Quester 2005). Proper and well managed sponsorship campaign can benefit all partners of supply chain including producers, wholesalers, retailers and other marketing channel holders/ partners (Bruhn & Holzer, 2015).

## **7.2.2 Discussion on research question 2 -What techniques/ promotional activities should sponsor and sponsee deploy to design their event site presence and what is the impact of these techniques and methods on audience response towards event success?**

Same six methods/techniques identified from previous models and research, which were used to see their impact on sponsorship effectiveness were used to their effect towards event success. Since in the research model suggested it is assumed that the major stakeholders in event sponsorship i.e. sponsor and sponsee add their competencies to make the event successful, where sponsors brand/product get maximum visibility in front of audience and also audience enjoy facilities provided in the event. The outcome and the response of audience were measured with event success. Six hypotheses (related to question2) were developed showing causal relationship between respective method/technique with event success. Six hypothesis were formulated H1a to H6a. The results are discussed below.

### **7.2.2.1 H1a - Relationship between sponsor event-fit (SEF) and Event Success (ES).**

Hypotheses (H1a) related to SEF and ES was confirmed. There is a positive relation between SEF and ES. The value of standardized regression coefficients ES-SEF was 0.299 (T-Value 5.155\*\*\*). The results were significant. Results confirmed that audience liked four dimensions of fit investigated through survey questionnaire on (i.e. image of sponsor and event, goals and objectives of sponsor and event, perceived association/relevance between sponsor and event and prominence of sponsor brand in the event) and audience showed positive response towards event success. Same fit which was also confirmed in previous research (Speed & Thomson 2000; Lacy & Angeline 2013), where it was found that number of dimensions such as sponsor brand /product relevance

to the event, functional similarities, sponsor's product and the object are both high quality, image/symbolic similarities, linkage, resemblance, pairing and complimentary association between sponsored product, event/property and audience/client had positive impact on success of event.

#### **7.2.2.2 H2a - Relationship between Target Market fit (TMF) and Event Success (ES).**

A hypothesis related to TMF and Event Success (H2a) was confirmed. There is positive TMF and ES. The value of standardized regression coefficient ES and TMF was 0.123 (T-Value 2.448 \*\*). The results were significant. Results confirmed that event provided well the required dimensions needed by sponsor to his target market. These dimensions were investigated through survey questionnaire on target market fit i.e. providing good theme of event, better event environments for audience, enough space for audience to interact with sponsor and to drink its product Coke. Speed and Thompson 2000, Keller 2003, Cornwell et al. 2005, Wakefield et al. 2007 also confirmed same type of dimensions of target market fit and their positive impact on sponsorship effectiveness and success of event.

#### **7.2.2.3 H3a-Relationship between Sponsorship Leverage and Activation (SLA) and Event Success (ES).**

This factor is related to how sponsors leverage their marketing mix and sale promotions and activate sponsorship programs / on site activities during the event. A hypothesis related to SLA and Event Success (H3a) was confirmed. There was positive relation between SLA and ES. The value of standardized regression coefficient ES and SLA was 0.091 (T-Value 1.710 \*\*).The results were significant. Results confirmed that audience

liked four dimensions investigated through survey questionnaire on sponsor leverage and activation (SLA) such as on sit activities, entertainment, promotional activities launched by the sponsor and event management and audience participation in the event had positive impact on event success. Previous literature also confirmed that the use of on-site activities can be useful for sponsors to promote their brand in front of the audience. The customers also mix-up with the sponsors in such activities and get involved and participated in the event (Aaker & Joachimsthaler 2000 and Olson & Hill, 2006, Sylvestre & Moutinho 2007). A research carried out by Coppetti, et al., (2009) also proved that there is positive relation between activation and participation on sponsorship effectiveness where more involvement of sponsor and on-site direct communication with the audience improved brand awareness, brand locality and sales objectives.

#### **7.2.2.4 H4a - Relationship between Senior Management Involvement (SMI) and Event Success (ES).**

A hypothesis related to SMI and ES (H4a) was confirmed. There was positive relationship between ES and SMI. The value of standardized regression coefficient ES-SMI was 0.051 (T-Value 1.254 \*\*). The results were significant. This aspect was also confirmed in previous research. Results confirmed that audience liked four dimensions investigated through survey questionnaire on senior management involvement (SMI) such as involvement and participation, presence of senior management, coordination between sponsor and event management and interaction between sponsor and audience had positive impact on success of event.

Research study conducted by Johansson & Utterstrom (2007) and Coppetti,et al ( 2009) confirmed that effective participation of sponsor management can enhance the success of event. Audience and consumers must feel that the sponsor and event management is



genuinely interested and concerned in the area of event and sponsorship (Rifon, et al., 2006).

#### **7.2.2.5 H5a - Integrated Event Marketing and Social Media (IEMS) and Event Success (ES).**

The hypothesis related to IEMS and event success (H5a) was confirmed. There was positive relationship between ES and IEMS. The value of standardized regression coefficient between ES and IEMS was 0.249 (T value 4.655\*\*\*).

Results showed positive relation between ES and IEMS, confirmed the hypotheses. Results confirmed that audience liked five dimensions investigated through survey questionnaire on Mutual Understanding Sponsor and Sponsee (MUSS) such as visibility and presence of brand, visibility of brand in social media, prominence of sponsor brand in print media, presence of brand in sponsor webpage and role of advertisement and publicity on success of event.

Previous research studies confirmed that the strength of relationship between sponsor and sponsee were able to bring good marketing efforts for marketing and promotion of event and sponsor brand (Sneath, et al., 2007; Johansson & Utterstrom 2007). Event Management and Sponsors should mobilize all resources for establishment of well-coordinated marketing plan to promote the event and sponsors brand / product (Sirgy et al., 2008).

#### **7.2.2.6 H6a-Mutual Understanding Sponsor and Sponsee (MUSS) and Event Success(ES).**

This factor is related to how sponsor and sponsee develop mutual understanding for conducting the event and if there is any old associations between them. The results showed positive relation between ES and MUSS. Hypotheses related to MUSS and event success (H6a) was confirmed. There was positive relationship between ES and MUSS. The value of standardized regression weights for ES - MUSS was 0.146 (t value - 2.501\*\*\*).

Results confirmed that audience liked four dimensions investigated through survey questionnaire on Integrated Event Marketing and Social Media (IEMS) such as understanding between sponsor and sponsee, achievement of both commercial and social (CSR) objectives and long term relation on success of event.

Sponsorship relationships can operate as alliances, providing a strategic platform for mutual gain (Farrelly & Quester 2005). Proper and well managed sponsorship campaign can benefit all partners of supply chain including producers, wholesalers, retailers and other marketing channel holders/ partners (Bruhn & Holzer, 2015).

### **7.2.3 Discussion on research question 3 – Event Success as Mediator**

This research question was how does the event success (important objective of event managers) mediate the casual relationship between on-site techniques and methods being used by sponsor and effectiveness of sponsorship?

Russell and Close (2013) concluded that customers develop more favorable event-sponsor bonds when they like the event. A customer's positive attitude towards the event will influence their perceptions of event-sponsor fit positively, especially for service brands. The study also demonstrates the positive influence of event-sponsor fit on customer's favorable brand commitment to the sponsor's brands, and customers' intentions to buy the sponsor's services. Better participation and experience of respondents during the event has positive effect on more likely to purchase (Speed & Thomson 2000 ; Coppatti 2004; Sneath, et al; 2005; Lee & Cho 2009).

Sponsorship linked events also provide a platform where sponsors can leverage their marketing strategy to get direct link with the customers and establishment of intimate and close relationship to enhance brand loyalty and value (Dolan & Crowther, 2012). Event sponsorship, part of event marketing, is one alternative communication platform that attracted increasing attention from brand researchers (Schmitt, et al., 2003) because events allow for direct, highly interactive, and local consumer-brand encounters where consumers can experience the brand in an immediate way; hence, scholars refer event marketing as “experiential marketing” (Zarantonello & Schmitt, 2013).

Response of audience was measured with the help of survey questionnaire being adopted from Speed & Thomson (2000) research study with six dimensions i.e. improvement of sponsor image, social responsibility of sponsor, superiority of sponsor brand, impact on sponsor on audience and liking for sponsor. Research study recently conducted by

Michelini, Iasevoli, &Theodoraki, (2017) suggested that when audience were satisfied with venue had positive impact on their response towards sponsorship outcomes i.e. brand image, brand loyalty and sale objectives.

Previous research, important models discussed in the literature review and findings of research studies mentioned above one can say that event success is very important not only for event managers but it is also very important for sponsors. Different indicators such as audience satisfaction with the event and audience positive attitude towards event management and towards sponsor product/ brand indicate the success of event.

In current research the response of audience was measured with the help of survey questionnaire with six dimensions i.e. planning aspects of event, entertainment factor, and theme of event, participation of audience in the event, experience of audience and interaction of audience with the event. All six hypotheses showed positive relation and it was confirmed that all factors considered will enhance the success of event.

Event success in current research has been taken both as dependent and mediating variable.

Mediation analysis was conducted using Baron and Kenney (1986) method using AMOS. The results through AMOS analysis confirmed that out of six hypotheses, five (H2 mediation, H3 mediation, H4 mediation, H5 mediation, H6 mediation) were confirmed showing partial mediation between SE-TMF, SE-SLA, SE-SMI, SE-MUSS and SE-IEMS except H1 mediation where mediation between SE and SEF was not significant. The results were presented in chapter 6.

#### **7.2.4 Discussion on research question 4 - Sponsor Corporate Image and Preference as Moderator**

This research question was how does sponsor corporate image and preference moderate the casual relationship between on-site techniques and methods being used (by sponsors and sponsee) in event and effectiveness of sponsorship?

Previous sponsorship research has suggested that sponsors who are perceived to be sincere (good Image) in their sponsorship and motivated by philanthropy and charity will achieve greater responses to their sponsorship compared with sponsors who are seen as purely motivated by commercial interests (Speed & Thompson 2000; Shuili, et al. 2010; Olson 2010). Literature review also suggested that events managers try to contact those sponsors who have good image and preference in audience mind Kim, et al., (2011). This is more correct for events which are being organized on social, cultural, sports and educational causes (Zameer, et al.,2015). In current research this quality of sponsor has been taken as competency and its effect as moderator has been tested.

Response of audience was measured with the help of survey questionnaire being adopted from Speed & Thomson (2000) research study with six dimensions i.e. improvement of sponsor image, social responsibility of sponsor, superiority of sponsor brand, impact on sponsor on audience and liking for sponsor. The results of moderation analysis using AMOS confirmed all hypotheses i.e. H2 Mod, H3 Mod, H4 Mod, H5 Mod, H6 Mod, except H1 Mod were confirmed. The results through AMOS analysis confirmed the partial moderation due to SIP between SE - TMF, SE-SLA, SE-SMI, SE-MUSS and SE-IEMS except SIP and SEF. The results were presented in chapter 6.

It was found that SIP has partial mediation effect which helped sponsor (Coke in current research) to enhance the effectiveness of sponsorship. The audience showed positive

response to accept sponsor brand initiatives and positive change in their attitude towards brand image, brand loyalty and sale objectives was also found.

### **7.3 Research Findings**

Based on the findings of previous research (as discussed in the literature review), the model suggested in the thesis has attempted to find answer to four important questions asked in this research study.

First, how did six on-site design techniques and promotional factors (set by sponsors and event managers) did influence the audience/customers response towards sponsorship effectiveness measured with three dimensions i.e. brand image, brand loyalty and sales objectives.

Second, how the same six on-site design techniques and promotional factors did influence the audience/customers response towards event success measured with dimensions i.e. Audience satisfaction and amount of entertainment provided in the event.

Third, how event success did mediate the relationship between sponsors on-site techniques and promotional methods and effectiveness of sponsorship.

Forth, how did perceived sponsor image and preference moderate the relationship between sponsors on-site techniques and promotional methods and effectiveness of sponsorship.

The findings of the study provide a solid basis for confident answers to the first two questions, and some indications for partially answering the third and fourth questions.

**7.3.1 Findings related to answer to question 1 and 2,** how on-site design techniques and promotional factors did influence the audience/customers response towards sponsorship effectiveness and event success are summarized as under:-

**7.3.1.1 Sponsor Event Fit**

The sponsor brand and event were able to create linkage and fit in the event, where audience was able to get entertainment and interaction with the sponsor product/brand. The positive impact or change on audience response/attitude towards sponsorship effectiveness and success of event was observed. Findings confirmed existence of event and brand fit, this fit had positive impact on event attendees / audience response towards sponsor products and brand, resultantly this factor has positive impact on effectiveness of sponsorship.

**7.3.1.2 Target Market Fit**

Research confirmed the positive relationship between target market fit and sponsorship effectiveness. The event was able to attract reasonable number of audience required by the sponsor to promote and sell their product / brand. The audience also showed positive and good response for sponsor products / brands.

**7.3.1.3 Sponsor Leverage and Activation**

This factor also showed positive relationship with effectiveness of sponsorship and success of event. The audience and sponsor's close interaction during the event was due to effective sponsorship on site leverage and activation activities, which had positive impact on audience and they liked sponsor's initiatives during the event and showed positive response for sponsor brand/product.

#### **7.3.1.4 Senior Management Involvement**

This factor also showed positive relationship with sponsorship effectiveness and success of event. Sponsorship management was able to show their presence in the event and was able to interact with the audience.

The presence of sponsors and interaction with audience was able to achieve positive response among audience. However, strength of this relationship was just satisfactory which confirmed that the presence of senior management was just nominal to create significant positive impact on customer attitude.

#### **7.3.1.5 Mutual Understanding Sponsor and Sponsee**

Previous research confirmed that if there is mutual understanding between sponsor and sponsee (Event/ Property) then there is positive impact on audience/ attendees of the event. The factor was tested which also showed positive relationship and mutual understanding between sponsor and sponsee.

The lessons drawn from these finding suggests that the sponsor and sponsee should have long term relationship and alliances and support each other to get maximum benefits from event sponsorship.

#### **7.3.1.6 Integrated Event Marketing and Use of Social Media.**

This factor was also found well related with effectiveness of sponsorship. The event management and sponsors were able to integrate their marketing effort for promotion and publicity of event and sponsors brand / product. The audience liked the publicity campaign and participated in the event in good strength. The presence of event and sponsors brand in social media was also noticed. The event was also well covered by TV and other media.



**7.3.2 Findings related to answer to Research Question 3**, how event success did mediate the relationship between sponsor's on-site techniques and promotional methods and effectiveness of sponsorship confirm positive relations. Results of current research showed positive relation between on-site techniques and promotional activities and event success. Audience satisfied with the event image and entertainment displayed positive response towards sponsor brand/product.

**7.3.3 Findings related to Answer to Research Question 4**, how did perceived sponsor image and preference moderate the relationship between sponsors on-site techniques and promotional methods and effectiveness of sponsorship showed partial moderation effects. Event organizers like to get those sponsors for their event, which have good image and strong link with the general public. Sponsor image and preference has also been taken as moderator. This factor showed positive relationship with all independent variables to enhance the impact of sponsorship effectiveness except sponsor event fit.

Here it is important highlight two important things i.e. one that the old image and preference carried and perceived by audience as in this case, the perceived image of Coke to organize social events created positive impact on new promotion and interaction of audience with Coke products/ brand presented in current event organized by WWF Pakistan. Second, the same perceived good image of Coke to organize social events, helped event management to entertain and satisfy their audience who attended the event.

## **7.4 Implications for Practitioners**

The findings of current research have direct and indirect implications for practitioner's being part of event sponsorship management. Direct implications are concerned with sponsor and event managers who design and coordinate on-site activities and promotional initiatives to present their sponsor product/brand in front of audience and provide enough event facilities to satisfy the audience. The direct implications are relatively easy to implement. Indirect implications are related with other stakeholders and participants of event sponsorship and sponsorship industry as a whole. These Implications, on the other hand, require more efforts to implement.

### **7.4.1 Implications for Sponsorship and Event Managers**

This study and research work can serve as a good guidance for business organizations, which are eager to spend their marketing budget for sponsorship. This research is equally important for event management organizations (Event/Property), which get monetary aid and support from sponsors to organize the event.

In this research study, determinants of sponsorship response has also been developed and tested which provide an insight into how sponsorship works and how managers involved in sponsorship can improve their decision-making especially is case of event sponsorship. All factors (on-site design and promotional activities) identified in “Event Sponsorship Success Model” presented in the research, if implemented and practiced in true letter and spirit will be able to achieve desired objectives of sponsor and sponsee. Key direct implications are summarized as under:-

- 1) Sponsors and sponsee to systematically deploy on-site activities and other promotional techniques to increase return on sponsorship expenditure in terms of improvements in brand image, brand loyalty and increased sales.

- 2) Actively manage the perception of sponsor- event fit perspective not just at strategic level but also at the executional level in the event. Efforts are made to match sponsor/ brand image and event aspects to entertain event audience. Sponsors should select those events for their sponsorship, which have good image i.e. like sports, cultural and social events.
- 3) Provide on-site audience with a fully engaging brand experience that is tailored to the specific event. Sponsorship is now a commonly used component of the integrated marketing communications of many organizations. Audience should have relevance both with sponsor brand and event.
- 4) Sponsors and event management should work jointly using their marketing and other resources to invite good number and specific audience/customers (Sponsor target market) required for their brand/ product sales and promotions.
- 5) Event sponsor link can be enhanced by extensively using sponsorship leveraging methods (Use of marketing mix like advertising, sale promotion and direct sales etc.) and activation means (Presentation of sponsorship programs) and on-site activities in the event. As discussed in current research findings sponsors and event manager's leverage and activation methods were well observed by audience and have positive effect on sponsorship effectiveness.
- 6) Active participation and commitment of CEO, senior management and staff of both the sponsors and event management in designing and launching sponsorship initiatives and on-site activities were very effective to achieve the objective of corporate hospitality for creation of relationship with clients, employees and community.

- 7) Sponsors and event managers should utilize their all marketing and communication resources for integrated event marketing and use of social media for brand marketing and promotion in the event.
- 8) There should be mutual understanding between sponsor and sponsee. Both the parties should understand each other and work for mutual beneficial relationship. Long term associations would be very useful for sponsor and sponsee.

#### **7.4.2 Implications for Sponsorship and Event Industry.**

The arguments and discussion put forward in this research study not only carry practical implications for sponsors and event managers but also has wider implication for sponsorship and event industry. No of factors discussed in current research and case studies presented in literature review provide strong evidence that for sponsors, event sponsorship will continue to grow its importance as a brand building tool in the foreseeable future. Major implications are as under:-

- 1) Communication clutter in traditional advertising channels, increasingly obscure audiences and thus decreasing returns on advertising expenditure are, as discussed (in literature review) among the key drivers behind the enormous growth of sponsorship expenditure over the last two decades. Strategic orientation of firms in Pakistan is said to be shifting from public relation and corporate image to sponsorship for commercial and marketing benefits.
- 2) Business organizations in Pakistan have modified their marketing strategies and instead of spending more on Above the Line Marketing (ATL) i.e. like mass advertising are spending more on Below the Line Marketing (BTL) i.e. direct selling, sale promotion and sponsorships.

- 3) Business organizations have also recognized the value of events in terms of their economic, marketing and promotional potential (Masterman,2007; Bowdin, Allen, O'Toole, Harris & McDonnell,2011). However in Pakistan, sponsorship practices and experiences for event sponsorship are fairly new. Organizations are more focused on sponsorship for cause or establishment of community relation and enhancement of corporate image. However, Business organizations (Medium and large size national and multinational companies) have also recognized the need of going for sponsorship through event marketing and using this forum to achieve marketing objectives like brand image, brand loyalty and sales objectives.
- 4) Compelling evidence in previous research further strengthened by this study, that the perceived match-up, coordination, cooperation between sponsor and sponsee in organizing the event will result effectiveness of sponsorship and success of event.
- 5) A key challenge for companies seeking sponsorship opportunities, therefore, become the identification and securing of access to prime sponsorship properties well ahead of competitors.
- 6) The findings of this thesis have emphasized the importance of execution for sponsorship success. Tailoring sponsorship and its leveraging measures to the unique features of a sponsorship event/property requires mutual understanding, long term engagements and close cooperation between the sponsor and the sponsee
- 7) Companies (sponsors and sponsee) should use combined resources to integrate their marketing effort and use of social media for publicity and promotion of event sponsorship.

## **7.5 Limitations of Research**

As with any piece of research, there are few factors beyond researcher control could pose weaknesses in research study. This research study has four limitations which are required to be mentioned:-

First limitation is related with the convenience sampling approach, which was used in current research, can raise the concerns regarding generalizability of research results. Sample taken from population of event attendees was mostly comprised of students of school and colleges from Lahore and surrounding areas. However, in order to address the problem of generalizability, the sponsor brands (Coke and Toyota Corolla) taken were those from whom maximum participants of event including students were quite familiar. On the other hand the subject taken in the event was related with environmental education was very common and interesting for all the participants of event including students. More so, the type of schools and colleges from where the students were taken as part of sample are quite common in other big cities like Karachi, Peshawar and Faisalabad. So this will help to generalize the results in Pakistan.

Second limitation was related with lack of theatrical and conceptual research on event sponsorship and non-availability of historical data regarding marketing expenditures on sponsorship in Pakistan. To address this and to study different practical aspects in event sponsorship, researcher carried out three case studies on different National and International companies to explore the required knowledge and data and made it part of literature review of this research study.

Third and important limitation was time constraint and this study was conducted as cross sectional study, while the audience response was observed at the end of event. However, additional questions were added regarding sponsor brand to see the pretest knowledge

audience about the sponsor and product / brand. Future research on the same subject can be conducted to have more detail longitudinal research.

Fourth limitation of current research was that due to current law and order situation since last four to five year, high profile events like sports and cultural are not organized in Pakistan. Therefore event selected for this research was social/ educational. Whereas more research on event sponsorship is related with sport events. However, researcher was able to explore various aspects of event sponsorship on social/educational event organized by WWF Pakistan and sponsored by Coke. It is also suggested that future research to draw more useful conclusions may be carried on sport and cultural events.

#### **7.6 Delimitations of Current Study**

Delimitations are the factors which are under the control of researcher, that define the boundaries and scope of research to create a manageable and researchable study. Delimitations of current study have been highlighted as under:-

First, considering the novelty and limited practical application of sponsorship and event management practices found in small business organizations in Pakistan, the scope of study was confined to multinational companies and large size business organizations in Pakistan. These organizations are well aware of event sponsorship practices and also keep special marketing budgets for event sponsorships. However, future research can be done on event sponsorship practices in small organization in Pakistan.

Second, considering the practical application and event sponsorship practices in Pakistan, where the events (especially social and educational) are mostly sponsored by single sponsor and the scope of current study was also made limited to see the impact of single sponsor on audience response to achieve its marketing and other objectives during the conduct of event.

## **7.7 Recommendations for Future Research**

The scopes of current research studies in event sponsorship are quite large. Current research model suggested was focused that how a good sponsor can sponsor a social/educational event to achieve its commercial and marketing objectives. The other aspects which can be covered in future research are as under:-

- 1) The scope of current study was confined to multinational companies and large size business organizations in Pakistan. Future research can be done on event sponsorship practices in small businesses firms in Pakistan.
- 2) Due to time constraint this study was conducted as cross sectional study, Future research on the same subject can be conducted to see the audience response in more detail longitudinal research.
- 3) Current research study was conducted to see the impact of single sponsor promotional initiatives in event sponsorship, whereas future research can be conducted to see multi-sponsor campaign and its effect on audience response.
- 4) Current research was conducted to see the impact of sponsor initiatives to enhance the effectiveness of sponsorship in social/educational events. However, future research to draw more useful conclusions may be conducted on sport and cultural events.
- 5) Current research was conducted to focus on basic dimensions of fit i.e., image and functional, future research can take on other dimensions of fit between sponsor and sponsee.
- 6) Current model has taken six basic factors and competencies (on-site techniques and promotional methods) of sponsors and sponsee, which can bring the synergy to make the event sponsorship successful. Future research can take other aspects to



make the sponsor and sponsee relationship more effective and useful for effectiveness of sponsorship and success of event.

## **7.8 Conclusion**

The lessons and outcome of current research are considered very useful for business organizations in Pakistan. This research provides guidance for sponsorship and event management organizations to work together for mutual benefits i.e. the Effectiveness of Sponsorship and Success of Event. This research also provides enough guidance to explore new subjects / fields and avenues related to sponsorship and event management for future researchers

## REFERENCES

- Aaker, D.A., & Joachimsthaler E. (2000). *Brand Leadership* (ebruary Reader version). The Free Press, New York. DOI: <https://trove.nla.gov.au/work/6548492>.
- Aaker, D.A. (1996). Measuring brand equity across products and markets. *California Management Review*, 38 (3), 102-120.
- Aaker, D.A., & Keller, K.L. (1993). Interpreting cross-cultural replications of brand extension research, *International Journal of Research in Marketing*, 10(1), 55-59.
- Abdullah, K.N., Ghanni, U., & Sadia, A. (2012). The emotionally charged advertisement and their influence on custom attitudes, *International General of Business and Social Sciences*, 3(1), 307-320.
- Abrahamsson, T., & Lundgren, H. (2003). *Sport Sponsorship as a marketing communication tool by social science and business administration programs* (Bachelor thesis). Department of Business Administration and Social Sciences, Lulea University, Sweden.
- Alay, S. (2008). Female consumers, evaluation of sponsorship and their response to sponsorship. *South African Journal for Research in Sport, Physical Education and Recreation*, 30(2), 15-29.
- Ali, I., Rehman, K. U., & Yilmaz, A. K. (2010). Effects of corporate social responsibility on consumer retention in cellular industry of Pakistan. *African Journal of Business Management*, 4(4), 475- 485.
- Amanullah, B. (2005, December). Sponsorships bear vital importance in promoting sports. *Pakistan and Gulf Economist*, 48(4), 23-25.
- Aims, J., Slack, T., & Berret, T. (1999). Sport sponsorship a distinctive competence. *European Journal of Marketing*, 33(3), 250-272.
- Amoako, G., Dartey-Baah, D., & Kwesie, J. (2012). The effect of sponsorship on marketing communication performance; A case study of Airtel Ghana. *African Journal of Marketing Management*, 4(2), 65-79.

- Amoako, K.G., Kwasi, D.B., & Dzogbenuku, R. K. (2012). An Analysis of the Impact of Strategic Marketing on Profitability of Rural Banks - A Case Study of Dangme Bank. *International Journal of Marketing Studies*, 4(2), 150-156.
- Andersson, T.D., & Getz, D. (2008). Stakeholder Management Strategies of Festivals, *Journal of Convention & Event Tourism*, 9(3), 199 - 200.
- Arens, W. F., Weigold, M. F., & Arens, C. (2011). *Contemporary Advertising and Integrated Marketing Communications*, 13th ed, McGraw-Hill Irwin.
- Arne, B., Michael, T., Manion, Kristi, L., Schoepfer, & Joseph, C. (2007). Global cases of effective sports sponsorship; an exploration of a new communications model. *Journal of Innovative Marketing*, 3(3), 62-69.
- Arora, B., & Puranik, R. (2004). A review of corporate social responsibility in India. *Journal of Society of International Development*, 47(3), 93-100.
- Ashill, N.J., Meadows, S., & Stewart, D. (2001). Factors influencing boundary spanner stress and subsequent managerial intervention: an exploratory investigation. *Journal of Strategic Marketing*, 10(3), 269 - 84.
- Aslam, S. M. (2000, June). Article on changing Face of Advertising. *Pakistan and Gulf Economist*, 34(4), 36-45.
- Barez, A., Manion, M.T., & Schoepfer. (2007). Global causes of sports sponsorship; An exploration of a new communication model. *Innovative Marketing*, 3(3), 123-131.
- Barnett, M. L. (2007). Stakeholder influence capacity and the variability of financial returns to corporate social responsibility. *Academy of Management Review*, 32(3), 794-816.
- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research; Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(3), 1173-1182.
- Basil, D. Z., & Basil, M. D. (2003, June 11-13). *Towards an understanding of fit; effects of association and complementarity in cause-related marketing alliances*. 30th International Research Seminar on Marketing, La Londe Les Maures, France.

- Becker-Olsen, K. L., & Simmons, C.J. (2002). When do social sponsorships enhance or dilute equity? Fit, message source, and the persistence of effects. *Advances in Consumer Research*, 29(1), 287-289.
- Becker-Olsen, Karen, L., & Ronald, P.H. (2006). The impact of sponsor fit on brand equity; the case of non-profit service providers. *Journal of Service Research*, 9(1), 73-83.
- Belch, G.E., & Belch, M.A. (2009) *Advertising and promotion; an integrated marketing communication perspective*, 8th ed, McGraw Hill, Boston.
- Berens, A. & Guido. (2004). *Corporate branding; the development of corporate associations and their influence on stakeholder reaction* (Doctoral dissertation). Erasmus University Rotterdam. Available on Dissertation Abstracts International, AAT CA58619.
- Bhattacharya, C.B., & Sen, S. (2004). Doing better at doing good; when, why, and how customers respond to corporate social initiatives. *California Management Review*, 47(1), 9-24.
- Biscaia, R., Correia, A., Rosado, F., Ross, S. D., & Maroco, J. (2013). Sport sponsorship: the relationship between team loyalty, sponsorship awareness, attitude toward the sponsor, and purchase intentions. *Journal of Sport Management*, 27(4), 288-302.
- Birch, J. (2016, 2 March). *Sports Sponsorship, Why Sponsorship Works*. Cleveland Cavaliers, LLC, Seminar.
- Blunch, N. (2012). *Introduction to structural equation modelling using IBM, SPSS statistics and AMOS*, 2nd ed, SAGE Publications Ltd, London.
- Bowdin, G., & McPherson, G. (2006, 13-14 July). Identifying and analysing existing research undertaken in the events industry. *1st, Association for Events Management Education (AEME) Conference, Leeds University Press, UK*.
- Bowdin, G., Allen, J., O'Toole, W., Harris, R., & McDonnell, I. (2011), *Events Management*, 3rd ed., Butterworth-Heinemann, Oxford.
- Brassington, F., & Pettitt S. (2000). *Principles of Marketing*, 2nd ed, Harlow Pearson Education Limited, UK.

- Brennan, I., & Babin, L.A. (2004). Brand Placement Recognition; the Influence of Presentation Mode and Brand Familiarity. *Journal of Promotion Management*, 10(1), 185-202.
- Bruhn,M.,& Holzer,M. (2015). The role of the fit construct and sponsorship portfolio size for event sponsorship success; a field study. *European Journal of Marketing*, 49(5), 874 - 893.
- Bryman, A., & Emma, B. E. (2011). *Business Research Methods*, 3rd ed, Oxford University Press, New York.
- Bughin, J., & Chui, M. (2011). How web 2.0 pays off; the growth dividend enjoyed by networked enterprises. *Mc Kinsey Quarterly*, 2(2), 17-21.
- Burns, A.C., & Bush, R.F. (2002), *Marketing research: Online research applications*,4th ed, Prentice Hall, New Jersey.
- Bühler, A. (2006). *Professional football sponsorship in the English Premier League and the German Bundesliga* (MS Dissertation), Plymouth Business School, University of Plymouth, Germany.
- Burton, R., & O'Reilly, N. (2011). Understanding why sponsorship continues to grow. *Street & Smith's Sports Business Journal*, 13(38), 20-26.
- Business Definition of Sponsorship - Retrieved from [http://:Business.dishnory.com/definition/sponsor](http://Business.dishnory.com/definition/sponsor).
- Byrne, B. M. (2013). *Structural equation modeling with AMOS; Basic concepts, applications, and programming*, 2nd ed, Taylor & Francis, Routledge, London.
- Cahill, J., & Meenaghan, T. (2013). Sponsorship at O2-'The Belief that Repaid'. *Psychology & Marketing Journal*, 30(5), 431-443.
- Carolina P.A. (2016). *The Effect of Music in Event Marketing: A Consumer Perspective*. Master's Degree Thesis in Management from NOVA-School of Business and Economics.
- Carrillat, F.A., D'Astois. A., & Charette-Couture, M.P.(2015). How Corporate Sponsors Can Optimize The Impact of Their Message Content: Mastering the Message: Improving the Processibility And Effectiveness of Sponsorship Activation. *Journal of Advertising Research*. 55(3), 255-267.

- Cazalais, S. (2003, September 13). The Sponsorship insight model alignment and contribution and performance indicators in Sponsorship Marketing. *Press Release at Council Canada conference at Toronto breakfast Forum.*
- Chadwick, S., & Thwaites, D. (2005). Managing sport sponsorship programs; Lessons from a critical assessment of English soccer. *Journal of Advertising Research*, 45(3), 328-338.
- Chanavat, N., Martinet, G., & Ferrand, A. (2010). Brand images causal relationships in a multiple sport event sponsorship context; Developing brand value through association with sponsees. *European Sport Management, Quarterly*, 10 (1), 49-74.
- Chandon, P., Wansink, B., & Laurent, G. (2000). A benefit congruity framework of sales promotion effectiveness. *Journal of Marketing*, 64(4), 65-81.
- Chaudhuri, A., & Holbrook, M. B. (2001). The chain of effects from brand trust and brand affect to brand performance; the role of brand loyalty. *Journal of Marketing*, 65(2), 81-93.
- Chih, M., Wang, H., Jain, M., Ming, J., Cheng, S., & Kyaw, G. (2012). The purchasing impact of fan identification and sports sponsorship. *Journal of Marketing Intelligence & Planning*, 30(5), 553-566.
- Cho, H. (2016). *Corporate Sponsors and intention to purchase sponsored products in Different Level of Sponsorship advertising; A Team Versus a League*. Master Thesis Presented to the Faculty of the Graduate School, The University of Texas, Austin.
- Chu, S.C., & Kim, Y. (2011). Determinants of consumer engagement in electronic word of mouth (eWOM) in social networking sites. *International Journal of Advertising*, 30 (1), 47-75.
- Close, A.G., Finney, R. Z., Lacey, R. Z., & Sneath, J. Z. (2006). Engaging the consumer through event marketing; linking attendees with the sponsor, community and Brand. *Journal of Advertising Research*, 46(4). 420-433.

- Commons, D., & Zepf, B. (2008). *Sport sponsorship as an internal marketing tool; Employees sponsorship assessment and their effect on job attitudes*. Unpublished Dissertation in Department of Sport and Recreation Management, Florida State University.
- Cooper, D. R., & Schindler, P. S. (2003). *Business Research Methods*, 8th ed. McGraw-Hill, Irwin Boston, USA.
- Copeland, R., Frisby, W., & McCarville, R. (1996). Understanding the sport sponsorship process from a corporate perspective. *Journal of Sport Management*, 10(1), 32-48.
- Coppetti, C. (2009). *Building Brands through Event Sponsorships- Providing On-Site Audiences with a Vivid Brand Experience*. PhD dissertation, University of St. Gallen, Switzerland.
- Coppetti, C., Wentzel, D., Tomczak, T., & Henkel, S. (2009). Improving incongruent sponsorships through articulation of the sponsorship and audience participation. *Journal of Marketing Communications*, 15(1), 17-34.
- Cornwell, T. B. (2008). State of the art and science in sponsorship - linked marketing. *Journal of Advertising*, 37(3), 41-55.
- Cornwell, T. B., Humphreys, M. S., Maguire, A. M., Weeks, C. S., Tellegen, C. L. (2006). Sponsorship-linked marketing; The role of articulation in memory. *Journal of Consumer Research*, 33(3), 312-321.
- Cornwell, T. B., Roy, Donald, P., & Steinard II, E.A. (2001). Exploring Managers' Perceptions of the Impact of Sponsorship on Brand Equity; two Step Approach. *Psychological Bulletin*, 103 (3), 411-423.
- Cornwell, T. B., Weeks, C.S., & Roy, D.P (2005). Sponsorship Linked Marketing; Opening the Black box. *Journal of Advertising*, 34(1), 21-24.
- Cornwell, T., & Humphreys, M. S. (2013). Memory for Sponsorship Relationships; a Critical Juncture in Thinking. *Journal of Psychology & Marketing*, 30(5), 394-407.
- Cornwell, T.B. (1995). Linked Marketing Development. *Sport Marketing Quarterly*, 4(4), 13-24.

- Cornwell, T.B., & Maihnan, I. (1998). An International review of sponsorship research. *Journal of Advertising*, 27(1), 1-21.
- Cornwell, T.B., Pruitt, S.W., & Van Ness, R. (2001). The value of wining in motorsports; sponsorship-linked marketing. *Journal of Advertising Research*, 41(1), 17-31.
- Crane, F., Kerin, R., Hartley, S., & Rudelius, W. (2014). *Marketing*, 9th ed. McGraw-Hill, Ryerson, Canada.
- Crimmins, J., & Horn, M. (1996). Sponsorship from management ego trip to marketing success. *Journal of Advertising Research*, 36(4), 11-21.
- Crompton, J.L. (2004). Conceptualization and alternate operationalization of the measurement of sponsorship effectiveness in Sport. *Sport Leisure Studies*, 23(3), 267 -281.
- Cronbach, L. J (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*. 16(3), 297-334.
- Dalakas, V. (2009). Consumer Response to sponsorships of the performing Arts. *Journal of Promotion Management*, 1 5(2), 204-211.
- Dann, S., & Hughes, A. (2008). Australian political marketing after Kevin 07; Lessons from 2007 federal election. *Monash Business Review*, 4 (1), 34-37.
- David, M., Woisetschlager, & Michaelis, M. (2012). Sponsorship congruence and brand image; A pre-post event analysis. *European Journal of Marketing*, 46(8), 509-523.
- Davidsson, V., & Savolainen, V. (2004). *Event Sponsorship a corporate tool for brand positioning*. Master Thesis, Goteborg University, Sweden.
- Davies, F; Veloutsou, C., & Costa, A. (2006). Investigating the influence of a joint sponsorship of rival teams on supporter attitudes and brand preferences. *Journal of Marketing Communications*, 12(1), 31-48.
- Davis, J., A. (2012). *The Olympic Games effect; How sports marketing build strong brands*, 2nd ed, John Wiley & Sons, Singapore.
- Definition Corporate Sponsorship (2017, October 01). Retrieved, from Business Dictionary. Com website: [http; //www. Business dictionary.](http://www.Businessdictionary.com)



- Dietz, G.D., Myer's, S.W., & Marketing, M (2009). A resource matching-based view of sponsorship information processing: *Journal of current Issues and Research in Advertising*, 31(1), 123-131.
- Donlan, L., & Crowther, P. (2014). Leveraging sponsorship to achieve consumer relationship objectives through the creation of 'marketing spaces; An Exploratory study. *Journal of Marketing Communications*, 20 (4), 291-306.
- Emmett, A. (2015). *An investigation into how businesses use sponsorship within their marketing strategy to promote the organisation at events and what motivates the organisation to do so*. MS Dissertation presented at Cardiff Metropolitan University. Retrieved from <http://hdl.handle.net/10369/7175>.
- Eriksson, J., & Hjalmsen, A. (2000). *Event marketing as a promotional tool- A case Study of four companies*, International Business and Economics Programme. Master Thesis, Lulea University.
- ESA Sponsorship Fact Sheet 1, (2013). Definition Retrieved from <http://stakeholdersof.com.org.uk/binaries/consultations/reg-broad/ad/responses/European-sponsorship.pdf>.
- Eunju, S., Love, C., & Bai, B. (2008). An examination of impact of sponsorship on attendees, recognition of sponsor. *Journal of Convention and Event Tourism*, 6(4), 27-46.
- Event Guide (2012). Manual/Guidelines issued by Wodonga City Council Australia. Retrieved from <http://www.wodonga-vic.au/leisure-arts-vis>.
- Event Sponsors Report (2013). Event sponsorship report issued by Caltex. Retrieved from <http://eventsandsponsors.com/content/caltex-uses-sponsorship-reach-their-target-market-0>.
- Event Track Repot (2014). Experiential Marketing Content Report by event marketing institute. Retrieved from <http://www.com/wp-content/up>.
- Fedor, D.B., Caldwell, S. and Herold, D.M. (2006). The effects of organizational changes on employee commitment: a multilevel investigation. *Journal of Personnel Psychology*, 59(1), 1-29.

- Fahy, J., Farrelly, F., & Quester, P. (2004). Competitive advantage through sponsorship; a conceptual model and research propositions, *European Journal of Marketing*, 38 (8), 1013-1030.
- Ferrand, A., & Pages, M. (1996). Image sponsoring; A methodology to match event and sponsor. *Journal of Sport Management*, 10(3), 278-197.
- Fill, C., & Hughes, G. (2008) CIM Course book; *Marketing Communication*, 1st ed, Butterworth-Heinemann, Oxford.
- Fineweek, (2007). Big Bucks Still Back Sponsorship. *Ad Review*, 16(4), 72-73.
- Fleck, R., & Quester, P. (2007). Birds of feather Flock Together; Definition, role and measure of congruence; an application to sponsorship. *Journal of Psychology & Marketing*, 24(11), 975-1000.
- Fornell, C., & Larcker, D.F. (1981). Evaluating Structural Equation Models with unobservable variables and measurement error, *Journal of Marketing Research*, 18(3), 39-50.
- Gallup Pakistan Repot (2010, December 18). Retrieved from Gallup.Com.pk/bb-old-site/ad spend/2010/2, Jpg.
- Gardner, M. P., & Shuman, P. (1988). Sponsorships and small businesses. *Journal of Small Business Management*, 26(4), 44-52.
- George, D., Susan, W.M., & Stafford, M. R. (2012). Understanding consumer response to sponsorship a source matching approach. *Journal of Psychology and Marketing*, 29(4), 226-239.
- George, E.B., & Michael, A, B. (2002). *Advertising and Promotion* 4th Edition, Irwin Professional Publishing, UK.
- Getz, D. (1991). *Festivals, Special Events, and Tourism*. Van Nostrand Reinhold, NY.
- Getz, D., & Andersson, T. (2010). The event-tourist career trajectory: A study of high involvement amateur distance runners. *Scandinavian Journal of Tourism and Hospitality*, 19 (4), 468-491.
- Ghanni.U., Jahanzeb, M.K., & Wisal, A. ( 2013). The impact of cause related marketing on the purchase of convenience goods in Peshawar. *Journal of Management Series*, 2(2), 130-139.

- Ghauri, P.N., & Gronhaug, K. (2005). *Research methods in business studies; A practical Guide*, 3rd ed, Financial Time Prentice Hall, London.
- Goffin, R. D. (2007). Assessing the adequacy of structural equation models; Golden rules and the editorial policies. *Personality and Individual Differences Journal*, 42(5), 831-839.
- Gogoi, B. (2013). Study of antecedents of purchase intention and its effect on brand loyalty of private label brand of apparel. *International Journal of Sales & Marketing*, 3(2), 73-86.
- Goldblat, J. (2008). *Special events; the roots and wings of celebration*. 5th edn, John Wiley & Sons Inc, New Jersey.
- Grey, A.M., & Skildum-Ried, K. (2003) *the sponsorship seeker, stool kit*, 2nd ed, Mc Graw-Hill, Sydney.
- Grohs, R., Wagner, U. & Vsetecka, S. (2004). Assessing the effectiveness of sport sponsorships; An empirical examination. *Schmalenbach Business Review*, 56(2), 119-138.
- Groza, M., Cobbs, J. & Schaefer, T. (2012). Managing a sponsored brand; the importance of sponsorship portfolio congruence. *International Journal of Advertising*, 31(1), 63-84
- Gwinner, K., & Swanson, S. R. (2003). A model of fan identification: Antecedents and sponsorship outcomes. *Journal of Services Marketing*, 17(3), 275-294.
- Gwinner, K.P., & Eaton, J. (1999). Building brand image thorough event sponsorship; The role of image transfer. *Journal of Advertising*, 28(4), 47-57.
- Hair, J.F., Black, W.C., Babin, B.J., & Anderson, R.E. (2010). *Multivariate data analysis*, 7th ed. Prentice Hall, New Jersey.
- Harvey, B., Gray, S. & Despain, G. (2006). Measuring the effectiveness of true sponsorship, *Journal of Advertising Research*, 46 (4), 398-409.
- Hashmi, W., & Muzammil, S. (2014 March 14). Creating value with responsibility, *Daily DAWN's Business & Finance Review*, page 02.

- Heerden, C. H., & Plessis, P. J. (2003). The objectives set by South African sponsors for sports sponsorship. *South African Journal for Research for Sport & Physical Education*, 24(1), 20-36.
- Howard, D.R., & Crompton, J.L. (2004). *Financing Sport*, 2nd ed, Prentice-Hall Inc, Morgantown, New Jersey.
- Hu, L.T. & Bentler, P.M. (1999). Cut off criteria for fit Indexes in covariance structure analysis; conventional criteria versus new alternatives. *Structural Equation Modeling; A Multi-disciplinary Journal*, 6 (1), 1-55.
- Hughes, A., & Dann, S. (2006, December 4-6). Political marketing and stakeholders, *Australia and New Zealand marketing academy conference, Queensland University of Technology*.
- Imran, K., Saleem, M., & Qaiser, A. (2012). On line marketing confrontation in Pakistan. *Interdisciplinary Journal of contemporary Research in Business*, 3(9), 230-237.
- International Event Group (2007, April 15). *Performance Research* (Press Release). Retrieved from [http : // www. Performance research.com / marketing-presentations. htm](http://www.performance-research.com/marketing-presentations.htm).
- International Event Group (2017, January 30). *Healthy spending increases expected, but issues loom that could challenge expectations* (Press Release). Retrieved from [http:// www-Sponsorship.com/IEGSR/2017/01/04/Sponsorship-Spending-Forecast/-Continued-Growth -Ar.aspx](http://www.Sponsorship.com/IEGSR/2017/01/04/Sponsorship-Spending-Forecast/-Continued-Growth -Ar.aspx).
- Irem, K., & Pirzada,S.A. (2015). Sport sponsorship as a promotional tool: an exploratory study in the context of banking sector of Pakistan. *Science International Journal*, 27(4), 3447-3453.
- Jiffer, M., & Ross, M. (1999). *Sponsorship; a way of communicating*. 1st ed, Ekerlids Forlag AB, Stockholm. Sweden.
- Jobber, D. (2004). *Principles and Practice of Marketing*. 7th ed, Me Graw-Hill, Maidenhead, UK.
- Jobber, D. (2007). *Principles and practice of marketing*, 5th ed, Mc Graw Hill, UK.

- Jobber, D., & Ellis-Chadwick, F. (2012). *Principles and Practice of Marketing*, 7th ed, McGraw-Hill Higher Education, Berkshire UK.
- Johansson, M., Utterstrom, T. (2007). Sport sponsorship; A marketing tool in Swedish companies. *Journal of Marketing Management*, 44(2), 125-134.
- Johar, G. V. & Michel, T. P. (1999). Relatedness, prominence and constructive sponsor identification. *Journal of Marketing Research*, 36(4), 299-312.
- Joseph, M.V., & Daniel, M.L. (2009). Exploring the nature of relationship between CSR and competitiveness. *Journal of Business Ethics*. 243-256.
- Kaplan, D. (2000). *Structural Equation Modeling; Foundations and Extensions*. 2nd ed, Sage, Newbury Park, CA.
- Keller, K. L. (2001). Mastering the Marketing Communications Mix; Micro and Macro Perspectives on Integrated Marketing Communication Programs. *Journal of Marketing Management*. 17(9), 819-848.
- Keller, K. L., Parameswaran, M. G., & Jacob, I. (2011). *Strategic brand management building, measuring, and managing brand equity*. 3rd ed, Pearson Education, Inc, New Delhi.
- Keller, K.L. (1993). Conceptualizing, measuring, and managing customer-based brand equity. *Journal of Marketing*, 57(2), 1-22.
- Kim, Y. K., Ko, Y. J., & James, J. (2011). The impact of relationship quality on attitude toward a sponsor. *Journal of Business & Industrial Marketing*, 26(8), 566-576.
- Kline, R. B. (2005). *Principles and practice of structural equation modeling*. 2nd ed, Guilford Press, New York.
- Kline, R. B. (2010). *Principles and Practice of Structural Equation Modeling*, 3rd ed, Guilford Press, NY.
- Kotler, P., & Armstrong, G. (2010). *Principles of Marketing*. 9th ed, Prentice Hall Upper Saddle River, NJ.
- Krag, A. (2007, August, 12). *Sport sponsorship management: Practices in objective setting and measurement*. Paper presented on Annual Honors Colloquium, University of New South Wales Sydney, Australia.

- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement Journal*, 30(3), 607- 610.
- Lacey, R., Sneath, J.Z, Finney, R.Z., & Clause. (2007). The Impact of repeat attendance on event sponsorship effects. *Journal of Marketing Communication*, 13(3), 243-255.
- Lagae, W. (2005). *Sports Sponsorship and Marketing Communications: A European Perspective*. 2nd ed, Financial Times Prentice Hall, NY.
- Lammers, M. (2010). *Strategic use of sponsorship: Development of a progression model* (Master's thesis), Utrecht University, Netherlands.
- Lund, R. (2014, April, 14). *Private banking and art. Relationship building and cross-cultural marketing. A case studies*. Paper presented at the World Business and Social Science Research Conference, Paris.
- Lund, R & Greyser, S.A (2016). *Corporate sponsorship in culture - a case of partnership in relationship building and collaborative marketing by a global financial institution and a major art museum*. Working paper 16-041. Retrieved from <http://www.manutd.com/en/Partners/GlobalPartners.aspx?sponsored/CC819DDA-A807-45EC-8417-FCC583DFA2A0>.
- Madrigal, R. (2001). Social identity effects in a belief attitude-intentions hierarchy: implications for corporate sponsorship. *Journal of Psychology and Marketing*, 18 (2), 145-65.
- Mangold, W., & Faulds, D. (2009). Social Media: The new hybrid element of the promotion mix. *Business Horizons Journal*, 52(4), 357-365.
- Marios, D.S., Chistos,D.S., & Stelios, I.V. (2013,May 30-June 2). Events Sponsorship; Managing a Mutually Beneficial Partnership. Paper presented in 5th *International Scientific Conference on "Tourism Trends and Advances in the 21st Century"*, Rhodes, Greece.
- Marketo Report, (2015). *Manual, A definitive guide to event marketing*. Retrieved from <http://www.usfa.ufl.edu/uploads/mcda/Marketo-Definitive-Guide-to-Event-Marketing.pdf>.

- Martensen, A., Gronholdt, L., Bendtsen, L., & Jensen, M.J. (2007). Application of a model for the effectiveness of event marketing. *Journal of Advertising Research*, 47 (3), 283-30.
- Masterman, G. (2007). *Sponsorship: a return on investment*. 1st ed, Taylor & Francis Ltd, Oxford, UK.
- Masterman, G. (2014). *Strategic sports event management*. 3rd ed. Routledge, London.
- Marketo Report, (2012). Manual, A definitive guide to event marketing Retrieved from [Http://marcato.festival.com/festival-organizers-b](http://marcato.festival.com/festival-organizers-b).
- Meenaghan, J.A. (1983). Commercial sponsorship. *European Journal of Marketing*, 17(7), 5-69.
- Meenaghan, T. (1991). The role of sponsorship in the marketing communications mix. *Intelligence Journal on Advertising*, 10(1), 35-47.
- Meenaghan, T. (1999). Commercial sponsorship; the development of understanding. *International Journal of Sports Marketing and Sponsorship*, 1(1), 19-32.
- Meenaghan, T. (2001a). Sponsorship and advertising: A comparison of consumer Perceptions. *Psychology and Marketing*, 18(2), 191-215.
- Meenaghan, T., & Shipley, D. (1999). Media effect in commercial sponsorship. *European Journal of Marketing*, 33(3), 1-12.
- Michael, J. B. (2002). *The Marketing Book*. 5th ed, Butterworth-Heinemann, UK.
- Michel T.P. (1991). The evaluation of sponsorship effectiveness; a model and some methodological considerations, *Gestion 2000 Journal*, 7 (4), 47-66.
- Michellini, A.G., Iasevoli, G., & Theodoraki, E. (2017). Event Venue satisfaction and its impact on sponsorship outcomes. *Journal of Event Management*, 21(1), 319-331.
- Mishra, S., & Suar, D. (2010). Does Corporate Social Responsibility Influence Firm Performance of Indian Companies, *Journal of Business Ethics*, 95(4), 571-601.
- Morris, D., & Irwin, R. L. (1996). The Data-driven approach to sponsorship acquisition, *Sport Marketing Quarterly*, 5(2), 7-19.
- Mubushar, M., Hasider, I., & Iftikhar, K. (2013). The effect of integrated marketing communication on customer-based brand Equity with mediating role of corporate

- reputation in cellular Industry of Pakistan. *Global Journal of Management and Business Research Marketing*, 13(6), 2249- 4588.
- Müller, J., Alt, F., & Micheli, D. (2011). *Pervasive advertising*. Springer, London.
- Nadav, S., Smith, W.W. & Canberg, A. (2010). Examination of corporate sponsorship of charitable events. *Event Management, an International Journal*, 14 (3), 239-250.
- Nadia, Q. (2013). Impact of cause related marketing on consumer purchase intention: mediating role of corporate image, consumers. Attitude and brand attractiveness; *Middle-East Journal of Scientific Research*, 16 (5), 633-643.
- Nathalie D.F., & Quester, P. (2007). Birds of a feather flock together. Definition, role and measure of congruence; An Application to sponsorship. *Journal of psychology & marketing*, 24 (11), 975-1000.
- Nickell, D. (2010). *Sponsorship Model: Leverage and Activations*. PhD Dissertation, Georgia State University.
- Nickell, D., Cornwell, T. B., & Johnston, W.T. (2011). Sponsorship linked marketing: a set of research propositions. *Journal of Business and Industrial Marketing*, 26(8), 577-589.
- Nickell, D., Cornwell, T. B., & Johnston, W.T. (2011). Sponsorship linked marketing: a set of research propositions. *Journal of Business and Industrial Marketing*, 26(8), 577-589.
- Nigel, K.I., Pope, Kevin, E. V. (1999). Sponsorship and Image; a Replication and extension. *Journal of Marketing Communications*, 5(1),17-28.
- Nufer, G., & Bühler, A. (2010). Establishing and maintaining win-win relationships in the sports sponsorship business. *Journal of Sponsorship*, 3(2), 157-168.
- Nufer G, Bühler A (2011). *Marketing in Sport*. 2nd ed, ESV, Berlin.
- O'Relly N.J., & Madill, J.J. (2012). The development of a process for evaluating marketing sponsorships. *Canadian Journal of Administrative Sciences*, 29(3), 50-66.
- O'Relly, N.J., & Madill, J.J. (2007). Evaluating social marketing elements in sponsorship; *Social Marketing Quarterly*, 13(4), 1-25.



- Okumus, F., Althinary, L. & Chathoth, O. (2010). *Strategic management for hospitality and tourism*. 1<sup>st</sup> ed, Taylor & Francis, Oxford, UK.
- Olsen, B. K., & Hill, R. (2006). The impact of sponsor fit on brand equity. *Journal of Services Research*, 9(1), 73-83.
- Olsen, E., & Thjomoe, H.M. (2009). Sponsorship effect: assessing the financial value of sponsoring by comparisons to television advertising. *Journal of Academy of Marketing Science*, 37 (4), 504-515.
- Olson, E. L. (2010). Does sponsorship work in the same way in different sponsorship contexts? *European Journal of Marketing*, 44(1), 180-199.
- Onkvisit, S., & Shaw, J. (1987). Self-concept and image congruence: some research and managerial implication. *The Journal of Consumer Marketing*, 4(1), 13-23.
- Pelsmacker, P., Geuens, M., & Van Den Bergh, J. (2010). *Marketing Communications. A European Perspective*. 4th ed, Prentice Hall Financial Times, Harlow, UK.
- Pitts, B.G., & Slattery, J. (2004). An examination of the effect of time on sponsorship awareness levels. *Sport Marketing quarterly*, 13(3), 43-54.
- Pope, N. & Voges, K. (2000). The impact of sport sponsorship activities, Corporate image and prior use on a consumer purchase. *Sport Marketing Quarterly*, 9(2), 97-102.
- Quester, P., & Farrelly, F. (1998). Brand association and money decay effects of sponsorship: the case of the Australian formula one grand prix. *Journal of Product and Brand Management*, 7(6), 539-556.
- Reisinger, Y. and Mavondo, F. (2006) Structural Equation Modeling: Critical Issues and New Developments, *Journal of Travel and Tourism Marketing*, 21 (4), 41-71.
- Richard, S., & Peter, T. (2000). Determinants of Sports Sponsorship Response. *Journal of the Academy of Marketing Science*, 28 (2), 226-238.
- Riezebos, R., Kist, B., & Kootstra, G. (2003). Brand Management: A Theoretical and Practical Approach. Harlow: Financial Times Prentice Hall of sponsor motive. *Journal of Advertising*, 11(1), 29-42.
- Rifon, N. J., Choi, S. M., Trimble, C. S., & Li, H. (2004). Congruence effects in sponsorship: The mediating role of sponsor credibility and consumer attributions of sponsor motive. *Journal of Advertising*, 33(1), 29-42.

- Rowley, J., & Williams, C. (2008). The impact of brand sponsorship of music festivals. *Journal of Marketing Intelligence & Planning*, 26(7), 781-795.
- Roy, D. & Graeff, T. (2003). Consumer attitudes towards cause-related marketing activities in professional sports. *Sports Marketing Quarterly*. 12(3),163-172.
- Roy, D. P., & Cornwell, T. B. (2004). The effects of consumer knowledge on responses to event sponsorship. *Psychology & Marketing*, 21(3), 185-207.
- Ryan, A., & Fahy, J. (2012). Evolving priorities in sponsorship: From media management to network management, *Journal of Marketing Management*, 28(9), 1132-1158.
- Sadia, A., Ghani, U.& Niazi, A. (2013). Impact of celebrity credibility on advertising effectiveness in Pakistan. *Journal of Commerce and Social Sciences*. 7 (10), 107-127.
- Sandler, D.M., & Sham, D. (1989). Olympic Sponsorship vs “Ambush” Marketing, who gets the Gold. *Journal of Advertising Research*, 29(4), 9-15.
- Saunders, M., Lewis, P., & Thornhill, A. (2012). *Research Methods for Business Students*, 6<sup>th</sup> ed, Pearson.
- Schmitt, B. H., Rogers, D. L., & Vrotsos, K. (2003). *There is no business that's not show business: marketing in an experience culture*. Financial Times Prentice Hall. NY.
- Sekaran, U. (2002). *Research Methods for Business; A Skill Building Approach*. 4th ed, Jenson Books Inc, Amazon.com.
- Sekaran, U., & Bougie, R. (2010). *Research methods for business: A skill-building approach*. 5th ed. Haddington: John Wiley & Sons.
- Shah, S., Aziz, J., Jaffari, A. R., Sidra, W., & Wasiq, E. (2012). The Impact of Brands on Consumer Purchase Intentions. *Asian Journal of Business Management*, 4(2), 105-110.
- Shank. M.D., Lyberger. M.R. (2015). *Sports Marketing: A strategic Perspective*. 5th ed, Routledge, New York.
- Shanklin, W.L. & kuzma, J.R. (1992). Buying that sporting image. *Marketing Management Journal*, 1(2), 59-67.

- Shuli, D., Bhattacharya, C.B., & Sankar, S. (2010). *Corporate Social Responsibility and Competitive Advantage: Overcoming the Trust Barrier*, ESMT Working Paper, No. 10-006, <http://nbn-resolving.de/urn:nbn:de:101:1-201106143706>.
- Simmons, C.J., & Becker- Olsen, K. (2006). Achieving marketing objectives through social Sponsorship. *Journal of Marketing*, 70(3), 387- 404.
- Sirgy, M. J. (1991) Quality of life studies in marketing and management: an overview. *Journal of Business and Psychology*, 6 (3), 3-8.
- Sirgy, M. J., Dong, J. L., Johar, J.S., & John, T. W. (2008). Effect of self-congruity with the sponsorship on brand loyalty. *Journal of Business Research*, 61(1), 1091-1097.
- Smith. A., Graetz. B., & Westerbeek, H. (2008). Sport sponsorship, team support and purchase intentions. *Journal of Marketing Communication*, 14(5), 387-404.
- Sneath, J.Z., Finney, S.R., & Close, A.G. (2005). An IMC approach to event marketing: the effects of sponsorship and experience on customer attitudes. *Journal of advertising Research*, 45(4), 373-381.
- Sobel, M. E. (1986). Some new results on indirect effects and their standard errors in covariance structure models. *Sociological Methodology Journal*, 16(1), 159-186.
- Sorteriades, M.D., Sarmanioties, C.D., & Varvaressos, S.I. (2013). *Event sponsorship: managing a mutually beneficial partnership*. 5th International Scientific conference on tourism trends in the 21st Century. Phodes, Greece.
- Soteriades, M.D. & Dimou, I. (2011), Special Events: A Framework for efficient management. *Journal of Hospitality Marketing and Management*, 20(10), 329-346.
- Speed, R. and Thompson, P. (2000). Determinants of sports sponsorship response. *Journal of the Academy of Marketing Science*, 28(2), 226-238.
- Spider Graham, (2013). Retrieved from [http://www.bizjournal.com/bizjournal/how-to Sport;EcquidNovi:AfricanJournalismStudies](http://www.bizjournal.com/bizjournal/how-to-Sport;EcquidNovi:AfricanJournalismStudies). [http://dx. HYPERLINK "http://dx.doi/"doi. Org / 10.1080 / 02560054. 2003.9653258](http://dx.doi.org/10.1080/02560054.2003.9653258).
- Syed, A., & Faridah, S. (2009). Online Corporate Brand Images and Customer Loyalty. *International Journal of Business and Society*, 10(2), 1-19.

- Sylvestre, C.M. & Moutinho, L. (2007). Leveraging associations: The promotion of cultural sponsorship; *Journal of Promotion Management*, 10(1), 63-73.
- Temel, A.S., & Sirin, E.F. (2017). The and relation between sports sponsorship and corporate image, reputation and intension to buy, TORKU case. *Turkish Journal of Sports and Exercise*, 19(2), 241-253.
- Thjøømøe, H. M., Olson, E. L., & Brønn, P. S. (2002). Decision-making processes surrounding sponsorship activities. *Journal of Advertising Research*, 42(6), 6-15.
- Thwaiters (1998). Sports sponsorship development in leading Canadian companies: issues and trends. *International General of Advertising*, 17(1), 29-49.
- Tripodi, J.A., & Hirons, M. (2009) Sponsorship leveraging; Case studies on Sydney Olympic Games, *Journal of Promotional Management*, 4(2), 158 -177.
- Tufail, S., Saeed, R., Zameer, H., Bilal, M., & Bilal, N.B. (2014). Impact of Sponsorship and Publicity on Brand Equity. *International Journal of Academic Research in Business and Social Sciences*, 4(11), 15-23.
- Turkmen, M.S., Pirtini, S., Bayraktar, A., & Bilgen, I. (2016). A research on relationship between corporate social responsibility and consumer purchase intention. *Journal of Marmara University Social Sciences Institute / Öneri*, 12(45); 375-392.
- Urriolagoitia, L. & Planellas, M. (2007). Sponsorship relationships as strategic alliances: a life cycle model approach. *Business Horizons*, 50(2), 157-166.
- Wakefield, K. L. (2007). *Team sports marketing*. 4th ed, Elsevier Butterworth-Heinemann. Amsterdam.
- Walliser, B. (2003). An International review of sponsorship research: extension and update. *International journal of Advertising*, 22 (1), 5-40.
- Walraven, M., Koning, R. H., & Bottenburg, V. M. (2012). Sponsorship and the achievement of corporate objectives. *The Marketing Review*, 12(1), 17-38.
- WARC. (2017) Adstats: Global Sponsorship. Available: [https://ezproxy.ncirl.ie:3506/SubscriberContent/Article/adstats\\_global\\_sponsorship/110253](https://ezproxy.ncirl.ie:3506/SubscriberContent/Article/adstats_global_sponsorship/110253) Last accessed 15th August 2017.

- Weeks, C.S., Cornwell T.B., & Brennan., J.C. (2008). Leveraging sponsorships on the Internet; Activation, congruence and Articulation. *Psychology and Marketing*, 25(7), 637-654.
- Westberg, Kate, Pope, & Nigel. (2014). Building brand equity with cause related marketing: A comparison with Sponsorship and Sales promotion. *Journal of Marketing Communication*, 20(6), 215-221.
- Willman, D. (2010). Top 10 reasons why sponsoring an event is a brilliant marketing. Retrieved from Strategy-<http://www.examiner.com/article/top-10-reasons-why-sponsoring-an-event-is-a-brilliant-marketing-strategy>.
- Winkelmann, S.C. (2016). *Event sponsorship and event marketing: brand and performance-related outcomes and the moderating effects of brand orientation and organizational innovativeness*. PhD Thesis, Southborough University, **Massachusetts**. USA.
- Woisetschlager, D.M., & Michaelis, M. (2012). Sponsorship congruence and brand image: A pre- post event analysis. *European Journal of Marketing*, 46(3-4), 509-523.
- Woisetschläger, D.M., Backhaus, C., Evanschitzky, H., & Michaelis, M. (2010). Determinants of sponsorship fit: a multilevel analysis. *Journal of North American Advances in Computer Research*, 37(5), 548-549.
- Wood, E.H., & Masterman, G. (2008, January 17-19). *Event marketing: Measuring an experience*. Paper presented in 7th International Marketing Trends Congress. Venice, Italy.
- Ying, F., Pfitzenmaier, N. (2002). Event Sponsorship in China; Corporate Communications. *An International Journal*, 7(2), 110-116.
- Zaichkowsky, J. L (1985). Measuring the Involvement Construct in sponsorship. *Journal of Consumer Research*, 12(3), 341-352.
- Zameer, H., Tariq, A., & Kausar, U. (2015). Impact of service quality, corporate image and customer satisfaction towards customers perceived value in the banking sector in Pakistan. *International General of Bank Marketing*, 33(4), 442-456.

Zarantonello, L., & Schmitt, B. H. (2013). The impact of event marketing on brand equity: the mediating roles of brand experience and brand attitude. *International Journal of Advertising*, 32(2), 255-280.

Appendix A  
Sponsorship Approaches, Contributions and Limitations

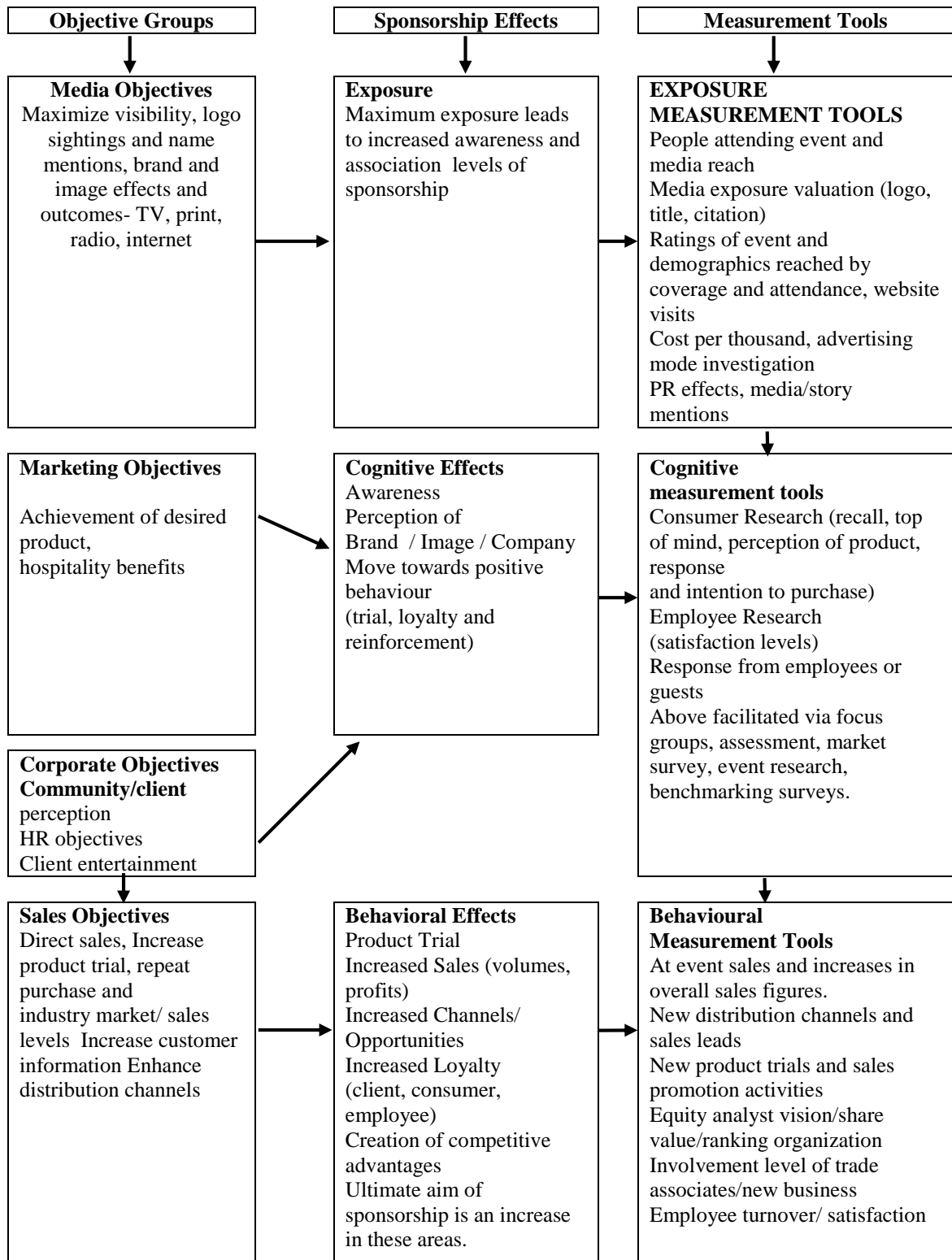
<b>Approach and Time</b>	<b>Central Focus</b>	<b>Contributions to Sponsorship Literature</b>	<b>Key Capabilities Identified</b>	<b>Limitations</b>
Philanthropic Approach  (Pre 1980's - 1980's)	Sponsorship as gift	Wide-ranging company objectives and prospective manifold audience for sponsorship. Prominence in eyes of consumer Re: indirect type of communications incentive.	Personal network. Building Sponsorship selection. Media management	Lack of concerted effort in sponsorship management, including lack of sponsorship policy and 'director choice' Syndrome.
Market Centered Approach  (1980 - Early 1990)	Sponsorship as Investment	Sponsorship recognized as a substitute to customary interactions, which bore costly development in sponsorship models seen as a significant factor in shaping the development of the sector.	Sponsorship selection  Media management	Overemphasis on traditional communications effectiveness tools sponsorship outcomes, difficulties in measurement of effectiveness recognized.
Consumer Centered Approach  (Early 90- Late 90)	Sponsorship as meaning	Limitation of traditional view of assessing effectiveness acknowledged.  Work focused on understanding relationship between consumers-event-Sponsor.	Sponsorship choice ability ranges from recognizing resemblance in objective demographics towards mounting strong emotional links between fans and the brand.	Work has not received level of attention from mainstream sponsorship researchers – has developed as discreet area of research.

<b>Approach and Time</b>	<b>Central Focus</b>	<b>Contributions to Sponsorship Literature</b>	<b>Key Capabilities Identified</b>	<b>Limitations</b>
Strategic Resource Approach (Late 90- Early 2000)	Sponsorship as source of competitive advantage	Recognized that sponsorship, if managed correctly, could be advantageous. Developed as a result of increased competition in the sector, and the increased power of certain sponsored events (particularly in sport)	A high level of brand image and marketing expertise necessary to attain a perceptual map between the two brands	Particular emphasis given to the capabilities and resources required by the sponsor to maximize effectiveness of sponsorship. Organizations recognized (i.e. Intrinsic benefits of engaging with sponsored potential resource transfer and development)
Relationships and networks Approach (Early 2000- Present day)	Sponsorship as interaction	Develops concept that sponsorship is greater than mere communications stimuli. Advantages of integrating a relational lens acknowledged. Emergence of dyadic view on considering interaction between sponsor and sponsee.	Joint working and, sponsorship led brand building capabilities. Network-specific includes network visioning and orchestration, and relationship Portfolio management.	While language of relationships Emerging, certain authors still take perspective of sponsor only. Specific capabilities required to manage in network context under explored.

Source: Chadwick and Thwaites (2005)

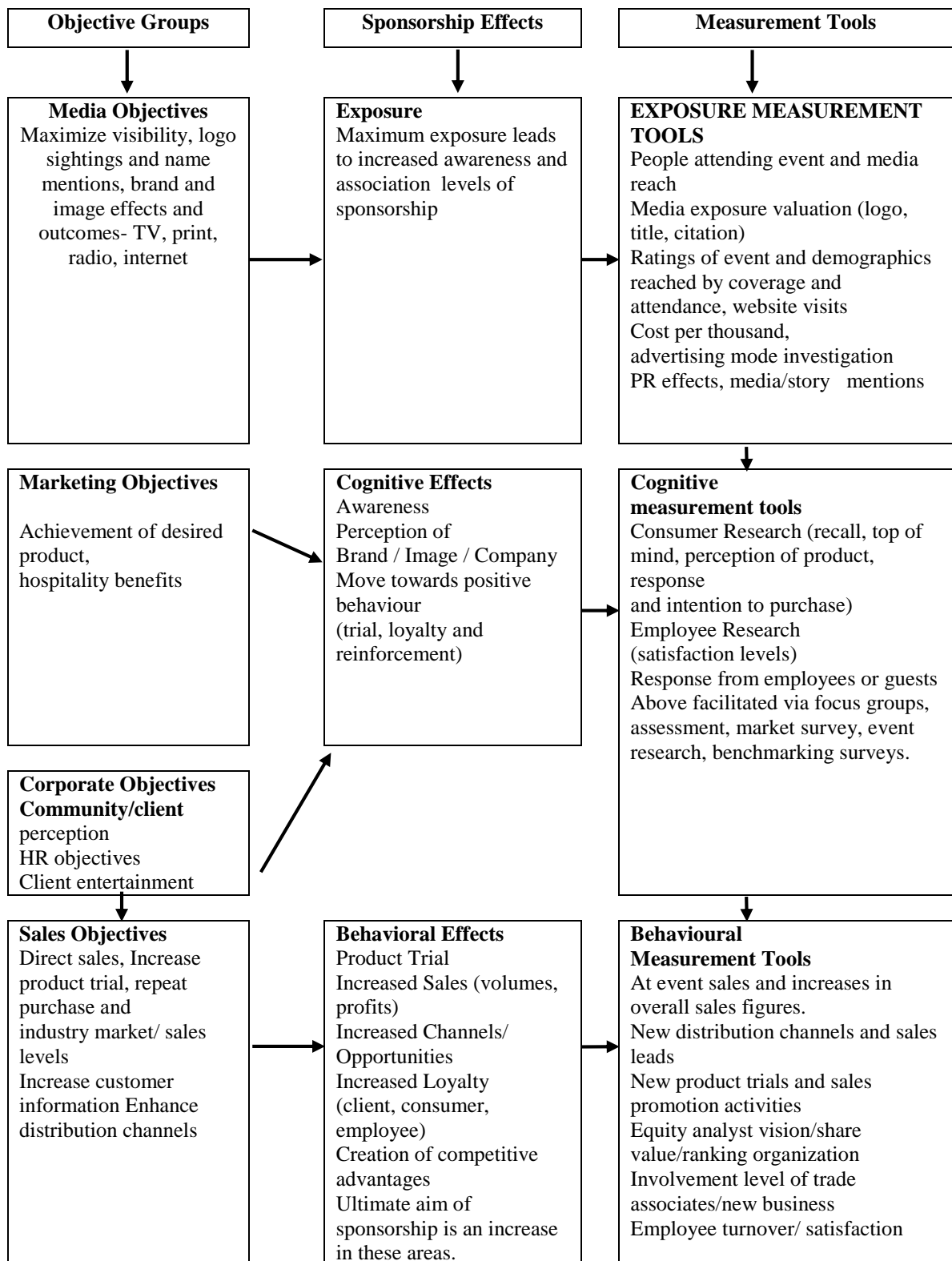


Appendix B  
Cyclical Sponsorship Management Frame Work



Source: Krag (2007)

Appendix C  
Marketing Objectives and Other related Outcomes from Sponsorship Marketing



Source: Jobber (2004)

## Appendix D

### Sponsorship: Objectives, Metrics, and Methods

Objective	Reach	
Sponsor - Client Acquisition means to get more customers	1.	Local residents - Non customers.
	2.	Non regular customers - inhabitants of a close by location town /city.
	3.	Other inhabitants of the state who are non-customers.
Sponsor - “Impression” on projected key clientele	4.	Top 1% of clients (or prospects) ; both company and individual
Sponsor - Demonstrate image of sponsor	5.	Residents of the province
Sponsor - Inculcate understanding that sponsor cares	6.	Residents of the Province
Sponsor - Develop brand stature in current clientele	7.	Existing clientele
Sponsor - Internal marketing (employee inspiration)	8.	Staff
Sponsor - Realize competitive benefit	9.	Residents of the province
Sponsor - Establish the sponsor’s position in the provincial banking market as a major player	10.	Inhabitants of the province presently consuming sponsor’s products and services
	11.	Inhabitants of the province presently availing products and services of other banks
Sponsor - Rebranding: consistence endeavor to upgrade from “small town bank” to a full service province wide bank	12.	Inhabitants of the province presently consuming the sponsor’s products and services
	13.	Inhabitants of the province presently availing products and services of other banks
Sponsor - Inculcate employee self-importance in the sponsor	14.	Staff
Sponsor - Evaluate sponsorship significance	15.	Senior management
Sponsee - Generate revenue	16.	Sponsors in gold category
Sponsee - Build longer lasting partnerships	17.	Sponsor
Sponsee - Build market empathy (through association)	18.	Residents of the province
Sponsee - Effectively service sponsors	19.	Sponsor management and staff Cosponsor client acquirement
	20.	Participants of event who did not get a credit card from the cosponsor previously
Cosponsor - Awareness of the cosponsor	21.	Sponsor customers and prospects

Source: O’Reilly & Madill (2012)

## Appendix E

### Importance of Setting The Objectives By South African Sponsors

<b>Serial</b>	<b>Type of Objections</b>	<b>Response Mean</b>	<b>Standard Deviation ( SD )</b>
<b>1.</b>	<b>Corporate Objectives</b>	<b>(3.88)</b>	<b>(0.57)</b>
	Promotion of Corporate Image	4.55	1.10
	To develop good will in community / opinion Farmers and general public	4.40	0.67
	Gaining competitive advantage through exclusivity	4.39	0.96
	Increase public awareness of company and brand	4.34	1.03
	Change public perception of company and brand	4.20	1.05
	Tie the sponsor to the success of individual player / event team	4.00	0.97
	Target specific corporate audience	3.95	1.29
	Expression of community Involvement	3.85	0.92
	Current relation improvement with staff	3.51	1.05
	Assurance to stockholders	3.30	1.25
	Assistance from staff recruitment	2.30	1.02
<b>2.</b>	<b>Product, brand, service and related objectives</b>	<b>(4.22)</b>	<b>(0.59)</b>
	Increase trademark preference	4.68	0.66
	Image enhancement within marketplace	4.65	0.63
	Increase target market consciousness	4.65	0.53
	Increase target market	4.54	0.77
	Assist brand advertising	4.50	0.69
	Integrating product / brand / service into the event	4.26	0.96
	Launch new product / brand or service	3.60	1.29
	Discover new market segment	3.56	1.19
	Sampling of merchandise during the event	3.55	1.46
<b>3.</b>	<b>Sale Objectives</b>	<b>(3.96)</b>	<b>(0.80)</b>
	Enhancement of relationship with current customers	4.43	0.68
	Aid to the sale promotion drive	4.15	1.00
	Increase long run sales	4.05	1.21
	Increase short run sales	3.55	1.17
	Getting new customers	3.98	1.13

	To facilitate sale force prospecting	3.60	1.15
<b>4.</b>	<b>Media Coverage</b>	<b>(4.46)</b>	<b>(0.60)</b>
	Media exposure during the event	4.65	0.58
	Augmentation of media exposure for product / brand	4.98	0.80
	Pre-event media coverage	4.51	0.73
	Post event media coverage	4.33	0.84
	Exposure in different choice of media	4.20	1.04
<b>5.</b>	<b>Guest Hospitality</b>	<b>(3.66)</b>	<b>(0.8)</b>
	Entertain prospective customers	4.05	1.12
	Entertain intermediaries	3.47	1.06
	Entertain employees / staff	3.10	1.2
	Entertain Suppliers	3.10	1.2

Source: Heerdon and Plassis (2013)

Appendix F  
Key trends in Event Management

<b>Key Change in Event Marketing Trends</b>		<b>Percentage Increase Year ( 2010 -13 )</b>	
1.	Enhance sales	79 %	
2.	Improve / generate brand awareness	78 %	
3.	Launch new products	59 %	
4.	Promote product knowledge and appreciation	52 %	
5.	Manipulate profound customer contribution	51 %	
<b>Use of Social Media by Consumers</b>		<b>Percentage of Use</b>	
1.	Before the Event	77 %	
2.	During the Event	77 %	
3.	After the Event	67 %	
<b>Sponsor Motives using the Event</b>		<b>Year 2014</b>	
1.	Free samples or other give-a ways	83 %	
2.	A discount and special offers	52 %	
3.	I like the company putting on the event	57 %	
4.	Awareness about product / service	44 %	
5.	Event interest and entertainment to Participants	40 %	
<b>Sponsor Initiative During the Event Purchase Decision</b>		<b>2013</b>	<b>2014</b>
1.	I sampled, used and saw a demonstration of sponsor brand / product / service and liked it.	71 %	83 %
2.	This event provided me the better understanding of the product / service	33 %	36 %

presented in the event
------------------------

<b>Use of Social Media by Consumers</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
---	-------------	-------------	-------------

1.	Face book	74 %	76 %	86 %
2.	Linked in	27 %	35 %	68 %
3.	You Tube	39 %	46 %	64 %
4.	Twitter	25 %	29 %	47 %

**Use of Marketing Budget by Sponsors on Event**

1.	Sponsorship activities	50 %
2.	Corporate Events / track shows/exhibitions	50 %
3.	Influencer events / experiences	47 %
4.	Education, information events / experiences	37 %
5.	Celebrity / Sport / Entertainment events and expenses	25 %

<b>Responsibilities for Organization and Conduct of Corporate Events</b>	<b>% Responsibility</b>
--	-------------------------

1.	Marketing / Event and sponsorship management	42 %
2.	Senior Executive / Top management (President / CEO)	34 %
3.	Trade shows Operations and Production management	11 %
4.	Business development Manager / Account management	8 %
5.	Others	5 %

Source: Event Track (2014)

## Appendix G

### Steps to get Corporate Sponsorship for your Event / Festival

	Item	Explanation
1.	Identify your Assets	See your event site thoroughly to identify all the potential places that can be used by the sponsor to publicize their brand name or logo. Classic venues are places for banners over gates and entrance, sign boards visible by passing traffic, back side of spectators seats, different booth installed on the venues, programs witnessed by the participants, shirts for spectators etc. However, logo can be positioned anywhere as per sponsor's choice. These places may be at site of meetings, celebrities, areas exclusive like back stage, site where sponsor can distribute their product / samples. These opportunities where logo can be placed are taken as assets. You can use the spreadsheet a handy way to keep track of all activities planned.
2.	Reckon the Impressions	Three key aspects can be used to determine the value of corporate sponsorship, a form of advertising. First is media advertising, which is measured by how many number of impressions (number of people / audience who see the logo), the demography of populace who observed the logo, and also the importance of related product / brand. Again a spread sheet can be used to keep track of each asset selected for the event. You are required to count the number of persons attending the event (target market for sponsors). This analysis will help sponsor to make their plans for sample distribution, other material and on site activities planned at the sight of event. This spread sheet can be used to find the traffic passing the venue every day.
3.	Assess Your Assets	Once you have prepared the inventory for your assets. You can then evaluate these assets one by one and can attach a particular price for each asset. As per researcher assessment for example, if 10,000 people are going to attend a particular event and of they see the logo, a price of \$ 100 can be attached for this asset. This amount can be adjusted as per prominence, location and quality of impressions. This can also be assessed on the basis of intimacy of the impressions on the desired sponsor target market. More the target market visiting the venue of event more is the value for the asset and respective price for that asset.
4.	Wrap up the Assets	It may not be possible to price each asset or logo separately, you have to make a package or bundle for sponsors at additional prices like \$10,000, \$ 25,000, \$ 50,000 and so on. The package can be wrapped up as per locations in the site of event, portions of event program or other rational technique and procedures through which the event might be sub-divided.
5.	Document a Preface Proposal	Best approach is to highlight the impression for potential sponsors and write one-page proposal. You are giving to mention all assets in order of priority. These include highlighting the impressions, type of audience coming on event,



	Item	Explanation
		marketing opportunities available for different sponsors. You are also required to well define the theme of event. Contributions / aid are also an applicable method to get funding for the event. Adoption of fund raising proposal to achieve this is however recommended.
6.	Research Prospects	Before you are going to send your proposal to different sponsors (initial query), you should carry out research of your perspective companies most suitable for your sponsorship. Companies having huge advertising budgets and found visible in the media, advertising and CSR could be your suitable clients. You can also focus on new national and multinational companies for your event sponsorship. The study can be performed using official directories, corporation web sites, marketing directories and media houses.
7.	Hunt for a Discovery Session	After making an inventory of sponsors, you can identify each company and discover which company is interested to buy your sponsorship. Big groups may have a dedicated individual for this duty. Medium sized companies may have sponsor or brand manager responsible for this task and who can take the decision. However, owners are the decision makers in small companies. You are required to send one-page proposal to them. Follow up and request for meeting is required. In initial meeting you are required to judge the company interest for requirement of sponsorship opportunities, media attention and other needs. They may be informed regarding important opportunities which can be offered to them i.e. media attention, provision of target clients, an association with a popular cause and other sort of attractions.
8.	Negotiate the Agreement	A detailed proposal be written when your sponsor has shown initial interest for some package identified by you. Addition of different particulars such as terms of payment, logo details, payment for logo signage and special remuneration to participants from the sponsoring company should be addressed. Depending on size of sponsorship, a countersigned proposal may serve as sponsorship agreement. With single or larger sponsors there is a requirement to have detailed contract and number of meetings will be required to discuss all aspects. This aspect may include naming of event, legal requirements and other aspects.
9.	Fulfillment of Follow up	All sponsors must be given lot of attention and special care before, during and after the event. Any change or modification during the event suggested by the sponsor should be considered and implemented if possible. Necessary feedback and proof that you abided by your obligation must be documented and communicated. This can be done by taking pictures and videos of important occasions of event and media assessment coverage reports. You are also required to meet the sponsors to review the event evaluation and sponsorship assessments. Formal thank you letters may be forwarded to all sponsors at the end of events.

Source: Mankato Report (2012)

## Appendix H

## Factors Affecting Consumer Response to Sponsorship

Factors	Authors
Congruence or 'fit' between sponsor and sponsored property/event. This fit means fit of image of sponsor and event and functional similarity between sponsor and event. This fit is liked by the audience and they will have positive attitude towards sponsor brand/product and event.	Ferrand and Pages (1996) ; Kinney and McDaniel (1996); Gwinner (1997) ; Gwinner and Eaton (1999) ; Speed and Thompson; (2000); Roy and Graeff (2002)
Consumer attitudes towards sponsored property will be positive if the sponsor and event work together in one direction to achieve the objectives of sponsors and event.	Lee et al (1997); Speed and Thompson (2000)
Consumer attitudes towards commercialization will be only positive if there is credibility of sponsor and event.	Lee et al. (1997)
Perceived sincerity of sponsor in terms of sponsor commitment and involvement in event sponsorship and sponsor's previous image in minds of audience and customers.	Speed and Thompson (2000)
Perceived ubiquity of sponsor (negative relationship) means the audience does not have old association with the sponsor and current association is also not very clear positive or negative.	
Perceived status of sponsored property	
Strong emotional response to sponsored property /event by the audience will have positive impact for effectiveness of sponsorship.	Quester and Farrelly (1998)
High identification/emotional involvement with sponsored property (team) by the audience will have positive impact on their attitude towards sponsor and event initiatives.	Bennett (1999); Madrigal (2001)
Extent of exposure to sponsorship by audience will affect the relationship.	Lardinoit and Derbaix (2001)
High identification with rival team (negative relationship)	Jenkins and Fleming (2002)

Source: Davies, Veloutsou & Costa, 2006.

Reference	Findings
Otker & Hayes, 1988	The relation between sponsor and event / property on a continuum ranges from very weak to very strong.
McDonald, 1991	Direct relevance between intervals when sponsor's brand can be used during the event. Indirect relevance between sponsor and sponsee certain features of the sponsor can be linked with the event.
Astous & Bitz, 1995	Direct relation between sponsor and event / property
Gwinner, 1997	Use of product / brand by event participants on functional basis. The image of the event can be linked with the image of brand - image basis.
Didellon, 1997	Perceived Alignment: Generally positive opinion of the rational link between sponsor and property.
McDaniel, 1999	Correspondence between Sponsor and Event: Supposed resemblance between sponsor's characteristic and event features.
Johar & Pham, 1999	Connection: Existence of a semantic relation between sponsor and event.
Gwinner & Eaton, 1999	Same as Gwinner, 1997
Speed & Thompson, 2000	Fit or Congruence: Approach towards the match up sponsor/event and extent to which the pair is considered as well matched.
Jagre, Watson, 2001	Congruence or Fit: As defined by Heckler & Childers (1992 and Mandler (1982). Fit: Consistency with preceding prospect and schemas
Becker - Olsen & Simmons, 2002	Native Fit: Extent to which the sponsor and the cause can go well together, irrespective of any communication. Created Fit: Fit caused by communication Fit induced by communication and not inherent to the organization.
Basil & Basil, 2003	Fit: Complimentary association. Association: Extent to which the company and the sponsored organization contribute common traits. Complementarily: Attribute of two entities with shared goals and objectives.
Rodgers, 2004 Rifon et al, 2004	Relevancy: Expected familiarity between the sponsor's products and sponsored objects. Same as Gwinner, 1997.
Louis, 2004	Similarity: Extent to which individuals suppose that the link between sponsor and the property is rational or not (based on functional or image resemblance as per Gwinner, 1997).
Pentecost & Spence, 2004	Fit: Six Dimensions (targeting, image, location, typicality, clash, complementarily).

Source: Nathalie & Quester, 2007

## Appendix J

### Summary on the Coordination of Leveraging Tools and Activities

Studies	Key Findings	Comments on the Finding
Gilbert, 1988	Study the management of different tools in the marketing communication combination like press, public relations, advertising, internal communications, on site activities, use of social and media liaison and application of hospitality marketing. This implies the need to leverage these activities to achieve enhancement of sponsorship effectiveness.	This study elaborated the significance of bringing together leveraging tools and actions for success of sponsorship and success of event as a whole. An in-depth study is required on how this coordination might be accomplished for success of sponsorship.
Meenaghan, 1994	Considerable efforts must be taken in promoting the sponsor's association with an event and property and proposes using advertising, public relations, and sales promotions through linkages.	The detailed analysis in the study provided very valuable lessons for sponsors. However, the finding is presented within the context of "ambush marketing" wherein contestants search for relationship with an event or property. This association however may be more appropriate for sporting events instead of arts programs which, due to their market share, enjoy a better proposition to convey their messages to a mass market and audience attending the event.
Cornwell, 1995	Develops on Gilbert's (1988) concern with sponsorship linked marketing. Makes a strong case for the use of all elements of marketing communication mix to achieve the objectives of a coherent message used by the sponsor to promote its brand / product.	Leveraging in sponsorship conduct is discussed within the context of two case studies. The discussion of these companies' leveraging activities is journalistic, reporting seemingly from general press information and examination. A theoretical model is presented without any in-depth investigation of the working methods of the companies involved.
Cornwell & Maignan, 1998	Suggests that choice to employ different types of sponsorship tools is dictated by different types of audience. For example, if the goal were to provide corporate hospitality for a target audience, the sponsorship of a small venue would be more appropriate.	The research does not provide any experimental proof to augment this Claim

Source: Sylvestre and Moutinho (2007)

## Appendix K

### Studies on the Benefits of Leveraging

Studies	Key Findings	Comments on the Finding
Quester & Thompson, 2001	Companies by using a before and after type of design model, illustrates that sponsor companies are keen to promote their sponsorship by investment to fetch better prospects from the relationship with event and property. Likely benefits to accrue could be in the form of brand and product awareness that the company has carried out. The sponsorship and “halo” good-will effect has been successfully used to get multiple Benefits.	This study is focused on the leveraging of the sponsorship of arts events. This paper also proposes a through relationship among the sponsorship effectiveness and the sum of money spent for promoting the sponsorship. Yet this study falls short of reaching a conclusion on the right ratio that would optimize the sponsorship investment.
Amis et al., 1999	Researcher used the case studies to see the success and effectiveness of sponsorship. Authors concluded that successful sponsorship hinges on leveraging the activity with additional advertising money and coordinated marketing efforts. Consumer value of brand increased with leveraged sponsorship.	The study best describes the advantages of leveraging for sponsorship. They consider a very strong case for a harmonization of marketing efforts in leveraging a sponsorship, as well as the necessity to choose the exact tools for the particular goals to be achieved by the sponsors. However, study does not cover the specific tools used by the companies to achieve their goals.

Source: Sylvestre and Moutinho (2007)

## Appendix L

### Methods used to gather data for Evaluation of Sponsorship

Employee Surveys	Survey can be used to assess values and beliefs among employees, view of the company, potential impact of causal sponsorships, and the effect of employee relationship building efforts.
Pre and post event surveys among guests	Offering a platform for feedback, either through a simple comment box or a detailed survey, may be one of the best ways to gain primary data on the target audience.
Incentive tracking	This is commonly used to measure results for promotional efforts such as rebates, coupons, or contests. You can gain data on customer profiles, consumer behavior, and ultimately the effectiveness of your promotions.
Historical Comparison	This is useful for identifying and analyzing trends that occur over the life of the sponsorship program.
Traffic analysis on signage	Simple calculation of daily traffic can help put a value on signage in the form of logos and print advertisements. Keep in mind that this calculation only shows potential exposures - not actual.
Analysis of on- site sales	Much sponsorship also facilitates onsite sales. This is an Important addition to measuring the ways a sponsorship drives revenues.
Cross-sponsorship comparison	If one company invests in numerous small properties, it may be useful to compare and evaluate each one against a number of metrics.
Media impression valuation	Number of times your company is mentioned in print, radio, and TV advertisements in relation to the sponsorship can improve brand image.

Source: O' Reilly (2007)

## Appendix M

### Summary of Sponsorship Objectives

<b>Author(s) (Year)</b>	<b>Stated Sponsorship Objectives</b>
Chadwick & Thwaites (2005)	<ul style="list-style-type: none"> <li>Public awareness</li> <li>Media attention</li> <li>Product awareness</li> <li>Enhanced corporate image</li> <li>Consumer perceptions</li> </ul>
Copeland, Frisby, & McCarville (1996)	<ul style="list-style-type: none"> <li>Awareness</li> <li>Media exposure</li> <li>Reinforce image</li> </ul>
Cornwell, Weeks, & Roy (2005)	<ul style="list-style-type: none"> <li>Cognitive (awareness, image)</li> <li>Affective (liking, preference)</li> <li>Behavioural (purchase intent, purchase commitment, purchase)</li> </ul>
McCook, Turco, & Ruley (1997)	<ul style="list-style-type: none"> <li>Awareness/visibility</li> <li>Image enhancement</li> </ul>
Shanklin & Kuzma (1992)	<ul style="list-style-type: none"> <li>Current objectives: awareness and image</li> <li>Need more market-oriented objectives</li> </ul>
Thjomoe, Olson, & Bronn (2002)	<ul style="list-style-type: none"> <li>Awareness</li> <li>Image enhancement</li> <li>Trade and consumer relations</li> <li>Employee loyalty</li> <li>Increase sales</li> <li>Competitive advantage</li> </ul>
Smolianov & Aiyeku (2009)	<ul style="list-style-type: none"> <li>Sequential Objectives:</li> <li>Exposure</li> <li>consumer processing (awareness, recall, recognition)</li> <li>Communication effects (attitudes, image, purchase intentions)</li> <li>Consumer action / purchase</li> </ul>
Crane et. al., 2014	

## Appendix N

### Summary of Managerial Aspects of Sponsorship Literature

<b>Author(s) (Year)</b>	<b>Purpose of Study</b>	<b>Findings / Conclusions</b>
Shanklin & Kuzma (1992)	To identify the critical issues that corporate leaders must examine in making sponsorship choices.	Companies must do better at setting market-oriented objectives, choosing the right events for their target market, separating sponsorship from philanthropy, making sponsorship a distinct function with the marketing department, and holding it accountable for performance. Objectives are either awareness or image related. Evaluating sponsorship results is the weakest link in sponsorship management. Only about 60% evaluate (normally awareness and image tracking). Marketers should consider several evaluation measures.
Copeland, Frisby & McCarville (1996)	To understand the sport sponsorship process from a corporate perspective.	Corporate Sponsor Profile: most simply layer on sponsorship management to existing marketing workloads; tend to support all levels of sport (grassroots, elite, professional); contract length of 3-5 years; mean number of requests is 484/year, most actively leverage with multiple forms of communication. Selection Criteria: 37 identified, top 3 are exclusivity, increase awareness, reinforce image Post-Event Evaluation: 61.5% indicated that awareness, exposure, and media coverage were key metrics. 46.2% indicated sales. Reasons for Termination: little value, inadequate ROI, change in corporate strategy/direction
Crimmins & Horn (1996)	To provide a guide to improve sponsorship impact on consumers.	Persuasive Impact Equation, strength of link X duration of link X {gratitude felt due to link + % change due to link}
Amis, Pant & Slack (1997)	To develop a theoretical framework of achieving a sustainable competitive advantage through a resource-based approach to sport sponsorship.	Sponsorship can provide a sustainable competitive advantage. Four preconditions: 1/heterogeneity (unique congruency and fit) 2/imperfect imitability (difficult to imitate) 3/imperfect mobility (non-tradable /exclusivity) 4/ex-ante limits to competition (high risk, high return)
Farrelly, Quester & Burton (1997)	To investigate the level of integration of sport sponsorship into the broader marketing function through an international comparative study. (North America vs. Australia)	Varying levels of sophistication exist between the two markets. North American firms take a more strategic view of sponsorship, devote greater efforts to integrating sponsorship with other communication elements and activate more aggressively (1-2:1 vs. .50-1:1 ratios). There is a general lack of attention to performance measures with 72.2% of North American firms and 55% of the Australian sample, investing less than 10 cents for every dollar on sponsorship performance measurement.



McCook, Turco & Ruley (1997)	To ascertain the process by which corporations decide upon sport sponsorship proposals.	Decision-making authority depends on the level and cost. Large companies often use agencies as the gatekeeper of proposals. Main objectives include: awareness / visibility, image enhancement, and increased sales. There is a strong movement toward more business-oriented objectives. Companies consider costs/benefits in their decision-making.
Amis, Slack & Berrett (1999)	To identify the critical components that can render sport sponsorship a distinct competence.	Three key components: 1/perceived customer value 2/competitor differentiation 3/extendibility
Miyazaki & Morgan	To assess market	Valuation is a dilemma in sponsorship. This study uses
Thjomoe, Olson & Bronn (2002)	To identify the sponsorship decision-making process.	Most viewed sponsorship as being commercially driven (vs. philanthropic). Marketing department leads the process. Sponsorship goals include increased awareness, image enhancement, trade and consumer relations, employee loyalty, increase sales, and competitive advantage. There is little measurement of results.
Crompton (2004)	To evaluate the effectiveness of existing measures of sponsorship.	The further through the communication process an evaluation takes place, the stronger the evidence of sponsorship's contribution to increased sales. Measuring media equivalency: common but flawed Measuring impact on awareness: common but flawed Measuring impact on image: consider trust and credibility Measuring impact on sales: most desirable measure. Consider increase in retail traffic, sales leads and actual sales.
Fahy, Farrelly, & Quester (2004)	To develop a conceptual model of the sponsorship-competitive advantage relationship.	Proposed model of sponsorship-based competitive advantage includes 3 key resources: i) tangible assets (such as financial); ii) intangible assets (brand equity, image transfer), and iii) capabilities (sponsorship management expertise) These 3 resources should be deployed to develop a sustainable competitive advantage (SCA) in sponsorship which drives a SCA in the market and leads to superior performance.
Chadwick & Thwaites (2005)	To examine the practice of sponsorship management from an English (soccer) perspective	Proposed a six stage sponsorship management process; i) objective setting (most cited objectives include generating public awareness, media attention, product awareness, enhanced corporate image and consumer perceptions); ii) screening & selection (proactive decisions based on local proximity, profile/status and existing relationships); iii) contract content (most contracts are 2-3 years) ; iv) execution (58% devote up to 25% of contract value in activation); v) evaluation

(media recognition as primary tool); vi) critical success factors (good communication, complete and creative

Cornwell, Weeks & Roy (2005)	To propose a theoretical model of how sponsorship works.	Model of consumer-focused sponsorship-linked marketing communications includes the following: i) individual and group factors; ii) market factors; iii) management factors (policies, activation); iv) the mechanics of processing; and v) consumer-focused outcomes of sponsorship (cognitive, affective, behavioural)
Farrelly & Quester (2005)	To explore sponsorship's potential as a co-marketing alliance.	Sponsorship relationships can operate as alliances, providing a strategic platform for mutual gain. The critical success factors include: 1/strategic compatibility 2/goal convergence 3/commitment 4/trust 5/economic and noneconomic satisfaction
Farrelly, Quester & Burton (2006)	To identify the key competencies for successful sponsorship relationships.	Core competencies include: 1/reciprocal commitment 2/sponsorship led brand building capabilities 3/collaborative capabilities
O'Reilly & Madill (2009)	To assess sponsorship evaluation in the literature and in practice.	Literary Contributions: 1/Five areas require metrics: awareness, image, brand effects, media output, behaviour. 2/An extensive range of objectives and metrics are identified. 3/The majority of models focus on awareness. Industry Findings: Most common measurements involve sales / purchase intention and media/exposure.
Alay (2010)	To validate the Sponsorship Evaluation Scale (SES) as a measure of sponsorship effects on consumer response.	SES (adjustment to Speed & Thompson (2000) sponsorship questionnaire) is a valid and reliable scale to measure consumer response (interest, favour, product use). The eight determinants of consumer response include: status of the event, liking the event, attitude toward the event, sponsor-event fit, attitude toward sponsor, sincerity of sponsor, ubiquity of sponsor, image of the sponsor
Farrelly (2010)	To identify the drivers of sponsorship termination.	Key reasons for termination include: 1/ strategic vs. tactical intent 2/failure to adapt to the evolution of the relationship 3/conflicting perceptions of contribution / need for proof 4/commitment asymmetry 5/capability gaps Recommended viewing sponsorship as a co-

marketing alliance where both parties invest assets and play an active role in the strategic goal setting.

Johnston (2010)	To examine the relationship between differences in managerial status, gender and experience, on sponsorship category preference.	Managerial status, gender and sponsorship experience influence managers' preferences for sponsoring arts, causes, celebrities and sports Senior executives, males and experienced managers have the strongest preference for sport sponsorship. Female managers value sport and art sponsorship equally. Consistent and strong support for cause-related sponsorship across all samples.
Meenaghan (2013)	To review current approaches to sponsorship evaluation.	Sponsorship is now viewed as a more strategic and holistic platform of engagement with multiple stakeholders. There is an increased demand for greater sponsorship accountability. Sponsorship management requires the specification of objectives, budgets, activation programs, and evaluation
Meenaghan, McLoughlin, & McCormack (2013)	To address changes in sponsorship that are impacting performance measurement.	Sponsorship connects a wide range of stakeholders that include: internal staff, trade associations / suppliers / distributors, government/regulators, shareholders, rights holders, media, and customers. There is a transition from short-term-badging (by sponsors) to long-term building (brand engagement and relationships). Basic principles of measuring sponsorship performance include: 1/ specify the role of sponsorship 2/ establish sponsorship objectives 3/ confirm target market(s) 4/ update objectives through life of sponsorship 5/ establish evaluation plan that is rigorous, independent, and credible

## Appendix O

### Survey Questionnaire

#### Instructions for Filling the Survey Questionnaire

- The aim of this questionnaire is to get audience / attendees' feedback / response and experience after their participation in the event, interaction with Event Sponsors (Coke), Event Organizers WWF Pakistan, other event affiliates and Media in order to evaluate the effectiveness of sponsorship for marketing.
- You are requested to carefully read the questionnaires and encircle the respective number in a box in front of each question based on your objective appraisal / impression for assessment and evaluation of the event. However, in case this questionnaire has been sent to you through Email, then you are requested to just change the colour (From black to Red) of number in a box in front of each question.
- Respondents must be an audience /attendee of the event.
- You are also requested to give your demographic information as it is also vital for this for this study. The information gathered in this survey questionnaire will be solely for academic purpose and will be kept confidential.
- Please make sure not to skip any question and return the questionnaire after completion.
- You are requested to fill in all four parts including your demographic data in part 4 of the questionnaire

<b>PART 1</b>		<b>Strongly Disagree 1</b>	<b>Disagree 2</b>	<b>Neutral 3</b>	<b>Agree 4</b>	<b>Strongly Agree 5</b>
1.	<b>Sponsor Event Fit (SEF)</b>					
	<b>Question 1:</b> There is a logical connection between Sponsor (Coke) and event (WWF).	1	2	3	4	5
	<b>Question 2:</b> The image of event (WWF) and image of sponsor (Coke) are similar.	1	2	3	4	5
	<b>Question 3:</b> Event (WWF) and Brand (Coke) fit together well.	1	2	3	4	5
	<b>Question 4:</b> The association of sponsor (Coke) with WWF Pakistan to organize this event (WWF) was well received.	1	2	3	4	5
	<b>Question 5:</b> It makes sense to me that Sponsor (Coke) sponsored this event (WWF).	1	2	3	4	5
2.	<b>TARGET MARKET FIT (TMF)</b>	<b>Strongly Disagree 1</b>	<b>Disagree 2</b>	<b>Neutral 3</b>	<b>Agree 4</b>	<b>Strongly Agree 5</b>
	<b>Question 1:</b> This event (WWF) provided enough space for audience to attend the event.	1	2	3	4	5
	<b>Question 2:</b> The event organizers (WWF) were able to attract enough audience to this event, who were perspective customer of sponsor (Coke).	1	2	3	4	5
	<b>Question 3:</b> The event (WWF) was able to create better environment, where audience visited all the stalls.	1	2	3	4	5
	<b>Question 4:</b> Theme of event was relevant and impressive to attract the audience who were user of sponsor brand (Coke).	1	2	3	4	5
	<b>Question 5:</b> The event (WWF) was able to attract students of schools and colleges who are frequent user of Sponsor Brand (Coke).	1	2	3	4	5
3.	<b>SPONSORSHIP LEVERAGE &amp; ACTIVATION (SLA)</b>	<b>Strongly Disagree 1</b>	<b>Disagree 2</b>	<b>Neutral 3</b>	<b>Agree 4</b>	<b>Strongly Agree 5</b>
	<b>Question 1:</b> On site activities created by Sponsors (Coke) were able to entertain audience in this Event (WWF).	1	2	3	4	5
	<b>Question 2:</b> Sponsors (Coke) on site activities promoted interaction between sponsor and audience in this event (WWF).	1	2	3	4	5
	<b>Question 3:</b> Sponsor / Brand (Coke) promotional					

	activates were able to entertain and excite audience in this event (WWF).	1	2	3	4	5
	<b>Question 4:</b> Audience's good experience and participation in this event (WWF) was due to elaborate and effective arrangements provided by event organizers and sponsor (Coke).	1	2	3	4	5
	<b>Question 5:</b> The hospitality services provided by the sponsor (Coke) during the event (WWF) were effective and appropriate.	1	2	3	4	5
4	<b>SENIOR MANAGEMENT INVOLVEMENT (SMI)</b>	<b>Strongly Disagree</b> 1	<b>Disagree</b> 2	<b>Neutral</b> 3	<b>Agree</b> 4	<b>Strongly Agree</b> 5
	<b>Question 1:</b> Senior management of sponsored company (Coke) was keen to entertain the audience, who participated in the event (WWF).	1	2	3	4	5
	<b>Question 2:</b> Senior management of sponsored company (Coke) was more committed towards the event (WWF) and community.	1	2	3	4	5
	<b>Question 3:</b> Senior management of sponsored company (Coke) participated actively in the event.	1	2	3	4	5
	<b>Question 4:</b> The presence of top management of Sponsor (Coke) was prominent in this event (WWF).	1	2	3	4	5
	<b>Question 5:</b> Top management of Sponsor (Coke) had good interaction and devoted time with the audience.	1	2	3	4	5

5	MUTUAL UNDERSTANDING OF SPONSOR AND SPONSEE (MUSS)	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
	<b>Question 1:</b> Sponsors (Coke) and Sponsee (WWF) understand their social (CSR) objectives of organizing this event (WWF).	1	2	3	4	5
	<b>Question 2:</b> There was good understanding between Sponsors (Coke) and Sponsee (WWF) in organizing the event.	1	2	3	4	5
	<b>Question 3:</b> The Sponsors (Coke) of the event were able to achieve their commercial objectives.	1	2	3	4	5
	<b>Question 4:</b> Sponsor (Coke) of the event (WWF) will be able to sponsor next event of same category in future.	1	2	3	4	5
	<b>Question 5:</b> Sponsors (Coke) and Sponsee (WWF) will be able to make long term engagement to organize such type of events.	1	2	3	4	5
6	INTEGRATED EVENT MARKETING AND USE OF SOCIAL MEDIA (IEMS)	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
	<b>Question 1:</b> The Brand (Coke) was visible / present in the form of representation, sample / gift and literature display and sample distribution and sales in this event (WWF).	1	2	3	4	5
	<b>Question 2:</b> The Brand (Coke) was visible in the social media (like Facebook and Twitter) during media campaign launched for promotion of event (WWF).	1	2	3	4	5
	<b>Question 3:</b> The brand (Coke) was also prominent in the brochures, school / college notices, local news channels / local newspapers during the publicity campaign for the event.	1	2	3	4	5
	<b>Question 4:</b> The webpage of sponsor (Coke) was instrumental in promoting its sponsorship initiative of organizing the event	1	2	3	4	5
	<b>Question 5:</b> Sponsors (coke) management and event managers were able to have useful advertisement and publicity of the event	1	2	3	4	5

(WWF).						
7	EVENT SUCCESS (ES)	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
	Question 1: This event has (WWF) international significance.	1	2	3	4	5
	Question 2: I am strong supporter of this event(WWF).	1	2	3	4	5
	Question 3: This event (WWF) has significant social value.	1	2	3	4	5
	Question 4: Participation of audience in the Event (WWF) activities was good.	1	2	3	4	5
	Question 5: I will remember the event (WWF) experience and will attend the Events next time if planned.	1	2	3	4	5
	Question 6: Event (WWF) was successful to bring the interaction between sponsor (Coke) and audience.	1	2	3	4	5
PART 2						
	SPONSORSHIP EFFECTIVENESS	1	2	3	4	5
8	Brand Image (BI)	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
	Question 1: Brand Sponsor (Coke) of the event was keen to entertain audience during the event (WWF).	1	2	3	4	5
	Question 2: The sponsor brand (Coke) was committed to community.	1	2	3	4	5
	Question 3: Brand sponsor (Coke) promote the social events.	1	2	3	4	5
	Question 4: I was impressed with the efforts of sponsors (Coke) to make the event rememberable.	1	2	3	4	5
	Question 5: I developed more liking for Coke when I participated in the event (WWF).	1	2	3	4	5



9	<b>Brand Loyalty (BL)</b>	<b>Strongly Disagree 1</b>	<b>Disagree 2</b>	<b>Neutral 3</b>	<b>Agree 4</b>	<b>Strongly Agree 5</b>
	<b>Question 1:</b> I will buy this brand / product (Coke) the next time I buy the soft drink.	1	2	3	4	5
	<b>Question 2:</b> I will refer to my friends and relatives to buy same product / brand (Coke).	1	2	3	4	5
	<b>Question 3:</b> I wish to continue purchasing over this brand (Coke).	1	2	3	4	5
	<b>Question 4:</b> If I got any product / brand (Coke) for free, I would choose this brand (Coke).	1	2	3	4	5
	<b>Question 5:</b> I will not switch to other brand (than Coke) even though there are a lot of other brand options.	1	2	3	4	5
10.	<b>SALE OBJECTIVES (SO)</b>	<b>Strongly Disagree 1</b>	<b>Disagree 2</b>	<b>Neutral 3</b>	<b>Agree 4</b>	<b>Strongly Agree 5</b>
	<b>Question 1:</b> I enjoyed drinks of Sponsor brand (Coke) during the event (WWF).	1	2	3	4	5
	<b>Question 2:</b> This sponsorship would make me more likely to use sponsor product(Coke) in the event(WWF).	1	2	3	4	5
	<b>Question 3:</b> Sponsor (Coke) was able to attract new customers to attend this.	1	2	3	4	5
	<b>Question 4:</b> Sponsor (Coke) was able to achieve short term objectives of increased sales in the event(WWF).	1	2	3	4	5
	<b>Question 5:</b> There were many customers on Coke sale points in this event (WWF).	1	2	3	4	5
	<b>Question 6:</b> I will likely to buy sponsors products (Coke) in future that sponsored the event (WWF).	1	2	3	4	5

**PART 3**

11. SPONSOR IMAGE and PREFERENCE	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
<b>Question 1:</b> I consider the Sponsors product/Brand (Coke) is trust worthy.	1	2	3	4	5
<b>Question 2:</b> It is very common to see this company sponsoring social events.	1	2	3	4	5
<b>Question 3:</b> I expect this company (Coke) to sponsor such events (WWF).	1	2	3	4	5
<b>Question 4:</b> The main reason the sponsor (Coke) is involved in the event (WWF) is because the sponsor believes that this event deserves support.	1	2	3	4	5
<b>Question 5:</b> This sponsorship would improve my perception of the sponsor (WWF).	1	2	3	4	5
<b>Question 6:</b> When considering purchasing the Sponsors Brand (Coke) I would consider buying the same.	1	2	3	4	5
<b>Question 7:</b> This sponsorship would make me more likely to remember the sponsor's(Coke) promotion in the event(WWF).	1	2	3	4	5
<b>Question 8:</b> With this sponsorship, I discovered new aspects of this company (Coke) products.	1	2	3	4	5

**PART-4**

DEMOGRAPHIC DATA	Response					
<b>QUESTION 1</b>	<b>10-17</b>	<b>18-29</b>	<b>30-39</b>	<b>40-49</b>	<b>50-59</b>	<b>60 and Above</b>
<b>What is your age?</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>QUESTION 2</b>	<b>Male</b>			<b>Female</b>		
<b>What is Your Gender?</b>	<b>1</b>			<b>2</b>		
<b>QUESTION 3</b>	<b>Upto Intermediate</b>		<b>Bachelor</b>		<b>Master and Above</b>	
<b>What is your Education?</b>	<b>1</b>		<b>2</b>		<b>3</b>	
<b>QUESTION 4</b>	<b>Upto 50,000</b>		<b>51,000 - 70,000</b>		<b>71,000 - 90,000</b>	
<b>What is your Income per Month (In Rupees)?</b>	<b>1</b>		<b>2</b>		<b>3</b>	
					<b>4</b>	

# Appendix P

Calculation of Cr and Ave using MS excel

## Factor Loading Measurement Model

SEE	<---	SEFF	.177	BI3	<---	SEE	.801
SEE	<---	TMFF	.129	BI4	<---	SEE	.733
SEE	<---	SLAA	.090	BI5	<---	SEE	.792
SEE	<---	SMII	.064	BL1	<---	SEE	.903
SEE	<---	MUSSS	.130	BL2	<---	SEE	.863
SEE	<---	IEMSS	.091	BL3	<---	SEE	.905
SEE	<---	ESS	.198	BL4	<---	SEE	.908
SEE	<---	SIPP	.157	BL5	<---	SEE	.891
SEF1	<---	SEFF	.897	SO1	<---	SEE	.978
SEF2	<---	SEFF	.905	SO2	<---	SEE	.977
SEF3	<---	SEFF	.890	SO3	<---	SEE	.964
SEF4	<---	SEFF	.901	SO4	<---	SEE	.873
SEF5	<---	SEFF	.868	SO5	<---	SEE	.845
TMF1	<---	TMFF	.893	SO6	<---	SEE	.907
TMF2	<---	TMFF	.913	ES1	<---	ESS	.856
TMF3	<---	TMFF	.954	ES2	<---	ESS	.839
TMF4	<---	TMFF	.936	ES3	<---	ESS	.874
TMF5	<---	TMFF	.926	ES4	<---	ESS	.905
SLA1	<---	SLAA	.926	ES5	<---	ESS	.905
SLA2	<---	SLAA	.907	ES6	<---	ESS	.901
SLA3	<---	SLAA	.936	SIP1	<---	SIPP	.954

SLA4	<---	SLAA	.914	SIP2	<---	SIPP	.940
SLA5	<---	SLAA	.920	SIP3	<---	SIPP	.959
SMI1	<---	SMII	.898	SIP4	<---	SIPP	.960
SMI2	<---	SMII	.892	SIP5	<---	SIPP	.949
SMI3	<---	SMII	.915	SIP6	<---	SIPP	.972
SMI4	<---	SMII	.938	SIP7	<---	SIPP	.954
SMI5	<---	SMII	.969	SIP8	<---	SIPP	.952
MUSS1	<---	MUSSS	.869				
MUSS2	<---	MUSSS	.852				
MUSS3	<---	MUSSS	.875				
MUSS4	<---	MUSSS	.915				
MUSS5	<---	MUSSS	.926				
IEMS1	<---	IEMSS	.908				
IEMS2	<---	IEMSS	.793				

### Convergent Validity of Constructs of Event Organization (N=385)

Sponsor Event Fit		Standard Estimate/Factor Loadings ( $\geq 0.5$ )	Decision	Reliability ( $\lambda^2$ )	$\delta=1-\lambda^2$
		Standard Estimate/Factor Loadings ( $\geq 0.5$ )	Decision	Reliability ( $\lambda^2$ )	$\delta=1-\lambda^2$
1	SEF1	.897	Included	.804	.196
	SLA1	.905	Included	.819	.181
2	SEF2	.926	Included	.857	.143
	SLA2	.907	Included	.792	.208
3	SEF3	.936	Included	.876	.124
	SLA3	.901	Included	.812	.188
4	SEF4	.914	Included	.835	.165
	SLA4	.914	Included	.835	.165
5	SEF5	.868	Included	.753	.247
	SLA5	.920	Included	.846	.154
Sum		4.4603		3.984.237	1.026.763

$$AVE = \sum \lambda_i^2 / n = 3.984/5 = 0.7967$$

$$CR = (\sum \lambda_i)^2 / (\sum \lambda_i)^2 + \sum \delta_i = 15.84/15.84+1.02=15.84/16.86=0.940$$

$$CR = (\sum \lambda_i)^2 / (\sum \lambda_i)^2 + \sum \delta_i = 17.952/17.952+0.763=17.952/18.715=0.959$$

Target Market Fit		Standard Estimate/Factor Loadings ( $\geq 0.5$ )	Decision	Reliability ( $\lambda^2$ )	$\delta=1-\lambda^2$
		Standard Estimate/Factor Loadings ( $\geq 0.5$ )	Decision	Reliability ( $\lambda^2$ )	$\delta=1-\lambda^2$
1	TMF1	.897	Included	.797	.203
	SMI1	.913	Included	.834	.166
2	TMF2	.898	Included	.806	.194
	SMI2	.952	Included	.910	.090
3	TMF3	.915	Included	.837	.163
	SMI3	.936	Included	.876	.124
4	TMF4	.938	Included	.880	.120
	SMI4	.938	Included	.880	.120
5	TMF5	.926	Included	.857	.143
	SMI5	.969	Included	.989	.061
Sum		4.622		4.274	.726
Sum		4.612		4.258	.742

$$AVE = \sum \lambda_i^2 / n = 4.274/5 = 0.8552$$

$$CR = (\sum \lambda_i)^2 / (\sum \lambda_i)^2 + \sum \delta_i = 20.502/20.502+0.742=20.502/21.244=0.965$$

<b>Mutual Understanding Sponsor and Sponsee</b>		<b>Standard Estimate/Factor Loadings (<math>\geq 0.5</math>)</b>	<b>Decision</b>	<b>Reliability (<math>\lambda^2</math>)</b>	<b><math>\delta = 1 - \lambda^2</math></b>
1	MUSS1	.869	included	.755	.245
2	MUSS2	.852	Included	.726	.274
3	MUSS3	.875	Included	.766	.234
4	MUSS4	.915	Included	.837	.163
5	MUSS5	.926	Included	.857	.143
Sum		4.437		3.941	1.059

$$AVE = \sum \lambda_i^2 / n = 3.941/5 = 0.788$$

$$CR = (\sum \lambda_i)^2 / (\sum \lambda_i)^2 + \sum \delta_i = 15.531/15.531+1.054=15.531/16.590=0.948$$

<b>Integrated Event Marketing and social Media</b>		<b>Standard Estimate/Factor Loadings (<math>\geq 0.5</math>)</b>	<b>Decision</b>	<b>Reliability (<math>\lambda^2</math>)</b>	<b><math>\delta = 1 - \lambda^2</math></b>
1	IEMS1	.908	Included	.824	.176
2	IEMS2	.793	Included	.629	.371
3	IEMS3	.885	Included	.783	.217
4	IEMS4	.887	Included	.787	.213
5	IEMS5	.907	Included	.823	.177
Sum		4.380		3.846	1.154

$$AVE = \sum \lambda_i^2 / n = 3.846/5 = 0.769$$

$$CR = (\sum \lambda_i)^2 / (\sum \lambda_i)^2 + \sum \delta_i = 14.792/14.792+1.154=14.792/15.946=0.928$$

**Factor Loading Sponsorship Effectiveness (N=385)**

		<b>Standard Estimate/Factor Loadings (<math>\geq 0.5</math>)</b>	<b>Decision</b>	<b>Reliability (<math>\lambda^2</math>)</b>	<b><math>\delta = 1 - \lambda^2</math></b>
1	BI1	.722	Included	.521	.479
2	BI2	.765	Included	.585	.415
3	BI3	.801	Included	.642	.358
4	BI4	.733	Included	.537	.463
5	BI5	.792	Included	.627	.377
Sum		3.813		2.912	2.088

$$AVE = \sum \lambda_i^2 / n = 2.912/5 = 0.582$$

$$CR = (\sum \lambda_i)^2 / (\sum \lambda_i)^2 + \sum \delta_i = 8.479/8.479 + 2.088 = 8.479/10.567 = 0.802$$

		<b>Standard Estimate/Factor Loadings (<math>\geq 0.5</math>)</b>	<b>Decision</b>	<b>Reliability (<math>\lambda^2</math>)</b>	<b><math>\delta = 1 - \lambda^2</math></b>
1	BL1	.903	Included	.815	.185
2	BL2	.863	Included	.745	.255
3	BL3	.905	Included	.819	.181
4	BL4	.908	Included	.824	.176
5	BL5	.891	Included	.794	.206
Sum		4.47		3.997	1.003

$$AVE = \sum \lambda_i^2 / n = 3.997/5 = 0.799$$

$$CR = (\sum \lambda_i)^2 / (\sum \lambda_i)^2 + \sum \delta_i = 15.976/15.976 + 1.003 = 15.976/16.979 = 0.941$$

		<b>Standard Estimate/Factor or Loadings (<math>\geq 0.5</math>)</b>	<b>Decision</b>	<b>Reliability (<math>\lambda^2</math>)</b>	<b><math>\delta = 1 - \lambda^2</math></b>
1	SO1	.928	Included	.861	.139
2	SO2	.977	Included	.955	.045
3	SO3	.964	Included	.929	.070
4	SO4	.873	Included	.762	.238
5	SO5	.845	Included	.714	.286
6	SO6	.907	Included	.823	.177
Sum		5.494		5.044	0.956

$$AVE = \sum \lambda_i^2 / n = 5.044/6 = .841$$

$$CR = (\sum \lambda_i)^2 / (\sum \lambda_i)^2 + \sum \delta_i = 25.441/25.441 + 0.956 = 25.441/26.397 = 0.964$$

**Convergent Validity of Event Success (N=385)**

Event Success		Standard Estimate/Factor Loadings ( $\geq 0.5$ )	Decision	Reliability ( $\lambda^2$ )	$\delta = 1 - \lambda^2$
1	ES1	.856	Included	.733	.267
2	ES2	.839	Included	.704	.296
3	ES3	.874	Included	.764	.236
4	ES4	.905	Included	.819	.181
5	ES5	.905	Included	.819	.181
6	ES6	.901	Included	.812	.188
Sum		5.28		4.651	1.349
$AVE = \sum \lambda_i^2 / n = 4.651/6 = 0.775$					
$CR = (\sum \lambda_i)^2 / (\sum \lambda_i)^2 + \sum \delta_i = 21.632/21.632 + 1.349 = 21.632/22.981 = 0.941$					

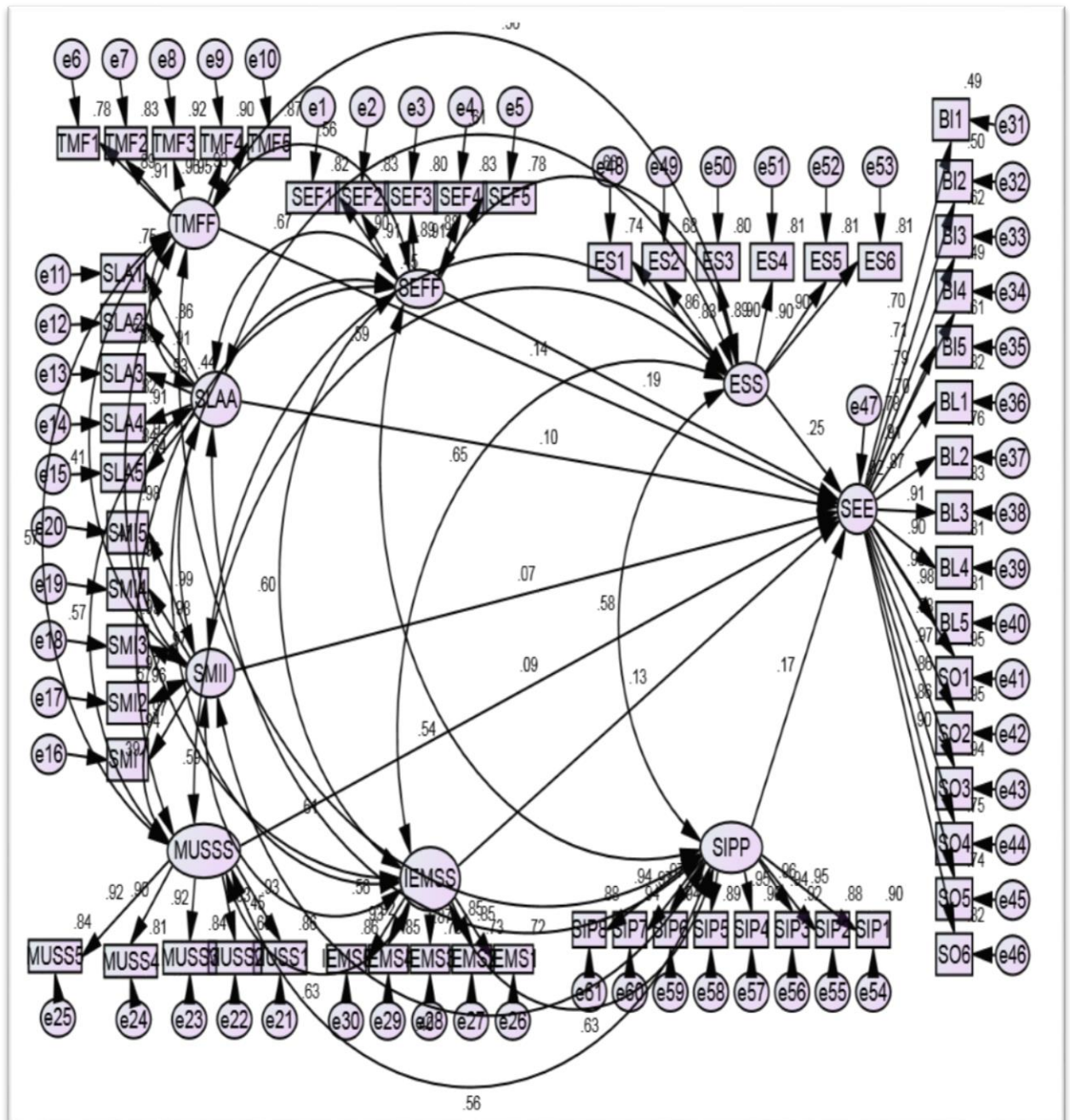
**Convergent Validity of Sponsors Image and Preference (N=385)**

Sponsors Image and Preference		Standard Estimate/Factor Loadings ( $\geq 0.5$ )	Decision	Reliability ( $\lambda^2$ )	$\delta = 1 - \lambda^2$
1	SIP1	.954	Included	.910	.090
2	SIP2	.940	Included	.844	.116
3	SIP3	.959	Included	.920	.080
4	SIP4	.960	Excluded	.922	.078
5	SIP5	.949	Included	.901	.099
6	SIP6	.972	Included	.945	.055
7	SIP7	.954	Included	.910	.090
8	SIP8	.952	Included	.906	.094
Sum		7.64		7.258	0.702
$AVE = \sum \lambda_i^2 / n = 7.258 / 8 = 0.907$					
$CR = (\sum \lambda_i)^2 / (\sum \lambda_i)^2 + \sum \delta_i = 52.678/ 52.678 + 0.742 = 52.678 / 53.420 = 0.986$					



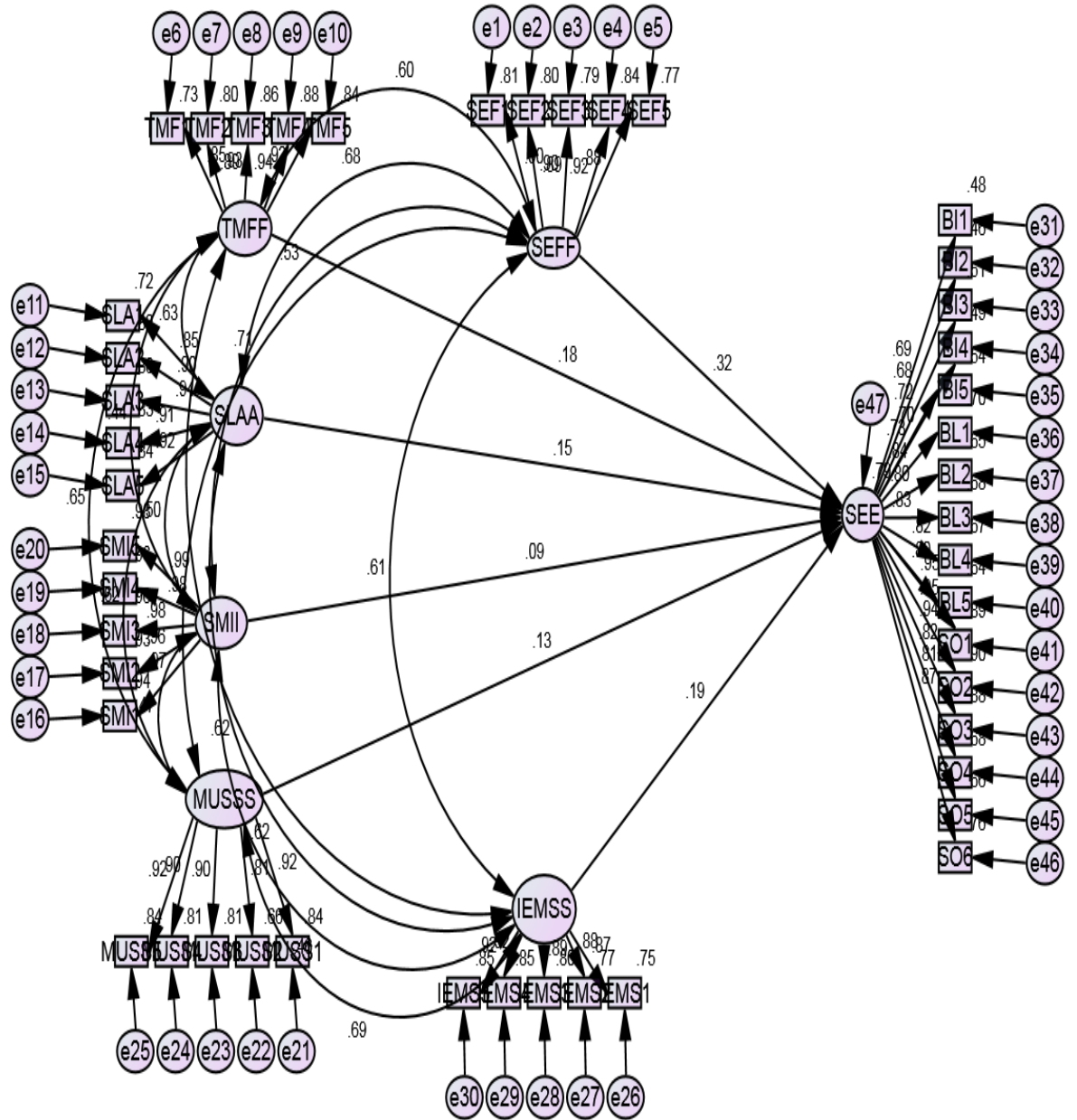
## Appendix Q

### AMOS Results Measurement Model



## Appendix R

### Complete AMOS results Structural Model-Sponsorship Effectiveness



**Regression Weights: (Group number 1 - Default model)**

			<b>Estimate</b>	<b>S.E.</b>	<b>C.R.</b>	<b>P</b>	<b>Label</b>
SEE	<---	SEFF	.255	.038	6.721	***	par_40
SEE	<---	TMFF	.148	.034	4.396	***	par_41
SEE	<---	SLAA	.137	.038	3.643	***	par_42
SEE	<---	SMII	.061	.021	2.838	.005	par_43
SEE	<---	MUSSS	.103	.035	2.926	.003	par_44
SEE	<---	IEMSS	.154	.034	4.540	***	par_45
SEF1	<---	SEFF	1.000				
SEF2	<---	SEFF	.950	.035	27.232	***	par_1
SEF3	<---	SEFF	.985	.037	26.788	***	par_2
SEF4	<---	SEFF	1.006	.035	29.001	***	par_3
SEF5	<---	SEFF	.996	.038	26.018	***	par_4
TMF1	<---	TMFF	1.000				
TMF2	<---	TMFF	1.064	.044	24.279	***	par_5
TMF3	<---	TMFF	1.085	.041	26.281	***	par_6
TMF4	<---	TMFF	1.100	.041	26.744	***	par_7
TMF5	<---	TMFF	1.106	.043	25.659	***	par_8
SLA1	<---	SLAA	1.000				
SLA2	<---	SLAA	1.063	.043	24.493	***	par_9
SLA3	<---	SLAA	1.107	.042	26.290	***	par_10
SLA4	<---	SLAA	1.146	.046	24.819	***	par_11
SLA5	<---	SLAA	1.195	.047	25.319	***	par_12
SMI1	<---	SMII	1.000				

			Estimate	S.E.	C.R.	P	Label
SMI2	<---	SMII	1.001	.019	52.151	***	par_13
SMI3	<---	SMII	.993	.017	59.600	***	par_14
SMI4	<---	SMII	1.013	.016	61.845	***	par_15
SMI5	<---	SMII	1.036	.015	68.671	***	par_16
MUSS1	<---	MUSSS	1.000				
MUSS2	<---	MUSSS	.860	.038	22.475	***	par_17
MUSS3	<---	MUSSS	.956	.033	29.213	***	par_18
MUSS4	<---	MUSSS	.981	.034	28.834	***	par_19
MUSS5	<---	MUSSS	.980	.032	30.761	***	par_20
IEMS1	<---	IEMSS	1.000				
IEMS2	<---	IEMSS	.998	.042	23.973	***	par_21
IEMS3	<---	IEMSS	1.022	.041	25.043	***	par_22
IEMS4	<---	IEMSS	1.119	.042	26.550	***	par_23
IEMS5	<---	IEMSS	1.087	.040	26.860	***	par_24
BI1	<---	SEE	1.000				
BI2	<---	SEE	.994	.077	12.948	***	par_25
BI3	<---	SEE	1.063	.078	13.623	***	par_26
BI4	<---	SEE	1.031	.077	13.342	***	par_27
BI5	<---	SEE	1.088	.078	13.948	***	par_28
BL1	<---	SEE	1.219	.077	15.775	***	par_29
BL2	<---	SEE	1.163	.076	15.224	***	par_30
BL3	<---	SEE	1.173	.075	15.612	***	par_31
BL4	<---	SEE	1.158	.075	15.429	***	par_32
BL5	<---	SEE	1.112	.073	15.194	***	par_33
SO1	<---	SEE	1.340	.076	17.721	***	par_34
SO2	<---	SEE	1.329	.075	17.750	***	par_35
SO3	<---	SEE	1.363	.077	17.620	***	par_36
SO4	<---	SEE	1.245	.080	15.566	***	par_37
SO5	<---	SEE	1.008	.066	15.332	***	par_38
SO6	<---	SEE	1.185	.072	16.454	***	par_39

**Standardized Regression Weights: (Group number 1 - Default model)**

			Estimate
SEE	<---	SEFF	.322
SEE	<---	TMFF	.178
SEE	<---	SLAA	.153
SEE	<---	SMII	.090
SEE	<---	MUSSS	.134

			<b>Estimate</b>
SEE	<---	IEMSS	.192
SEF1	<---	SEFF	.899
SEF2	<---	SEFF	.895
SEF3	<---	SEFF	.889
SEF4	<---	SEFF	.918
SEF5	<---	SEFF	.879
TMF1	<---	TMFF	.854
TMF2	<---	TMFF	.894
TMF3	<---	TMFF	.929
TMF4	<---	TMFF	.937
TMF5	<---	TMFF	.919
SLA1	<---	SLAA	.850
SLA2	<---	SLAA	.904
SLA3	<---	SLAA	.936
SLA4	<---	SLAA	.910
SLA5	<---	SLAA	.919
SMI1	<---	SMII	.970
SMI2	<---	SMII	.963
SMI3	<---	SMII	.978
SMI4	<---	SMII	.982
SMI5	<---	SMII	.991
MUSS1	<---	MUSSS	.916
MUSS2	<---	MUSSS	.809
MUSS3	<---	MUSSS	.903
MUSS4	<---	MUSSS	.899
MUSS5	<---	MUSSS	.919
IEMS1	<---	IEMSS	.868
IEMS2	<---	IEMSS	.876
IEMS3	<---	IEMSS	.895
IEMS4	<---	IEMSS	.919
IEMS5	<---	IEMSS	.924
BI1	<---	SEE	.694
BI2	<---	SEE	.679
BI3	<---	SEE	.716
BI4	<---	SEE	.701
BI5	<---	SEE	.734
BL1	<---	SEE	.835
BL2	<---	SEE	.805
BL3	<---	SEE	.826
BL4	<---	SEE	.816

			Estimate
BL5	<---	SEE	.803
SO1	<---	SEE	.945
SO2	<---	SEE	.947
SO3	<---	SEE	.940
SO4	<---	SEE	.824
SO5	<---	SEE	.811
SO6	<---	SEE	.873

**Covariance: (Group number 1 - Default model)**

			Estimate	S.E.	C.R.	P	Label
MUSSS	<-->	IEMSS	.746	.074	10.132	***	par_46
SMII	<-->	IEMSS	.567	.073	7.811	***	par_47
SLAA	<-->	IEMSS	.572	.062	9.217	***	par_48
TMFF	<-->	IEMSS	.620	.067	9.298	***	par_49
SMII	<-->	MUSSS	.607	.076	8.035	***	par_50
SLAA	<-->	MUSSS	.604	.064	9.410	***	par_51
TMFF	<-->	MUSSS	.680	.070	9.726	***	par_52
SLAA	<-->	SMII	.556	.067	8.306	***	par_53
TMFF	<-->	SMII	.520	.070	7.483	***	par_54
TMFF	<-->	SLAA	.563	.061	9.289	***	par_55
SEFF	<-->	TMFF	.610	.066	9.207	***	par_56
SEFF	<-->	SLAA	.643	.065	9.929	***	par_57
SEFF	<-->	SMII	.661	.075	8.757	***	par_58
SEFF	<-->	MUSSS	.773	.074	10.396	***	par_59
SEFF	<-->	IEMSS	.638	.069	9.309	***	par_60

**Correlations: (Group number 1 - Default model)**

			Estimate
MUSSS	<-->	IEMSS	.692
SMII	<-->	IEMSS	.462
SLAA	<-->	IEMSS	.617
TMFF	<-->	IEMSS	.624
SMII	<-->	MUSSS	.472
SLAA	<-->	MUSSS	.622
TMFF	<-->	MUSSS	.652
SLAA	<-->	SMII	.503
TMFF	<-->	SMII	.438
TMFF	<-->	SLAA	.628
SEFF	<-->	TMFF	.604
SEFF	<-->	SLAA	.684
SEFF	<-->	SMII	.531
SEFF	<-->	MUSSS	.707
SEFF	<-->	IEMSS	.612

**Variances: (Group number 1 - Default model)**

	<b>Estimate</b>	<b>S.E.</b>	<b>C.R.</b>	<b>P</b>	<b>Label</b>
SEFF	1.058	.094	11.299	***	par_61
TMFF	.962	.092	10.406	***	par_62
SLAA	.836	.081	10.319	***	par_63
SMII	1.465	.112	13.066	***	par_64
MUSSS	1.129	.097	11.674	***	par_65
IEMSS	1.027	.096	10.653	***	par_66
e47	.142	.019	7.439	***	par_67
e1	.251	.022	11.244	***	par_68
e2	.236	.021	11.349	***	par_69
e3	.271	.024	11.511	***	par_70
e4	.201	.019	10.538	***	par_71
e5	.310	.026	11.762	***	par_72
e6	.356	.029	12.444	***	par_73
e7	.273	.023	11.759	***	par_74
e8	.179	.017	10.487	***	par_75
e9	.162	.016	10.027	***	par_76
e10	.217	.020	10.984	***	par_77
e11	.321	.026	12.437	***	par_78
e12	.212	.019	11.402	***	par_79
e13	.145	.015	9.942	***	par_80
e14	.229	.020	11.206	***	par_81
e15	.220	.020	10.856	***	par_82
e16	.090	.007	12.099	***	par_83
e17	.115	.009	12.478	***	par_84
e18	.065	.006	11.422	***	par_85
e19	.056	.005	10.891	***	par_86
e20	.029	.004	7.958	***	par_87
e21	.216	.020	10.613	***	par_88
e22	.439	.035	12.695	***	par_89
e23	.234	.021	11.128	***	par_90
e24	.259	.023	11.263	***	par_91
e25	.199	.019	10.474	***	par_92
e26	.337	.028	11.997	***	par_93
e27	.310	.026	11.839	***	par_94
e28	.267	.023	11.391	***	par_95
e29	.235	.022	10.484	***	par_96
e30	.207	.020	10.239	***	par_97
e31	.717	.053	13.601	***	par_98
e32	.766	.056	13.621	***	par_99

	<b>Estimate</b>	<b>S.E.</b>	<b>C.R.</b>	<b>P</b>	<b>Label</b>
e33	.713	.053	13.566	***	par_100
e34	.732	.054	13.591	***	par_101
e35	.674	.050	13.535	***	par_102
e36	.428	.032	13.220	***	par_103
e37	.490	.037	13.351	***	par_104
e38	.425	.032	13.264	***	par_105
e39	.448	.034	13.308	***	par_106
e40	.453	.034	13.357	***	par_107
e41	.142	.012	11.524	***	par_108
e42	.135	.012	11.445	***	par_109
e43	.164	.014	11.768	***	par_110
e44	.488	.037	13.275	***	par_111
e45	.353	.026	13.329	***	par_112
e46	.290	.022	12.969	***	par_113

**Squared Multiple Correlations: (Group number 1 - Default model)**

	<b>Estimate</b>
SEE	.786
SO6	.763
SO5	.657
SO4	.678
SO3	.883
SO2	.897
SO1	.894
BL5	.645
BL4	.666
BL3	.683
BL2	.647
BL1	.698
BI5	.539
BI4	.491
BI3	.513
BI2	.462
BI1	.481
IEMS5	.854
IEMS4	.845
IEMS3	.801
IEMS2	.768
IEMS1	.753
MUSS5	.845
MUSS4	.807



	<b>Estimate</b>
MUSS3	.815
MUSS2	.655
MUSS1	.839
SMI5	.982
SMI4	.964
SMI3	.957
SMI2	.928
SMI1	.942
SLA5	.844
SLA4	.828
SLA3	.876
SLA2	.817
SLA1	.723
TMF5	.844
TMF4	.878
TMF3	.864
TMF2	.799
TMF1	.730
SEF5	.772
SEF4	.842
SEF3	.791
SEF2	.802

## MODEL FIT SUMMARY

<b>CMIN</b>					
<b>Model</b>	<b>NPAR</b>	<b>CMIN</b>	<b>DF</b>	<b>P</b>	<b>CMIN/DF</b>
Default model	113	2796.539	968	.000	2.889
Saturated model	1081	.000	0		
Independence model	46	24752.887	1035	.000	23.916
<b>RMR, GFI</b>					
<b>Model</b>	<b>RMR</b>	<b>GFI</b>	<b>AGFI</b>		<b>PGFI</b>
Default model	.061	.907	.675		.635
Saturated model	.000	1.000			
Independence model	.749	.065	.023		.062
<b>Baseline Comparisons</b>					
<b>Model</b>	<b>NFI Delta1</b>	<b>RFI rho1</b>	<b>IFI Delta2</b>	<b>TLI rho2</b>	<b>CFI</b>
Default model	.934	.912	.943	.958	.953
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

**Parsimony-Adjusted Measures**

<b>Model</b>	<b>PRATIO</b>	<b>PNFI</b>	<b>PCFI</b>
Default model	.935	.830	.863
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

**NCP**

<b>Model</b>	<b>NCP</b>	<b>LO 90</b>	<b>HI 90</b>
Default model	1828.539	1674.082	1990.572
Saturated model	.000	.000	.000
Independence model	23717.887	23208.945	24233.198

**FMIN**

<b>Model</b>	<b>FMIN</b>	<b>F0</b>	<b>LO 90</b>	<b>HI 90</b>
Default model	7.283	4.762	4.360	5.184
Saturated model	.000	.000	.000	.000
Independence model	64.461	61.765	60.440	63.107

**RMSEA**

<b>Model</b>	<b>RMSEA</b>	<b>LO 90</b>	<b>HI 90</b>	<b>PCLOSE</b>
Default model	.050	.047	.033	.000
Independence model	.244	.242	.247	.000

**AIC**

<b>Model</b>	<b>AIC</b>	<b>BCC</b>	<b>BIC</b>	<b>CAIC</b>
Default model	3022.539	3054.058	3469.256	3582.256
Saturated model	2162.000	2463.525	6435.456	7516.456
Independence model	24844.887	24857.718	25026.736	25072.736

**ECVI**

<b>Model</b>	<b>ECVI</b>	<b>LO 90</b>	<b>HI 90</b>	<b>MECVI</b>
Default model	7.871	7.469	8.293	7.953
Saturated model	5.630	5.630	5.630	6.415
Independence model	64.700	63.375	66.042	64.734

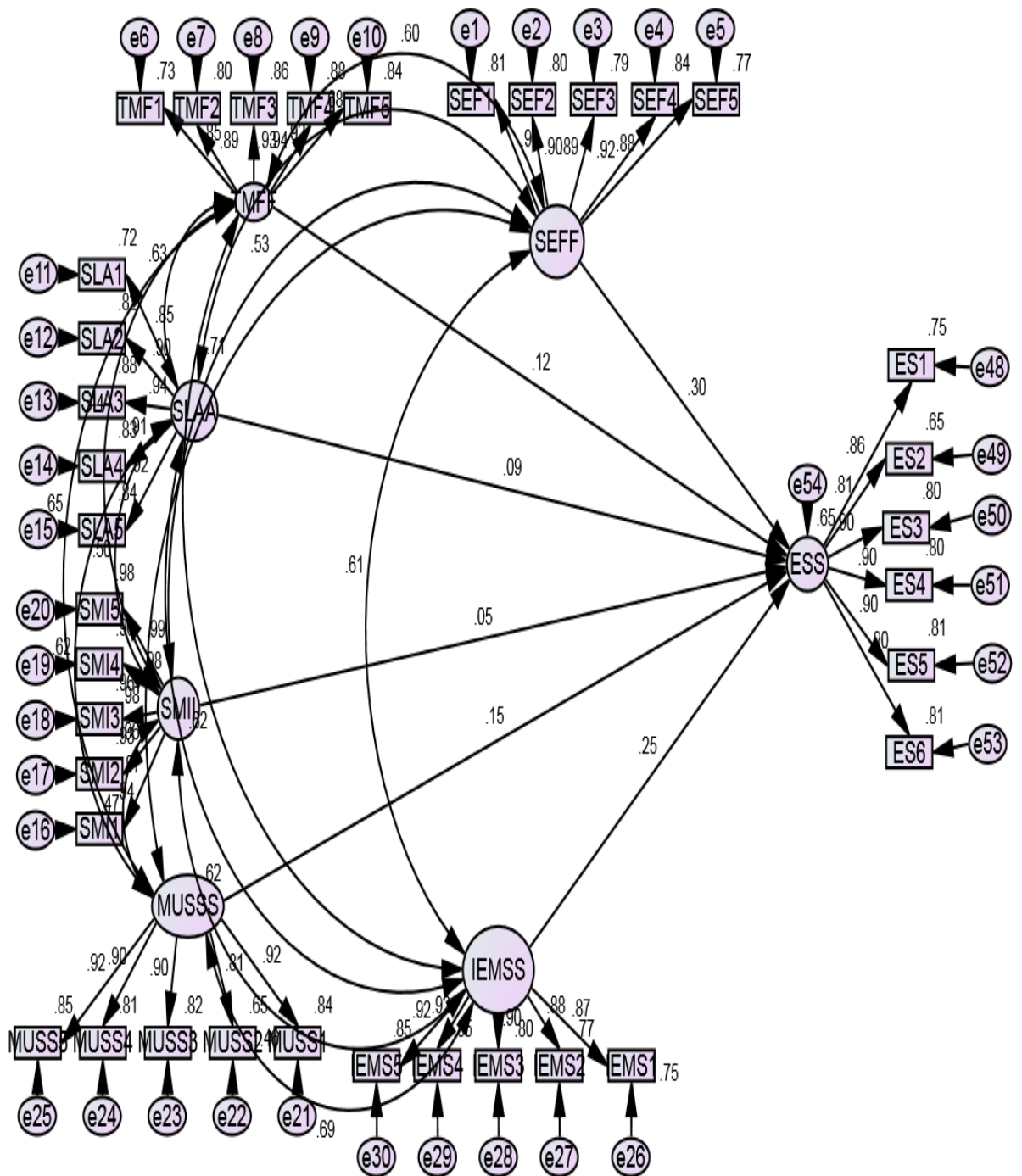
**HOELTER**

<b>Model</b>	<b>HOELTER</b>	<b>HOELTER</b>
	.05	.01
Default model	144	148
Independence model	18	18

**Execution time summary**

Minimization:	.031
Miscellaneous:	2.187
Bootstrap:	.000
Total:	2.218

Complete AMOS results structural model -Event Success



**Regression Weights: (Group number 1 - Default model)**

			Estimate	S.E.	C.R.	P	Label
ESS	<---	SEFF	.279	.054	5.155	***	par_45
ESS	<---	TMFF	.121	.049	2.448	.014	par_46
ESS	<---	SLAA	.095	.056	1.710	.087	par_47
ESS	<---	SMII	.040	.032	1.254	.021	par_48
ESS	<---	MUSSS	.132	.053	2.501	.012	par_49
ESS	<---	IEMSS	.236	.051	4.655	***	par_50
SEF1	<---	SEFF	1.000				
SEF2	<---	SEFF	.950	.035	27.265	***	par_1
SEF3	<---	SEFF	.985	.037	26.792	***	par_2
SEF4	<---	SEFF	1.005	.035	28.908	***	par_3
SEF5	<---	SEFF	.997	.038	26.047	***	par_4
TMF1	<---	TMFF	1.000				
TMF2	<---	TMFF	1.065	.044	24.234	***	par_5
TMF3	<---	TMFF	1.085	.041	26.211	***	par_6
TMF4	<---	TMFF	1.102	.041	26.718	***	par_7
TMF5	<---	TMFF	1.107	.043	25.631	***	par_8
SLA1	<---	SLAA	1.000				
SLA2	<---	SLAA	1.064	.043	24.495	***	par_9
SLA3	<---	SLAA	1.107	.042	26.263	***	par_10
SLA4	<---	SLAA	1.147	.046	24.832	***	par_11
SLA5	<---	SLAA	1.195	.047	25.304	***	par_12
SMI1	<---	SMII	1.000				
SMI2	<---	SMII	1.001	.019	52.148	***	par_13
SMI3	<---	SMII	.993	.017	59.598	***	par_14
SMI4	<---	SMII	1.013	.016	61.858	***	par_15
SMI5	<---	SMII	1.036	.015	68.691	***	par_16
MUSS1	<---	MUSSS	1.000				
MUSS2	<---	MUSSS	.859	.038	22.464	***	par_17
MUSS3	<---	MUSSS	.956	.033	29.252	***	par_18
MUSS4	<---	MUSSS	.979	.034	28.768	***	par_19
MUSS5	<---	MUSSS	.981	.032	30.854	***	par_20
IEMS1	<---	IEMSS	1.000				
IEMS2	<---	IEMSS	.997	.042	23.982	***	par_21
IEMS3	<---	IEMSS	1.021	.041	25.117	***	par_22
IEMS4	<---	IEMSS	1.118	.042	26.589	***	par_23
IEMS5	<---	IEMSS	1.085	.040	26.886	***	par_24
ES1	<---	ESS	1.000				
ES2	<---	ESS	.954	.047	20.303	***	par_36

			<b>Estimate</b>	<b>S.E.</b>	<b>C.R.</b>	<b>P</b>	<b>Label</b>
ES3	<---	ESS	1.082	.044	24.840	***	par_37
ES4	<---	ESS	1.072	.043	24.824	***	par_38
ES5	<---	ESS	1.034	.041	24.952	***	par_39
ES6	<---	ESS	1.060	.042	25.180	***	par_40

**Standardized Regression Weights: (Group number 1 - Default model)**

		<b>Estimate</b>
ESS	<---	SEFF .299
ESS	<---	TMFF .123
ESS	<---	SLAA .091
ESS	<---	SMII .051
ESS	<---	MUSSS .146
ESS	<---	IEMSS .249
SEF1	<---	SEFF .899
SEF2	<---	SEFF .896
SEF3	<---	SEFF .890
SEF4	<---	SEFF .917
SEF5	<---	SEFF .879
TMF1	<---	TMFF .854
TMF2	<---	TMFF .894
TMF3	<---	TMFF .929
TMF4	<---	TMFF .937
TMF5	<---	TMFF .919
SLA1	<---	SLAA .850
SLA2	<---	SLAA .904
SLA3	<---	SLAA .936
SLA4	<---	SLAA .910
SLA5	<---	SLAA .919
SMI1	<---	SMII .971
SMI2	<---	SMII .963
SMI3	<---	SMII .978
SMI4	<---	SMII .982
SMI5	<---	SMII .991
MUSS1	<---	MUSSS .916
MUSS2	<---	MUSSS .809
MUSS3	<---	MUSSS .903
MUSS4	<---	MUSSS .897
MUSS5	<---	MUSSS .920
IEMS1	<---	IEMSS .868
IEMS2	<---	IEMSS .876
IEMS3	<---	IEMSS .895

			Estimate
IEMS4	<---	IEMSS	.919
IEMS5	<---	IEMSS	.924
ES1	<---	ESS	.863
ES2	<---	ESS	.805
ES3	<---	ESS	.896
ES4	<---	ESS	.896
ES5	<---	ESS	.898
ES6	<---	ESS	.902

**Co variances: (Group number 1 - Default model)**

			Estimate	S.E.	C.R.	P	Label
MUSSS	<-->	IEMSS	.746	.074	10.136	***	par_25
SMII	<-->	IEMSS	.567	.073	7.813	***	par_26
SLAA	<-->	IEMSS	.572	.062	9.218	***	par_27
TMFF	<-->	IEMSS	.620	.067	9.299	***	par_28
SMII	<-->	MUSSS	.607	.076	8.034	***	par_29
SLAA	<-->	MUSSS	.604	.064	9.410	***	par_30
TMFF	<-->	MUSSS	.680	.070	9.725	***	par_31
SLAA	<-->	SMII	.556	.067	8.306	***	par_32
TMFF	<-->	SMII	.520	.069	7.481	***	par_33
TMFF	<-->	SLAA	.563	.061	9.287	***	par_34
SEFF	<-->	TMFF	.610	.066	9.205	***	par_35
SEFF	<-->	SLAA	.644	.065	9.929	***	par_41
SEFF	<-->	SMII	.661	.075	8.758	***	par_42
SEFF	<-->	MUSSS	.773	.074	10.396	***	par_43
SEFF	<-->	IEMSS	.639	.069	9.312	***	par_44

**Correlations: (Group number 1 - Default model)**

			Estimate
MUSSS	<-->	IEMSS	.692
SMII	<-->	IEMSS	.462
SLAA	<-->	IEMSS	.617
TMFF	<-->	IEMSS	.624
SMII	<-->	MUSSS	.472
SLAA	<-->	MUSSS	.622
TMFF	<-->	MUSSS	.652
SLAA	<-->	SMII	.503
TMFF	<-->	SMII	.438
TMFF	<-->	SLAA	.628
SEFF	<-->	TMFF	.604
SEFF	<-->	SLAA	.684
SEFF	<-->	SMII	.531

			<b>Estimate</b>
SEFF	<-->	MUSSS	.707
SEFF	<-->	IEMSS	.612

**Variances: (Group number 1 - Default model)**

	<b>Estimate</b>	<b>S.E.</b>	<b>C.R.</b>	<b>P</b>	<b>Label</b>
SEFF	1.059	.094	11.300	***	par_51
TMFF	.961	.092	10.394	***	par_52
SLAA	.836	.081	10.317	***	par_53
SMII	1.465	.112	13.066	***	par_54
MUSSS	1.130	.097	11.680	***	par_55
IEMSS	1.029	.096	10.666	***	par_56
e54	.325	.033	9.876	***	par_57
e1	.251	.022	11.209	***	par_58
e2	.235	.021	11.305	***	par_59
e3	.271	.024	11.480	***	par_60
e4	.203	.019	10.546	***	par_61
e5	.309	.026	11.727	***	par_62
e6	.357	.029	12.447	***	par_63
e7	.274	.023	11.755	***	par_64
e8	.180	.017	10.494	***	par_65
e9	.161	.016	9.984	***	par_66
e10	.217	.020	10.961	***	par_67
e11	.321	.026	12.431	***	par_68
e12	.212	.019	11.386	***	par_69
e13	.146	.015	9.945	***	par_70
e14	.228	.020	11.181	***	par_71
e15	.220	.020	10.847	***	par_72
e16	.090	.007	12.098	***	par_73
e17	.115	.009	12.479	***	par_74
e18	.065	.006	11.424	***	par_75
e19	.056	.005	10.889	***	par_76
e20	.029	.004	7.953	***	par_77
e21	.216	.020	10.597	***	par_78
e22	.440	.035	12.698	***	par_79
e23	.234	.021	11.122	***	par_80
e24	.262	.023	11.293	***	par_81
e25	.198	.019	10.441	***	par_82
e26	.335	.028	11.983	***	par_83
e27	.311	.026	11.847	***	par_84
e28	.265	.023	11.373	***	par_85
e29	.235	.022	10.489	***	par_86
e30	.208	.020	10.257	***	par_87



	<b>Estimate</b>	<b>S.E.</b>	<b>C.R.</b>	<b>P</b>	<b>Label</b>
e48	.316	.026	12.090	***	par_88
e49	.457	.036	12.749	***	par_89
e50	.265	.023	11.381	***	par_90
e51	.261	.023	11.389	***	par_91
e52	.237	.021	11.324	***	par_92
e53	.237	.021	11.203	***	par_93

**Squared Multiple Correlations: (Group number 1 - Default model)**

	<b>Estimate</b>
ESS	.648
ES6	.814
ES5	.807
ES4	.803
ES3	.803
ES1	.745
IEMS5	.854
IEMS4	.845
IEMS3	.802
IEMS2	.767
IEMS1	.754
MUSS5	.846
MUSS4	.805
MUSS3	.815
MUSS2	.655
MUSS1	.840
SMI5	.982
SMI4	.964
SMI3	.957
SMI2	.928
SMI1	.942
SLA5	.844
SLA4	.828
SLA3	.876
SLA2	.817
SLA1	.723
TMF5	.845
TMF4	.879
TMF3	.863
TMF2	.799
TMF1	.729
SEF5	.773

	<b>Estimate</b>
SEF4	.840
SEF3	.791
SEF2	.803
SEF1	.808

**Matrices (Group number 1 - Default model)**

<b>MODEL FIT SUMMARYCMIN</b>					
Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	93	780.987	573	.000	1.363
Saturated model	666	.000	0		
Independence model	36	18897.344	630	.000	29.996

**RMR, GFI**

Model	RMR	GFI	AGFI	PGFI
Default model	.031	.901	.884	.775
Saturated model	.000	1.000		
Independence model	.717	.086	.034	.082

**Baseline Comparisons**

Model	<b>NFI Delta1</b>	<b>RFI rho1</b>	<b>IFI Delta2</b>	<b>TLI rho2</b>	<b>CFI</b>
Default model	.959	.955	.989	.987	.989
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

**Parsimony-Adjusted Measures**

Model	PRATIO	PNFI	PCFI
Default model	.910	.872	.899
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

**NCP**

Model	NCP	LO 90	HI 90
Default model	207.987	138.837	285.198
Saturated model	.000	.000	.000
Independence model	18267.344	17822.082	18718.956

**FMIN**

Model	FMIN	F0	LO 90	HI 90
Default model	2.034	.542	.362	

Model	FMIN	F0	LO 90	HI 90
Saturated model	.000	.000	.000	
Independence model	49.212	47.571	46.412	48.747

#### **RMSEA**

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.031	.025	.036	1.000
Independence model	.275	.271	.278	.000

#### **AIC**

Model	AIC	BCC	BIC	CAIC
Default model	966.987	986.820	1334.639	1427.639
Saturated model	1332.000	1474.029	3964.860	4630.860
Independence model	18969.344	18977.021	19111.661	19147.661

#### **ECVI**

Model	ECVI	LO 90	HI 90	MECVI
Default model	2.518	2.338	2.719	2.570
Saturated model	3.469	3.469	3.469	3.839
Independence model	49.399	48.240	50.575	49.419

#### **HOELTER**

Model	HOELTER .05	HOELTER .01
Default model	310	322
Independence model	15	15

#### **Execution time summary**

Minimization:	.032
Miscellaneous:	1.025
Bootstrap:	.000
Total:	1.057