

UNIVERSITY OF CAPE COAST

CORPORATE SPONSORSHIP IN THE GHANAIAN MOBILE TELEPHONY
INDUSTRY

BY

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DISSERTATION SUBMITTED TO THE DEPARTMENT OF MANAGEMENT
STUDIES, SCHOOL OF BUSINESS, UNIVERSITY OF CAPE COAST IN
PARTIAL FULFILMENT OF THE REQUIREMENTS FOR AWARD OF A
MASTER OF BUSINESS ADMINISTRATION DEGREE IN MARKETING.

JUNE, 2009

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature:..... Date:.....

Name: DELADEM KOMLA LOGLO

Supervisors' Declaration

I hereby declare that the preparation and presentation of this dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature..... Date.....

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ABSTRACT

The mobile telephony industry in Ghana has in recent times increasingly employed corporate sponsorship as a marketing tool. This study sought to find out the effectiveness of using corporate sponsorship as a marketing tool.

The study made use of both primary data and secondary data. Two classes of respondents were used in this study: respondents from the mobile telecommunication companies (sponsors) and the beneficiaries of the sponsorship packages (sponsees). The two main data collection instruments used for the study were the questionnaire and interviews schedules. Statistical Product for Service Solutions (SPSS) and Microsoft Excel were the main statistical tools used in the analysis of the data.

The finding of the study indicated that corporate sponsorship is without doubt an effective marketing tool. The companies studied attained their brand positioning and advertising campaign objectives by sponsoring different sponsees that will give their brands high level of exposure to their target markets. This is summed up in the words of one of the marketing managers interviewed for this study. "It certainly is, customers are positively influenced when they see, hear and experience our brand when it is enthusiastically and consistently engaged with things they are passionate about". This study however recommends that though sponsorship is an effective marketing tool for telecommunication companies, companies must learn to give back to the communities without expecting anything in return.

ACKNOWLEDGEMENTS

My deepest appreciation goes to Rev. Fr. Dr. Felix Rex Amofa my supervisor for the guidance and suggestions that he offered me to complete my work. I also render my gratitude to Mr. Edward Marfo - Yiadom, the Dean of School of Business, for his interest and support in getting this work completed.

I also wish to extend my appreciation to Victor Nunfam for his assistance in shaping my dissertation.

DEDICATION

To Emerald Aseye Loglo the love of my life

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CHAPTER ONE

INTRODUCTION

Background to the study

The mobile telephone and telecommunication services dates back to experiments conducted in the 1920s with radio telephony in the United States (Kargman, 1978; Agar, 2003).

Eventually, radio telephony became so crowded, leading to the introduction of Advanced Mobile Phone Services (AMPS) in 1978, which was an analogue system. These analogue services were city services and the myriad of mobile phone companies were confronted with two problems critical in a cell structure - roaming and hand-over. Roaming was needed to keep track of the telephones and hand-over was needed to enable subscribers to keep a telephone call when moving from one cell to another.

Additionally, the analogue systems lacked interoperability. In order to bring interoperability and cross border roaming on a higher level the Groupe Spéciale Mobile (GSM) which was later renamed Global System for Mobile Telecommunications was initiated (Pelkmans, 2001). Following the introduction of the GSM in Europe and most part of the world, the European Commission accentuated the need for European network operators to make firm commitment to implement GSM-networks. This commitment convinced the industry to make

substantial investments in research and development for the GSM standard. A Memorandum of Understanding to introduce GSM networks by January 1, 1991, later put forward to July 1, 1991, was signed in Copenhagen in 1987 by operators and regulators from thirteen European countries (Hultén and Mölleryd, 2003).

Consequently, Philips owned the most essential patents in 1989; however, Ericsson, Alcatel, Siemens and Motorola intensified their patent activity from 1992 onwards. These corporate bodies (firms) controlled more than 85% of the total GSM market in the early 1990s. Again, Motorola, Ericsson and Nokia rapidly came to dominate the mobile telephone market with Siemens and Alcatel as other important players (Bekkers, Duysters and Verspagen, 2002). Once the GSM was successfully introduced, mobile telecommunication in Europe and the entire world was constantly in strong demand. Significantly, the mobile telephony and telecommunication services in the 1990's saw rapid and sustained growth rate accompanied by profound changes in the telecommunications markets.

Following the successful evolution and growth of the mobile telephony and telecommunication industry and services, the entire continent of Africa has had its share of the benefits associated with it. The continent has witnessed a tremendous increase in the number of corporate organizations of the mobile/cellular/wireless phone network services as well as subscribers in the entire telephony industry. MTN, Investcom and Milicom among others are examples of corporate organization in the mobile telephony industry in Africa. For instance, MTN operates in 11 countries in Africa, while Investcom operates in 10 countries in Africa, the Middle East and Europe, and had approximately 4.9

million subscribers in Benin, Cyprus, Ghana, Guinea Bissau, Liberia, Sudan, Syria and Yemen by December 31, 2005.

A recent survey by the International Telecommunications Union (ITU) found that Africa has become the world's fastest mobile phone market. The report said over the last five years, the continent's mobile phone use increased at an annual rate of 65 percent, twice the global average. Africa has also gained more than 13 million new subscribers in 2003 alone, bringing the total to more than 52 million. The survey further estimated that there would be 60 million mobile phone users in Africa by the end of 2004, more than double the 27 million people who use landlines (Selian, 2000).

Similarly, Ghana has witnessed significant growth in the number of mobile/cellular/wireless phone providers and subscribers. Milicom Ghana Ltd operators of TiGo introduced the first cellular/mobile phone network service in Ghana in 1992 with 19,000 mobile phone customers. In 1998, the number of mobile phone users in the country increased to 43,000 and by the middle of 1999, the number increased to 68,000. Currently, five companies, MTN, Ghana telecom Limited now Vodaphone operators of Gt Onetouch, Kasapa Telecom Limited operators of Kasapa, Tigo and Zain (formerly Westel) compete for cellular customers. However, Zain entered into the Ghanaian market only at the end of 2008.

Moreover, the most recent survey conducted in 2006 by the National Communication Authority (NCA) indicates that the subscriber base in Ghana had risen to 5,209,398 (www.nca.org.gh). Areeba (MTN) had 2,585,467 subscribers,

Mobitel (now TiGo), took over the second position from GT Onetouch with 1,546,721 subscribers, GT- Onetouch took the third position with 877,106 subscribers, while Kasapa, the smallest had a market share of 200,104. These figures have perhaps changed by now due to the aggressive marketing strategies and under pricing the mobile companies are engaged in (www.usafricaonline.com/news).

The increasing number of mobile phone network service providers in the mobile telephony industry in Ghana has engendered a lot of competition among the providers for subscribers. To this end, the mobile phone companies are adopting all sorts of aggressive marketing strategies to either hold on to the existing market share or increase their market share of subscribers. Consequently, the efficient and effective use of marketing mix has become an essential factor for the mobile phone companies to become successful or stay in business (Hollensen, 2003). The marketing mix consists of four components: product, price, place and promotion. According to Jobber (2001), promotion has been recognized as the tool used by marketers to communicate to their target market(s). Promotion formerly comprised of advertising, personal selling, sales promotion, public relation and point of purchase communication. However, sponsorship has now increased in importance and therefore has become part of promotion or marketing communication tools. In the view of (Meenaghan, 1983), sponsorship as a marketing communication tool refers to assistance provided by an organization in the form of cash or kind to support an event or activity for achieving a commercial objective.

A glance at the corporate sponsorship landscape in Ghana indicates that, the companies in the mobile telephony industry continue to deploy a lot of financial resources to support events such as festivals, TV programmes, sports, education and environmental programmes among others. Why and how they do this is seemingly shrouded in mystery and not well documented. This research therefore aims at investigating and highlighting the use of corporate sponsorship as a marketing tool in the mobile telephony industry in Ghana.

Statement of the problem

Over two decades now corporate sponsorship has assumed tremendous significance as a marketing tool in most organizations in the world. Indeed, the mobile telephony industry in Ghana has in recent times increasingly employed corporate sponsorship as a tool in marketing. For instance, Ghana's football league has enjoyed corporate sponsorship from Ghana telecom and MTN in the past years. However, corporate sponsorship in general is without an integrated and coherent body of empirical research (Tripodi, 2001). In this regard, the implicit nature and objectives of the sponsoring companies regarding sponsorship of an event or activity has repeatedly been brought up by researchers (McCook, Turco and Rilay, 1997; Pope, 1998; Olkkonen, Tikkanen and Alajoutisjarvi, 2000).

Consequently, several researchers bring to bear diverse objectives without any clear unity on the issue of sponsorship objectives. Undoubtedly, the nature and objectives of corporate sponsorship packages of the mobile/cellular network

providers for events and activities in Ghana are not well known. Significantly, the rationale behind the sponsorship activities of these companies in the Ghanaian mobile telephony industry seems to be unclear. This often makes it difficult for potential sponsees to tailor their applications to suit such objectives and criteria.

Another issue that has been gaining attention is the selection criteria corporate organizations use in determining who and what should be sponsored. According to McCook et al (1997), the criteria employed in selecting a sponsorship activity or event is often implicit and company - dependent. Similarly, the selection criteria used to choose a sponsorship activity or event by the Ghanaian mobile telephony industry is indistinct.

Finally, despite the importance and ever increasing expenditures of organizations in corporate sponsorship, the evaluation of sponsorship effectiveness has often proved problematic. In this regard, Hoek, Gendall and Sanders (1997) argue that few organizations attempt to evaluate the effectiveness of their sponsorships. Is this case the same for the Ghanaian mobile/cellular network providers? To this end, it is worthwhile to investigate the increasing significance of the use of corporate sponsorship as a marketing tool in the mobile telephony industry in Ghana.

Objectives of the study

The general objective of the study is to examine the use of corporate sponsorship as a marketing tool of the mobile/cellular network providers in the Ghanaian Mobile Telephony Industry.

The specific objectives of the study are to:

1. determine the nature and purpose of using corporate sponsorship as a marketing tool of the mobile/cellular network providers in the Ghanaian Mobile Telephony Industry.
2. ascertain the criteria employed by the mobile/cellular network providers in the selection of sponsees for corporate sponsorship in the Ghanaian Mobile Telephony Industry.
3. establish the methods the mobile/cellular network providers in the Ghanaian Mobile Telephony companies use to measure the effectiveness of corporate sponsorship as a marketing tool.
4. make recommendations for improving corporate sponsorship in the mobile/cellular network providers in the Mobile Telephony Industry.

Research questions

The research question guiding this study is ‘how does the use of corporate sponsorship as a marketing tool enhance the marketing objectives of the mobile/cellular network providers in the Ghanaian Mobile Telephony Industry?’

In addition, the following questions related to the study were sourced from the one stated above:

1. What is the nature and rationale of using corporate sponsorship as a marketing tool in the Ghanaian Mobile Telephony companies?
2. What criteria do the Ghanaian Mobile Telephony companies use to select their sponsees?

3. How do the Ghanaian Mobile Telephony companies measure the effectiveness of using corporate sponsorship as a marketing tool?

Significance of the study

The significance of this research is to contribute empirically to the corporate sponsorship literature. Most researchers have focused on sport sponsorship because sports is said to capture majority of sponsorship contracts (Pope, 1998, Hoek, Gendall, and Theed (1999)). However, the focus of this study is to contribute to knowledge by providing a systematic overview of corporate sponsorship in general (sports, festivals, education, environment, arts, and music just to mention a few) in the Ghanaian Mobile Telephony Industry. Particularly, the contribution will be in the form of determining the purpose of sponsorship in the Ghanaian Mobile Telephony Industry, sponsors selection criteria and how the effectiveness of sponsorship is measured. The researcher believes that this study is significant and can be used in a number of ways. Hence, from an empirical perspective, the research will contribute to the following parties:

- The Public - help clarify “why and how” of corporate sponsorship (particularly sponsorship objectives, selection criteria and evaluation of sponsorship effectiveness). This will guide people seeking sponsorship to tailor their proposals to suit the selection criteria of the sponsoring organizations.
- Marketing Managers – will benefit by having the opportunity to approach sponsorship in a more coherent fashion to extract greater benefits from

sponsorship.

- Lastly, academics will also gain by understanding what similarities and differences exist between sponsorship in Ghana (a developing world) and that in a developed world.

Scope of the study

The study focused on examining the use of corporate sponsorship as a promotional tool in the Ghanaian Mobile Telephony Industry. It covered four mobile service providers in Ghana, that is, Milicom Ghana Limited operators of tiGo, Scancom Ghana Ltd operators of MTN, Ghana Telecom Limited (now Vodaphone) operators of GT Onetouch, and Kasapa Telecom Limited operators of Kasapa. The study was confined to these companies because, at the time of writing, these were the companies licensed by the National Communication Authority as Mobile Cellular Wireless Phone Network(s) in Ghana ([http:// www.nca.org.gh/industry_statistics_telecom.asp](http://www.nca.org.gh/industry_statistics_telecom.asp)). Thus, walkie-talkies used by security and mining companies were excluded from the study since they do not meet the criteria of been mobile service providers in Ghana.

The period of the study is limited to a five-year period of 2003 to 2008. This period is chosen because it is within this period that corporate sponsorship gained prominence among the mobile telecommunication companies in Ghana. The sponsees would also be limited to those provided by the telecommunication companies. This means that sponsees not referenced by the mobile telecommunication companies were not be contacted in this study.

Organization of the study

The study is structured into five main chapters. The first chapter is an introduction to the study, which deals with the background to the study, statement of the problem and the objectives of the study. It also looks at the research questions, the significance of the study, scope of the study and organization of the dissertation. The second chapter contains the relevant literature with various themes addressing the subject matter of the study.

The third chapter constitutes the methodology of the study. It considers methodological procedures such as the design of the study, sample size and sampling procedure, sources of data, data collection techniques and methods of data processing and analysis. The fourth chapter deals with issues such as results and discussion. The final chapter is devoted to the summary, conclusions and recommendations of the study as well as areas for further research.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter presents a detailed review of relevant literature relating to the study. The major thematic areas of review include marketing mix and promotional strategies, corporate sponsorship, sponsorship objectives, sponsees selection criteria, and evaluation of sponsorship effectiveness. It also presents an outline linking corporate sponsorship objectives, selection criteria for sponsees and evaluation of sponsorship effectiveness.

Marketing mix and promotional strategies

Neil Borden first coined the term marketing mix in 1949 (Business Encyclopedia, 2008). Borden began using the term in his teaching in the late 1940's after James Culliton had described the marketing manager as a "mixer of ingredients". The ingredients in Borden's marketing mix included product planning, pricing, branding, distribution channels, personal selling, advertising, promotions, packaging, display, servicing, physical handling, and fact finding and analysis. However, McCarthy (1960) later grouped these ingredients into the four categories that today are known as the 4Ps of marketing (NetMBA.com). Marketing decisions generally fall into the four controllable categories such as

Product, Price, Place (distribution) and Promotion.

These 4Ps are the parameters that the marketing manager controls subject to the internal and external constraints of the marketing environment. The purpose of which is to make decisions that centre the 4Ps on the customers in the target market in order to create perceived value for the product and generate a positive response from prospective customers.

Product decisions

The term product refers to tangible, physical products as well as services provided by an organization (NetMBA.com). Product decisions include: brand name, functionality, styling, quality, safety, packaging, repairs and support, warranty, accessories and services.

Price decisions

Price is simply the amount of money that consumers are willing to pay for a product or service (Business Encyclopedia, 2008). Pricing includes the value an organization attaches to its products or services. Some examples of pricing decisions to be made include: pricing strategy (skim and penetration among others), suggested retail price, volume discounts and wholesale pricing, cash and early payment discounts, seasonal pricing, bundling, price flexibility and price discrimination.

Distribution (place) decisions

Distribution is about getting the products to the customer. Some examples of distribution decisions include: distribution channels, market coverage (inclusive, selective, or exclusive distribution), specific channel members, inventory management, warehousing, distribution centers, order processing, transportation and reverse logistics.

Promotion decisions

Promotion is an attempt by marketers to inform people about products and to persuade them to participate in an exchange (Nickels, McHugh and McHugh, 2002). In doing so, an organization combines promotional tools that are called promotional mix. The goal is to generate a positive customer response. Promotional marketing communication decisions include:

1. Advertising: Advertising is a 'paid for' communication. It is used to develop attitudes, create awareness, and transmit information in order to gain a response from the target market. There are many advertising 'media' such as newspapers (local, national, free, trade), magazines and journals, television (local, national, terrestrial, satellite) cinema, outdoor advertising (such as posters, bus sides).
2. Personal selling and sales force: Personal Selling is an effective way to manage personal customer relationships. The sales person acts on behalf of the organization. They tend to be well trained in the approaches and techniques of personal selling. However, sales people are very expensive

and should only be used where there is a genuine return on investment. For example, salespersons are often used to sell cars or home improvements where the margin is high.

3. Sales promotions: Sales promotion tends to be thought of as being all promotions apart from advertising, personal selling, and public relations. For example the BOGOF promotion or Buy One Get One Free. Others include couponing, money-off promotions, competitions, free accessories (such as free blades with a new razor), introductory offers (such as buy digital TV and get free installation), and so on. Each sales promotion should be carefully costed and compared with the next best alternative.
4. Public relations and publicity: Public relation (PR) is defined as 'the deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and its publics' (IEG 1999). It is relatively cheap, but certainly not cheap. Successful strategies tend to be long-term and plan for all eventualities. All airlines exploit PR; just watch what happens when there is a disaster. The pre-planned PR machine clicks in very quickly with a very effective rehearsed plan.
5. Direct mail: Direct mail is very highly focused upon targeting consumers based upon a database. As with all marketing, the potential consumer is 'defined' based upon a series of attributes and similarities. Creative agencies work with marketers to design a highly focused communication in the form of a mailing. The mail is sent out to the potential consumers and responses are carefully monitored. For example, if you were

marketing medical textbooks, you would use a database of doctors' surgeries as the basis of your mail shot.

6. Sponsorship is where an organization pays to be associated with a particular event, cause or image. Companies sponsor events such as the Olympics or Formula One or football leagues. The attributes of the event are then associated with the sponsoring organization. The elements of the promotional mix are then integrated to form a unique, but coherent campaign.

Corporate sponsorship

Significantly, sponsorship is one of the emerging elements of promotional mix that is also an element of the 4Ps in marketing mix. Sponsorship has the potential to become the marketing communication tool of the 21st century. This supposition is not so hard to believe for those who have witnessed the proliferation of the sponsorship medium over the last two decades. Marketers now recognize sponsorship as an effective promotional alternative vis-a-vis other marketing communication tools. Generally, corporate Sponsorship has evolved from being a philanthropic activity to an economic based partnership. The number of companies participating in sponsorship, as well as corporate expenditures for sponsoring events is on the increase as organizations seek new ways to reach audiences and enhance their image (Javalgi, 1994). Although there is lack of harmony and consensus on a definition of sponsorship, some attempts have been made at defining it.

Erdogan and Kitchen (1998) defined sponsorship as promoting a company's interests and its brands by tying them to a specific and meaningful related event, organization or charitable cause. In the view of Pope (1998:2) "Sponsorship is the provision of resources (e.g. money, people, equipment) by an organization (the sponsor) directly to an individual, authority or body (the sponsee) to enable the latter to pursue some activity in return for benefits contemplated in terms of the sponsors promotion strategy, and which can be expressed in terms of corporate, marketing, or media objectives."

There are two types of sponsorship namely: event and cause-oriented sponsorship. According to Shimp (2000), event sponsorship is a form of brand promotion that ties a brand to a meaningful athletic, entertainment, cultural, social, or other type of high interest public activity. Event marketing as it is sometimes called is distinct from advertising, promotion, point-of-purchase merchandising, or public relations, but it generally incorporates elements from all of these communication tools. Event sponsorship has a considerable opportunity to achieve success because events reach people when they are receptive to marketing message and capture people in a relaxed and happy mood. He further explained that there are two main options for event sponsorship: creating customized events and ambushing.

Creating customized events refers to a firm developing its own event rather than sponsoring an existing event, giving a brand total control over the event. Thus, eliminating externally imposed timing demands or other constraints and also preventing the problem of clutter from too many sponsors. What is more,

the customized event is developed to match perfectly the brands target audience and to maximize the opportunity to enhance the brand's image and sales. Moreover, it achieves set objectives, cost effectively than a pre-existing event. On the other hand, sponsoring events not created by the organization has its own benefits. For instance, sponsoring prestigious events such as Olympics inevitably transfers the event's prestige and perhaps the fun atmosphere to the sponsoring brand (no doubt Coca Cola has a strong brand image). On the other side of the coin, ambush marketing also known as parasite marketing has emerged as a strong commercial sponsorship practice (Tripodi, 2001). He pointed out that ambush marketing is a strategy employed by firms to associate with an event without the need to secure official sponsorship rights. Its correct application as he puts it, allows a company to potentially receive the benefits expected of an official sponsor. This nullifies and negatively influences the brand – building efforts of official sponsors by reducing their legitimate associations. The ambushing company is usually a competitor, thus ambush marketing is considered to have a devaluating effect on corporate sponsorship (McAuley and Sutton, 1999).

Cause-oriented sponsorship, otherwise known as cause related marketing (CRM) is a combination of public relations, sales promotion, and corporate philanthropy, based on profit-motivated donation to good causes. According to Shimp (2000), it is based on the notion that a company will contribute to a cause every time the customer undertakes an action. Corporate sponsorship of, and donations to social causes has been noted as “ cause related marketing (CRM)” and its purposes/objectives are to enhance corporate image, thwart negative

publicity, pacify consumer groups, launch a new product or brand, broaden their customer base, and generate incremental sales” (Kotler, 1997: 93). Significantly, corporate organizations undertake sponsorship with an underlying objective. Thus, no organization will sponsor for nothing.

Sponsorship objectives

A critical issue a company has to consider when sponsoring an activity is what it wants to achieve. This is because a sponsorship can misfire when the sponsorship is not well thought out. The results of an empirical study conducted by Javalgi, Traylor, Gross and Lampman (1994) revealed that corporate sponsorship can improve corporate image, but its effects differ among companies. What is more, sponsorship is only one of the information sources consumers use to form their impressions of an organization. In certain circumstances, corporate sponsorship can damage, rather than enhance, the image of a company.

At the backdrop of this, Olkkonen (1999) argues that setting precisely defined objectives is a prerequisite for effective sponsorship since the objectives serve as benchmarks when measuring and assessing the performance of the sponsorship activities. More so, setting objectives enable the company embarking on sponsorship to undertake a post evaluation of the sponsorship in accordance with the set objectives (Tripodi, 2001).

Significantly, there are various distinctive ways of categorizing sponsorship objectives. For example, Javalgi et al (1994) argues that sponsorship is the underwriting of a special event with the objective of supporting

organizational objectives by: enhancing corporate image, increasing awareness of brands, stimulating the sales of products or leveraging corporate reputation. A similar but more extensive categorization broadly spelt out as either corporate or brand-related objectives was provided by Irwin and Asimakopolis (1992) as illustrated in Table 1.

Table 1: Corporate or brand-related objectives

Corporate-related objectives	Product/ brand related objectives
1. Increase public awareness of the company and its services	1. Increase target market awareness
2. Enhance company image	2. Identify/build image within target market (positioning)
3. Alter public perception	3. Increase sales and market share;
4. Increase community involvement	4. Block/ pre-empt competition.
5. Build business/trade relations and goodwill	
6. Enhance staff/employees' relations and motivation	

Source: Irwin and Asimakopolis (1992)

Equally, Pope (1998) reported that several commentators have noted individual objectives and these objectives tend to fit well within the Sandler and Shani (1993) categories presented in Table 2. Although the sponsorship objectives suggested examines sports sponsorship, the author provides a fundamental framework that is applicable to sponsorship in general. Additionally, it provides a

more comprehensive framework than those put forward by Javalgi et al (1994), Irwin, and Asimakopolis (1992).

Table 2: Aggregated objectives for corporations involved in sponsorship

Corporate objectives	Marketing objectives	Media objectives	Personal objectives
<ul style="list-style-type: none"> • Public awareness • Corporate image • Public perception • Community involvement • Financial relations <ul style="list-style-type: none"> • Client entertainment • Government relations • Employee relations • Compete with other companies 	<ul style="list-style-type: none"> • Business relations • Reach target market • Brand positioning • Increase sales • Sampling 	<ul style="list-style-type: none"> • Generate visibility • Generate publicity • Enhance campaign • Avoid clutter • Target specificity 	<ul style="list-style-type: none"> • Management interest

Source: Pope (1998)

In relation to the objectives listed in Table 2, Sleight (1989) observed that "management interest" is one of the worst reasons to embark on a sponsorship programme. It would appear then, that with the deletion of that objective, Sandler and Shani's (1993) groupings are confirmed both by the literature and in practice (Pope, 1998). Although these objectives are by far not exhaustive, they are the most popular of sponsorship objectives. Furthermore, it has been observed that sponsorship objectives are diverse and tend to differ from one writer to the other, from one country to another and from one company/industry to the other. Nonetheless, in relation to sponsorship objectives, this study would be guided by the proposal made by Pope (1998), which seems most comprehensive. In addition, the study would make use of block/pre-empt competition from Irwin and Asimakopis (1992). Nonetheless, a slight modification will be made to Pope's submission since some of the issues raised could be merged to make it simple. For instance, public awareness, corporate image and public perception would be treated as enhancing corporate image. A summary of sponsorship objectives deemed relevant to this study from the researchers perspective are : avoid clutter, brand positioning, compete with other companies, enhance advertising campaign, enhance corporate image, generate publicity, increase sales, sampling, target specificity and block/pre-empt competition. Indeed, the objectives of most organization inform the selection criteria employed for sponsees.

Selection criteria for sponsees

According to McCook et al (1997), some companies receive as many as 100 sports proposals from sport franchises annually but not all the proposals are considered for sponsorship. To be considered for sponsorship, there must be a fit between the brand, event and the target market (Shimp, 2000). Similarly, the growing complexity of sponsorship relationships and the potential conflicts associated with it has made marketers more aware of the need for a clear strategic justification to underpin their choice of partner.

To this end, McCook et al (1997) introduced an evaluation process named the Sprint Sponsorship Vision Project. This process includes a pre and post evaluation criterion. Hereafter, it will be referred to as the Sprint method. The Sprint method rates eight different criteria, which have been weighted accordingly. The criteria are as follows:

1. Revenue opportunities for the company.
2. Ability to integrate the product into the event.
3. Costs of the sponsorship.
4. Exposure to the company's target market.
5. The company image enhancement gained from the sponsorship.
6. The company's competitive advantage gained in the market place through the sponsorship.
7. The hospitality/entertainment opportunities for the company that are gained through the sponsorship.
8. The sponsorship opportunity to show the company's commitment to the

community.

Alternatively, Shimp (2000) suggested a criterion, which could be used to determine whether an event or cause is a suitable association. He raises the following questions: Is the event consistent with the brand image, and will it benefit the image? Does the event offer a strong likelihood of reaching the desired target audience? Is the event geographically suited? Is this event one that the competition has previously sponsored, and is there a risk in sponsoring the event of being perceived as “me-tooistic” and confusing the target audience as to the sponsor’s identity? Is the event cluttered? Does the event complement existing sponsorships and fit with other marketing communications programme for the brand? Is the event economically viable?

In a similar view, Jobber (2001) indicated that a company trying to Figure out what to sponsor should answer a series of questions in order to determine the most appropriate sponsorship object. The questions are related to communication objectives and are: What do we want to achieve with the sponsorship? Is our goal awareness or image improvement in community relations or entertainment opportunities? Does the personality of the event lay in correlation with the desired brand image? For the target market: What target group are we trying to reach? Does our customer base match the audience within the sponsored event or programme? In the area of risk: What are the associated risks for the sponsor? Could the event or programme attract bad publicity? How would a termination of the sponsorship affect the image of the sponsor? Promotional opportunities: Does any potential sales promotions exist? Are there any publicity opportunities? Past

record: What was the result for previous sponsors of the specific programme or activity? If previous sponsors have withdrawn, what was the reason? Cost: Does the sponsorship opportunity give return of investment?

Although these views on the suggested selection criteria/approaches are divergent, there are points of convergence (for example: clarifying intentions for sponsorship, image gained, competitive advantage gained/exclusivity, likelihood of reaching the desired target audience, return on investment, ability to use sponsorship as a spring board to attain other marketing communications objectives, leverage and risk just to mention a few). From the discussions, would it be easy to guess the factors considered by the Ghanaian Mobile Telephony Industry in selecting sponsees, causes or events for sponsorship?

Nonetheless, the researcher will summarize the selection criteria reviewed by blending the submissions of McCook et al (1997) and Shimp (2000) to help find out what is pertaining here. According to McCook et al (1997), the selection criteria includes: the company image enhancement gained from the sponsorship, the company's competitive advantage gained in the market place through the sponsorship, the hospitality/entertainment opportunities for the company that are gained through the sponsorship, and the sponsorship opportunity to show the company's commitment to the community. However, Shimp's (2000) selection criteria answers question such as: Is the event consistent with the brand image, and will it benefit the image? Does the event offer a strong likelihood of reaching the desired target audience? Is the event geographically suited? Is this event one that the competition has previously sponsored, and is there a risk in sponsoring

the event of being perceived as “me-tooistic” and confusing the target audience as to the sponsor’s identity? Is the event cluttered? Does the event complement existing sponsorships and fit with other marketing communications programme for the brand? In addition, is the event economically viable? What do we want to achieve with the sponsorship? (Jobber, 2001). Significantly, the realization of the objectives for sponsoring any event and the effectiveness of the selection criteria can only be determined through the effectiveness of the method of evaluation employed.

Evaluation of Sponsorship Effectiveness

According to Pope and Voges (1994), there is a direct link between the setting of objectives, evaluation and the length of sponsorship agreements, which showed that shorter sponsorship agreements (less than three years) occurred among those who failed to set objectives and evaluate. Hoek (1997) pointed out that few organizations attempt to evaluate the effectiveness of their sponsorships. The reasons for not evaluating the effectiveness of their sponsorship are due to difficulties with technical research, unclear or non-existent objectives, uncertainties and costs as well as lack of useful evaluation criteria (Bennett, 1999). Nevertheless, Dolphin (2003) reported that there is a growing interest among marketers to quantify their sponsorship investments and objectives for evaluation.

Evaluation objectives

Jiffer and Roos (1999) suggested five different objectives for measuring the results of a certain sponsorship, which include: exposure, attention, knowledge/awareness, attitudes and behaviour. Companies are in need of a substantial exposure when they launch a new product or brand, change the company logo or want to help other marketing activities. Importantly, repetition is a key to making people remember the product, brand or logo. Therefore, by advertising in events grounds, for example, in stadia and using sponsorship as a promotional tool it will place a product, brand or logo in the mind of the consumer more effectively.

In addition, sponsors may also strive for getting information about people's attention. This is particularly important during the launch of products or brands or changes of a logo. Furthermore, sponsors might be interested in knowing more about what the respondents (audiences, participants, TV viewers, and customers) know about the company and its products/services. Additionally, the target audience's attitude to the sponsor is an important issue. By monitoring a part of the target audience for a while, it is likely to determine whether the sponsorship has been able to influence them or not. Attitudinal change takes a long time to take effect; hence, a general rule is that it takes at least three years for a more noticeable effect to emerge. Lastly, sponsors are somewhat interested in finding out if the sponsorship actually managed to alter the target audience's behaviour. This could be measured by tracking changes in consumption patterns during the sponsored event.

Evaluation methods

According to Olkkonen (1999), the measurement of sponsorship effectiveness generally concentrates at the sponsorship effort's impact on the recall and recognition of sponsors, as well as the consumer's attitudes towards sponsors and products. The effectiveness of sponsorship is in general similar to evaluating advertising effects.

Similarly, Meenaghan (1983) proposed a categorization for the measurement of sponsorship effectiveness. They are measuring the sales effectiveness of the sponsorship, measuring the communications effectiveness of the sponsorship, measuring the media coverage resulting from the sponsorship, and measuring the continuing appropriateness of the chosen sponsorship over time. In addition, Meenaghan (1983) argues that the measurement of sales effectiveness can be measured through such direct measures as quantity of mail order and direct mail, econometric analysis, and controlled experimentation that function as a form of test marketing. He also noted how difficult it is to measure a company's sales since it is derived from a number of factors and not sponsorship alone.

With regard to effective communication, it could be assessed via measuring awareness, recall, attitude surveys, psychological measurement, sorting, and keeping account of incoming requests for extra information and samples among others (Meenaghan, 1983). Nonetheless, the complications related to these types of measurements are somewhat the same as with measuring the sales effectiveness of a sponsorship.

In terms of media coverage, some basic measures to consider are: the duration of television coverage including the verbal and visual credits, the amount of press coverage as measured in column inches, and monitored radio coverage. Media coverage is one of the simplest methods to practice. Nonetheless, the level of media coverage merely indicates the extent of publicity achieved which is similar to indicating the level of advertising time or space bought.

The measurement of appropriateness, involves monitoring the audience level for the sponsored activity to ensure the fit between the event and the target market. The audience level can be measured by looking at the live audience, the extended audience and the level of participant involvement. Measuring the audience level does not require much effort from the measurer since these data are often already available from the sponsee or from the association governing the event. In addition, an investigation of the market perception of the activity could be carried out using qualitative research. The extent of media coverage is also indicating the appropriateness of the event and could be measured as explained above.

Sleight (1989) also acknowledged the importance of evaluation and recommended the use of attitudinal surveys, which would certainly give a justifiable evaluation of corporate related image objectives. However, he was skeptical about the use of media survey for evaluative purposes. According to him, media survey is founded on the television or print exposure of the sponsor's name or logo apart from paid-for media advertising, measured in television minutes or print inches. The estimated monetary value of this exposure, had it

been bought, is compared to the monetary cost of the sponsorship. Sleight argued further on three points, that the quality of the message is different, receipt of the message by the audience is not measured, and the cost of bought advertising is measured only at the highest rate, and few major advertisers ever pay this. In spite of these contentions, media audit remains widely used. It also would seem to give some means of measuring media cost-effectiveness.

Following the analysis of the literature on the evaluation of sponsorship effectiveness, it seems quite clear that most organizations are not able to evaluate their sponsorship effectiveness because of the difficulty involved in measuring some of the indicators of sponsorship effectiveness. However, with the growing interest in accountability of marketing communications investments, companies are trying very hard to quantify their investments. In this regard, what measurement or evaluation criteria/methods do the Ghanaian Mobile Telephony companies use to measure the effectiveness of their sponsorship?

Linking corporate sponsorship objectives, selection criteria for sponsees and evaluation of sponsorship effectiveness: a conceptual framework

The conceptual framework as depicted by the feedback loop in Figure 1. shows the linkage between sponsorship objectives, selection criteria for sponsees and the evaluation of sponsorship effectiveness. The framework operates on the assumption that a corporate organization's selection criteria for sponsees are informed by the objectives of the sponsorship that is also linked to the evaluation of sponsorship effectiveness of the organization. Therefore, the decision of an

organization to sponsor a particular cause or event must be preceded by well defined and clearly stipulated sponsorship objectives such as avoiding clutter, Brand positioning, Compete with other companies, Enhance advertising campaign, Enhance corporate image, Generate publicity, Increase sales, Sampling, Target specificity, and Block/Pre-empts competition. Indeed, the sponsorship objectives must be 'SMART', that is, simple, measurable, achievable, relevant and time bound. More importantly, the sponsorship objectives must satisfy or fit well into corporate objectives, marketing objectives and media objectives of the organization.

Following the setting of well-defined sponsorship objectives for the organization is the selection of appropriate sponsees, cause or event for sponsorship. This is done with the aid of selection criteria guided by the sponsorship objectives, which is also informed by the corporate objectives, marketing objectives and media objectives of the organization. The selection criteria for the sponsees or event may include the following: ability to reach target audience, cluttering, company image enhancement gained, competitive advantage gained, consistency with brand image, economic viability, geographical suitability, hospitality/entertainment opportunities gained through the sponsorship, how the event complements existing sponsorships and fit with other marketing communications programs for the brand, and social responsibility.

This eventually informs sponsors to determine the level of exposure, attention, knowledge/awareness, attitudes and behaviour gained through the sponsorship by evaluating sponsorship effectiveness. Consequently, the

evaluation reveals whether the overall sponsorship objectives have been achieved or not. This can be done by measuring the sales effectiveness, the communications effectiveness, and the media coverage resulting from the sponsorship as well as the continuing appropriateness of the chosen sponsorship over time. It is worthy to note that the evaluation of sponsorship effectiveness is highly dependent on sponsorship objectives and the selection criteria employed. In other words, when a sponsor sets SMART objectives which informs the selection criteria they can easily be measured after the sponsorship activity has been executed. Finally, lessons learnt from the monitoring and evaluation of the sponsorship effectiveness is then applied to future sponsorship programmes.

Sponsees

There is no standard definition of sponsees among the various researchers into sponsorship. The recurring explanation of the term 'sponsee' is that of Gardner and Shuman (1987). They described the term 'sponsee' as 'an individual, organization or institution, state or locality, event or program that is a direct or indirect beneficiary of a sponsorship package provided by corporate body' (Gardner and Shuman 1987).

Several researchers have attempted to classify sponsees into distinct groups (Gardner and Shuman, 1987; Mescon and Tilson, 1987; and IEG, Inc. 1999). However, the most predominant classification of sponsees is according to event, program, organization and town, state or locality (IEG, 1999).

According to IEG (1999), sponsees in events such as Motor Sports received sponsorship packages in excess of \$208.3 million in 1999, sponsees of programmes aimed at fighting hunger received sponsorship packages in excess of \$100 million through a Four-year initiative launched by Philip Morris in March 1999; thought to be one of the largest corporate effort ever to fight hunger in the United States; consisting of a combination of \$50 million in cash donations to fund food delivery program banks, soup kitchens, food pantries, shelters, and food-rescue programs in the United States and \$50 million in food donations to be distributed to second world network of food banks.

In Ghana, however the absence of organizations like IEG with the potential of finding out the actual amounts sponsees receive in the form of sponsorship packages has resulted in the absence of data on the amounts sponsees receive in sponsorship packages. This is one area that this study seeks to address by finding out in Ghana Cedi terms the amounts advanced to the various sponsees of the mobile telecommunication companies used in the study.

Sponsees in Ghana can also be classified according to events, programmes, organizations and towns/villages or locality. In terms of sponsees classification by events, those worth noting are the CAN 2008 and Ghana Music Awards 2008 both sponsored by MTN.

Conclusion

After examining the sponsorship literature, there is a clear indication there is still a lot to learn regarding sponsorship objectives, selection criteria and the

evaluation of sponsorship effectiveness. Indeed, an explicit sponsorship objective, selection criteria and the evaluation of sponsorship effectiveness in the Ghanaian Mobile Telephony Industry is yet to be clearly established in the literature. This is because suggestions regarding these issues vary from study to another and from one organization to another.

CHAPTER THREE

METHODOLOGY

Introduction

This chapter presents the methodology used for the study. It outlines in detail the variables of study, study design, selection of respondents and justification, sample size and sampling procedure, sources of data, methods of data collection, pre-test, field study and data processing and analysis.

Background of companies

Mobile Telecommunications Network (MTN)

In 1996 Scancom introduced Spacefon, Ghana's first GSM mobile service provider and the service has since become the market leader with a subscriber base in excess of 6 million. Scancom Ltd is a subsidiary of Investcom, an international holding company that specializes in telecommunications and holds interests in several networks around the world. Spacefon stayed ahead in an increasingly competitive local telecommunications industry with innovative products made for the various segments of its target groups.

MTN, the leading telecommunications company in the emerging markets of Africa and the Middle East, entered the Ghanaian market following the acquisition of Investcom in 2006. This acquisition resulted in another re-branding

from Areeba to MTN. After two unsuccessful attempts to set up mobile phone business in Ghana, MTN, Africa's biggest telecommunications provider (MTN) finally entered the Ghanaian market through a merger with Investcom, the parent company of Scancom Ghana Ltd, owners of Areeba, Ghana's biggest mobile phone provider. The deal was estimated to be worth \$ 5 million. By this deal, MTN Group and Investcom Ltd achieved their dreams of running a mega mobile operation in the emerging markets of Africa and the Middle East.

Investcom operates in 10 countries with almost 25 million subscribers using its services in Benin, Cyprus, Ghana, Guinea Bissau, Liberia, Sudan, Syria and Yemen by December 31, 2005. MTN African operations run to another 11 countries but industry source indicates there is no duplication within national borders. What is more exciting is the fact that the experience of Investcom in the middle East and Asia would be of tremendous help to MTN which have been trying to enter the Middle East market for some time now.

The entry of MTN in the Ghanaian Telecommunication Industry led to fierce competition among all the mobile service providers in Ghana. Positively, this competition has benefited consumers through improved services, lower prices, and several corporate sponsorship packages, thus improving social relationships and business relationships.

Milicom International Cellular (Tigo)

Milicom International Cellular (MIC) is an international provider of wireless services which specialises in delivering telecoms access to emerging

markets where the fixed line telephone service is inadequate and where rising prosperity is creating demand for communications services. The group typically operates through joint ventures with local business partners, acquiring licences at a low cost and exercising management control over the new operation. Its portfolio of assets comprises 16 cellular operators in as many countries, covering a combined population of more than 287 million at the end of 2007 with 23.3 million customers at the same date, a 56% increase year-on-year. In 14 of its markets the company operates under the Tigo banner, a brand which it says embodies its 'triple A' investment strategy of affordability, accessibility and availability.

MIC's African operations are in Chad, the Democratic Republic of Congo (DRC), Ghana, Mauritius, Senegal, Sierra Leone and Tanzania, which together had a population of 152 million at the end of 2007. During 2007 African revenues grew by 53% year-on-year to USD477 million, although because of expansion the EBITDA margin fell to 31%. The Tigo brand was launched in Ghana, Tanzania and Sierra Leone in March, April and September 2006 respectively, taking the brand into six of the seven African countries. The DRC operation - which operates under the Oasis Telecom banner - is the first in the region to become entirely e-PIN and the first in the country to offer per second billing.

Ghana Telecom/Vodafone (Onetouch)

Vodafone in Ghana is one of the latest additions to Vodafone Group Plc, the world's leading mobile telecommunications company. This follows the

successful acquisition of 70% shares in Ghana Telecommunications Company (GT) for \$900 million dollars by Vodafone International Plc on July 23, 2008. Vodafone Group Plc is making significant in-roads in Africa and currently operates in Kenya, South Africa, Tanzania and Mozambique. It has significant presence in Europe, the Middle East, Asia Pacific and the United States through the company's subsidiary undertakings, joint ventures, associated undertakings and investments.

Vodafone Group has more than 303 million customers, excluding paging customers, calculated on a proportionate basis in accordance with its percentage interest in these ventures. Operational in 31 countries, the company is ranked among the top 10 global companies by market capitalization. The company applies the latest industry technology and is keen on building the most versatile network.. The company has a deep sense of social responsibility. This is done through responsible employee volunteerism, providing access to communication in deprived communities and investing hundreds of thousands of cedis through the Vodafone Ghana Foundation in social causes.

The Ghana Telecom was established after World War II as a wing of the then Post and Telecommunications Corporation. In order for the company to function as a commercially viable entity, it was split into two autonomous divisions by the government of Ghana, Ghana Postal Services and Ghana Telecom. Two years later, GT was privatized to G-Com Ltd and subsequently contracted to Telenor Management Partners (TMP) of Norway to manage. A Ghanaian management team then took over the affairs prior to Vodafone's

acquisition.

Kasapa Telecom Limited

Kasapa Telecom Limited - a subsidiary of Hutchison Whampoa Group - offers mobile, home, and business voice and data service on its 800 MHz CDMA2000 1X network, expanding throughout Ghana.

Hutchison Whampoa Group acquired 80% of Celltel Limited in 1998, and in 2003, changed the brand to Kasapa and the company name to Kasapa Telecom Limited. In January 2005, Kasapa became a wholly owned subsidiary of Hutchison Telecom.

Kasapa means ‘good talk’ in Twi, the most widely spoken local language in Ghana. The Kasapa logo incorporates the “nnewuta” or double bell, a widely recognised Ghanaian cultural symbol. The sound made by the nnewuta mimics the pronunciation of the word Kasapa, and is used in advertisements and on the network itself.

The small analogue network inherited from Celltel was expanded and then converted to CDMA2000 1X digital technology on 800 MHz in September 2005, with customers migrated overnight. Coverage has since expanded from the capital metropolitan area to over 250 cities, towns and villages in seven of Ghana’s ten regions.

Design of the study

A study design is a detailed plan describing how a study is undertaken. That is, a framework showing the processes of collecting, discussing, analyzing, and interpreting data for the purpose of enhancing the drawing of inferences and conclusions based on the relationships between and among the variables of interest in the study.

The study design adopted is exploratory in nature. This investigative approach is adopted because the use of corporate sponsorship as a marketing tool has not been extensively researched in Ghana. In order to probe into corporate sponsorship the research sought to examine the nature and rationale of using corporate sponsorship as a marketing tool in the Ghanaian Mobile Telephony companies, the criteria used to select sponsees among Ghanaian Mobile Telephony companies and probe into how Ghanaian Mobile Telephony companies measure the effectiveness their corporate sponsorship as a marketing tool.

Although the study is exploratory in nature, it further provides a quantitative assessment of the use of corporate sponsorship as a marketing tool among mobile telephony companies in Ghana.

The sample and sampling technique

Two classes of respondents were used in this study. They consist of respondents from the mobile telecommunication companies (sponsors) and the beneficiaries of the sponsorship packages (sponsees). The above necessitated the

use of two main sampling techniques in selecting respondents for the study. Five respondents were chosen from each of the four-telecommunication companies used for the study. These respondents included the Marketing Manager and four other marketing officers from each of the telecommunication companies.

The marketing manager is selected purposively for this study because he has an extensive input in the selection of the forms of corporate sponsorship and sponsees. The remaining four marketing officers were selected using the simple random sampling. With random sampling, each individual is chosen randomly and entirely by chance, such that each individual has the same probability of being chosen at any stage during the sampling process, and each subset of k individuals has the same probability of being chosen for the sample as any other subset of k individuals (Yates et al 2008). This means that all marketing officers of each of the four mobile telecommunication companies have an equal chance of being selected for the study.

In all ten (10) sponsees each were sampled from the list of beneficiaries of sponsorship packages provided by the mobile telecommunication companies. These sponsees were also selected using the simple random sampling technique from the list provided by the telecommunication companies. This means that forty sponsees were selected in total (10 from each of the four-telecommunication companies). The advantage of using this technique stems from the fact that it is free of classification error, and it requires minimum advanced knowledge of the population other than the frame. Its simplicity also makes it relatively easy to interpret data collected. For these reasons, simple random sampling best suits this

situation since not much information is available about the population and data collection can be efficiently conducted on randomly distributed members of the population frame provided by the companies.

The research instrument

To ensure an effective collection of data, a combination of different research instruments were used in the collection of data. The two main data collection instruments used for the study were the questionnaire and interviews. The questionnaire was used as the main instrument due to its advantages. The questionnaire was structured with both open and closed ended questions. The closed ended questions enabled the exact information being sought to be collected, whilst the open-ended questions gave the respondents the room to speculate and also clarify certain responses provided as in appendices two and three.

The questionnaire was mainly used to collect data from all the respondents. In the case of respondents from the mobile telecommunication companies, the questionnaire was complemented with an interview. The interview sections aided in the collection of certain information that the questionnaire failed to address due to want of space and to clarify certain divergence between some responses they provided and those provided by the sponsees. In addition, interviews were used because the self-administered questionnaires risked producing limited scope of answers to questions, especially in cases where unstructured questions were used. This would have resulted in the loss of relevant

information that was only obtainable through sustained questioning of the respondents.

The questionnaires were designed with the objectives of the research in mind. For instance, to assess the transparency in sponsorship, sponsors were asked whether they attached any conditionality to the sponsorship packages while sponsees were asked whether they are made to fulfill any conditions before obtaining the sponsorship package.

The sources of data for the study included both primary and secondary. The primary source of data was the managers in charge of sponsorship in the various mobile/cellular network providers. The secondary sources of data were articles, reports, websites, journals, newsletters, sponsorships in the media connected to the various companies, books and other relevant existing empirical literature of scholars in the area of sponsorship.

Data collection

In-depth interview schedules and questionnaires as stated above were used for the data collection. Conducting interviews represents one of the essential sources of gathering information for any case study. The kinds of interviews that were used are what Merriam (1998) refers to as semi-structured i.e. a mix of more or less structured questions that guided the issues to be explored. This was the nature of the interviews. The interview was designed so that the respondents would be free to bring up issues they felt would be of interest to the subject. As a result, a “discussion-friendly” atmosphere in which one was able to ask follow-up

questions was created. The intention with the interviews was to unearth factual information from the people interviewed.

Data processing and analysis

In order to ensure a high level of consistency and accuracy in all the responses, the data obtained were first collated and compared for any exceptional deviations in responses. The Statistical Product for Service Solutions (SPSS) and Microsoft Excel were the main statistical tools used in the analysis of the data.

Descriptive statistics such as cross tabulation and frequencies was employed to summarize and present the quantitative aspect of the data in the form of Tables, graphs or charts to facilitate interpretation and analysis using frequencies and percentages. The qualitative aspect of the data was summarized in the form of text, quotes and extracts for easy description and analysis. Thus, both quantitative and qualitative methods were employed to summarize, describe and interpret or analyze the data collected.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter is devoted to the analysis of the data obtained from the field and the discussion of the various findings from the study. The findings of the data obtained from the sponsors namely MTN, Onetouch (Vodafone), Tigo and Kasapa would be discussed first, followed with the discussion of findings from the various sponsees.

Findings on Sponsors

All the four mobile telecommunication companies attested to the fact that corporate sponsorship plays an integral role in their marketing activities. In line with the above statement, the respondents from the four companies were asked to provide the percentage of their company's budget that is devoted solely to corporate sponsorship. The response provided is shown in Figure 1.

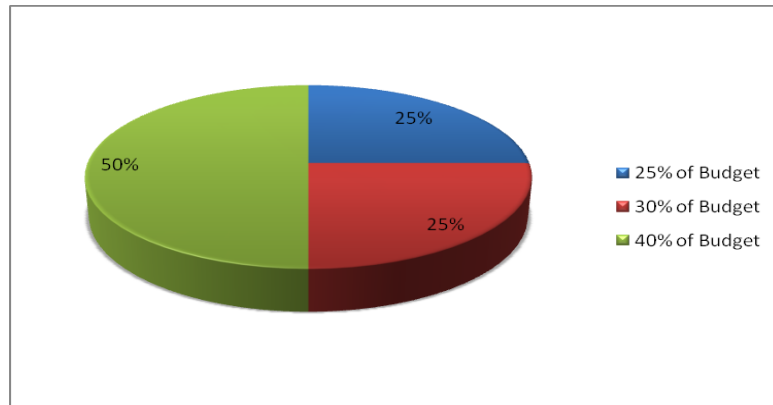


Figure 1: Percentage of Marketing Budget Devoted to Corporate Sponsorship

Source: Field Data, April 2009

The responses provided as depicted in Figure 1 affirms the importance that these mobile telecommunication ascribe to corporate sponsorship. Fifty percent of the companies devoted 40% of the marketing budget to the corporate sponsorship whilst the remaining companies devoted twenty-five percent and thirty percent of their marketing budget to corporate sponsorship.

Given that each telecommunication company devotes a substantial amount of its marketing budget to corporate sponsorship, the respondents were asked about the areas or events that they sponsor. The finding on the events/areas that they sponsor is shown in Figure 2. The total frequency used in computing the percentage is 14 instead of 4 because the question used in collecting data for Figure 2 had multiple choice answers and the telecommunication companies also sponsored more than one event or area.

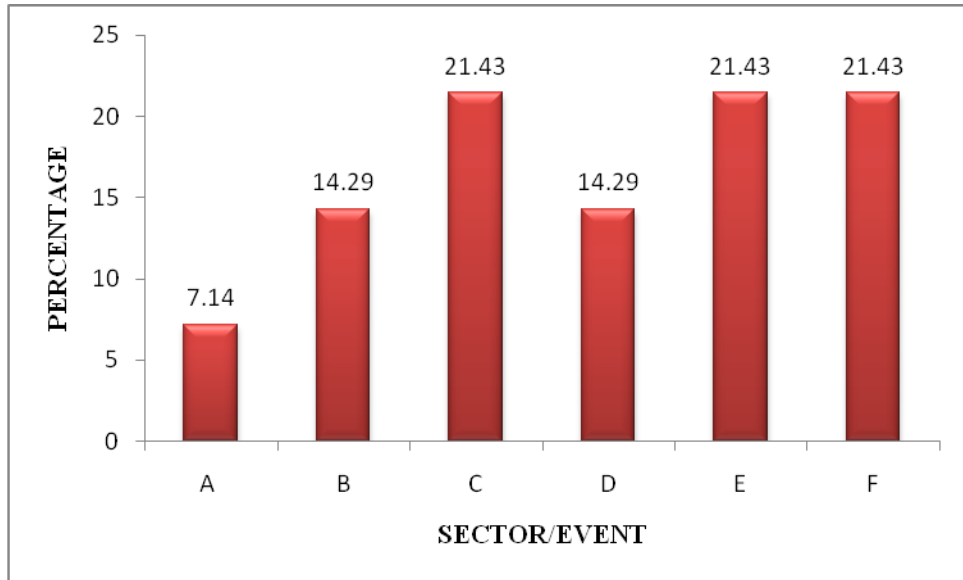


Figure 2: Events/Sectors Sponsored by the Telecommunication Companies

Source: Field Data, April 2009

KEY:

A – NGO’s and Community Organizations

B – Health Infrastructure

C – Arts, Music and Culture

D – Educational Infrastructure

E – Sports Development

F – Others

The events or sectors that the telecommunication companies sponsor include NGOs and Community Based Organization, Arts and Music, Education, Health and Sports Development. Only one company devoted part of its corporate sponsorship budget to the support of NGOs and Community Based Organizations. Arts and Music and Sports development was sponsored by the highest number of mobile telecommunication. Sports Development, and Arts and Music were each

sponsored by 21.43% of the respondents. Other areas or sectors of sponsees that was sponsored by 21.43% of the telecommunication companies included government agencies or state organizations like the electoral commission.

The next issue that this study seeks to unearth is the motive behind the use of corporate sponsorship by telecommunication companies as a marketing tool. The telecommunication companies also had more than one motive for sponsorship among the options provided on the question. This resulted in the total response of 13.

Table 3: Motives for Using Corporate Sponsorship as a marketing tool

Motives for Using Corporate Sponsorship	Frequency	Percent
Avoid clutter	1	7.70
Brand positioning	3	23.08
Enhance advertising campaign	3	23.08
Enhance corporate image	2	15.38
Reduce tax liability	2	15.38
Increase sales	2	15.38
Total	13	100.00

Source: Field Data, April 2009

The modal motive for the use of corporate sponsorship among the mobile communication companies is to enhance brand positioning and enhance

advertising campaign. These two reasons were each cited by 23.08% of the respondents. Other motives for using corporate sponsorship by the telecommunication companies included enhancement of corporate image, increase sales, and reduce tax liability. Only one respondent cited avoidance of advertising clutter as the main reason for using corporate sponsorship as a marketing tool.

The mobile telecommunication companies asserted that they embarked on corporate sponsorship based on the applications or proposals they receive within a year. The number of applications/proposals for sponsorship that each company received during the year varied. While one company claimed they received about 800 proposals or applications a year, another company asserted they received as high as 3 million proposals or applications for sponsorship a year. The two other mobile telecommunication companies claimed they received about 2400 and 5000 applications or proposals for sponsorship each year.

The number or percentage of proposals that are considered for sponsorship also varied from one company to another. Two of the companies considered 30% and 40% respectively of the number of proposals or applications received for sponsorship. The third mobile telecommunication company considered 100 of the received application for sponsorship while the fourth company varied the percentage of proposals considered base on the marketing budget allocation for corporate sponsorship each year.

However, each telecommunication company has its own criteria for assessing a prospective sponsee although some of the criteria were used by all or more than

half of the telecommunication companies. The criteria used by the four companies are shown in Table 4.

Table 4: Criteria for Selecting Prospective Sponsees

CRITERIA	Frequency	Percent
Ability to integrate the product into the event	2	14.29
Economic viability or costs of the sponsorship	2	14.29
Exposure to the company's target market	4	28.57
Co-marketing Opportunities	2	14.29
Achieving Recognition as good corporate citizen through sponsees event	3	21.43
Geographic suitability	1	7.14
Total	14	100.00

Source: Field Data, April 2009

The most widely used criteria for evaluating a prospective sponsorship package is the exposure that the event/activity can give to the sponsoring company in terms of its target market. This criterion for selection of prospective sponsees was used by all the four companies and therefore accounted for 28.57% of the criteria used by the mobile telecommunication companies. The ability of the sponsoring company to achieve recognition as a good corporate citizen through the prospective sponsees event was the second most widely used criteria for evaluating prospective sponsorship by telecommunication companies. Ability

to integrate the company's product into the event, Economic viability or costs of the sponsorship, and Co-marketing Opportunities were each cited 14.29% as criteria for evaluating prospective sponsorship package. Only one company used geographic suitability of sponsees event as a criterion for evaluating prospective sponsorship packages.

The only way to assess the success of any marketing activity is to evaluate the effectiveness of the activity as a marketing tool. In line with this the marketing managers of the four telecommunications companies were asked whether their companies evaluated the success of the sponsorship package they undertake and the response was an emphatic yes among all the marketing managers. The next stage of the study was then to find out how these companies evaluated the success of each sponsorship package as a marketing tool. The evaluating criteria provided by these marketing managers as the bases for assessing the effectiveness of their corporate sponsorship is presented in table 5.

Table 5: Criteria for Evaluating the Effectiveness of Sponsorship

CRITERIA	Frequency	Percent
Exposure given to sponsoring company during event	3	75.00
Coverage given to event by the media	2	50.00
Success of Co-Marketing Opportunities	1	25.00
Total	6	100.00

Source: Field Data, April 2009

The evaluation criteria identified by most of the marketing managers of the telecommunication companies was the exposure given to the company during the event. They were of the view that a sponsorship package is successful as a marketing tool if the sponsee's event gives much exposure to the company to its target market during the sponsorship period. The exposure given to sponsoring company during sponsee's event accounted for 75.00% of the criteria used in evaluating corporate sponsorship by the telecommunication companies.

The next most widely used criteria for evaluating the effectiveness of sponsorship as per the marketing managers responses was the coverage given to sponsees event by the media. Two of the companies used this criterion for evaluation. They claimed the association of the brand name, logo and colours with the sponsees event indirectly provided much publicity for the sponsoring company when the event they are sponsoring is given a wide media coverage. Only 25.00% of the responses or one telecommunication company used the opportunity given by the sponsee's event to undertake co-marketing activities as an evaluating criterion of the success of a sponsorship package.

Findings on Sponsees

Each company provided a list of current and former sponsees for inclusion in this study. Each telecommunications company had an extensive list of sponsees, MTN had the highest list of sponsees with 93 sponsees, Tigo provided a list of 67 sponsees, Onetouch list contained 48 sponsees and Kasapa provided a list containing 21 sponsees. Out of the sponsees provided, ten sponsees were

chosen at random from the list of sponsees of all the four mobile telecommunication companies given a total sample of 40. These sampled sponsees were contacted and respondents made to fill the questionnaire used in the collection of data for this study.

The classes of the sampled sponsees are presented in Table 6. One issue worth noting is that each company had several sports institutions or organizations that are into sports development in Ghana as sponsees.

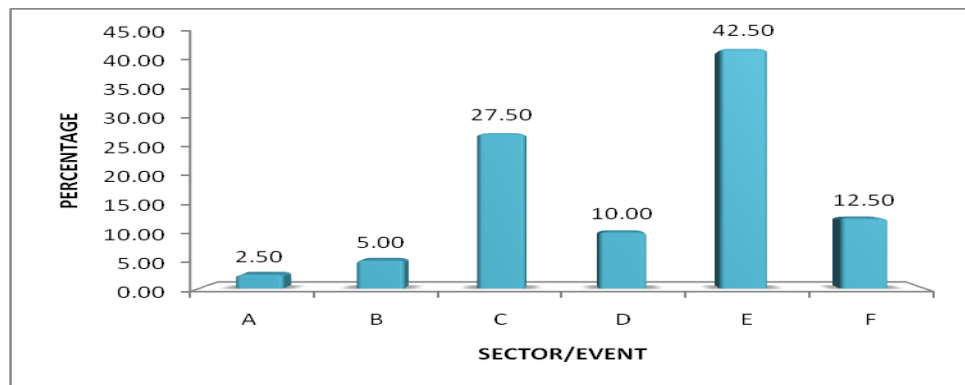


Figure 3: Classification of Sponsees

Source: Field Data, April 2009

KEY:

A – NGO’s and Community Organizations

B – Health Infrastructure

C – Arts, Music and Culture

D – Educational Infrastructure

E – Sports Development

F – Others

Sports development dominated the number of sponsees among the four telecommunication companies. It accounted for 42.50% of the sampled sponsees. This is generally due to the use of the simple random technique in sampling sponsees. The sponsees within the sports development category that were sponsored by the four telecommunication companies included football clubs such as Asante Kotoko Football Club and Accra Hearts of Oak Football Club. Other organizations under the umbrella of sports development that were sampled included, the Sports Writers Association, the FIFA 2010 World Cup Local Committee, the Professional League Board, Ghana Football Association, Ghana Boxing Authority and The Ministry Of Sports. Arts, Music and Culture also accounted for 27.50% of sampled sponsees. Organizations or activities that were sampled within this category included Ghana Music Awards, Manya Krobo Ngmayem festival and the Oguaa Fetu Afahye celebration. The other sponsees which did not fall in any of the categories identified on the questionnaire included the Ghana at 50 Secretariat and the electoral commission of Ghana. This category of sponsees was 12.50% of the total sampled sponsees.

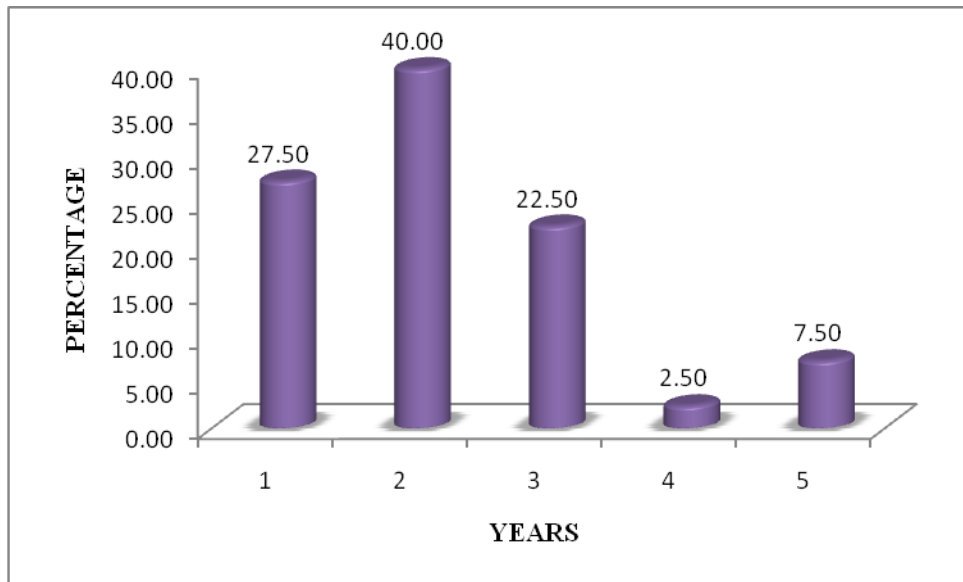


Figure 4: Years of benefit from corporate sponsorship

Source: Field Data, April 2009

Each sponsee had benefited from sponsorship from the mobile telecommunication company for at least a year. Majority of sponsees consisting of 40.00% of the sampled sponsees had benefited from corporate sponsorship for two years. Sponsees that have benefited from corporate sponsorship for four and five years accounted for 2.50% and 7.50% of the sampled sponsees respectively. This means that most of the sponsees have had extensive experience of corporate sponsorship and are therefore in a good position to provide the responses necessary for making valid deductions on corporate sponsorship among mobile telecommunication companies in Ghana.

In every corporate sponsorship package, the nature and quantum of the sponsorship determines how useful the package would be to sponsees. In this regard, sponsees were asked the nature and quantum of the sponsorship received.

The quantum which in the case of cash would be the amount received was to be compared to the amount devoted by the telecommunication companies to the various categories of sponsees.

Table 6: Nature of sponsorship package received

Nature	Frequency	Percent
Cash	23	25.00
Company Souvenirs (T-shirts, pens, key holders etc)	40	43.48
Gift items/Prizes for the event	21	22.83
Absorption of the total expense of project/event	5	5.43
Kit Sponsorship	1	1.09
Others (Please Specify)	2	2.17
Total	92	100.00

Source: Field Data, April 2009

All the sampled sponsees (40) claim they received sponsorship in the form of souvenirs of the mobile telecommunication companies. The souvenirs cited included T-shirts, pens, key holders and branded mobile phones. Electoral Commission for instance claim they received over 600 mobile phones from the telecommunication companies to improve communication during the elections. The next highest nature of sponsorship package received that was cited by 23 out

of the 40 sponsees was cash. The problem here however is the unwillingness on the part of the telecommunication companies and the sponsors in providing the specific sums of money devoted to and benefited from corporate sponsorship. The non-disclosure made it impossible to compare the amounts devoted to corporate sponsorship by the telecommunication with the amounts that sponsees claim to have received.

Another aspect of corporate sponsorship that this study sought to unearth is the conditions that sponsors usually attached to the sponsorship packages they make available to sponsees. Although the telecommunication companies claimed they did not attached conditions other than the sponsees adhering to terms of the use of the sponsorship package as outlined in their proposals, the sponsees enumerated a number of conditions that they claim the telecommunication companies attached to their sponsorship.

Table 7: Conditions attached to sponsorship by sponsors

CONDITION	Frequency	Percent
Sponsoring Company's banner hanged at all venues of event	32	20.38
Sponsoring Company's name or logo on t-shirt or jerseys	29	18.47
Sponsoring Company's souvenirs given as prizes	3	1.91
Sponsoring Company given a stand at event grounds	7	4.46
Sponsoring Company given opportunity to address participants	40	25.48
Sponsoring Company's name or logo is incorporated in all forms of advertisement	40	25.48
Other (Please Specify)	6	3.82
Total	157	100.00

Source: Field Data, April 2009

The conditions that were cited by all sponsees included sponsoring company given the opportunity to address participants during sponsees event and sponsoring telecommunication company's logo and name incorporated into all forms of advertisement for the event or activity. In addition, 20.38% of sponsees claim that sponsoring company mandates sponsees to hang their banners at event grounds with an indication that they are sponsoring the event.

An aspect of corporate sponsorship that has not been much investigated is why some events or organizations are able to get a recurring sponsorship package from one telecommunication company while other events or organization are unable to attain even a one-off sponsorship package. This question was put to the respondents from the various sponsees and the data gathered is used in constructing Table 8.

Table 8: Determinants of a successful Sponsorship application

Determinants	Frequency	Percent
Ability to integrate the sponsoring company's product into the event	21	15.90
The lobbying skills of your organization's executives	36	27.27
Ability to expose the sponsoring company to its target market	12	9.09
Creation of Co-marketing Opportunities for sponsoring company	19	14.39
Proven record of effective use of sponsorship packages	23	17.42
Excellent structure of your sponsorship proposals	18	13.66
Others (Please Specify)	3	2.27
Total	132	100.00

Source: Field Data, April 2009

The sponsees ascribed various reasons why they obtained sponsorship from the telecommunication companies while other organizations could not. While some claim their ability to integrate the sponsoring company's product into the event, others claim the lobbying skills of the executives ensured that they obtained the sponsorship. This response was predominant (27.27%) in the responses given by the sponsees. This means that events or organizations that may be in need of sponsorship would not be able to obtain such support if they do not have executives with good lobbying skills.

The view of the sponsees on how they assessed by the telecommunication companies on the effectiveness of the sponsorship package was also asked and the data used in constructing Table 9. There were some convergence and divergence of the way the telecommunication companies assessed the effectiveness of a sponsorship package and how the perception of sponsees on how they are assessed.

Table 9: Sponsees view on how they are assessed

Assessment Variables	Frequency	Percent
Exposure given to sponsoring company during event	22	17.74
Coverage given to event by the media	40	32.25
Success of Co-Marketing Opportunities	38	30.65
Fulfilment of conditions attached to sponsorship company	21	16.94
Others (Please Specify)	3	2.42
Total	124	100.00

Source: Field Data, April 2009

The sponsees cited coverage given to the event by the media as one of the means by which the sponsors assessed the effectiveness of the sponsorship package given them. This view was expressed by all sponsees irrespective of their sponsors. While only one telecommunication company claimed they assessed the success of a sponsorship package based on its ability to provide them with co-marketing opportunities. Majority of the responses given by the sponsees indicated otherwise. In fact, 38 sponsees making 30.65% of the total responses provided claim they were assessed for further sponsorship based on how successful they were at providing co-marketing opportunities for the sponsors. Another basis of assessment that was mentioned by the sponsees that was never cited by the sponsors was the fulfillment of the conditions attached to the sponsorship.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

In the preceding chapters, the background of the study, statement of the problem, objectives of the study, research questions and significance of the study were presented. It also reviewed relevant literature on corporate sponsorship in the mobile telephony industry. Methodology of the study, discussions and analysis of the findings of the study were also presented. In the following chapter, includes conclusions and recommendations.

Summary

Based on the survey that was done, the following findings were made:

- The rationale for using corporate sponsorship as a marketing tool among mobile telecommunications companies in Ghana include brand positioning, enhancing company image, enhancing advertising campaign, increasing sales, reducing tax liability and finally avoid advertising clutter.
- The main criterion for selection of sponsees among telecommunications companies in Ghana is the ability of the sponsee to expose the sponsoring company to its target market. Other reasons are the ability of the sponsee

to integrate product into the event, co-marketing opportunities, economic viability of the sponsorship and ability to achieve recognition as a corporate citizen through the sponsorship package.

- The evaluation criteria used by telecommunication companies to ascertain the effectiveness of their sponsorship package as a marketing tool is the exposure given to the company during the event. Other evaluation criteria are the coverage given to the sponsoring event by the media and the success of the co-marketing opportunities.

Conclusions

The nature and purpose of employing corporate sponsorship was determined on the basis of which events the network providers sponsored. Clearly events and activities which were sponsored were those in the field of media, education, health, recreation and sports. Events such as festivals and conferences among others were also sponsored. The media programmes were sponsored by all network providers and included TV and radio programmes such as beauty pageants, sports news, talk shows, discussions and entertainment among others.

Educational programmes such as essay competitions, scholarships, seminars, conferences, hall week celebrations of tertiary institutions and rehabilitation of schools were not left out. In terms of health programmes mention can be made of donation of equipment and money to health facilities and centres. It must however be noted that events and organizations engaged in sports development was prominent among the sponsees of all the four

telecommunication companies.

One of the objectives of this study was to identify the reasons that motivate organizations to sponsor events or activities. Indeed, various reasons were given as motivating factors in sponsoring events or activities by the telecommunication companies. These reasons include the need to avoid clutter, to enhance corporate image, to increase sales, for brand positioning, to enhance advertising campaign and to generate publicity.

The study was also focused on ascertaining the criteria employed by the mobile network providers in the selection of sponsees for corporate sponsorship in the Ghanaian Mobile Telephony Industry. This objective was ascertained by first of all assessing the number of applications received per year. In this regard, it was observed that the four network providers received between 800 and 3 million applications each year. However, the number of sponsorship applications often considered by the network providers varied from one network provider to the other. While some mobile telecommunication companies considered as much as 40% of applications received others varied the number considered based on the total application received for the year.

The selection criteria as disclosed by respondents from the mobile telecommunication companies included the exposure that the event/activity can give to the sponsoring company in terms of its target market. This criterion for selection of prospective sponsees was used by all the four companies. The ability of the sponsoring company to achieve recognition as a good corporate citizen through the prospective sponsees event was the second most widely used criterion

for evaluating prospective sponsorship by telecommunication companies. Ability to integrate the company's product into the event, Economic viability or costs of the sponsorship, and Co-marketing Opportunities were each cited.

The above selection criteria were however different from what sponsees claim was the basis for receiving the sponsorship package. The sponsees gave other reasons such as the lobbying abilities of the executives, the nature of the proposal and their ability to fulfil certain conditionalities attached to the sponsorship package ensured that they received the sponsorship. The conditions that the sponsees cited as prerequisite for sponsorship from the telecommunication companies included providing opportunity for the sponsors to address participants during the event, ensuring that the sponsoring company has a brand presence at the event by hanging their banners around event ground and incorporating company logo into all forms of advertising.

The study also sought to establish the methods the mobile network providers to measure the effectiveness of corporate sponsorship as a marketing tool. There was disparity between the mobile telecommunications responses on how they assessed the effectiveness of sponsorship and how the sponsees believe they are assessed. While the telecommunication companies claimed they assessed the effectiveness of the sponsorship package based on issues like the media coverage given to the event and exposure given to sponsors during event, the sponsees believed they are assessed based on their ability to meet all the conditions attached to the sponsorship.

Recommendations

Although sponsorship is an effective marketing tool mobile telecommunications companies should not only look at the co-marketing opportunities and exposure that the sponsees programme would give to their brand name but also how they can give back to the communities in which they operate without expecting anything in return.

Another issue identified in this study is the divergence in the objective of the sponsorship on the part of sponsors and sponsees. Corporate sponsorship is an effective marketing tool whose benefits can be achieved when there is goal congruence between sponsors and sponsees. It is therefore recommended that sponsors explain to the sponsees the objectives of the sponsorship.

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APPENDIX 1

Sponsees interviewed

1. Ghana@50 Secretariat (3)
2. CharterHouse - Ghana Music Awards (1)
3. Manya Krobo Traditional Council - Manya Krobo Ngmayem Festival (1)
4. Ministry of Health (1)
5. Sports Writers Association (SWAG) (1)
6. Asante Kotoko Football Club (2)
7. Premier League Board (PLB) (2)
8. 2010 FIFA World Cup (Local Representatives) (1)
9. Ghana Library Board (1)
10. CAN 2008 LOC (3)
11. Oguaaman Traditional Council – Oguaaman Union (Cape Coast) (1)
12. Ghana Boxing Authority (GBA) (2)
13. Accra Hearts of Oak Football Club (1)
14. Ghana Journalist Association (1)
15. Electoral Commission of Ghana (4)
16. Oguaaman Traditional Council – Aboakyer Festival (2)
17. Entertainment Revolution (1)
18. Ghana Football Association (4)
19. Ghana Education Service (1)
20. Ministry of Food and Agriculture (1)
21. Daviva Sew Project (MTN Sew Project) (1)

22. MTN Sports Academy (Metro TV) (1)
23. University of Ghana Business School (2)
24. Scripps national spelling bee context (1)
25. Maternity Block Korle Bu Teaching Hospital (1)

APPENDIX 2

UNIVERSITY OF CAPE COAST

SCHOOL OF BUSINESS

QUESTIONNAIRE FOR RESPONDENTS IN THE MOBILE

TELEPHONY COMPANIES

This is a study being undertaken by an MBA student of the School of Business, University of Cape Coast on Corporate Sponsorship in the Ghanaian Mobile Telephony Industry. The purpose of the study is to examine the use of corporate sponsorship as a marketing tool of the mobile/cellular network providers in the Ghanaian Mobile Telephony Industry. This interview guide is basically for academic purpose and respondents are assured of privacy and confidentiality.

Thank you.

SECTION A: PROFILE OF ORGANIZATION

1. Name.....
2. Year established.....
.....
3. Products or services provided.....
4. Approximate percentage of marketing budget allocated to sponsorship activities.....
.....

SECTION B: NATURE AND OBJECTIVES OF SPONSORSHIP

5. Which of the following areas do you channel your sponsorship activities? (Tick as many as applicable)

- a. NGOs and, Community Organizations []
- b. Health Infrastructure []
- c. Arts, Music and Culture []
- d. Educational Infrastructure []
- f. Poverty Alleviation and Community empowerment []
- g. Sports Development []
- h. Others (Please Specify) []

6. What are the reasons for the above chosen areas for sponsorship by your organization?

.....

.....

.....

.....

.....

7. Could you please state the sponsorship activities the company is currently engaged in and give the estimated sponsorship amount or (% of the sponsorship budget

AREA/SECTOR	ORGANIZATION/EVENT	ESTIMATED AMOUNT
NGOs / Community Organizations		
Health Infrastructure		
Arts, Music and Culture		
Educational Infrastructure		
Poverty Alleviation and Community empowerment		
Sports Development		
Others (Please Specify)		

8. Which of the following motivates your organization to sponsor an event or activity? (Tick as many responses as applicable)

- a. to avoid clutter
- b. for brand positioning
- c. to compete with other companies
- d. to enhance advertising campaign

- e. to enhance corporate image []
- f. to reduce tax liability []
- g. to increase sales []

**SECTION C: SELECTION CRITERIA OF SPONSEES, CAUSE OR
EVENT FOR SPONSORSHIP**

9. How many sponsorship applications or proposals do you receive annually from prospective sponsees?

.....

10. How many of these proposals do you often consider for sponsorship?

.....

11. Outline the selection procedure involved in selecting sponsees by your organization?

.....

12. Which of the following criteria inform the selection of prospective sponsees, causes or events for sponsorship? (Tick as many responses as applicable)

- a. Ability to integrate the product into the event []
- b. Economic viability or costs of the sponsorship []
- c. Exposure to the company's target market []

- d. Co-marketing Opportunities []
- e. Achieving Recognition as good corporate citizen through sponsees event []
- f. Geographic suitability []

SECTION D: EVALUATION OF SPONSORSHIP EFFECTIVENESS

13. Does your company evaluate the effectiveness of sponsorship?

- a. Yes []
- b. No []

14. If NO, why?

.....

.....

.....

15. If yes, which of the following evaluation criteria do you use when evaluating sponsorship effectiveness? (Tick as many responses as applicable)

- 1. Exposure given to your company during event []
- 2. Coverage given to event by the media []
- 3. Success of Co-Marketing Opportunities []

16. Do you think corporate sponsorship is an effective marketing tool?

.....

.....

.....

APPENDIX 3

UNIVERSITY OF CAPE COAST

SCHOOL OF BUSINESS

QUESTIONNAIRE FOR SPONSEES IN THE GHANAIAN MOBILE

TELEPHONY COMPANIES

This is a study being undertaken by an MBA student of the School of Business, University of Cape Coast on Corporate Sponsorship in the Ghanaian Mobile Telephony Industry (Using MTN, TIGO, GT ONETOUCH and KASAPA). The purpose of the study is to examine the use of corporate sponsorship as a marketing tool of the mobile/cellular network providers in the Ghanaian Mobile Telephony Industry. This interview guide is basically for academic purpose and respondents are assured of privacy and confidentiality.

Thank you.

SECTION A: PROFILE OF ORGANIZATION

1. Name.....
2. Year established.....
.....
3. Organizations mission/event
purpose.....
4. Which of the following class of sponsorship beneficiary organizations is
applicable to your organization/event?

- a. NGO' and, Community Organizations []
- b. Health Infrastructure []
- c. Arts, Music and Culture []
- d. Educational Infrastructure []
- f. Poverty Alleviation and Community empowerment []
- g. Sports Development []
- h. Others (Please Specify) []

.....

SECTION B: NATURE OF SPONSORSHIP RECEIVED

5. Which of the following telecommunication companies do you receive sponsorship from?

- a. MTN (Spacefon, Areeba) []
- b. TIGO (Mobitel, Buzz) []
- c. KASAPA []
- d. GT ONETOUCH []

6. In which year did you receive your first sponsorship from the above telecommunication Company?

.....

7. How many year(s) have the above telecommunication company being sponsoring your organization or events?

.....

8. What amount (GHC) or percentage of your organizations/events budget was funded from sponsorship from telecommunication companies this year?

.....

9. What is the nature of the sponsorship that you received from the telecommunication companies? (Tick as many responses as applicable)

- a. Cash
- b. Company Souvenirs (T-shirts, pens, key holders etc)
- c. Gift items/Prizes for the event
- d. Adsorption of the total expense of project/event
- f. Kit Sponsorship
- g. Others (Please Specify)

10. Which of the following conditions are attached to the sponsorship packages that you receive from telecommunication companies? (Tick as many responses as applicable)

- a. Sponsoring Company's banner hanged at all venues of event
- b. Sponsoring Company's name or logo on t-shirt or jerseys
- c. Sponsoring Company's souvenirs given as prizes
- d. Sponsoring Company given a stand at event grounds
- e. Sponsoring Company given opportunity to address participants

f. Sponsoring Company's name or logo is incorporated in all forms of advertisement []

g. Others (Please Specify)

..... []

11. What usually happens if your organization/event is unable to meet any of the above conditions?

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

12. What benefits do you think the telecommunication companies derive from sponsoring your organization or event?

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

13. What gives you the urge over other organizations in the selection process of sponsees by the above telecommunication companies? (Tick as many responses as applicable)

g. Ability to integrate the sponsoring company's product into the event []

h. The lobbying skills of your organization's executives []

i. Ability to expose the sponsoring company to its target market []

j. Creation of Co-marketing Opportunities for sponsoring company []

k. Proven record of effective use of sponsorship packages []

f. Excellent structure of your sponsorship proposals []

f. Excellent structure of your proposals []

14. How do your sponsors evaluate the success of the sponsorship package given you? (Tick as many responses as applicable)

1. Exposure given to the sponsoring company during event []

4. Coverage given to our event by the media []

5. Success of Co-Marketing Opportunities []

6. Fulfillment of conditions attached to sponsorship []

7. Others (Please Specify)..... []