

**DETERMINANTS OF CORPORATE SPONSORSHIP AWARD
OPPORTUNITIES FOR SOCCER PREMIER LEAGUE CLUBS IN KENYA**

THOMAS MBOYA KISAKA

REG. NO.H108/21005/2010

**A THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF
SCIENCE (LEISURE AND RECREATION MANAGEMENT) IN THE SCHOOL
OF HOSPITALITY, TOURISM AND LEISURE STUDIES OF KENYATTA
UNIVERSITY**

JUNE 2021

DECLARATION

This thesis is my original work and has not been presented for a degree in any other University.

Signature.....

Date.....

Name: Thomas Mboya Kisaka

Reg. No.H108/21005/2010

This thesis has been submitted for review with our approval as University Supervisors.

Signature.....

Date

Prof. Andanje Mwisukha (PhD) (Of blessed memory)

Department of Physical Education, Exercise and Sport Science,

Kenyatta University.

Signature.....

Date.....

Prof.Elijah Rintaugu (PhD)

Department of Recreation and Sport Management,

Kenyatta University.

DEDICATION

This work is dedicated to my wife Lucy, daughter Daniela, parents Mr. and Mrs. Kisaka, and my siblings for their love and support during my studies.

ACKNOWLEDGEMENTS

I thank God for granting me life, protection, wisdom and a sound mind during the entire research period.

Special thanks to my supervisors; Professor Elijah Rintaugu and the late Professor Andanje Mwisukha for their overwhelming guidance, advice and encouragement during the research work. My heartfelt gratitude also goes to all the lecturers who taught me coursework.

Deep appreciation goes to all club officials and corporate sponsors who took part in the study. Without you, this work would not have been successful. To the League and competition administrator Mr. Michael Kirwa, thank you for your support of granting me the contacts of club officials of the Kenya Premier League.

To my loving wife Lucy, thanks for constantly reminding me to never give up.

TABLE OF CONTENTS

DECLARATION.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENTS	iv
TABLE OF CONTENTS	v
LIST OF TABLES	ix
LIST OF FIGURES	x
LIST OF ABBREVIATIONS/ACRONYMS.....	xi
OPERATIONAL DEFINITION OF TERMS.....	xii
ABSTRACT.....	xiv
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background of the Study	1
1.2 Statement of the Problem.....	8
1.3 Purpose of the Study	9
1.4 Objectives of the Study.....	9
1.5 Hypotheses.....	10
1.6 Significance of the Study	11
1.7 Delimitations of the Study	11
1.8 Limitations of the Study.....	11
1.9 Assumptions of the Study	12
1.10 Conceptual Framework.....	12
1.11 Theoretical Foundation: The Balance Theory	16
CHAPTER TWO: LITERATURE REVIEW.....	18
2.1 Introduction.....	18
2.2 The Concept of Sponsorship.....	18
2.3 Decision- Making Factors for Corporate Sport Sponsorship.....	19
2.4 Sports Team Factors	22
2.4.1 Star Player/ Coach.....	23
2.4.2 Media Exposure Opportunity.....	24

2.4.3 Team Performance on the Field.....	26
2.4.4 Hospitality Opportunities.....	27
2.4.5 Sponsorship Fit	28
2.4.6 Team Image	29
2.4.7 Fan Base Strength	31
2.4.8 Facility Average Attendance.....	32
2.5 Country- Based Factors.....	32
2.5.1 Political and Economic State	33
2.5.2 Interest Level in Sport.....	35
2.6 Environmentally- Centered Factors	36
2.6.1 Ambush Marketing	36
2.6.2 Sponsorship Competitors	38
2.6.3 League Authority over Sponsorship	39
2.7 Corporate Sponsorship in the Kenya Premier League.....	41
2.8 Summary of Literature Review.....	43
CHAPTER THREE: METHODOLOGY	44
3.1 Introduction.....	44
3.2 Research Design.....	44
3.3 Variables of the Study.....	44
3.4 Location of the Study	45
3.5 Target Population.....	45
3.6 Sampling Procedure and Sample Size	46
3.7 Research Instrument.....	47
3.8 Pre-Testing of Instrument	47
3.8.1 Instrument Validity	48
3.8.2 Reliability of Instrument	48
3.9 Data Collection Procedures.....	49
3.10 Data Analysis and Presentation	50
3.11 Logistical and Ethical Considerations	50

CHAPTER FOUR: RESULTS AND FINDINGS	52
4.1 Introduction.....	52
4.2 Response Rate of Research Participants.....	53
4.3 Demographic Characteristics of Respondents	54
4.4 Influence of the Team-Centered Factors on Corporate Organizations Decisions to Sponsor KPL Clubs.....	58
4.5 Influence of the Country–Based Characteristics on Corporate Organizations willingness to offer Sponsorship to KPL Clubs.....	65
4.6 Influence of the Environmental–Based Characteristics on Corporate Organizations Willingness to offer Sponsorship to KPL clubs.....	69
4.7 Willingness of Corporate Organizations to Sponsor KPL Clubs.....	73
4.8 The extent to which Team-centered, Country-based and Environmentally-centered factors influence Sponsorship Decisions differ significantly.	73
4.9 Hypothesis Testing.....	75
4.9.1 The extent to which Team-Centered Factors influence Corporate Organizations’ Sponsorship Decisions differ significantly.....	75
4.9.2 The extent to which Country-Based Factors influence Corporate Organizations’ Sponsorship Decisions differ significantly.....	76
4.9.3 The extent to which Environmental-Based Factors influence Corporate Organizations’ Sponsorship Decisions differ significantly.....	76
4.9.4 Team-centered, country-based and environmentally-based factors and decisions made by corporate organizations to sponsor KPL clubs	77
CHAPTER FIVE: DISCUSSION OF THE FINDINGS	79
5.1 Introduction.....	79
5.2 Demographic Information of the Respondents.....	79
5.3 Team-Based Characteristics.....	80
5.4 Country–Based characteristics.....	84
5.5 Environmental–Based characteristics	86
5.6 The Extent to which Team-Centered, Country-Based and Environmentally-Centered Characteristics Influence Sponsorship Decisions differ significantly.....	89

CHAPTER SIX: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....	91
6.1 Introduction.....	91
6.2 Summary of Findings.....	91
6.3 Conclusions.....	92
6.4 Recommendations.....	94
6.4.1 Recommendations for Practice	94
6.4.2 Recommendations for Policy.....	95
6.5 Recommendations for Further Study	96
REFERENCES.....	97
APPENDICES	104
Appendix A: Consent and General Instructions	104
Appendix B: Research Questionnaire.....	106
Appendix C: Interview Schedule.....	111
Appendix D: Kenya Premier League Clubs 2018/2019	115
Appendix E: Summary of Research Participants.....	116
Appendix F: Research Authorization from Graduate School.....	117
Appendix G: Research Authorization from Nacosti.....	118

LIST OF TABLES

Table 3. 1 Reliability Results.....	48
Table 4. 1 Questionnaire Response from Organizations and Clubs	54
Table 4. 2 Gender of Respondents in Organizations and Clubs	55
Table 4. 3: Age of the Respondents	55
Table 4. 4 Position Held in Organizations and Clubs.....	57
Table 4. 5 Influence of the Team-Centered Factors on Corporate Organizations Decisions to Sponsor KPL clubs	58
Table 4. 6 Regression Results for Team-Centered Factors and Corporate Organizations Decisions to Sponsor KPL Clubs.....	64
Table 4. 7 Influence of the Country–Based Characteristics on Corporate Organizations willingness to offer Sponsorship to KPL Clubs.....	65
Table 4. 8 Regression Analysis for Country-Based Factors and Corporate Organizations Decisions to Sponsor KPL Clubs.....	68
Table 4. 9: Influence of the Environmental–Based Characteristics on Corporate Organizations Willingness to offer Sponsorship to KPL Clubs	69
Table 4. 10 Regression Analysis for Environmental-Based Factors on Corporate Organizations Decisions to Sponsor KPL Clubs	72
Table 4. 11 Willingness of Corporate Organizations to Sponsor KPL Clubs	73
Table 4. 12 Regression Results of Questionnaire Data.....	74

LIST OF FIGURES

Figure 1.1 Modified Conceptual Framework for Sports Sponsorship Decision- Making Factors..... 15

Figure 4. 1 Gender of Respondents in Organizations and Clubs 54

Figure 4. 2 Level of Education of Respondents in Organizations and Clubs 56

Figure 4. 3 Duration Worked by the Respondents in Organizations and Clubs 57

LIST OF ABBREVIATIONS/ACRONYMS

ABSA:	- Amalgamated Banks of South Africa.
AFC:	- Abaluhya Football Club
EPL:	-English Premier League
FIFA:	-Federation International De Football Association (Translated in English as the International Federation of Association Football).
GDP:	-Gross Domestic Product
IOC:	- International Olympic Committee
KPL:	-Kenya Premier League
NACOSTI:	-National Commission for Science, Technology and Innovation
SPSS:	- Statistical Package for Social Sciences
SD:	- Standard Deviation
UEFA:	- Union of European Football Associations
UNICEF:	-United Nations Children's Fund
US \$	-United States Dollar.

OPERATIONAL DEFINITION OF TERMS

Community-Based Club- A soccer team in the Kenya Premier League, which draws its identity from a community such as a tribe.

Country-Based Factors- Influences which arise from within a country and are considered by corporate organizations before availing sponsorship to soccer clubs. They include political state of country, economic state of country and interest level in soccer within a country.

Corporate-Owned Club- A soccer team in the Kenya Premier League that is owned and sponsored by a company.

Corporate Sponsorship- A mutual partnership between a company and sports team in which the company provides funds, branded shirts and sports facilities such as stadia to the sports team in exchange for increased publicity and good image.

Determinants- The factors that are considered by companies before awarding sponsorship to a sports team. These are team-based, country-based and environmentally-based factors.

Environmental Factors- External influences that affect a corporate sponsor which arise from other corporate organizations and the league body. They include competitors, ambush marketers and Kenya Premier League's authority over sponsorship deals.

Premier League- The top soccer competition in a country in terms of hierarchy.

Private Club- A soccer team in the Kenya Premier League that is owned by individual (s) for example, Mathare United soccer club is owned by Bob Munroe.

Sponsorship Opportunities- All available types of assistance which a sports team can gain from a sponsoring organization. Examples include materials such as branded shirts, boots and tracksuits and finances such as cash money.

Team-Based Factors- Influences that emanate from within a soccer club and affect the decision by a corporate organization to avail sponsorship to a club. They include the presence of a star player or coach in a club, and team performance on the field.

Types of Sports Sponsorship- Financial support or material assistance in the form of shirts, tracksuits, uniforms and boots and any other provisions by a corporate organization to sports team.

Willingness- This is the desire by a corporate sponsor to award sponsorship to a sports team.

ABSTRACT

Corporate sponsorship is a common phenomenon in major soccer leagues worldwide. Studies in the area of sports sponsorship decision-making have been done from a global context but lack focus on a particular sport or a major soccer league. None has been done on the Kenya Premier League. The purpose of this study was to determine the factors considered by corporate organizations in availing sponsorship to clubs in the Kenya Premier League. The study determined the influence of team-based, country-based and environmental-based characteristics on corporate organizations' decisions to sponsor. The descriptive survey research design was used. Sponsorship decision making factors were the independent variables and the corporate organizations' willingness to avail sponsorship to a Kenya Premier League club was the dependent variable. The target population were personnel in Departments of sponsorship, marketing or welfare within corporate organizations that sponsored Kenya Premier League in 2018/2019, as well as club chairmen and treasurers. The study was conducted in Nairobi City County using self-administered questionnaires and interview schedules to collect data from purposively selected corporate organizations and clubs. Interviews were also conducted on two personnel who were the manager and the assistant of sponsorship, marketing or welfare department in the corporate organizations. Data was analysed using descriptive statistics. Regressions were done to test the hypotheses. The data obtained through interviews was sorted out according to the objectives and presented in a narrative form. The study found that team-based, country-based and the environmental-based factors had a positive and significant influence on corporate organizations' decisions on sponsorship. Fan base strength emerged as the most important team-based factor considered by corporate sponsors (mean=4.67). Economic state of Kenya was the most important country-based factor in corporate sponsorship decisions (mean=3.90) while Kenya Premier League authority over sponsorship deals emerged as the most important environmentally-centered factor (mean=3.83). Overall, team-based factors had the highest positive and significant effect on decisions made by corporate organizations to sponsor KPL clubs ($\beta=0.592$, $p=0.000$). This was followed by country-based characteristics ($\beta=0.562$, $p=0.000$). The last factor was environmental based characteristics ($\beta=0.320$, $p=0.011$). This implies that the three factors contributed differently to decisions made by corporate organizations to sponsor KPL clubs. The study recommended areas for further research which included length of sponsorship impact, the ease of planning the sponsorship, appeal to target audience lifestyle, the relevance of the sponsorship, the factors which make sponsors to terminate sponsorships and ambush marketing in Kenyan sports sponsorship. Additionally, the study recommended that clubs should strive to perform well and maintain a non-scandalous image in order to be attractive to corporate sponsors. The government through the ministries of Sports, Culture and Heritage, and Finance should give tax incentives to sponsors of Kenya Premier League clubs so as to enable them to avail more sponsorship.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Worldwide, corporate sponsorship is common in major soccer leagues. In Europe, most clubs have a number of sponsors and sponsorship opportunities, for example, the world record shirt sponsorship deal worth 559 million pounds signed between General Motors (Chevrolet) and Manchester United Football Club at the beginning of the 2014/2015 league season, the biggest in recent times (Delloite, 2014). Arshad, cited in Almeida and Amorim (2015), stated that the highest paid soccer sponsorship kit deals in the world were: Manchester United and Chevrolet, US\$ 80 million; Barcelona and Qatar Airways, US\$ 45 million; Bayern Munich and Deutsche Telekom, US\$ 40 million; Real Madrid and Fly Emirates, US\$ 39 million; and, Liverpool and Standard Chartered, US \$ 39 million. Olaniyi (2016) observed that all English Premier League clubs had an official shirt sponsor in the 2015/2016 season while the entire 18 clubs of the German Bundesliga had shirt sponsors. Further, Manchester United Football Club signed an 8-year training kit sponsorship deal with Aon Plc while kit suppliers Beko had a deal with Spanish club Barcelona. The acquisition of numerous sponsorship opportunities by soccer clubs in Europe was further reported in a study by Armstrong cited in Olaniyi (2016), whereby, Atletico Madrid Football Club had Plus 500 in front of its jersey and Azerbaijan at the back of its jersey. Furthermore, World Football (2014) averred that German companies invested 135 million dollars in soccer sponsorship in the year 2014; the biggest sponsorship market since the year 2005.

In Africa, financial sponsorships from corporate organizations cushioned clubs from financial shortfalls. For instance, in South Africa Premier Soccer League, it's most successful premiership club, the Kaizer Chiefs Football Club, boasted of different sponsors and partners. Its sponsorship revenue grew from US\$ 6.240 million in 2010 to US \$ 10.320 million in the financial year 2011/2012, when it acquired Vodacom sponsorship (Mosola, 2017).

In the Kenyan situation, the League body is known as the Kenya Premier League (KPL), a private company incorporated in October 2003, under the companies' Act 486 of Kenya (Lwangu, 2013). The clubs participating in this league rely heavily on corporate sponsorship to cater for their needs as discovered by Thiga (2014), in a study which revealed that sponsorship from parent organizations accounted for between 60% and 100% of revenues of 57.1% corporate-based clubs, and the revenues of 55.6% of community -based clubs. Furthermore, the lion's share of sports sponsorship of soccer clubs is in the form of branded shirts which come from the private sector (Kiraguri, 2007).

As reported in studies, the sponsorship of the Kenya Premier League was majorly led by foreign companies. Lwangu (2013) reported that five years after the formation of the KPL, the South African company Super Sport International became its broadcasting rights holder and source of revenue, in a three-year deal worth 263 million Kenya Shillings. The KPL first injected 38 million Kenya shillings (49.11% of total revenue) out of 77.37 million into clubs, for their sustainability. Further, in the year 2013, Tusker which was also known as Kenya Breweries Limited signed a three-year deal worth 270

million Kenya shillings (Mukasa Football Diary, 2018, May 25), while the gambling giant Sport Pesa signed a four and half years deal with KPL worth 450 million Kenya shillings in the year 2015(Nelson, 2015 August 7). These funds were channeled to the administrative costs for running the competition, facilitation, and payments to referees and match commissioners (Kenya Premier League, 2019). The gambling giant further entered into a fresh 3 years' sponsorship package with Gor Mahia, AFC leopards, the KPL and the Football Kenya Federation (Wanja, 2018, April 23).

On a sad note, Kenyan soccer clubs have endured financial difficulties mainly as a result of termination of sponsorship deals by league sponsors. Rintaugu, Mwisukha and Onywera (2012) averred that football clubs in Kenya relied majorly on team registration fees to participate in competitions. Securing of sponsors by clubs had been erratic due to misappropriation of funds. Consequently, East African teams performed poorly in the African Cup of Nations competition and none qualified to participate in the FIFA World Cup nor the Olympics competitions. Mutua (2018, August 29) noted that under the four and a half years deal with Sport pesa, most clubs still struggled to finance their operations, as each club got only 3.4 million Kenya Shillings per season. Moreover, in 2017, Sport Pesa cancelled all sponsorship deals in Kenya following a prolonged fight with the Kenyan government over 35% corporate tax imposed on gaming income. The move left such clubs as Gor Mahia and AFC Leopards with less than 35 days to source for an alternative sponsor before continental games in February 2018. Other affected entities included the KPL, the National soccer team's coach and technical director, whose wages came from the gaming giant's coffers (Joshua, 2018 February 1). During the KPL 2018/19, tales of soccer players going several months without pay due to clubs' lack of

sponsorship abounded. For example, Nzoia Sugar Soccer Club staged a go-slow over unpaid salaries and allowances as the club sponsor, the Nzoia Sugar Company was in financial crisis (Teya, 2018 June 18). Worse still, in August 2019, Sport Pesa closed its operations in Kenya, leaving the KPL, Gor Mahia and AFC Leopards football clubs in a dire financial state. The AFC Leopards club needed 20 million to sort out salary and rent arrears for three houses (office of the coach, club office and houses for two players) as reported by its then club chairman Mr. Dan Shikanda (Eshitemi, 2019, December). Even graver, at Gor Mahia, some players demanded to be handed release letters over unpaid salaries of up to four months while Sony Sugar Football club had to be relegated from the top flight league for failing to honour three league matches due to financial difficulties.

Studies reveal that companies were motivated to sponsor soccer to achieve certain corporate objectives. As reported by Tinderet (2018), sponsorship had a positive effect on performance of manufacturing companies such as East Africa Breweries Limited and Tuzo Limited, Bidco Africa and Menengai Oil. Sports sponsorship produced brand exposure, generated strong leads which could be converted into sales, provided reconnection with customers, increased market share, increased revenues and motivated organizations to produce more products. A number of studies have also been done with emphasis on corporate sponsors' objectives (Andre, 2006; Malin and Therese, 2006; Berkes, 2008). Andre (2006) argued that companies pursued three objectives in soccer: passion and image, wide audiences and different target groups, and opportunities to reach business objectives on a national or multinational level. On the other hand, Malin and Therese (2006) highlighted several companies' objectives of sports sponsorship. These included: to increase brand awareness, to obtain public relation opportunities and to

increase sales. Berkes (2008) found out that companies pursued sales objective as the most important sponsorship objective.

In addition, companies base their decisions to sponsor teams on some criteria. Two outstanding criteria for sponsorship selection are image association, that is, whether the image of the sponsor and the team were similar, and popularity of the sport (Faed, 2007). Other factors that guide sponsorship decisions include whether the sponsorship offered correct positioning, connection to the brand, the right audience, fit into current corporate goals and hospitality opportunity. Lee & Ross (2012) grouped the criteria for awarding sports sponsorship into three categories: team-based, environmentally-based and country-based.

In the current study, team-based, environmentally-based and country-based factors were the independent variables under scrutiny. Sports team-factors are media exposure opportunity, sponsorship fit, team image, fan base strength, star player/ coach, team on-field performance, hospitality opportunity and facility average attendance.

According to Mickle as cited in Lee (2008), David Beckham's signing with major league soccer increased the level of public interest in soccer within the United States of America thus rapidly increased ticket and sponsorship sales. Moreover, Heidi, Gerald and Alex (2011) argued that sponsors should pay attention to the perceived performance of any team they sponsor. Team performance was linked to consumers' purchase intentions for the sponsors' products. A winning team with a star generated the strongest purchase intention, while a losing team with a star, produced the lowest purchase intentions.

Hospitality opportunity is concerned with the opportunity to demonstrate appreciation to customers and to meet, face to face, with the targeted audience (Faed, 2007). Rodgers, as cited in Jorg, Wilson, Gotz and Casper (2007) asserted that it was important to have a good fit between the sponsor and the sponsored object, so as to attract consumers to purchase the sponsors' products. In a related study, Michael (2006) opined that sponsors associated with sports with an intention of transferring the image of the sport to their brand. Fan base strength was echoed by Heidi, Gerard and Alex (2011). They observed that consumers' intentions to purchase sponsors' products were more pronounced for casual (those who did not know much about the team they supported and were a bit laid back) than for avid fans (those that had a keen interest in supporting a team). Sponsors preferred sponsoring a team that had a strong avid fan base.

Country-based factors are interest level in sport, political and economic state of a country. For instance, Jensen and Cornwell (2017) opined that in an inflationary economy, the prices of all goods and services including marketing expenditures and costs within the sponsor's country rise. Therefore, a sponsor's ability to sponsor becomes limited or constrained. On the other hand, interest level in sport is closely linked to the level of interest that fans had for a team. For instance, Coakley, as cited in Lee (2008) averred that interest level in sport could be measured by average attendance for a game. Moreover, match day attendance by club supporters should be enhanced to enable clubs to expand their sources of revenue (Kinyairo, Gesami & Kirimi, 2017).

Environmentally- Centered Factors are competitors, ambush marketers and Kenya Premier League authority over sponsorship deals. Ambush marketing is defined as a

planned effort by an organization to associate itself indirectly with an event, in order to gain some of the recognition and benefits that are associated with the official sponsor (Sandler & Shani, as cited in Dana, Marie & Benoit, 2011). On the other hand, studies cited competition as a major factor that posed sponsorship risks to corporate sponsors (Lee & Ross, 2012; Jensen & Cornwell, 2017). Further, a governing body of each league, such as KPL, had uniform rules regarding sponsorship activities which encouraged or hindered a sponsor to get involved in sponsorship (Lee, 2008).

Notably, majority of studies on sports sponsorship focus on topics such as the measurement of sponsorship effects, sponsorship evaluation, sponsorship objectives, the renewal of sponsorships, management of sponsorships and investigation of sponsorship strategies and counter strategies (Malin & Therese, 2006; Dana, Marie & Benoit, 2011; Tomas, 2014; Jensen & Cornwell, 2017; Tinderet, 2018). Within the studies, sports sponsorship selection criteria are scantily mentioned. Moreover, most studies are conducted from a global context and lack focus on a particular sport or a major league, with little empirical evidence emerging in the area of sport sponsorship selection criteria. Glaring exceptions are studies on sports sponsorship decision making focusing on criteria used by corporate organizations to award sponsorship to teams (Lee & Ross, 2012; Singh & Bhatia, 2015). Hardly has any research been done on factors considered by corporate organizations in availing sponsorship to clubs in the Kenya Premier League.

1.2 Statement of the Problem

Soccer clubs in the Kenya Premier League do not attract many sponsors in comparison to their counterparts in Europe and other parts of Africa such as South Africa. Securing sponsors has been erratic due to misappropriation of funds (Rintaugu et al., 2012).

Due to termination of sponsorship contracts by corporate sponsors, clubs in the Kenya Premier League have to endure sponsorship shortfalls, an issue that bedevils Kenyan soccer. Mutua (2018, August 29) reported that under the deal with Sport Pesa, each club got 3.4 million per season, a drop in the ocean, in light of the money required for an entire season. In 2017, Sport Pesa cancelled all sponsorship deals in Kenya, following a tussle with the government over a 35% corporate tax that the government had imposed on gaming income. This left the Kenya Premier League in a precarious state, with many clubs being unable to pay their players. Nzoia Sugar Soccer Club staged a go-slow over unpaid salaries and allowances, because the club sponsor was in financial crisis. Such clubs as Kakamega Homeboyz, Zoo Kericho and Vihiga United Soccer Clubs had no corporate sponsors. Further still, KPL, Gor Mahia and AFC Leopards soccer clubs were left without an official financial sponsor after Sport Pesa stopped its operations in Kenya.

Due to the withdrawal of major sponsors and acquisition of limited sponsorship opportunities, KPL clubs require new or additional sponsorships, such as shirt sponsors, kit suppliers and commercial partners. Consequently, an in-depth knowledge on how to meet corporate organizations' sponsorship requirements is required.

Available academic research from other countries depict an attempt to understand sponsorship selection criteria, few studies having examined this issue. However, a study

focused on the Kenya Premier League is lacking. Furthermore, there is little empirical evidence in the area of sponsorship decision making factors. This study, therefore, set out to find out the determinants of corporate sponsorship award opportunities for soccer Premier League clubs in Kenya.

1.3 Purpose of the Study

The purpose of the study was to assess the determinants of the awarding of corporate sponsorship opportunities for Premier League clubs in Kenya.

1.4 Objectives of the Study

The objectives of the study were:

- (i) To determine the influence of the following team-centered factors on corporate organizations decisions to sponsor KPL clubs:
 - a) Fan base strength
 - b) Star player/ coach
 - c) Media exposure opportunity
 - d) Facility average attendance
 - e) Team image
 - f) Team on field performance
 - g) Hospitality opportunity
 - h) Sponsorship fit
- (ii) To appraise the influence of the following country-based characteristics on corporate organizations willingness to offer sponsorship to KPL clubs:
 - a) Political state of Kenya

- b) Economic state of Kenya
- c) Perceived interest level in Kenya Premier League soccer

(iii) To establish whether decisions made by corporate organizations to avail sports sponsorships to KPL clubs were influenced by environmentally-centered factors which include:

- a) Ambush marketing
- b) Sponsorship competitors
- c) KPL authority over sponsorship

(iv) To determine whether team-centered, country-based and environmentally-centered characteristics differed significantly in the extent to which they influenced decisions made by corporate organizations to sponsor KPL clubs.

1.5 Hypotheses

The study was guided by the following null hypotheses:

H₀₁ – The extent to which team-centered factors influenced corporate organizations' sponsorship decisions did not differ significantly.

H₀₂ – There was no significant difference in the magnitude to which various country-based factors influenced corporate organizations' sponsorship decisions.

H₀₃ – The extent to which various environmental factors influenced corporate organizations' sponsorship decisions did not differ significantly.

H₀₄ – There was no significant difference in the extent to which team-centered, country-based and environmentally-based factors influenced decisions made by corporate organizations to sponsor KPL clubs.

1.6 Significance of the Study

The study findings contribute to the body of knowledge on soccer sponsorship and this has implications on soccer stakeholders in Kenya such as the Ministry of Sports, Culture and Heritage, clubs' officials and soccer players. As clubs gain awareness on sponsorship requirements, the corporate sector in Kenya might benefit in terms of increased business resulting from increased sponsorship deals. Moreover, for KPL clubs seeking new or additional sponsorship, it would provide knowledge to officials and players on corporate organizations' sponsorship requirements. Further, the study would serve as reference material for further research.

1.7 Delimitations of the Study

Responses were obtained from community-based, private-owned and military-owned clubs, and their corporate sponsors in KPL 2018/19. Corporate-owned clubs (refer to appendix D) were entities of their sponsors. Thus, they did not form part of the study as they could not be studied separately as a sponsored club versus its sponsoring organization.

1.8 Limitations of the Study

The study was limited by the fact that:

- i. It focused on sports sponsorship decision-making factors that include team-based, country-based and environmentally-based factors. However, there were other factors such as connection to brand and opportunity for sponsorship evaluation that were not included in the study.
- ii. It was carried out among clubs in the Kenya Premier League, and therefore the results may not be generalized to soccer clubs at other levels.

1.9 Assumptions of the Study

The study was guided by the following assumptions:

- (i) Corporate sponsors had policies that guided the awarding of sports sponsorship.
- (ii) The responses provided by corporate personnel, club chairmen and treasurers reflected the basis upon which their corporate organizations made decisions for sports sponsorship.

1.10 Conceptual Framework

The study utilized a modified concept of sports sponsorship decision-making factors adapted from the study by Lee and Ross (2012). Sport sponsorship decision-making is dependent on the importance ascribed by the corporate organization to factors grouped in three categories: sport team-based, country-based and environmentally-centered factors. Therefore, in the current study the corporate organizations' willingness to avail sponsorship to a KPL soccer club was the dependent variable. The independent variables were in the three aforementioned categories which do not influence each other. These include team-based factors, country-based and environmental-based factors.

As highlighted in various studies, team-based factors are media exposure opportunity, sponsorship fit, team image, facility average attendance, hospitality opportunity, team performance on the field, star player/ coach and fan Base strength (Transparency International Kenya, 2004; Breuer & Rumpf, 2011; Lee & Ross, 2012; Wishart & Lee, 2012; Tomas, 2014; Singh & Bhatia, 2015; Olaniyi, 2016, Mandu, 2016; Kinyairo et al., 2017; Origi & Deya, 2019). Media exposure refers to the exposure time that the team gets from the media (Berkes, 2008; Wishart et al., 2012). Some of these factors are found to be related. For example, competition between sponsors happens through the media and not just on field of play. The effect is that, if many sponsorship competitors are on the screen, it becomes difficult for consumers to memorize a particular brand (Breuer & Rumpf, 2011). Further, team image and fan base strength are found to be related in that image transfer in sponsorship deals is stronger for fans who highly identify with the sponsored than for casual fans (Kevin, Brian & Scott, 2009). Further, sponsorship fit is the similarity between the sponsors and the sponsored aimed at attracting customers to purchase the sponsor's products (Rodgers, as cited in Jorg et al., 2007). Moreover, team image is described by Wang, as cited in Mariana et al., (2019), as the opportunity of transferring the positive characteristics of the club to the sponsor's brand. In addition, facility average attendance is referred to as the average number of fans who attend a game in terms of whether the stadium is packed or empty (Coakley as cited in Lee, 2008; Origi & Deya, 2019). Hospitality, on the other hand, is the opportunity to demonstrate appreciation to customers and meet face to face with the target audience (Faed, 2007; Wishart et al, 2012). According to Heidi et al. (2011), team on field performance is the performance of the team as perceived by sponsors. Sponsors are attracted to teams that

have won some titles as this increases exposure to the team, players and the sponsor's brand (Tomas, 2014). Star player/ coach refers to the celebrity status of a player or coach in a team (Charbonneau as cited in Lee, 2008) while fan base strength refers to whether the team has avid or casual fans (Heidi et al., 2011).

Country-based factors include interest level in sport, the political and economic states of a country. Jensen and Cornwell (2017) reported that during economic inflation, the prices of all goods and services, including marketing expenditures and costs within the sponsor's country, rise. Thus, it is likely that a sponsor's ability to sponsor becomes limited.

Environmentally-based Factors include competitors, ambush marketers and Kenya Premier League authority over sponsorship deals. For instance, Sandler and Shani, as cited in by Dana et al. (2011), define ambush marketing as a planned effort by an organization to associate themselves indirectly with an event in order to gain some of the recognition and benefits that were associated with the official sponsor. The presence of sponsorship Competitors poses sponsorship risks to corporates (Jensen & Cornwell, 2017). Separately, league authority over sponsorship is a crucial factor, in that a governing body of each league has uniform rules regarding sponsorship activities, which encourages or hinders a sponsor to get involved in sponsorship activities (Lee, 2008; Lee & Ross, 2012)

The three categories of factors discussed above are summarized in the model below (Figure 1:1)

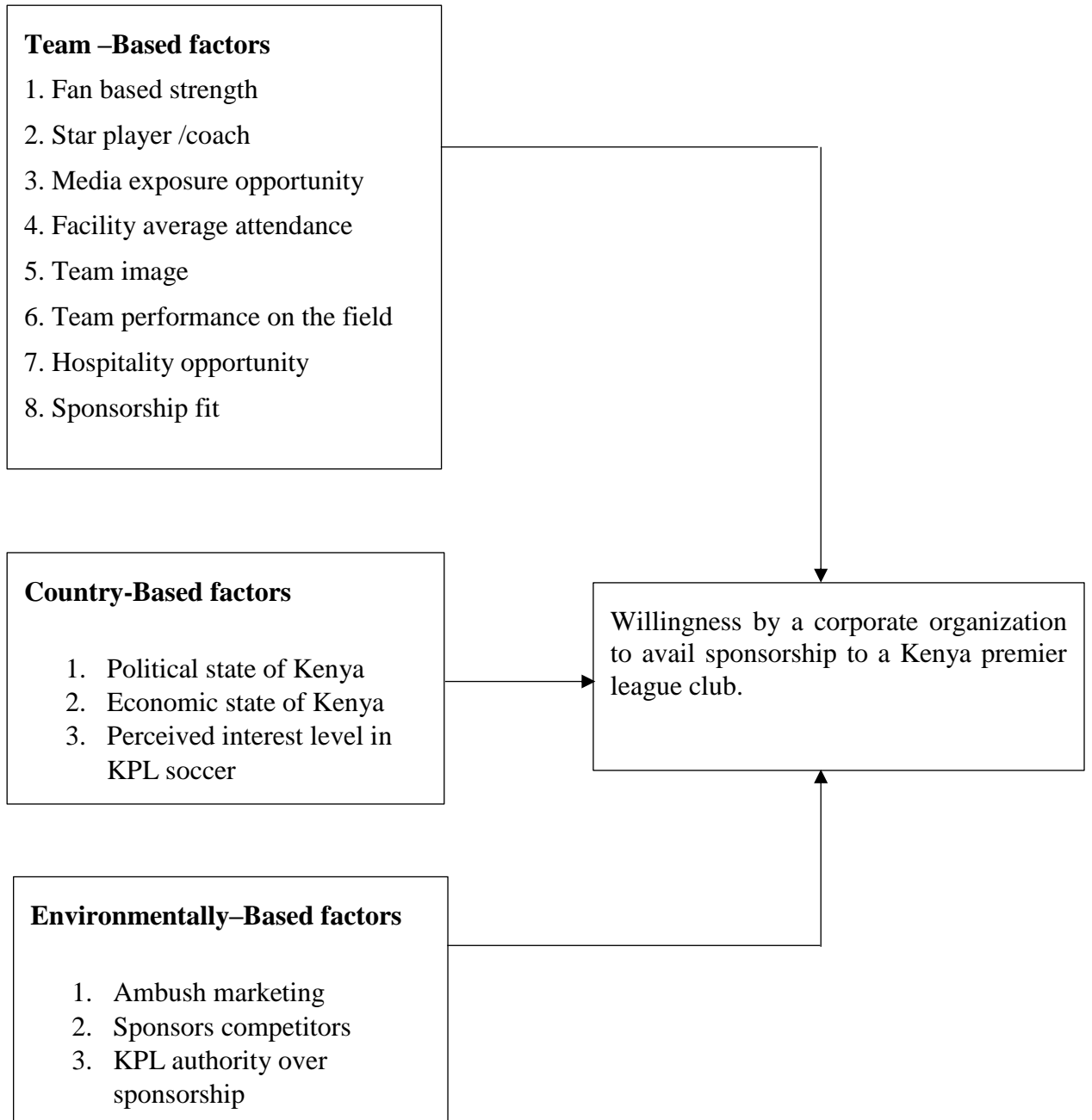
DEPENDENT VARIABLES**DEPENDENT VARIABLE**

Figure 1 1 Modified Conceptual Framework for Sports Sponsorship Decision-Making Factors; adapted from Lee and Ross (2012)

1.11 Theoretical Foundation: The Balance Theory

The study was based on the Balance Theory that supports the concept of sport sponsorship decision making.

Heider (1946) interpreted the Balance Theory: that individuals have certain attitudes which can be represented as a plus sign (like) or a minus sign (dislike). Every individual has their own opinions, hence people do not always agree on the same things, and this creates a feeling of discomfort or imbalance.

According to Dalakas and Levin (2005), the Balance Theory was advanced by Heider and claims that generally, people prefer to have order, balance and harmony in their lives. When there is imbalance, people change their attitudes and /or behavior in a way that restores balance. Further, the scholars observed that the theory, as applied in the context of sports sponsorship, views that fans who have a strong attachment to a sports team or athlete will have similar positive attitudes towards the sponsors that are associated with their favorite team or athlete.

Dean, as cited in Koo (2016), observed that the Balance Theory could be explained via three elements in a triangular relationship. The three elements are: the sponsor, the sponsored property and the consumer. Thus, three direct connections emerge. These are: the connection between the sponsor and the sponsored property, between the consumer and the sponsored property and between the consumer and the sponsor. Further, he elaborated that firms decide to sponsor a property believing that there is a positive strategic fit between the property and their products or brands. Separately, if a

consumer's attitude towards the sponsored property is positive, his or her attitude towards the sponsor is likely to be positive.

From the foregoing discussion, the current study had a good fit with the Balance Theory. The first connection is that which is between the sponsor and the sponsored property. Corporate sponsors were guided to make decisions to award sponsorship to Kenya Premier League clubs based on factors inherent within the club/sponsored property (team-based factors). The second connection applies to the current study in that the sponsor made sponsorship decisions based on the relationship between the consumer (for example, fans, league body) and the sponsored property (club). The third connection applies in that, sponsors considered their relationship with consumers. This includes factors such as peoples' level of interest in Kenya Premier League soccer, KPL authority over sponsorship deals and whether the country was in a state of political stability or turmoil.

Moreover, the Balance Theory argues that people have their own opinions which lead them to like or dislike something. Similarly, the current study sought to find out the opinions of corporate sponsors which cause them to sponsor or not to sponsor Kenya Premier League clubs.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter contains reviewed literature, and is organized into seven sections. The first section presents the concept of sponsorship while second consists of decision making factors for sports sponsorship. Sections three to five contain literature on team-based, country-based and environmental-based factors, respectively. Further, section six contains literature on the corporate sponsorship situation in the Kenya Premier League while in the last section, a summary of literature review is presented.

2.2 The Concept of Sponsorship

The concept of sponsorship is defined in light of communication and commercial objectives. Erik, (2010) defines sponsorship as a growing form of communication whereby the firm provides cash/or other compensation in exchange for access to an object's commercial potential. Further, Claudia (2012) describes it as a corporate communication tool. From a commercial context, sponsorship has been found to be an important arsenal in the marketing strategies of companies for the purpose of achieving commercial benefits. It has been referred to as the provision of resources, such as money, people and equipment, by an organization (the sponsor) to another party (the sponsored property), in return for certain commercial benefits, such as increased sales (Dolphin, 2003; Heidi et al., 2011). The commercial perspective of sponsorship is also endorsed by Loinaz and Cabinte, as cited in Tinderet (2018), who reveal that sports sponsorship is a symbiotic relationship in which the sponsor aims to generate brand awareness and customer loyalty while the club or team finds a financing source in return.

The current study defines sponsorship as a mutual relationship between a corporate organization and a sports team, whereby, the former contributes funds, sports kits such as boots, tracksuits and uniforms, and any other provision, to the latter, in exchange for publicity and increased business.

In Kenya, Sport Pesa Company Limited sponsored the Kenya Premier League from 2015 to 2019, to a tune of 450 million Kenya Shillings. Additionally, it entered into sponsorship deals with two community-based clubs: Gor Mahia and AFC leopards (Nelson, 2015 August 7). Further, the KPL had institutional/corporate based clubs, such as Tusker and Posta Rangers, which were sponsored by Posta Kenya and Kenya Breweries Limited, respectively. Private-owned clubs, such as Sofapaka and Mathare, also had corporate sponsors as Betika and Odi Bets respectively. Elite Bet Gambling Company sponsored Ulinzi, a military-owned club (appendix D).

The sponsorship of soccer clubs in Kenya has been spear-headed by gambling firms, notably Sport Pesa, Elite Bet, Odi Bets and Betika (refer to appendix E). Sponsorship is mainly in the form of branded shirts, whereby, the sponsorship firm prints its logo on the sponsored team jersey (Kiraguri, 2007). Therefore, KPL clubs should seek to acquire other forms of corporate sponsors, such as kit suppliers and commercial partners.

2.3 Decision- Making Factors for Corporate Sport Sponsorship

Globally, scholars have attempted to discuss sports sponsorship decision making factors. However, it is noted that in a majority of the discussions, sponsorship factors are just mentioned but not categorized.

Faed (2007), in a case study on the use of sport sponsorship as a marketing communication tool in Iran, concluded that two outstanding criteria for sports selection were image association and popularity of sport. Further, Andre (2006) contended that there were three reasons why companies invested in soccer. These were that the game provided passion and image, provided wide audiences and different target groups, and delivered opportunities which helped companies to reach their business objectives on a national or multinational level.

In another study by Shank cited in Malin and Therese (2006), the willingness to avail sports by corporate organizations in Sweden was determined by whether the sponsorship offered correct positioning, connection to the brand, difficulty by competitors to imitate the sponsorship, and the right audience. Other factors were: appeal to target audience lifestyle, personality and values, fit into current corporate goals and strategies, hospitality opportunity, involvement of employees, affordability, opportunity for sponsorship evaluation, the ease of planning the sponsorship and whether the sponsorship was a complement to the current promotional mix.

McCook, as cited in Malin and Therese (2006), established that corporate exclusivity was the major criteria while increased brand awareness, reinforcing company image, signage at events, ability to target audience, and increased sales were significant criteria. In a study by Brassington and Pettit, cited in Malin and Therese (2006), there were five criteria that guided sponsorship decisions: uniqueness, compatibility with objectives, length of sponsorship impact, relevance, and public relations / marketing opportunities. Further, according to Liu, Srivastava and Woo as cited in Malin and Therese (2006),

corporate policy accounted for 37% of sponsorship decisions, local and brand awareness (14%), high profile and media coverage (14%), large television audience, corporate hospitality and product sales (7%), product development and brand awareness (7%), lack of conflict to the companies' products (7%) and not sure (14%). The study concluded that there was no applied standard regarding the criteria for providing sports sponsorship. Some objectives of the aforementioned studies are similar to those of the current study. They include: media coverage, hospitality and compatibility to company goals. On the contrary, the studies are mainly geared towards corporate objectives such as sales and increasing brand awareness but not team based, country-based and environmental based sponsorship factors.

Berkes (2008) studied macro level factors affecting sports sponsorship decision making process at Hungarian soccer clubs and soccer sponsor companies. He used questionnaires to collect data from 57 respondents for a descriptive statistical analysis. The respondents composed of sponsorship managers, marketing managers, advertising managers, public relations managers, vice presidents, marketing directors, marketing research managers, and other positions. Sales objectives was found to be the most important sponsorship objective (mean= 3.88), then product/brand/service related objective (mean=3.81), followed by broad corporate objective (mean=3.76) and lastly guest hospitality (mean=3.36). The research instrument and target population used in this study were similar to those of the current study. However, the objectives and findings of the study by Berkes (2008) focused on corporate objectives, while those of the current study, focus on team-based, country-based and the environmental-based sponsorship factors.

Lee and Ross (2012) studied sports sponsorship in the global market by contacting corporate sponsors. They identified and categorized the decision making factors into three: team factors, country and environmental factors. Team factors (0.738) were found to be the most influential in sport sponsorship decision making followed by country factors (0.132) and environment factors (0.130). A total of 410 email accounts of corporate sponsors were identified and each was contacted for online survey. The data was analysed using analytical hierarchy process. This study used the same factors and categories of decision making as the current study. However, it used a different method of data collection.

Singh and Bhatia (2015) in a descriptive study used self-administered questionnaires to collect data. The population sample consisted of company officials responsible for sponsorship activities such as marketing managers, sponsorship managers, finance managers or any designated officials. They averred that that the two most important sponsorship criteria considered by Indian companies were potential media coverage (mean=4.54) and the status and image of potential event (4.51). The strategic fit with corporate image/ fit with product image (3.56) and revenue prospects for the company (3.56) were less important. Similarly, in the current study, questionnaires were used to collect data while the population sample consisted of officials responsible for sponsorship activities such as marketing managers and sales managers.

2.4 Sports Team Factors

These are factors that arise from within a soccer club and affect the decision by a corporate organization to avail sponsorship to the club. They include star player/ coach,

media exposure opportunity, sponsorship fit, team image, fan Base strength, team on-field performance, hospitality opportunity and facility average attendance.

2.4.1 Star Player/ Coach

The significance of sports stars and coaches in attracting sponsorship to clubs cannot be underestimated. According to Mickle, as cited in Lee (2008), David Beckham's signing with major league soccer increased the level of public interest in soccer within the United States of America, thus, rapidly increasing ticket and sponsorship sales. Likewise, Breuer and Rumpf (2011), stated that sports stars were models favourable to many people. Illustratively, a soccer fan might notice which brand of clothing or shoes his or her favorite player wears, which sport equipment is in use and what kind of beverage appeases the athlete's thirst. Further, non-sport brands could also benefit if the soccer star, for example, drove a particular brand of car or preferred a specific credit card. In a study by Hoek cited in Breuer and Rumpf (2011), sports stars were found to influence the consumer to reach their status or to adapt their behaviour patterns. Further, Lee and Ross (2012) opined that having a star player or coach would elevate the attractiveness of the team. In yet another study by Tomas (2014), the roles played by celebrities in sponsorship were three fold: testimonial (after using the sponsor's product, the celebrity attests to its quality), endorsement (the celebrity appears on behalf of the sponsor's product) and spokesperson (the celebrity represents the brand or company for a period of time). Tweedale, as cited in Olaniyi (2016), reported a case of sports staff sponsorship whereby Liverpool manager Jürgen Klopp signed a sponsorship deal to promote German beer brand Warsteiner in England. Similarly, the current study appraised the influence of

a star player or coach in a team on decisions made by corporate organizations to award sponsorship to a club in KPL.

In another realm, sponsors sponsored individual stars within a team rather than the whole team. For example, Lionel Messi was an ambassador for UNICEF and had deals with Turkish Airlines and Adidas worth an estimated 2 million dollars and 9 million dollars per year respectively (world Football, 2014).

From the foregoing literature review, it is clear that for soccer clubs in the KPL to have much local and international sponsorship appeal, each must strive to sign a star player or coach.

2.4.2 Media Exposure Opportunity

According to Wells, Moriarty and Burnett, as cited in Wishart, Lee and Cornwell (2012), Media is defined as the channels of communication that carry the ad message to target audiences. This covers such broadcast mediums as television, radio and internet, as well as print media, such as newspapers or magazine coverage. From this definition, it can be inferred that the primary importance of media is to carry the advertisement message to target audiences.

Media exposure opportunity was reported as the most important factor to corporate sponsors (Wishart et al., 2012; Lee & Ross, 2012; Singh & Bhatia, 2015). Sponsors were interested in media exposure of their names or logos so as to remain supreme. Of great importance was this factor to corporations that were new to a certain market as it helped to generate brand awareness in the consumer's mind. This fact was reported by Lee (2008): that sport and media could not work independently. The two were interconnected

as sport programming took up a huge portion in contemporary society. Media coverage was the major reason for a corporation to sponsor due to the display of the brand, names or logos on players' uniforms. Therefore, Professional soccer leagues in the world sent their top teams to annual continental soccer competitions such as UEFA champion's league or Asian soccer champions' league which attracted global media attention both to the teams and to the sponsors.

In yet another study by Berkes (2008), sponsors rated media value in soccer based on three factors which were: audience levels, total exposure time and cost per thousand. The exposure time factor conformed to the results obtained by Breuer and Rumpf (2011) who affirmed that the longer a sponsor's logo was presented on screen, the more likely the sponsor would be memorized by the consumer. In the current study, media coverage was listed amongst team-based factors. The objective was to determine to the influence of media exposure on corporate organizations' sponsorship decisions.

In respect of the situation in Kenya, Transparency International Kenya (2004) reported that Kenyan football received inadequate coverage from the local mass media. The main focus was on the European Champions league, the English premier league and other foreign leagues. A live telecast of an English FA cup match attracted more prime advertisers than a premier league match. This fact was also endorsed by the star which reported that the total number of minutes that Kenyan football received on Nation Television or Q Television within a week could not go beyond 15 minutes. The total amount of space that Kenyan football got from the Daily Nation and Taifa Leo

newspapers was less than that received by the English Premier league. Kenyan football received at most, half a page (Kenyan star, 2016 June 1).

From the foregoing discussion about media coverage, Kenyan media should give priority to local football matches because this will attract corporate sponsors due to increased exposure of their products. Local newspapers, television stations and radio stations should spear-head the increase of media coverage to clubs in the Kenya Premier League.

2.4.3 Team Performance on the Field

This factor was found to be essential to some sponsors and less essential to others as revealed by available academic research. In linking sports sponsorship with purchase intentions, Heidi et al. (2011) affirmed that sponsors wanted teams that won some titles as this increased exposure to the team, players and the sponsor's brand. Further, Tomas (2014) argued that sponsors should pay attention to the perceived performance of any team they sponsor as team performance is linked with consumers' purchase intentions for the sponsors' products. A winning team with a star generates the strongest purchase intention while a losing team with a star produces the lowest purchase intentions. Lee (2008) asseverated that sponsors preferred a team that displayed better performance in the league. In yet another study by Kinyairo, Gesami and Kirimi (2017), stable performance on the field of play attracted more match attendance revenues.

On the contrary, Lee and Ross (2012) attested that although sponsors wanted to associate with an elite team, success on the field was considered third least important factor, owing to the fact that performance of a team was uncontrollable and unpredictable on a daily basis.

Within the African continent, club success is a factor that attracts corporate sponsors to award sponsorship. For example, South Africa's most successful premiership club, the Kaizer Chiefs sponsorship revenues grew from US\$ 6,240 million in 2010 to US \$ 10,320 in the financial year 2011/2012, when it acquired Vodacom sponsorship (Mosola, 2017). On the other hand, Gor Mahia which is Kenya's most successful club had enjoyed sponsorships from companies such as Tuzo and Sport Pesa (Onyango, 2019 September 9).

The current study observes that even though the performance of a club on the field of play is crucial in sponsorship decisions, the means to achieve good performance cannot be overlooked. Therefore, players must play with their hearts out, train hard, eat well to perform well and attract more corporate sponsors. In addition, clubs should have requisite personnel such as: nutritionists, sports psychologists and conditioning coaches.

2.4.4 Hospitality Opportunities

Hospitality is described as the opportunity to demonstrate appreciation to customers and meet, face to face, with the target audience (Faed, 2007). According to Lee (2008), the degree of available hospitality for sponsors might be one of the factors considered by corporate sponsors who used sports as an opportunity to construct, develop and enhance business relationship among employees and corporate partners. This is geared, mainly, towards relationship marketing which entails drawing, developing and retaining consumers through relationships; an opportunity to discover more about consumers' wants and needs. In yet another study by Wishart et al. (2012), hospitality was a major criterion for sponsorship selection. This study sought to find out whether hospitality

facilities such as free tickets, access to physical facilities or access to celebrities were available during the sponsorship event. Meenaghan and Shipley, as cited in Wishart et al. (2012), observed that hospitality was prominent with sponsors seeking community awareness rather than mass public exposure. However, Lee and Ross (2012) discovered that hospitality opportunity was the second least important sponsorship decision making factor among sports team factors.

The current study observes that clubs should offer free tickets to fans and present an opportunity for the sponsors to advertise and sell their products in designated locations before and after the match. With this kind of hospitality, more corporate organizations would be attracted to offer sponsorship to such clubs.

2.4.5 Sponsorship Fit

Available academic research has endeavored to clarify the concept of sponsorship fit. According to Fleck and Quester, cited in Mariana, Joao and Victor (2019), fit is also known as congruence and refers to the idea that people develop perceptions that some things match one another while others clash. This perception influences peoples' response to stimuli which comes from companies' marketing strategies, such as sponsorship and celebrity endorsement. The results are sponsor's recognition and the transfer of the sponsored property's positive attributes to the sponsor. This is in accord with Jensen and Cornwell (2017) who observed that congruence between the sponsor and the sponsored property reduces the chances of sponsorship dissolution. In addition, these studies agreed with the findings of Wang as cited in Mariana et al. (2019) that

establishing a congruent sponsor relationship might strengthen associations between the sponsor and the sponsored property.

With regard to congruence as a factor in the KPL, the sponsorship fit between milk manufacturer and sponsor, Tuzo, and Gor Mahia Football Club deserve mention as was emphasized by the club's chairman, Mr. Ambrose Rachier: "this is like a long planned marriage, looking at the brand colours of Tuzo and those of our dear club Gor Mahia; one could imagine they were meant to be together" (Machio, 2011 April 13).

Likewise, the current research sought to investigate, whether congruence between a sponsor and a club was an important factor in sponsorship decision making.

2.4.6 Team Image

Image transfer is a goal of sponsorship because the image of the sponsored property is transferred to the sponsor's brand. This factor is a predictor of the sponsor's intention to purchase a team or an event (Berkes, 2008; Kevin et al., 2009; Singh & Bhatia, 2015).

This is in agreement with other scholars who attest that, sponsors do not want to be associated with bad publicity or scandals related to the team which might cause the sponsor to terminate sponsorship agreement (Lee & Ross, 2012; Chien & Kelly, 2016).

Although studies have revealed that sponsors shy away from scandalous clubs, Chien and Kelly (2016) found out that on occasion a sponsor would just provide a statement condemning the misbehavior rather than terminating the sponsorship deal. This happened if the sponsor perceived that the scandal will be short lived or of a lesser gravity.

Hooliganism directly affects opportunities for sponsorship. Available information reveals that hooliganism had on occasions tainted the image of Kenya Premier League clubs; a

vice that scared away sponsors. The vice was mainly associated with two popular football clubs in Kenya, the AFC Leopards and Gor Mahia. For example, as observed by Nyende, cited in Mandu (2016), Gor Mahia football club lost its Super Sport sponsorship of broadcasting the club's matches live, because of an incident on 23rd October 2010, where five fans were trampled to death and tens injured in a stampede at Nyayo National stadium. In a separate incident, Gor Mahia Football Club Chief Executive Officer, Mr. Omondi Aduda, was unhappy with the behaviour of the club's fans following their 6-1 aggregate loss to Algerian club, USM Alger. These were his words in describing his disappointment: "the club is contemplating partnering with security officials to deal with criminals soiling the image of the club". "We have been looking for sponsors and, part of the Keroche management which had supported us financially, were in the stadium. Which brand can accept such kind of behaviour and still invest in the club?" (Odongo, 2019 October 1). Worse still, in 2016, Sport Pesa suspended its shirt sponsorship with Gor Mahia and AFC Leopards because of hooliganism (Asego, 2016 April 28). Even graver, Khalimwa, cited in Mandu (2016), reported that, due to the clash between AFC Leopards and Gor Mahia fans on the 2nd February, 2014, two of the leagues' major sponsors then, the East African Breweries and Super Sport, threatened to withdraw sponsorship if the situation was not solved.

The current study observes that, players and technical bench must behave well, both in and out of the pitch, so as to enhance clubs' image to potential sponsors. Clubs should also come up with measures to curb hooliganism, such as expelling the culprits from future matches and taking them to court.

2.4.7 Fan Base Strength

Fan base strength has been described in terms of the number of fans and the relationship between fans and the club. The number of fans is crucial to sponsors because sponsorships are meant to turn customers into spokespersons (Tomas, 2014). The harmony between fans and the football club is important to the sponsor's brand image, as observed by Heidi et al. (2011) who stated that consumers' intentions to purchase sponsors' products were more pronounced for casual (those who do not know much about the team they are supporting and are a bit laid back) than for avid fans (those that have a keen interest in supporting a team). It is assumed that sponsors prefer to sponsor a team that has a strong avid fan base. This is in agreement with the findings of Hinson, as cited in Schoop (2016), who notes that a strong fan loyalty towards their soccer clubs has a positive effect on the sponsoring company because fans buy its products. Moreover, Biscaia, Correia, Rossado and Ross (2014), in a study that used spectators of a soccer club in Portugal, discovered that a sponsor's brand was highly recalled by fans who attended matches during an entire season; than by casual spectators. The current study differs from this study in that it uses sales, sponsorship and marketing personnel while the reviewed study targets fans from a soccer club.

In the Kenya Premier League, the improved level of competition and eventual attention given to the league by fans, attracted major companies in Kenya to partner with clubs. These included the broadcasting deal with Super Sport and, Umbro as the official referee kit supplier and the official ball provider. Later, Puma became the official ball supplier while Sport Pesa took over as the official league sponsor (Kenya Premier League, 2019). Notably, the AFC Leopards was the second richest club in Kenya with a net worth of 52

million Kenya Shillings, had a huge fan base; an attribute that helped to attract corporate sponsors such as Mumias Sugar (Onyango, 2019 September 9).

This study expresses that clubs should strive to attract more fans to attend their matches. One method is to engage in corporate social responsibility, such as community clean ups. Increased number of fans in stadia during matches will, in turn, attract potential sponsors.

2.4.8 Facility Average Attendance

Kinyairo et al. (2017) asserted that match day attendance by club supporters should be enhanced to enable clubs to expand their revenue sources. In a study by Origi and Deya (2019), packed stadia attracted sponsors and increased revenue to clubs. These studies agree with Schoop (2016), that fan attendance is an important factor for companies to sponsor clubs, in spite of the fact that fans do not take place in the sponsorship decision making process.

Stadium average attendance is linked to team performance, in terms of winning or losing matches. Mutahi (2019), noted that Gor Mahia was Kenya's most followed club with an average attendance of between 5000-7000 fans and arguably, Kenya's most successful football club. On the other hand, AFC Leopards tended to have fans following them when they were doing well but they played in almost empty stadiums when the team was not performing well.

2.5 Country- Based Factors

These are influences which arise from within a country and are considered by corporate organizations before availing sponsorship to soccer clubs. They include the political state, the economic state and the interest level in soccer.

2.5.1 Political and Economic State

2.5.1.1 Political State of the Country

With regard to politics in football, a number of studies done in Kenya and in Africa deserve mention. First, Kinyairo (2018) argues that Politics in football can be categorized as internal and external politics. Internal politics manifests in club's management while external environmental politics involves the league management and government interference. In addition, national politics found its way into football clubs, with politicians engaging in football affairs to win political support from fans (Kiraing'wa, 2017; Kinyairo, 2018). Thus, political interference has a significant role towards financial stability and success of football clubs in Kenya.

Further abroad, Banda and Chipande (2018) observed that post-colonial African leaders, such as Kwame Nkrumah of Ghana, used sports as a tool to control their citizens in order to achieve their political goals, while the local population used sports politically, to express their dissatisfaction with their governments. Sports stadia have become common places for political festivities which include sports, especially soccer. Pannenberg (2010) noted that in Africa, wealthy people take positions within football associations with the aim of rallying supporters for prestigious or political purposes. These individuals sponsor many unofficial football events for prestigious, business or political purposes.

In another realm of sports versus politics, international sports organizations such as FIFA, can make governments to change their political decisions (Kobierecki, 2019). For instance, before the World Cup in Russia in 2018, the Russian government passed laws to safeguard FIFA's marketing and sponsorship revenues. This included limiting public

gatherings during the event (Muller, as cited in Kobierecki, 2019). Further, FIFA has used its position to exert pressure on states concerning their human rights record. For example, it suspended the South African federation in 1963 and reinstated it after the end of apartheid (Nygard, as cited in Kobierecki, 2019).

The above studies do not mention the significance of politics in sponsorship decision making. Thus, the current study attempts to fill this knowledge gap.

In addition, Lee and Ross (2012) observe that; political instability affects sponsorship industry because people cannot truly enjoy sports during periods of political and economic instability in a country. In such situations, corporate sponsors too cannot achieve their marketing objectives through sponsorship. The current study shares a similar objective: to appraise the influence of political state of a country on decisions made by corporate organizations to sponsor KPL clubs.

2.5.1.2 Economic State of the Country

As regards this factor, studies have discussed both the economic factors within clubs and federations, as well as the significance of the economic status of a corporate organizations and of the country. These can be interpreted as internal and external economic factors, and how they determine sports sponsorship acquisition. Luiz and Fadal (2010), observed that countries which succeed in sports competitions, have a higher GDP, population size and elite facilities.

In another study, Robinson, as cited in Musonye (2017) notes that lack of transparency on sports has led to scandals which render sports bodies impossible to be self-governed, and hence they became unacceptable to other economic activities. Sadly, the aforementioned

literature review on economics versus sports, does not shed light on the significance of a country's economy on sponsorship.

In view of how country and global economic changes affect corporate sponsorship, Jensen and Cornwell (2017) state that in an inflationary economy, the prices of all goods and services including marketing expenditures and costs within the sponsor's country, rise. Thus, it is likely that a sponsor's ability to sponsor becomes limited or constrained. Marketing budgets might be adjusted downwards, making it difficult to justify large expenditures. Thus, inflation in the home country of the sponsor is a significant predictor of sponsorship dissolution. This study shares the same objective with the current study; an attempt to appraise the influence of economic state of a country on companies' willingness to award sports sponsorship.

Economic hardships not only affect a country but also companies. For instance, in the year 2011, Kenya sugar millers, Mumias Sugar Company, sponsored the AFC Leopards club to a tune of 15 million Kenya Shillings before suspending the sponsorship in 2015 due to financial challenges. The company incurred huge losses forcing the government to bail it. (Business Today, 2015 March 26).

2.5.2 Interest Level in Sport

Investigation into this factor revealed that it was significant to sponsors. Coakley, as cited in Lee (2008), stated that interest level in sport by fans could be measured by the average attendance for a game or the frequency of media exposure. The perception by society as concerns this factor varied from country to country. In another study, Lee and Ross (2012) reported that a lack of interest in a sport disrupted a sponsor's marketing

objectives. Sponsors assumed that there was an acceptable interest level in sport before entering into a business relationship with a specific sports team. Similarly, in the current study, interest level in sport is described as average attendance by fans per match.

In the background of the study (Chapter 1), it is reported that soccer clubs in Europe attract more sponsorship money and opportunities. An exploration reveals that, the attendance of matches within European clubs is higher than that of Kenyan clubs. This may form part of the explanation as to why the former attract more sponsorship than the latter. In 2018, Spanish football club, Barcelona had the highest average match attendance in Europe at 78,034, and a total of 1,482,646 fans. Second was English club, Manchester United at 75,290, total 1,430,510 while, third came German club, Borussia Dortmund at 79,653, total 1,354,101 (Sherlock, 2018 January 17). On the other hand, with an average attendance of between 5000-7000 fans, Gor Mahia was unquestionably Kenya's most followed football club. On the other hand, AFC Leopards tended to have fans following them when they were doing well but they played in almost empty stadiums when the team was not performing well (Mutahi, 2019).

2.6 Environmentally- Centered Factors

These are external influences that affect a corporate sponsor. These influences arise from other corporate organizations and the league body. They include: competitors, ambush marketers and Kenya premier league authority over sponsorship deals.

2.6.1 Ambush Marketing

According to Sandler and Shani, as cited in by Dana et al. (2011), ambush marketing is defined as a planned effort by an organization to associate themselves indirectly with an

event in order to gain some of the recognition and benefits that are associated with the official sponsor. Further, Nufer (2013) defines ambush marketing as a practice by companies of creating an impression of an association with an event to the audience yet the companies in question have no legal marketing rights for the event. Ambushers seek to benefit from the sports sponsorship without incurring the obligations of the official sponsor. According to Nufer, it is a guerilla form of sports event sponsorship. In another study, Lee and Ross (2012) observed that availability of ambush marketers might deter the decision-making process of a sponsor.

From the aforementioned studies, it is clear that ambush marketing was perceived negatively by companies. Consequently, legislations have been passed to protect official sponsors from ambush marketers. For instance, the English premier league has the Section K of the FA premier League regulations which requires that the club ensures that no competing brands are displayed in a stadium during a match (Khedir, 2018).

There are 3 types of ambush marketing: incursion, obtusion and association (Burton & Chadwick in Tomanek, 2020). Ambush by invasion entails threatening and diverting attention from the event, or the official sponsor, without legal permits to sponsor the event. For instance, Pepsi ambushed the 2010 FIFA world cup against Coca Cola Company which was the official sponsor of the event. Pepsi's commercials during the event featured players such as Thierry Henry, Kaka, Messi, Lampard, Drogba and Arshavin. On the other, hand Burton and Chadwick, as cited in Tomanek (2020) clarify that ambush by obtusion is a visible activity of a marketer who has no legal permit to sponsor an event. The ambusher does not need to compete with the official sponsor.

Further, ambush by association is geared toward testing the brand without having the legal permit to use or associate with an event; as an example, Lufthansa airlines associated itself with the FIFA world cup 2006 in Germany by painting the football symbol with 40 beaks of Lufthansa, yet Emirates Airlines was the official sponsor of the event (Leonfarr, as cited in Tomanek, 2020). However, the current study did not target the above three types of ambush marketing. Rather, it considered ambush marketing simply as, protection from other sponsors.

The current study observes that there is lack of resources regarding ambush marketing in the sponsorship of KPL. Hence, it is impossible to discuss the topic. Main sponsors of the league such as the Kenya Breweries, Super Sport and Sport Pesa have been given exclusive sponsorship rights by KPL. Regardless, future sponsors must be protected from ambushers should they arise.

2.6.2 Sponsorship Competitors

Corporate sponsorship exclusivity is a major factor that attracts sponsorship. Simply stated, scholarship has supported the view that sponsors are opposed to the presence of other competitors sponsoring the same club or league (Mckelvey as cited in Jensen & Cornwell, 2017). Such competition to reap the benefits of sponsorship of events is reported in Burton and Chadwick, as cited in Tomanek (2020), who observe that Pepsi indirectly involved itself with the 2010 FIFA world cup against Coca Cola Company which was the official sponsor of the event. Pepsi's commercials during the event featured players such as Thierry Henry, Kaka, Messi, Lampard, Drogba and Arshavin. Moreover, Jensen and Cornwell (2017) assert that some sponsors are opposed to clutter in

terms of more organizations sponsoring the same sport, club or event, because it reduces customer recall to the brand and reduces success in building brand awareness. The findings by Jensen and Cornwell are similar to those by other scholars who attest that; active sponsorship involvement by competitors makes a corporation think about sponsorship involvement. These scholars discovered that competitors were the most important environmental criterion considered by corporate sponsors (McCook, as cited in Malin and Therese 2006; Lee & Ross, 2012).

In contrast, sponsorship competitors are not an important factor in decision making as companies are just interested to use sports sponsorship as a competitive platform, regardless of existing competition. In this regard, the studies by Jensen and Cornwell (2017) and Shuv-Ami, Thrassou and Vrontis (as cited in Tinderet, 2018) deserve mention. According to the former, competition for market share might cause firms to re-invest in sponsorships that may not have, otherwise, continued. The latter revealed that sponsorship of sports was an important arsenal for companies that they use in competing with other companies. Companies were attracted to sponsorship so long as the sport was popular.

In Kenya, it would be impossible to build a discussion on sponsorship competitors in the KPL due to lack of online resources. Thus, the current study attempts to fill this knowledge gap, by determining the influence of competitors in sponsorship decisions.

2.6.3 League Authority over Sponsorship

Details of sponsorship contract could be controlled by the governing body of the league as observed by Lee and Ross (2012). Their study found that this was the least important

of all factors considered by corporate sponsors, the reason being that this factor emerged from the league body and was not negotiable or debatable. It is simply a regulation by which corporate sponsors must abide. League authority is also called League Power (Lee, 2008). A governing body of each league has uniform rules regarding sponsorship activities which might encourage or hinder a sponsor to get involved in sponsorship activities. Such regulations might include limiting the size of a sponsor's logo presented on uniforms of each team and seeking approval from the league body to be an official sponsor.

Abroad, there are regulations set by soccer league bodies regarding sponsorship activities. Khedir (2018) noted that the English Premier League had the Ofcom Broadcast Code which regulated commercial broadcasting. The clause 4 of the FA Premier League contract detailed footballers' rights regarding the commercial exploitation of their image rights. The section K of the FA Premier League regulations which required that; a club ensures that no competing brands are displayed in a stadium during a match. The order 38 of the Premier Soccer League of Zimbabwe, requires that a broadcasting sponsor, transmits at least one live televised match for each club, in each season. Further, this league prohibits the use of images of less than four contracted players, each from different clubs, on any one product (Premier Soccer League, 2015). On the other hand, the South Africa Football Association requires that; players wear advertisements in designated points of their jerseys as follows: the sponsor's name in front of their jerseys excluding tobacco and alcohol companies, technical sponsor on the left breast of the front jersey, and the league sponsor's logo on the left arm sleeve. Further, the team, officials or players cannot make direct contact with a sponsor without the prior written permission of

the Chief Executive Officer of the South Africa Football Association (South Africa Football Association, 2016).

With regard to Kenyan soccer, the sponsorship regulations are contained in chapter five of the Football Kenya Federation rule book. The regulations state that: teams should wear the sponsor' name in front of their jerseys, the technical sponsor's name on the left breast, on the front of their jersey and, sponsor advertising at the back of their jersey (Football Kenya Federation, 2019). Sadly, on occasion, the then league body that was mandated to run the premier league; the Football Kenya Federation, put unreasonable demands on corporate sponsors. It insisted that any corporate that wanted to sponsor football in Kenya must deposit 20% of the sponsorship amount to the League body (Shabik, 2013 January 9). This lack of transparency discouraged sponsors from supporting the Football Kenya Federation activities.

2.7 Corporate Sponsorship in the Kenya Premier League

The Kenya Premier League was a private company incorporated in October, 2003 under the Companies' Act 486 of Kenya (Lwangu, 2013). At the time of conducting the current study, the KPL was the corporation that managed soccer affairs in Kenya. The clubs participating in the league relied heavily on corporate sponsorship to cater for their needs. This was observed by Thiga (2014) who found out that sponsorship from parent organizations accounted for between 60% and 100% of the revenues of 57.1% corporate based clubs, and the revenues of 55.6% of community based clubs. In addition, Lwangu (2013) noted that five years after the formation of the KPL, Super Sport International became its broadcasting rights holder and main source of revenue in a three-year deal

worth 263 million Kenya Shillings. The KPL first injected 38 million Kenya shillings (49.11% of total revenue) out of 77.37 million to clubs for their sustainability. In 2013, Tusker signed a three years deal worth 270 million Kenya shillings (Mukasa Football Diary, 2018, May 25). In 2015, Sport Pesa signed a four and half year deal with KPL worth 450 million Kenya shillings (Nelson, 2015 August 7). Sport Pesa then entered into a new 3-year sponsorship package with Gor Mahia, AFC leopards, the KPL and the Football Kenya Federation (Wanja, 2018, April 23).

The major funding for most clubs was from corporate sponsors who preferred to be associated with clubs that had good performance in the Premier League (Kiraing'wa, 2017). Most sports sponsorship to soccer clubs was in the form of branded shirts which came from the private sector (Kiraguri, 2007). However, many soccer clubs in Kenya still suffered from lack of funds to run their day to day operations. In some cases, players, club management and officials did not receive their monthly wage (Kaimenyi, 2015).

Further, Njakai (2013) observed that there were four groups of clubs in the KPL based on their sponsorship: community- based, corporate-based, privately sponsored and military owned. The KPL clubs depended on sponsorships for finances to cater for their budgets which included transport, accommodation, wages for players and coaches, and other match expenses. In addition, Kinyairo, et al. (2017) noted that match day attendance by club supporters should be enhanced to enable clubs to increase their revenue sources. Stable performance on the field of play attracted more match attendance revenues.

From the foregoing discussion, studies conducted on Kenyan football did not focus on the factors for awarding sponsorship to KPL clubs. Hence, the current study attempted to fill this knowledge gap.

2.8 Summary of Literature Review

Globally, studies have highlighted the criteria used by companies to award sponsorship (Andre, 2006; Malin & Therese, 2006; Faed, 2007; Berkes, 2008; Dana et al., 2011; Lee and Ross, 2012; Singh & Bhatia, 2015; Schoop, 2016; Jensen & Cornwell, 2017). However, with the exception of Lee and Ross (2012), the studies did not group the factors into team-based, country- based and environmentally-based categories. Moreover, the studies were foreign-based and undertaken from a global context.

On the other hand, the review of the studies done on Kenyan soccer found out that they neither focused on sponsorship nor on the factors for awarding sponsorship to KPL clubs (Kiraguri, 2007; Njakai, 2013; Kaimenyi, 2015; Kinyairo, et al., 2017; Kiraing'wa, 2017; Origi and Deya, 2019). Therefore, the current study set out to investigate the determinants of corporate sponsorship award opportunities for clubs in the Kenya Premier League.

CHAPTER THREE: METHODOLOGY

3.1 Introduction

This chapter is organized into ten subtopics. In sections one to five, the research design used, the study variables, the location of the study, the target population, the sampling procedure and sample size are presented. Section six contains the discussion on research instrument, while section seven details the pre-testing of the research instrument. In the last three sections, the data collection procedures, how the data was analysed and, the ethical and logistical considerations are presented.

3.2 Research Design

The descriptive survey research design was used in the study. According to Cooper and Schindler (2003), a study concerned with finding out who, what, which and how of a phenomenon is referred to as a descriptive design. The design was apt for the present study because it sought to find out how team-based, country-based and environmental-based factors influenced corporate organizations' willingness to avail sponsorships to clubs in the Kenya Premier League.

3.3 Variables of the Study

The study determined the influence of the independent variables on the dependent variable. The dependent variable was corporate organizations' willingness to avail sponsorship to a KPL club. The independent variables were: team-based factors which included media exposure opportunity, sponsorship fit, team image, fan base strength, star player/ coach, team on field performance, hospitality opportunity and facility average attendance; country-based factors which included perceived interest level in KPL soccer,

political and economic state of Kenya; environmental factors which included competitors, ambush marketing, and KPL authority over sponsorship.

3.4 Location of the Study

The study was carried out in Nairobi City County. The targeted corporate organizations and the soccer clubs were based in Nairobi (refer to Appendix D). Sport pesa, Betika, Odibets, Elite bet, Teke Taxi and Brookside Dairies had their offices in Nairobi. Besides, the officials of Gor Mahia, AFC Leopards, Sofapaka, Mathare United, Kariobangi Sharks, Ulinzi and Thika United were found in Nairobi.

3.5 Target Population

Related studies used company officials responsible for sponsorship activities. These included marketing managers, sponsorship managers, finance managers or any designated officials (Berkes, 2008; Lee & Ross, 2012; Singh & Bhatia, 2015).

The current study targeted personnel in sponsorship, sales and marketing departments in corporate organizations that sponsored community-based, private and military-owned clubs during KPL 2018/19. The six corporate organizations were Sport Pesa, Betika, Elite Bet, Odi bets, Teke Taxi and Brookside Dairies. Responses were also obtained from club chairmen and club treasurers of community-based, private and military owned KPL clubs. These clubs were AFC Leopards, Gor Mahia, Sofapaka, Ulinzi, Mathare, Kariobangi Sharks and Thika United Football Clubs. Thus, 7 club chairmen and 7 club treasurers were targeted.

3.6 Sampling Procedure and Sample Size

Purposive sampling was used. According to Kumar (2011), the primary consideration in this type of sampling is the researcher's judgment as to who can provide the best information to achieve the study objectives. Consequently, sponsors of community-based, private-owned and military-owned clubs were used for the study. Sponsors of corporate/institutional-based clubs were not utilized because they were considered to be a single entity which could not be studied separately as a sponsor and sponsored club. In the present study, out of the 13 corporate organizations that sponsored the KPL clubs, a total of six (46%) were selected. The six corporate organizations were: Sport Pesa, Betika, Elite Bet, Odi bets company, Teke taxi and Brookside dairies. The number of questionnaires that were administered to corporate organization were 60 (10 for each of the 6 organizations). The respondents were personnel in sales, marketing, welfare and/or sponsorship departments in the aforementioned corporate organizations.

Questionnaires were administered to a total of 14 purposively selected club chairmen treasurers from community-based, private-owned and military-owned clubs. They were AFC Leopards, Gor Mahia, Sofapaka, Ulinzi, Mathare, Kariobangi Sharks and Thika United Football Clubs. Thus, the total number of questionnaires administered in the study was 74.

Separately, the researcher purposively interviewed two personnel; the manager and the assistant of sponsorship/marketing department in the six corporate organizations thus a total of 12 participants. Some participants responded to questionnaires and also took part in the interviews.

3.7 Research Instrument

Self-administered questionnaires and interview schedules were used to collect data. The questionnaire was constructed by the researcher based on the relevant content, the model espoused by Lee and Ross (2012) and validated by the supervisors for the study who were experts in the field. Section A of the questionnaire sought to obtain demographic information such as gender, age and duration worked. Section B of the questionnaire sought to obtain the criteria of awarding sponsorship which were scored using a 5-point type Likert scale (Refer to Appendix B). Sports team factors had eight items while country-based and environmentally based factors had three factors each. Finally, the question on how willing the corporate sponsors were to award sponsorship was posed using a 5-point type Likert scale. The interview schedule was constructed by the researcher and validated by the supervisors of the study. The schedule had four questions for personal information, Team-Based factors, Country-Based factors and Environmentally-Centered factors respectively.

3.8 Pre-Testing of Instrument

Pre-testing was done two weeks prior to the main study. It was meant to determine the appropriateness, stability and clarity of the questionnaires. The pre-test was done on 2 organizations which provided sponsorship to KPL clubs in 2018/19 (Kenya Breweries Limited and Posta Kenya). These organizations did not take part in the main study. A total of 20 questionnaires (10 for each corporate sponsor) were administered, and 16 were filled and returned.

3.8.1 Instrument Validity

Validity is the extent to which an instrument measures what it purports to measure (Carole & Almut, 2008). The questionnaire and interview schedule were validated by the two supervisors of the study who are experts in research methodology and sports marketing. The experts identified weaknesses in the instruments which were adjusted, or amended, accordingly.

3.8.2 Reliability of Instrument

Reliability is concerned with the stability of measures and internal consistency of the research instrument (Carole & Almut, 2008). Mugenda and Mugenda (2003) explain that the test-retest technique involves administering the same instrument twice to the same group of subjects. Test-retest technique was utilized through which the questionnaires were administered twice to the 10 Posta Kenya respondents of the pre-test, within two weeks' interval, to allow for reliability testing. The analysis was done to evaluate survey constructs, using Cronbach's alpha. The reliability is expressed as a coefficient between 0 and 1.00. The higher the coefficient, the more reliable is the test. Reliability results are presented in Table 3.1 below.

Table 3 1 Reliability Results

Variable	Cronbach's Alpha	Number of items	Comment
Team Centered Factors	0.804	8	Reliable
Country Based factors	0.715	3	Reliable
Environmental based factors	0.701	3	Reliable

The results above show that a Cronbach alpha of 0.804 was obtained from the team - based factors, 0.715 from country -based factors, whereas, Cronbach alpha of 0.701 was obtained from environmental –based factors. This was in line with Mugenda and Mugenda (2003) who consider a correlation coefficient of 0.7 and above, as reliable and adequate for data analysis and reporting. Similarly, Sekaran and Bougie (2013) argue that a coefficient greater than or equal to 0.7 is acceptable for basic research. The interview guide was given to the two supervisors of the study to check for mistakes before the researcher proceeded for data collection.

3.9 Data Collection Procedures

The researcher visited the corporate organizations and clubs to notify them about the research and to establish rapport with them. First, the sponsorship/marketing managers and, their assistants, were identified and appointments for meetings booked. Secondly, a list of club chairmen and club treasurers was obtained from the KPL league and competition administrator. Phone calls were made and emails written for follow ups on whether the booked appointments were on. During the second visit, letters of consent and questionnaires were administered. Appropriate dates for collection of questionnaires and conducting the interviews were also established.

Two research assistants helped in the collection of the questionnaires. They were fresh graduates of Kenyatta University, Department of Recreation and Sports Management and were trained within a day regarding the location and the contact persons to whom the questionnaires were to be administered. Some duly filled questionnaires were delivered back to the researcher via post office and Fargo Courier service. The interviews were

done separately depending on the availability of the respondents. They were done at the offices of the research participants, in a span of three months. Sometimes, some appointments to conduct interviews did not materialize at the scheduled day but did so on a later date.

3.10 Data Analysis and Presentation

The Statistical Package for Social Sciences (SPSS) version 22 was utilized to code and organize the data for analysis which involved descriptive statistics of means, standard deviations and regressions. The data was presented in percentages, tables and figures.

Multiple regressions were done to determine the influence of decision-making factors (dependent variables) on corporate sponsors' sponsorship decisions (independent variable) and to test the null hypotheses at 0.05 level of significance. Multiple regression was used because the data obtained through questionnaires was quantitative in nature. Moreover, as outlined by Jansen (2010) multiple regression is used in statistical causal analysis to explain the relationship between the independent variable and the dependent variable.

On the other hand, the data obtained through interviews was sorted out according to the objectives and presented in a narrative form.

3.11 Logistical and Ethical Considerations

According to Mugenda and Mugenda (2003), logistics in research are all the processes, activities or actions that a researcher must address or carry out to ensure successful completion of the research project. A letter authorizing the study was obtained from the Graduate School of Kenyatta University (Appendix F). Further, a letter of ethical

approval clearance was obtained from Kenyatta University. A research permit was obtained from the National Council for Science Technology and Innovation (NACOSTI) before conducting the study (Appendix G). Consent forms were also given to respondents before administering the questionnaire (Appendix A). Participants' confidentiality was assured by advising respondents to neither indicate their names nor the names of their organizations and clubs in the questionnaires and interview schedules.

CHAPTER FOUR: RESULTS AND FINDINGS

4.1 Introduction

The purpose of the study was to analyse the determinants of awarding of corporate sponsorship opportunities to Premier League clubs in Kenya. This chapter presents the study findings and is organized into six sections. The first section presents questionnaire return rate, while, the second section consist of demographic characteristics of the participants. Sections three to six presents findings of the study based on the research objectives. Section seven contains the multiple regression while the last section contains the hypothesis testing. The following were the specific objectives of the study;

- (i) To determine the influence of the following team-centered factors on corporate organizations decisions to sponsor KPL clubs:
 - a) Fan base strength
 - b) Star player/ coach
 - c) Media exposure opportunity
 - d) Facility average attendance
 - e) Team image
 - f) Team on field performance
 - g) Hospitality opportunity
 - h) Sponsorship fit

- (ii) To appraise the influence of the following country-based characteristics on corporate organizations willingness to offer sponsorship to KPL clubs:
 - a) Political state of Kenya
 - b) Economic state of Kenya

c) Perceived interest level in Kenya Premier League soccer

(iii) To establish whether decisions made by corporate organizations to avail sports sponsorships to KPL clubs were influenced by environmentally-centered factors which include:

a) Ambush marketing

b) Sponsorship competitors

c) KPL authority over sponsorship

(iv) To determine whether team-centered, country-based and environmentally-centered characteristics differed significantly in the extent to which they influenced decisions made by corporate organizations to sponsor KPL clubs.

4.2 Response Rate of Research Participants

The total number of questionnaires that were administered to the employees of the corporate organizations that sponsored KPL clubs as well as club officials were 74. The results are presented in Table 4.1.

A total of 58 questionnaires out of 74 questionnaires were properly filled and returned thus the response rate was 78.4 %. This was very good for the study (Babbie, 2004). Based on these observations, 78.4% response rate was very good for the study. In addition, out of the target of 12 interviewees, 9 agreed to be interviewed giving a response rate of 75%.

Table 4. 1 Questionnaire Response from Organizations and Clubs

Response	Frequency	Percent
Organizations		
Returned	44	73.3%
Unreturned	16	26.6%
Total	60	100.0%
Clubs		
Returned	14	100 %
Unreturned	0	0 %
Total	14	100.0%
Total Questionnaires administered	74	
Total Questionnaires Returned	58	78.4%

4.3 Demographic Characteristics of Respondents

The gender of respondents is illustrated in Figure 4.1.

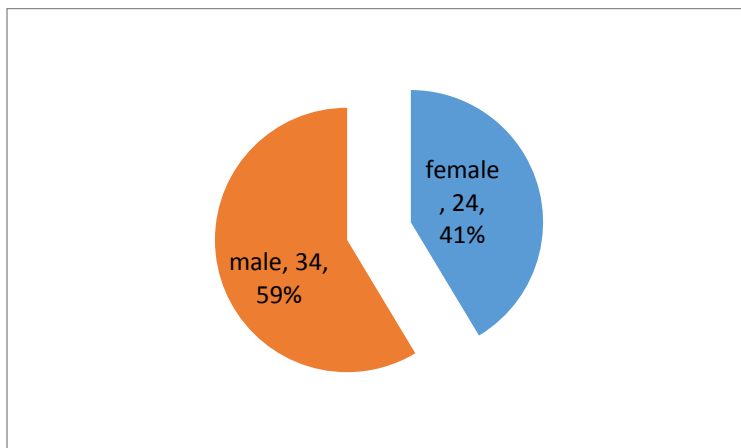


Figure 4. 1 Gender of Respondents in Organizations and Clubs

The results reveal that 59% of the respondents were men while 41% were women.

Table 4. 2 Gender of Respondents in Organizations and Clubs

Gender	Frequency	Percent
Organizations		
Male	23	52.3%
Female	21	44.7%
Total	44	100.0%
Clubs		
Male	11	78.6%
Female	3	21.4%
Total	14	100.0%

The results in Table 4.2 reveal that 23 (52.3%) of personnel involved in sponsorship within the corporate organizations were men while 21 (47.7%) were women. The results further reveal that 11 (78.6%) of the club officials who took part in the study were men while 3 (21.4%) were women.

The respondents' age categories are presented in Table 4.3.

Table 4. 3: Age of the Respondents

Age	Frequency	Percent
25-30 years	26	44.8
31-35 years	16	27.6
36-40 years	6	10.3
41-45 years	6	10.3
46-50 years	1	1.7
Above 50 years	3	5.2
Total	58	100

The results in Table 4.3 reveal that 26 (44.8%) of the respondents were aged between 25 and 30 years, 16 (27.6%) were aged between 31 and 35 years, 6 (10.3%) were aged

between 36 and 40 years, 6 (10.3%) were aged between 41 and 45 years, and 3 (5.2%) were older than 50 years. In addition, only 1(1.7%) of the respondents had 46 – 50 years. The results imply that majority of the personnel tasked with sponsorship decisions are within the age bracket of 25 to 35 years.

The respondents were further asked to indicate their level of formal education as illustrated in Figure 4.2.

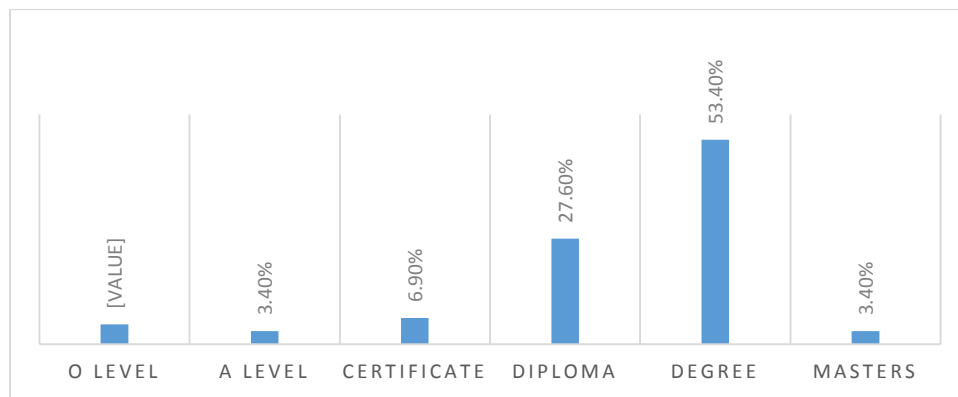


Figure 4. 2 Level of Education of Respondents in Organizations and Clubs

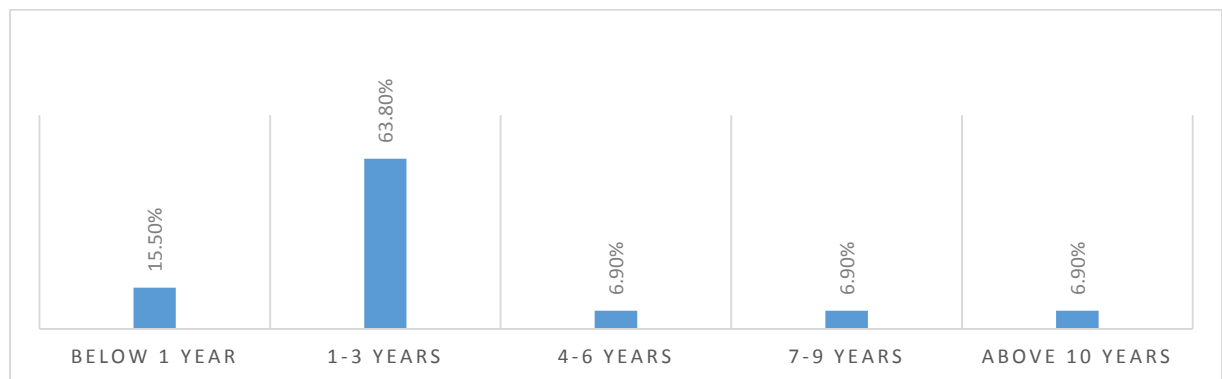
The results indicate that majority of the respondents 53.4% had a bachelor's degree, 27.6% had a diploma, 6.9% had a certificate, 5.2% had an O level, and 3.4% had an A level while 3.4% had a master's degree. This implies that employees of the corporate organizations as well as club officials have reasonable/ good education and so can make the right decision on sponsorship.

The respondents were further asked to indicate the position they held in their organizations. Results are presented in Table 4.4.

Table 4. 4 Position Held in Organizations and Clubs

	Frequency	Percent
Chairperson	7	12
Marketing	26	44.8
Other	2	3.4
Sales	8	13.8
Treasurer	7	12.1
Welfare	8	13.8
Total	58	100

Results in Table 4.4 show that 44.8% (26) were working in the marketing department, 13.8% (8) were working in the welfare department, another 13.8% (8) in the sales department, 12.1% (7) were treasurers, 12% (6) were chair persons while 3.4% (2) worked in other departments. The respondents were further asked to indicate the duration they had worked for their organizations. The results are presented in Figure 4.3.

**Figure 4. 3 Duration Worked by the Respondents in Organizations and Clubs**

Results in figure 4.3 show that majority of the respondents (63.8%) had worked for their organizations for between 1 and 3 years, 15.5% for less than 1 year, 6.9% for between 7

and 9 years, 6.9% for between 4 and 6 years while another 6.9% had worked for more than 10 years.

4.4 Influence of the Team-Centered Factors on Corporate Organizations Decisions to Sponsor KPL Clubs

The first objective of the study was to determine the influence of team-centered factors on corporate organizations decisions to sponsor KPL clubs. The influence was measured through eight items. The respondents were required to state whether the items were very important, important, whether they were non-committal about them, and whether they were unimportant or very unimportant. The results are presented in Table 4.5.

Table 4. 5 Influence of the Team-Centered Factors on Corporate Organizations Decisions to Sponsor KPL clubs

Statement	Mean	Standard Deviation
Fan Base strength	4.67	0.57
Team on-field performance	4.38	0.83
Stadium Attendance	4.34	0.89
Media exposure Opportunity	4.29	0.82
Team image	4.28	0.81
Hospitality Opportunity	4.26	1.00
Presence of a star player or coach within a cub	4.22	1.03
Sponsorship fit	4.02	0.96

The statement with the highest mean score was fan Base strength (Mean=4.67, SD=0.57). This implies that the respondents perceived fan Base strength as the important team-based factor in sponsorship decision making. They perceived that Team on-field

performance as the second most important team-based factor in making decisions on awarding sponsorship to a soccer club in the K.P. L (Mean=4.38, SD=0.83). They identified stadium attendance as the third most important factor (Mean=4.34, SD=0.89). This was followed by media exposure opportunity (Mean=4.29, SD=0.82) and team image (Mean=4.28, SD=0.81).

On the other hand, Hospitality opportunity was found to be the third least important factor in corporate sponsorship decision for KPL clubs (Mean=4.26, SD=1.00). Presence of a star player or coach within a club was the second least important factor (Mean=4.22, SD=1.03), while sponsorship fit was ranked lowest (Mean=4.02, SD=0.96).

In the interviews, the managers and the assistants from the corporate sponsors were asked to indicate how having supporters who strongly/ keenly follow a club (avid fans) affect sponsoring decisions. Majority of the respondents 8 (88.89%) indicated that the teams with die-hard fans attracted more sponsorship. The following are some of the responses to the question: Kindly, how does a club that has avid / die-hard fans affect your decision to award sponsorship? (Appendix C).

R1- *'If the club has avid fans, it attracts us to sponsor the club.'*

R3- *'Such a club will attract more sponsorship money from us'*

R9- *'We give the clubs more sponsorship money'*

In another question, the managers and the assistants were asked to indicate how a club having supporters who are not keen about it (casual fans) affect sponsoring decisions. Majority of the respondents 7 (77.78%) indicated that they do not sponsor such clubs. Others (22.2%) indicated that they give such clubs less sponsorship. The following are

some of the responses to the question: Kindly, how does a club that has casual fans that is those without strong following affect your decision to award sponsorship?

R1- *'we give less sponsorship money if clubs are not followed by less fans'*

R2 – *'we are not attracted to sponsor such clubs because of little market for our product. This is because we rely on fans to buy our goods'*

R6- *'I don't think the club will help us sell our products, we will not sponsor the club'*

The managers and the assistants were also asked to indicate how presence of a celebrity or star player/coach within a club influenced their sponsoring decisions. Majority 8 (88.89%) of the respondents indicated that such clubs helped them to market their products. Thus, they sponsored them. The following are some of the responses to the question: Kindly, how does the presence of a star player or coach in a club affect your sponsorship decisions? (Appendix C)

R2 – *'Celebrities help us to more market for our products, hence we like their clubs'*

R4- *'We sponsor the club because celebrity helps us to advertise'*

R6- *'This factor helps us make more sales. We will definitely sponsor the team'*

Another question required the managers and the assistants to indicate how Media exposure opportunity in terms of the exposure time that a club got from the media affected their sponsoring decisions. Majority of the respondents, 8 (88.89%) indicated that they preferred sponsoring teams that received more media attention because the attention translates to increased attention to their company and products. The following

are some of the responses to: Kindly, how does how frequent a club gets exposed by the media affect your sponsorship decisions?

R1- *'Teams that appear frequently on television and newspapers we will sponsor'*

R3- *'We like teams that appear on news because people at home can read the branded shirts and buy our merchandise'.*

R6- *'More media attention makes a team and the sponsor famous, hence this factor makes us sponsor such teams'.*

In addition, the managers and the assistants were asked to indicate how facility average attendance (average number of fans who attend a club's matches) affected their sponsoring decisions. Majority of the respondents 7(77.79%) indicated that they preferred teams with many fans, since they gave them a wider marketing opportunity. The following are some of the responses when asked: Kindly, how does the number of fans who attend a club's matches affect your decisions to sponsor a club?

R1- *'We sponsor teams that attract thousands of fans during a match'*

R3- *'We like teams that have many fans because they will buy our merchandise'*

R5- *'More fans for a team is associated with its success and this means our brand will be perceived positively'*

The same respondents were further asked to indicate how team image affected their sponsoring decisions. Majority of the respondents 6(66.67%) indicated that teams with good image attracted more sponsorship. The following are some of the responses to: kindly how does the image of a club affect your sponsorship decisions?

R3- *'We want a team with good image because it will positively impact our brand'*

R7-. *'Good image of a club in terms of being well organized, being accountable and spending funds appropriately will attract us to sponsor such a club'*

R9- *'if a club is perceived well by the people then we will want to sponsor the club. This will increase our product sales'*

On the question of how team field performance affected sponsoring decisions, majority of the respondents 6(66.67%) indicated that that they sponsored teams that were performing well since they enable them to market their products to their fans. The following are some of the responses to: Kindly, how does the performance of a club on the field of play affect your sponsorship decisions?

R1- *'Team that finishes top three in the league will get our sponsorship'*.

R4- *'We consider team performance because if the club performs well, customers will want to buy our products. They imagine that our product will help them perform well'*

R6- *'Well performing teams receive more public attention hence we desire to partner with the club to get more attention and increase market for our products'*.

On the question of how hospitality opportunity (the opportunity to appreciate customers and meet face to face with the target audience) affected sponsoring decisions, 6(66.67%) indicated that this was not an important factor to consider in sponsorship. The following are some of the responses to the question: Kindly, how does hospitality opportunity,

which is the opportunity to appreciate customers and meet face to face with the target audience affect your sponsorship decisions?

R2 – *‘It doesn’t matter to us’*

R6- *‘We rarely consider this’*

R9- *‘This is not important to us’*

The last question was on how sponsorship fit (the similarity between sponsors’ product and the team) affected sponsoring decisions most respondents, 7(77.79%) indicated that this was not an important factor to consider in sponsorship. Asked: Kindly, how does the similarity between your product and the club affect your sponsorship decision? Some of the responses were:

R3- *‘It doesn’t matter; we just want our name to appear in the club shirts’*

R5- *‘The factor is unimportant to us’*

R7- *‘It doesn’t matter to us at all’*

To determine the influence of team-centered factors on corporate organizations decisions to sponsor KPL clubs, regression analysis was conducted.

Table 4. 6 Regression Results for Team-Centered Factors and Corporate Organizations Decisions to Sponsor KPL Clubs

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.397a	0.157	0.142	0.63214	
Sum of Squares					
	Squares	df	Mean Square	F	Sig.
Regression	4.176	1	4.176	10.45	.002b
Residual	22.378	56	0.4		
Total	26.554	57			
		Unstandardized Coefficients	Standardized Coefficients	T	Sig.
		B	Beta		
(Constant)		0.853		1.423	0.16
Team based factors	0.637	0.197	0.397	3.233	0.002

The results in Table 4.6 show that the R squared was 15.7%, implying that team-centered factors was satisfactory in explaining the decisions made by corporate organizations to sponsor KPL clubs.

The results further indicate that the overall model was statistically significant as supported by a p value of 0.002, which is lesser than the critical p value of 0.05. This is supported by an F statistic of 10.45, which implies that team-centered characteristics were good predictors of decisions made by corporate organizations to sponsor KPL clubs.

The results further reveal that team-based characteristics had a positive and significant relationship with decisions made by corporate organizations to sponsor KPL clubs ($\beta=0.637$, $p=0.002$).

4.5 Influence of the Country–Based Characteristics on Corporate Organizations willingness to offer Sponsorship to KPL Clubs

The second objective was to determine the influence of country based factors on corporate organizations decisions to sponsor KPL clubs. The influence was measured through three items where respondents were required to state whether they were very important, important, were non-committal about it, or whether it was unimportant or very unimportant. Results are presented in Table 4.7.

Table 4. 7 Influence of the Country–Based Characteristics on Corporate Organizations willingness to offer Sponsorship to KPL Clubs

	Mean	SD
Economic state of Kenya (current GDP)	3.90	1.04
Political state of Kenya	3.83	1.05
Interest Level in KPL soccer (average attendance for a game).	3.83	1.09

All the three statements had a mean score above 3.5. This implies that all the three were important factors on corporate organizations willingness to offer sponsorship to KPL clubs. The statement with the highest mean score was the economic state of Kenya (current GDP) with a Mean of 3.90, and SD of 1.04. This implies that it was the most important country-based factor on corporate organizations willingness to offer

sponsorship to KPL clubs. Second was the political state of Kenya (Mean=3.83, std. dev. =1.05), while interest Level in KPL soccer was third with a mean of 3.83 and SD of 1.09. From the interview guide, on the question of how the political state of Kenya affect sponsoring decisions, managers and the assistants of sponsorship indicated that this was not an important factor to consider in sponsorship. When asked: Kindly, how does political stability of Kenya affect your decision to sponsor clubs in the Kenya Premier League? the following are some of the responses:

R4- *'This is an unimportant factor in our decisions to sponsor a club'*

R7- *'It doesn't matter to us at all'*

R9- *'no comment'*

On the question of how the economic state of Kenya in terms of the current GDP affect sponsoring decisions, 7(77.79%) indicated that when the economic state is unfavourable, the government imposed high taxes on sponsors which affects their ability to award sponsorship. The following were some of the responses to: Kindly, how does the economic state of Kenya in terms of the current GDP affect your sponsoring decisions?

R2 – *'When economy is not growing, the government imposes higher taxes on us to raise more revenue, this hampers our ability to sponsor clubs.'*

R5- *'Recently we have incurred much taxation as the government strives to raise more revenue, this hampers our sponsorship ability.'*

R9- *'Steady economic growth will give us more sales hence we have more ability to sponsor clubs. It will also give us more profits hence we have money for sponsorship and advertising.'*

The managers and the assistants were further asked to state how the interest level in KPL soccer, in terms of average attendance for a game, affected their sponsorship decisions. Majority 7(77.79%) indicated that Clubs with high match attendances attracted more sponsorship, since it gave them more markets for their products. The question was: Kindly, how does the number of people who attend KPL matches affect your sponsorship decisions?

R1- *‘Many people attending matches gives as an avenue to advertise through branded shirt sponsorships.’*

R2 –*‘Low attendance, we don’t engage in sponsorship. We need masses to sell and advertise.’*

R4- *‘High attendance gives us the platform to pass message to our customers and potential customers.’*

To determine the influence of country based factors on corporate organizations decisions to sponsor KPL clubs, regression analysis was conducted.

Table 4. 8 Regression Analysis for Country-Based Factors and Corporate Organizations Decisions to Sponsor KPL Clubs

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
	.637a	0.406	0.395	0.53071	
Sum of Squares					
	Squares	Df	Mean Square	F	Sig.
Regression	10.781	1	10.781	38.277	.000b
Residual	15.773	56	0.282		
Total	26.554	57			
		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
		B	Beta		
(Constant)		1.703		4.587	0
County based factors		0.586	0.637	6.187	0.000

The results in Table 4.8 show that the R squared was 40.6% implying that country-based factors were satisfactory in explaining the decisions made by corporate organizations to sponsor KPL clubs.

The results further indicated that the overall model is statistically significant as supported by a p value of 0.002, which is lesser than the critical p value of 0.05. This is supported by an F statistic of 38.277, which implies that country-based factors were good predictors of decisions made by corporate organizations to sponsor KPL clubs.

The results further reveal that country-based factors have a positive and significant relationship with decisions made by corporate organizations to sponsor KPL clubs ($\beta=0.586$, $p=0.000$).

4.6 Influence of the Environmental-Based Characteristics on Corporate Organizations Willingness to offer Sponsorship to KPL clubs

The third objective was to determine the influence of environmental based factors on corporate organizations decisions to sponsor KPL clubs. The influence was measured through three items. Respondents were required to rate them as very important, important, non-committal, unimportant or very unimportant. The results are presented in Table 4.9.

Table 4. 9: Influence of the Environmental-Based Characteristics on Corporate Organizations Willingness to offer Sponsorship to KPL Clubs

Statement	Mean	SD
KPL authority over sponsorship (favourable rules and regulations guiding sponsorship activities)	3.83	1.03
Ambush marketing (protection from other sponsors)	3.78	1.16
Presence of sponsorship competitors	3.67	1.23

The results in Table 4.9 show all the three statements got a mean score above 3.5. This implies that all the three were important factors on corporate organizations willingness to offer sponsorship to KPL clubs. The most important factor is KPL authority over

sponsorship (favourable rules and regulations guiding sponsorship activities) (mean=3.83, SD=1.03). This is followed by ambush marketing (protection from other sponsors) (mean=3.78, SD=1.16). The least important factor is the presence of Sponsorship competitors (mean=3.67, SD=1.23).

From the interview guide, the managers and the assistants were asked to state how ambush marketing affected their sponsorship decisions. Most of the respondents 8(88.89%) indicated that they were not concerned with other sponsors. The following are some of the responses to the question: Kindly, how does the presence of sponsorship ambushers affect your sponsorship decisions? Ambushers are other sponsors who want to indirectly gain benefits associated with the main sponsor.

R2 – *‘We do not mind other sponsors for the same club, so long as our name appears boldly on the shirts of the club.’*

R3- *‘It doesn’t matter; we just want our name to appear in the club shirts.’*

R4- *‘Many sponsors already sponsoring the club keeps us away from sponsoring the same club. We do not see the gain.’*

The same respondents were asked to state how competition with other sponsors affected sponsorship decision. Most of the respondents 8(88.89%) indicated that they did not like sponsoring clubs that had too many sponsors. The following are some of the responses to: Kindly, how does the presence of other competing companies affect your sponsorship decisions?

R1- *‘If we are the main sponsors, we are attracted to sponsor the club. We do not want competitors.’*

R4- *'Many sponsors already sponsoring the club keeps us away from sponsoring the same club. There is little or no return on investment.'*

R9- *'Too many sponsors for the same club does not make our brand name known. If we are the only sponsor, then our name will be known.'*

In another question, the respondents were asked to state how rules and regulations set by KPL regarding sponsorship activities affected their sponsorship decisions. Most of the respondents 7(77.79%) indicated that rules hinder them from sponsoring the clubs. The question was: Kindly, explain how rules and regulations set by KPL regarding sponsorship activities affects your sponsorship decision. The following are some of the responses:

R2- *'Some rules keep us off when the governing body wants a share of the sponsorship money.'*

R5- *'If the rules are favorable to us then we sponsor clubs',*

R1- *'We do not want league body to usurp unnecessary authority upon sponsors as this keeps us away'*

To determine the influence environmental-based factors on corporate organizations decisions to sponsor KPL clubs, regression analysis was conducted.

Table 4. 10 Regression Analysis for Environmental-Based Factors on Corporate Organizations Decisions to Sponsor KPL Clubs

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.290a	0.084	0.068	0.65895	
Sum of Squares					
	Squares	Df	Mean Square	F	Sig.
Regression	2.237	1	2.237	5.153	.027b
Residual	24.316	56	0.434		
Total	26.554	57			
		Unstandardized Coefficients	Standardized Coefficients	T	Sig.
		B	Beta		
		Std. Error			
(Constant)	3.007	0.428		7.018	0.000
Environmental based factors	0.253	0.112	0.29	2.27	0.027

The results in Table 4.10 show that the R squared was 8.4%, implying that environmental-based factors were satisfactory in explaining the decisions made by corporate organizations to sponsor KPL clubs.

The results further indicate that the overall model was statistically significant as supported by a p value of 0.027, which is lesser than the critical p value of 0.05. This is supported by an F statistic of 5.153, which implies that environmental based factors are good predictors of decisions made by corporate organizations to sponsor KPL clubs.

The results reveal that environmental based factors had a positive and significant relationship with decisions made by corporate organizations to sponsor KPL clubs ($\beta=0.253$, $p=0.027$).

4.7 Willingness of Corporate Organizations to Sponsor KPL Clubs

The respondents were asked to indicate how they would rate the level of willingness of corporate organizations to sponsor KPL clubs. Majority of the respondents 29 (50%) indicated that corporate sponsors were very willing, 15 (25.9 %) were very very willing, 13 (22.4%) were willing while only 1 (1.7 %) were moderately willing.

Table 4. 11 Willingness of Corporate Organizations to Sponsor KPL Clubs

	Frequency	Percent
Moderately willing	1	1.7
Willing	13	22.4
Very willing	29	50
Very very willing	15	25.9
Unwilling	0	0
Total	58	100

The results in Table 4.11 reveal that corporate organizations were willing to sponsor clubs in KPL. No company was unwilling to sponsor KPL clubs.

4.8 The extent to which Team-centered, Country-based and Environmentally-centered factors influence Sponsorship Decisions differ significantly.

The fourth objective was to determine whether team-centered factors, country-based characteristics and environmentally-centered characteristics differed significantly in the extent to which they influenced decisions made by corporate organizations to sponsor

KPL clubs. To achieve this objective, regression was done on the data obtained through questionnaires.

Table 4. 12 Regression Results of Questionnaire Data

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
	0.739a	0.546	0.521	0.473		
	Sum of Squares	df	Mean Square	F	Sig.	
Regression	14.497	3	4.832	21.644	.000	
Residual	12.056	54	0.223			
Total	26.554	57				
	Unstandardized Coefficients		Standardized Coefficients		Sig.	
	B	Std. Error	Beta	t	p	
(Constant)	-0.875	0.717		-1.221	0.228	
team based factors	0.592	0.148	0.369	3.987	0.000	
country based factors	0.562	0.09	0.611	6.266	0.000	
Environmental based factors	0.320	0.86	0.372	0.372	0.711	

The results in Table 4.12 show that R squared was 54.6% implying that the independent variables that were studied explained 54.6% of the decisions made by corporate organizations to sponsor KPL clubs. This implies that team-based, country-based and environmentally-centered characteristics were satisfactory in explaining the decisions made by corporate organizations to sponsor KPL clubs.

The results indicate that the overall model was statistically significant as supported by a p value of 0.000, which is lesser than the critical p value of 0.05. This is supported by an F statistic of 21.64, which implies that team-centered, country-based and environmentally-centered characteristics were good predictors of decisions made by corporate organizations to sponsor KPL clubs.

The results further reveal that team-based characteristics have a positive and significant relationship with decisions made by corporate organizations to sponsor KPL clubs ($\beta=0.592$, $p=0.000$). The results also reveal that country-based characteristics had a positive and significant relationship with decisions made by corporate organizations to sponsor KPL clubs ($\beta=0.562$, $p=0.000$). In addition, the results further reveal that environmentally-based characteristics had a positive and significant relationship with decisions made by corporate organizations to sponsor KPL clubs ($\beta=0.320$, $p=0.011$). The Beta value is a measure of how strongly each predictor variable influences the dependent variable. From the above beta values, it was deduced that team-based characteristics had the strongest influence on willingness by corporate organizations to award sponsorship to KPL clubs, followed by country-based factors and environmentally-based factors.

4.9 Hypothesis Testing

The hypotheses were tested using simple regressions model.

4.9.1 The extent to which Team-Centered Factors influence Corporate Organizations' Sponsorship Decisions differ significantly.

The first null hypothesis stated:

H01 – The extent to which team-centered factors influence corporate organizations' sponsorship decisions did not differ significantly.

The results in Table 4.6 reveal that team based characteristics have a significant effect on decisions made by corporate organizations to sponsor KPL clubs ($p=0.002$). This implies that the null hypothesis was rejected at $p<0.05$. Therefore, the findings from the study are that the extent to which various team-based factors affect corporate organizations' sponsorship decisions differs significantly.

4.9.2 The extent to which Country-Based Factors influence Corporate Organizations' Sponsorship Decisions differ significantly.

The second null hypothesis stated:

H02 – There was no significant difference in the magnitude to which various country-based factors influence corporate organizations' sponsorship decisions.

The results in Table 4.8 reveal that country-based factors have a significant effect on decisions made by corporate organizations to sponsor KPL clubs ($p=0.000$). This implies that the null hypothesis was rejected at $p<0.05$. Therefore, the study found out that the extent to which various country-based factors influence corporate organizations' sponsorship decisions differs significantly.

4.9.3 The extent to which Environmental-Based Factors influence Corporate Organizations' Sponsorship Decisions differ significantly.

The third null hypothesis was that:

H03 – The extent to which various environmental factors influence corporate organizations' sponsorship decisions differs significantly.

The results in Table 4.10 reveal that environmental-based factors have a significant effect on decisions made by corporate organizations to sponsor KPL clubs ($p=0.027$). This implies that the null hypothesis was rejected at $p<0.05$. Therefore, the study found out that the extent to which various environmental factors influenced corporate organizations' sponsorship decisions differs significantly.

4.9.4 Team-centered, country-based and environmentally-based factors and decisions made by corporate organizations to sponsor KPL clubs

The fourth hypothesis stated:

H04 – There was no significant difference in the extent to which team-centered, country-based and environmentally-based factors influenced decisions made by corporate organizations to sponsor KPL clubs.

Results in Table 4.12 show that team-based factors have the highest positive and significant effect on decisions made by corporate organizations to sponsor KPL clubs ($\beta=0.592$, $p=0.000$). This is followed by country based characteristics ($\beta=0.562$, $p=0.000$). The last factor is environmental based characteristics ($\beta=0.320$, $p=0.011$). This implies that the three factors contributed differently to decisions made by corporate organizations to sponsor KPL clubs. The most critical team -based factor was fan Base strength, followed by team performance on the field, stadium attendance, media exposure opportunity, team image, hospitality opportunity, presence of a star player or coach and lastly sponsorship fit (Table 4.5). The most important country -based factor was the economic state of Kenya, followed by the political state of Kenya and interest level in KPL soccer (Table 4.7). Further, the most critical environmental-based factor was Kenya

Premier League authority over sponsorship, followed by ambush marketing and, lastly, the presence of sponsorship competitors (Table 4.9). Therefore, the null hypothesis was rejected. The study, therefore, concludes that the extent to which team-centered, country-based and environmentally-centered characteristics influence decisions made by corporate organizations to sponsor KPL clubs differs significantly.

CHAPTER FIVE: DISCUSSION OF THE FINDINGS

5.1 Introduction

This chapter presents a discussion of the study findings. These are presented under demographic information, team-based characteristics, country-based characteristics, environmentally-based factors and decisions made by corporate organizations to sponsor KPL clubs.

5.2 Demographic Information of the Respondents

The results revealed that the majority of personnel involved in sponsorship decision making for Kenya Premier League clubs were male. 34 out of 58 (59%) of the respondents were male while 24 out of 58 (41%) were female. This implies the need for gender inclusivity so as to have more women in sponsorship roles.

The majority of personnel tasked with sponsorship decisions were aged between 25-35 years. 26 (44.8%) of the respondents were aged between 25 and 30 years, 16 (27.6%) between 31 and 35 years, 6 (10.3%) between 36 and 40 years, another 6 (10.3%) between 41 and 45 years, and 3 (5.2%) were older than 50 years. In addition, only 1(1.7%) of the respondents were 46 – 50 years. The respondents level of education revealed that majority of them 31(53.4%), had a bachelor's degree, 16(27.6%) a diploma, 4(6.9%) a certificate, 3(5.2%) O level, 2(3.4%) A level, while another 2(3.4%) had a masters. This implies that employees of the corporate organizations, as well as club officials, were reasonably educated. Hence, they were able to make the right decision in sponsorship negotiations.

Regarding the position held by the respondents, 44.8% (26) were working in the marketing department, 13.8% (8) in the welfare department, and another 13.8% (8) in the sales department. Seven percent-7%(12.1) were treasurers, 12% (6) were chair persons while only 3.4% (2) of the respondents worked in other departments.

The results reveal that there could be a high turnover of personnel involved in sponsorship decision making as majority of the personnel had not served their organizations for more than 3 years. Separately, the results reveal that 37 (63.8%) had worked for their organizations for between 1 and 3 years, 9 (15.5%) for less than 1 year, 4 (6.9%) for between 7 and 9 years, another 4 (6.9%) for between 4 and 6 years, while another 4 (6.9%) had worked for more than 10 years.

5.3 Team-Based Characteristics

The results indicate that fan Base strength was the most important team-based factor for making decisions on awarding sponsorship to a soccer club in the K.P.L. This is supported by the results from the interview guide which showed that the teams with more supporters attracted more sponsorship. This implies that teams that had more fans got more funds as compared to teams with fewer fans. These findings agree with those of Heidi et al. (2011) who observed that sponsors preferred to sponsor a team that has a strong avid fan base. Furthermore, the study findings also agree with those of Tomas (2014) who asserted that the number of fans was an important factor to sponsors because sponsorships were meant to turn customers into spokespersons for sponsors' products. Further, these findings agree with those of Hinson, as cited in Schoop (2016) who observed that a strong fan loyalty towards their soccer clubs had a positive effect on the

company because the fans purchased products of the club's sponsor. There is also concurrence with Kenya Premier League (2019) that the improved level of competition and attention given to the Kenya Premier League by fans, led to an inflow of corporate sponsors such as Super Sport, Umbro, Puma and Sport Pesa.

Further, it was revealed that team performance on the pitch was an important factor in making decisions on awarding sponsorship to a soccer club in the K.P.L. The findings agree with the interviews where majority of the respondents indicated that they sponsored teams that were performing well since they enabled them to market their products to their followers. This implies that the sponsors of the soccer clubs considered teams that recorded better performance for sponsorships. These findings coincide with those of earlier scholars, such as Tomas (2014), who observed that sponsors wanted teams that won some titles as this increased exposure to the team, players and the sponsor's brand. The findings also concur with those of Heidi et al. (2011) that team performance had a positive effect on consumers' purchase intentions for sponsors' products. They also support Kinyairo et al. (2017) who asserted that stable performance in the field of play led to more match attendance and more match revenues. Increased match attendances imply that corporate sponsors would come on board to partner with the clubs. On the contrary, the findings differ with those of Lee and Ross (2012) who found team performance to be the third least important factor considered by corporate sponsors, due to its unpredictability on a daily basis.

In addition, it was revealed that stadium attendance (average number of fans who attended clubs matches) was an important factor in making decisions on awarding sponsorship to a soccer club in the K.P.L. The findings supported those obtained in the

interview responses where the majority responded that they preferred teams with many fans since they gave them a wider marketing opportunity. The findings agree with recommendations by Origi & Deya (2019) who noted that packed stadia would attract sponsors and increase revenue to clubs. Further, it concurs with Schoop (2016), that fan attendance is an important factor for companies to sponsor clubs, although fans do not take place in the sponsorship decision making process.

With regard to media exposure opportunity (how much time the media attends to a club), the results found that this was an important factor in making decisions on awarding sponsorship to a soccer club in the K.P.L. The findings agree with those in the interviews where most respondents indicated that they preferred to sponsor clubs which received with more media attention. The attention of the club's followers would translate to their company and products. This implies that clubs that have more media attention attract more sponsorship as compared to those that received occasional or no media attention. The findings of the study endorse those by Wishart and Lee (2012), that media exposure was the primary objective of sponsorship and the most influential variable that determined the sponsored property price or how much the sponsored received from the sponsor. Further, the findings concur with Breuer and Rumpf (2011) concerning the importance of media to sponsors. The longer a sponsor's logo was presented on screen, the more likely the consumer would have a lasting memory of the sponsor. On the contrary, the findings of the study differ with those of previous studies, such as Wishart et al. ,2012; Lee& Ross, 2012; and Singh & Bhatia, 2015, which found media exposure to be the most critical decision making factor for award of sports sponsorships.

The results further revealed that team image (if the team has positive characteristics that can be transferred to your brand) was an important factor in making decisions on awarding sponsorship to a soccer club in the K.P.L. These findings support Chien and Kelly (2016) who observed that sponsors shied away from clubs that were damaged by scandals, as this translated to the sponsor, and might cause the sponsor to terminate sponsorship agreement. The findings further agree with those of other scholars who observed that the image of the club was a critical factor in the eyes of potential sponsors (Berkes, 2008; Kevin et al., 2009; Singh & Bhatia, 2015).

The presence of a star player or coach within a club was also found to be an important factor in making decisions on awarding sponsorship to a soccer club in the K.P.L. These findings concur with those of the interviews where the majority of the respondents indicated that clubs with a star player helped them to market their products and, thus, they sponsored them. The findings are consistent with that of Tomas (2014) who noted that the celebrity status of coaches or players increased brand awareness for sponsors, by transferring their positive image and increasing the sale of their goods and services. They were also consistent with those of other studies which observed that soccer fans might notice the brand of clothing or shoes which their favourite players wore, the kind of sports equipment they used, and the kind of beverage they took. The sports star influenced the consumer to reach his status or to adapt to his behaviour patterns (Breuer & Rumpf, 2011; Hoek, as cited in Breuer and Rumpf, 2011).

In addition, it was revealed that sponsorship fit (presence of similarity between sponsor's product and the team) was an important factor in making sponsorship decisions (see

Table 4.5). These findings were inconsistent with the findings in the interview where majority of the respondents indicated that sponsorship fit was not an important factor. These findings concur with those by Jorg et al. (2007) who asserted that it was important to have a good fit between the sponsor and the sponsored object so as to attract consumers to purchase the sponsors' products. Further, the findings agree with those of other scholars who observed that congruence between the sponsor's brand and the sponsored party, reduced the chances of sponsorship dissolution and helped to strengthen the relationship between the sponsored and the sponsor (Jensen & Cornwell, 2017; Wang, as cited in Mariana et al., 2019).

The results revealed that team-centered factors significantly influenced corporate organizations' sponsorship decisions. This implies that improvement in team -centered factors would attract the corporate sponsors to a club. For instance, high stadium attendance means that many fans will be exposed to sponsors brands while low attendance produces little visibility of sponsors' brands to the fans. Additionally, the Kenyan media should strive to give Kenyan football more coverage as compared to foreign leagues. More media exposure time would attract corporate sponsors. Furthermore, clubs must root out hooliganism as it taints the image of the team.

5.4 Country–Based characteristics

The study findings revealed that the political state of Kenya was an important factor in corporate organizations' willingness to offer sponsorship to KPL clubs. The findings were inconsistent with those from the interviews where majority of the respondents indicated this was not an important factor to consider and thus had no effect on

sponsoring decisions. These findings (the political state is important) endorse those of Lee and Ross (2012) who opined that during political instability, people could not truly enjoy sports and corporate sponsors too could not achieve their marketing objectives via sponsorship.

It was also revealed that the economic state of Kenya (current GDP) was an important factor on corporate organizations willingness to offer sponsorship to KPL clubs. The findings agree with those from the interviews in which majority of the respondents indicated that when the economic state is poor, the government imposed high taxes on sponsors which affected their level of sponsorship. The following were some of the responses; *'when economy is not growing, the government imposes higher taxes on us to raise more revenue, this hampers our ability to sponsor clubs'*, *'recently we have incurred much taxation as the government tries to raise more revenue, and this hampers our sponsorship ability'*. *'Steady economic growth will give us more sales hence we have more ability to sponsor clubs. It will also give us more profits hence we have money for sponsorship and advertising.'* The findings agreed with those of Jensen and Cornwell (2017) that in an inflationary economy, the prices of goods and services within the sponsor's country rise and might constrain a sponsor's ability to pay. During inflation in the sponsor's country, the sponsor might not be able to justify large budgetary allocations, such as allocations for sports sponsorships. Moreover, the current study endorsed the report by the Business Today (2015, March 26) which reported that economic hardships affected both country and companies in the country. In view of this observation, Mumias Sugar Company had to suspend its sponsorship to AFC Leopards due to financial constraints.

In addition, interest level in KPL soccer was an important factor on corporate organizations willingness to offer sponsorship to KPL clubs. These findings collaborated with those from the interviews which stated that Clubs with high match attendance attract more sponsorship since it gave them a wide market. The following were some of the responses; *‘many people attending matches gives as an avenue to advertise through branded shirt sponsorships’*, *‘low attendance, we don’t engage in sponsorship. We need masses to sell and advertise’*, *‘high attendance gives us the platform to pass message to our customers and potential customers.’* The findings of this study therefore, support those by Origi (2019, September 9) which noted that due to Gor Mahia Football Club’s loyal fan base, it was able to attract sponsors such as Tuzo and Sport Pesa (Table 4.7).

The current study revealed that country-based factors significantly influenced corporate organizations’ sponsorship decisions. This implies that improvement in country-based factors would enhance the corporate organizations’ sponsorship decisions. These findings agree with Business Today (2015, March 26) which reported that economic hardships affected Mumias Sugar Company forcing it to suspend its sponsorship to AFC Leopards due to its financial shortfalls. The findings also concur with those of Origi (2019, September 9) who observed that Gor Mahia Football Club had a huge loyal fan which proved beneficial in attracting corporate sponsors, such as Sport Pesa and Tuzo.

5.5 Environmental–Based characteristics

The findings revealed that KPL authority over sponsorship deals (favorable rules and regulations guiding sponsorship activities) was an important factor on corporate organizations willingness to offer sponsorship to KPL clubs. The findings collaborated

with those from the interviews where most of the respondents affirmed that rules hinder them from sponsoring the clubs. The following were some of the responses; '*some rules keep us off when the governing body wants a share of the sponsorship money*', '*if the rules are favourable to us then we sponsor clubs*', '*we do not want league body to usurp their authority upon sponsors as this keeps us away.*' These findings confirm the report by Shabik (2013, January 9) whereby the chairman of the league body demanded a percentage of sponsorship money before allowing a corporate sponsor to sponsor a club. The conduct kept away corporate sponsors from sponsoring soccer clubs in Kenya.

The results also revealed that ambush marketing was an important factor on corporate organizations willingness to offer sponsorship to KPL clubs. The findings disagree with the results from the interview guide where most of the respondents indicated that they were not concerned with other sponsors. The following were some of the responses; '*we do not mind other sponsors for the same club, so long as our name appears boldly on the shirts of the club*', '*it doesn't matter, we just want our name to appear in the club shirts*', '*many sponsors already sponsoring the club keeps us away from sponsoring the same club. We do not see the gain.*' These findings support those by other scholars (Dana et al., 2011; Nufer, 2013; Tomanek, 2020) who observed that protection from other sponsors was an important factor guiding sponsorship activities.

In addition, sponsorship competitors were an important factor on corporate organizations willingness to offer sponsorship to KPL clubs (Table 4.11). These findings agree with those of other scholars (McCook, as cited in Malin and Therese 2006; Jensen & Cornwell 2017) who noted that sponsors were opposed to the involvement of more sponsoring

organizations because it reduced customer attention to the brand and minimized success in building brand awareness. In contrast, the findings differ with those of Thrassou and Vrontis, as cited in Tinderet (2018), who attested that Companies were attracted to sponsor, so long as the sport was popular, regardless of the presence of competing firms.

The study results revealed that environmentally-based factors significantly influenced corporate organizations' sponsorship decisions differ significantly. This implies that improvement in environmental based factors would enhance the corporate organizations' sponsorship decisions. These may include protection of corporate sponsors from ambushers by passing of legislations such as the Section K of the English Premier League, which required that the club ensured that no competing brands were displayed in a stadium during a match (Khedir, 2018).

Improvement in environmentally- based factors would also include favourable rules and regulations being set by the league body such as the sponsorship regulations contained in chapter five of the Football Kenya Federation rule book. The rules include: teams should wear the sponsor' name in front of their jerseys, the technical sponsor's name on the left breast, on the front of their jersey and, sponsor advertising at the back of their jersey (Football Kenya Federation, 2019).

The main sponsor of the league or club should be given exclusivity and be protected from sponsorship competitors. This means that no other sponsor should be given the rights to be an official sponsor when there is already one in the league.

5.6 The Extent to which Team-Centered, Country-Based and Environmentally-Centered Characteristics Influence Sponsorship Decisions differ significantly

The results revealed that team-based characteristics had a positive and significant relationship with decisions made by corporate organizations to sponsor KPL. This implies that better team characteristics, such as good team image, good performance and presence of a star player would enhance the decision made by the corporate organization to sponsor the KPL to give more support to such a team. For example, clubs should strive to sign up a star player in order to attract corporate sponsorship. They should also work hard in training so as to succeed on the pitch and, thereby, attract more corporate sponsors. Furthermore, clubs must train their players and technical bench to behave well, both within and outside, the pitch because sponsors prefer to associate with clubs that have a good image. Players should also minimize wrangles and uphold fair play.

Country-based characteristics had a positive and significant relationship with decisions made by corporate organizations to sponsor KPL clubs. This implies that favourable country-based factors would enhance the decisions made by the corporate organizations to sponsor the KPL. For example, the government should ensure political and economic stability so that corporate sponsors can achieve their marketing objectives, hence, be able to sponsor clubs.

In addition, Environmental-based characteristics had a positive and significant relationship with decisions made by corporate organizations to sponsor KPL clubs. This implies that better environmentally-based characteristics such as absence of other competitors would enhance the decision made by the corporate organization to sponsor

the KPL to give more support to such a team. For example, the body in charge of the league should not limit the size of a sponsor's logo presented on uniforms or charge sponsors who wish to sponsor clubs. The main sponsor of the league should also be protected from other sponsors or ambushers.

Overall, team-centered, country-based and environmentally-centered characteristics had significant influence on decisions made by corporate organizations to sponsor KPL clubs. Team-based factors had the highest influence on sponsorship decisions, followed by country-based factors and then environmental-based factors (Table 4.12). The three factors contributed differently to decisions made by corporate organizations to sponsor KPL clubs.

CHAPTER SIX: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This section contains the summary of findings, conclusions and recommendations. It also contains recommendations for further research.

6.2 Summary of Findings

The majority of the respondents in the study were male at 59%, while 41% were female. This highlights the need for more women to be incorporated in the management of soccer clubs and in marketing and sales careers in corporate organizations. Additionally, most of the respondents were aged between 25 and 30 years. The majority of the respondents had a bachelor's degree implying that employees of the corporate organizations, as well as club officials, had a satisfactory education and, thus, could make a proper decision on sponsorship.

With regard to the position held by the respondents, the majority were working in the marketing department. However, majority of personnel who were involved in sponsorship had not served their organizations for more than 3 years.

With reference to team-based factors, fan base strength (Mean=4.67, SD= 0.57) was the most important factor in sponsorship decision making. Team on-field performance was the second most important factor (Mean=4.38, SD=0.83) while stadium attendance was the third most important factor (Mean=4.34, SD=0.89). The other factors in their order of importance were media exposure opportunity (Mean=4.29, SD=0.82), team image

(Mean=4.28, SD=0.81), hospitality opportunity (Mean=4.26, SD=1.00), presence of a star player or coach within a club (Mean=4.22, SD=1.03), and, lastly, sponsorship fit (Mean=4.02, SD=0.96).

Amongst the country-based factors, the economic state of Kenya was the most essential factor (Mean=3.90, Std. dev. =1.04) followed by political state (Mean=3.83, std. dev. =1.05) and then the interest level in KPL soccer (mean=3.83, std. dev. =1.09).

In view of environmental-based factors, the overriding one was KPL authority over sponsorship (mean=3.83, SD=1.03). Ambush marketing (mean=3.78, SD=1.16) came before the presence of Sponsorship competitors (mean=3.67, SD=1.23).

Team- based, country-based and environmental characteristics all had significant effect with sponsorship decisions. The three factors contributed differently to decisions made by corporate organizations to sponsor KPL clubs. Team-based factors had the highest significant effect of $\beta=0.592$, $p=0.000$, country-based had $\beta=0.562$, $p=0.000$, and environmental-based had $\beta=0.320$, $p=0.011$. Therefore, improvement in these three categories of factors would enhance corporate organizations sponsorship decisions. Consequently, the null hypothesis that there was no significant difference in the extent to which team-centered, country-based and environmental-based factors influenced decisions made by corporate organizations to sponsor KPL clubs was rejected.

6.3 Conclusions

Team-based factors had the highest level of influence on corporate organizations willingness to offer sponsorship to KPL clubs as compared to country- based and

environmentally-base factors. This implies that corporate sponsors prefer to sponsor clubs which possess the following team-based characteristics:

- (i) Clubs that have a strong and keen following from fans
- (ii) Those that perform well by winning more matches
- (iii) Clubs that have packed stadia during their matches
- (iv) Those that receive more time from the media such as radio, newspapers and television
- (v) Clubs that have a good image that had not been tainted by hooliganism or scandals.
- (vi) Clubs which offer sponsors with opportunities for hospitality during matches for example, the opportunity to interact with fans and sell products after the match.
- (vii) Clubs that have celebrities or star players and /or coaches
- (viii) Clubs that offer a good fit or match with the corporate sponsor

The study further concludes that country-based factors had a positive and significant effect on corporate organizations willingness to offer sponsorship to KPL clubs. Corporate sponsors, are, therefore, willing to sponsor clubs when the following conditions prevail in the country:

- (i) When the country has a growing economy in terms of Gross Domestic Product.
- (ii) When the country is politically stable and free of turmoil
- (iii) When there is heightened interest level in soccer evidenced by increased attendance for matches.

The study also concludes that environmentally-based factors had a positive and significant effect on corporate organizations' willingness to offer sponsorship to KPL

clubs. Corporate sponsors, therefore, prefer to sponsor clubs under the following prevailing environmental conditions:

- (i) When laws that protect the sponsor from other competing firms are available.
- (ii) When laws that protect the sponsor from ambushing or other intrusive firms are available.
- (iii) When the league body has rules which favour sponsorship activities, such as exclusive sponsorship and broadcasting rights.

6.4 Recommendations

6.4.1 Recommendations for Practice

- (i) Clubs should improve their performance in terms of winning win more matches. Sponsors are attracted to clubs that win matches and titles. Team performance is linked to with consumers' purchase intentions for the sponsors' goods and services.
- (ii) Clubs should strive to have packed stadia during their matches. To achieve this, they must win more matches which will, in turn, attract corporate sponsors.
- (iii) Clubs should maintain a good image devoid of hooliganism or scandals by players or coaches. Sponsors do not like clubs that are tainted by scandals, because this will cause the corporate sponsors' brands to be perceived negatively by consumers.
- (iv) Clubs should offer sponsors with opportunities for hospitality during matches, such as the opportunity to interact with fans or star players, and a chance to sell products after the match.

- (v) Clubs should strive to recruit star players or coaches because these celebrities will attract corporate sponsors. Celebrities act as spokespersons and endorsers for the sponsors goods to the consumers.

6.4.2 Recommendations for Policy

- i. The Kenya Premier League should develop legislations that protect corporate sponsors from extortion by the leagues' officials. Sponsors should be allowed to invest their entire sponsorship money to the league and its clubs without losing some money to league officials.
- ii. The Kenya premier league should provide an enabling environment for corporate sponsorship investors, by granting them exclusive rights to sponsor the league. Sponsors are opposed to clutter in terms of many organizations sponsoring the same league or club.
- iii. The Kenya premier league should develop penalties against hooliganism and team scandals so as to make the league attractive to sponsors. Potentials corporate sponsors want to be associated with good image which will eventually translate into their brand.
- iv. The government through the ministries of Sports, Culture and Heritage, and Finance should reduce the amount of taxes on the sponsors of soccer clubs. The tax incentives will empower corporates with surplus money hence enable them to avail more sponsorship to KPL clubs.
- v. Media houses should develop a policy to broadcast and televise live KPL matches every week because, in doing so, they will help to attract more fans to the stadia.

More fans will attract more corporate sponsors to the Kenya Premier League by granting them diversified market for their products.

6.5 Recommendations for Further Study

Future research can focus on other factors that may influence corporate sponsorship decisions for soccer clubs, which were not addressed by the current study. These factors include length of sponsorship impact, brand equity, the ease of planning the sponsorship, appeal to target audience lifestyle and the relevance of the sponsorship. In addition, research should address gaps such as the factors which make sponsors to pull out/terminate sponsorships, and ambush marketing in Kenyan sports sponsorship.

REFERENCES

- Almeida, V.M.C. & Amorim, J.G.B. (2015). The Effect of Simultaneous Sponsorship of Rival Football Teams. *Brazilian Administration Review*.12, (1), 63-87
- Andre, W.B. (2006 a). *Professional soccer sponsorship in the English Premier League and German Bundesliga*. Unpublished PhD Thesis, University of Plymouth, United Kingdom.
- Andre, W.B. (2006 b). *Professional Soccer Sponsorship: The Research Project*. A paper presented at Proceedings of the Plymouth Business School and Sociology, Politics and Law Post Graduate Symposium, University of Plymouth, UK.
- Asego, N. (2016, April 28). *Tackle Acts of Hooliganism In Kenyan Football*. The Standard. <https://www.standardmedia.co.ke/editorial/article/2000199848/tackle-acts-of-hooliganism-in-kenyan-football>
- Babbie, E. (2004). *The Practice of Social Research*. Belmont, CA: Wadsworth Publishing Company.
- Banda, D. & Chipande, H.D. (2018). Sports and Politics in Post-Colonial Africa. In Shanguhya, M.S. & Falola, T (Ed). *The Palgrave Handbook of African Colonial and Post-Colonial History*. New York: Macmillan.
- Berkes, P. (2008). *Macro Level Factors affecting Sport Sponsorship Decision-Making Process at Hungarian Soccer Clubs and Soccer Sponsor Companies*. Unpublished PhD thesis, Semmelweis University, Budapest.
- Biscaia, R., Correia, A., Rosaldo, A.F. & Ross, S. (2014). Sponsorship Effectiveness in Professional Sport: An Examination of Recall and Recognition among Football Fans. *International Journal of Sports Marketing and Sponsorship*. DOI: 10.1108.
- Breuer, C. & Rumpf, C. (2011). Memorization of Sport Sponsorship Activities: The Case of the German Bundesliga. *Sport, Business and Management: An international Journal*.1, 3,284-293.
- Business Today (2015, March 26). *AFC Leopards Loses Mumias Sugar Sponsorship*. Business Today News. <https://businesstoday.co.ke/afc-leopards-loses-mumias-sugar-sponsorship/>
- Carole, L.K. & Almut, G.W. (2008). Research Fundamentals: Validity and Reliability of Instruments used in research. *American Journal of Health System Pharmacists*, 65, 2276-2283.
- Chien, P.M. & Kelly, S.J. (2016). Sport Scandal and Sponsorship Decisions: Team Identification Matters. *Journal of Sport Management*, 30,490-505

- Claudia, B. (2012). *Sport sponsorship as a corporate communication Tool: The case of Carrefour for de France*. Unpublished MA thesis, University of Aarhus, France.
- Cooper, D.R. & Schindler, P.S. (2003). *Business Research Methods* (8th Ed.). New York: Mc Graw-Hill.
- Dalakas, V. & Levin, A.M. (2005). The Balance Theory Domino: How Sponsorships May Elicit Negative Consumer Attitudes. *Advances in Consumer Research*, 32, 91-97.
- Dana, E., Marie, E.G & Benoit, S. (2011). Ambush Marketing, the Olympic and Paralympics Marks Act and Canadian National Sports Organizations: Awareness, perceptions and impacts. *Journal of Sponsorship*, 4 (3), 253-271.
- Delloite (2014). All to play for: Soccer Money League. *Sports Business Group*, 1, 4-40.
- Erik, L.O. (2010). Does Sponsorship Work in the same way in different sponsorship Contexts? *European Journal of Marketing*, 44 (2), 187.
- Eshitemi, R. (2019, December). *Why the Kenya Premier League is Facing Uncertain Future*. The Standard Sport. <https://www.standardmedia.co.ke/sports/football/2001351274/why-kenya-premier-league-is-facing-uncertain-future>
- Faed, A. (2007). Strategic Assessment of Sport Sponsorship as a Marketing Communication Tool in Electronic Industries in of Iran: Case studies of Electronic Companies. *Semantic Scholar*, Corpus ID: 167986641
- Football Kenya Federation (2019). *Rules and Regulations Governing Kenyan Football*. <https://footballkenya.org/wp-content/uploads/2020/04/rules-and-regulations-governing-kenyan-football-2019.pdf>.
- Heidi, M.K., Gerard, P, & Alex, S.L. (2011). Linking Sports Sponsorship with purchase Intentions: Team Performance, Stars and moderating Role of Team Identification. *European Journal of Marketing*, 45(4), 551-566.
- Heider, F. (1946). Attitudes and cognitive organization. *Journal of Psychology*, 21, 107-112.
- Jansen, H. (2010). The Logic of Qualitative Survey Research and its Position in the Field of Social Research Methods. *Qualitative Social Research*, 11(2).
- Jensen, J.A. & Cornwell, T.B. (2017). Why Do Marketing Relationships End? Findings from an Integrated Model of Sport Sponsorship Decision-Making. *Journal of Sport Management*. DOI:10.1123/jsm.2016-0232

- Jorg, H., Wilson, B., Gotz, O. & Casper, H. (2007). Investigating the Moderating Role of Fit on Sport Sponsorship and Brand Equity. *International Journal of Sports marketing and Sponsorship*, 8 (4), 34-42.
- Joshua, E. (2018, February 1). *CAF Champions League: Sport Pesa Cancel all Sponsorship Deals in Kenya*. *Goal*. <https://www.goal.com/en-ke/news/sportpesa-cancel-all-sponsorships-deals-in-kenya/1qz2u61rnuv9z1raenqalum97s>
- Kaimenyi, T.M. (2015). *Influence of Strategic Planning on the Performance of Soccer Clubs in the Kenya Premier League*. Unpublished MBA research project, United States International University, Nairobi, Kenya.
- Kenyan star (2016, June 1). *Thanking Sport Pesa*. <https://kenyanstar.co.ke/thanking-sportpesa/>.
- Kenyan Premier League (2019). *In Wikipedia*. Retrieved December 13, 2019, from https://en.wikipedia.org/wiki/Kenyan_Premier_League#Sponsorship.
- Kevin, P.G, Brian, V.L, & Scott, R.S. (2009). Image Transfer in Corporate Event Sponsorship: Assessing the Impact of Team Identification and Event Sponsorship Fit. *International Journal of Management and Marketing Research*, 2 (1).
- Khedir, S.Q. (2018). *The Legal Protection and Regulation of Sponsorship Rights in English Football*. Unpublished PhD thesis in Ethos British Library, University of Leeds, United Kingdom.
- Kinyairo, K.D, Gesami, R., & Kirimi, E. (2017 a). Relationship between Financial Management Practices and Financial Stability of Soccer Clubs in Kenya: A case study of soccer clubs at the Kenya premier league. *International Journal of Economics, Commerce and Management*, 8, 614-633.
- Kinyairo, K.D. (2018 b). *Relationship between Financial Management Practices and Financial Stability of Soccer Clubs in Kenya: A survey of football clubs at the Kenya premier league*. Unpublished PhD thesis, Kenya Methodist University, Kenya.
- Kiraguri, G.W. (2007). *A survey of the influence of Sponsorship in the Development of Sports in Kenya*. Unpublished MBA research project, University of Nairobi, Kenya.
- Kiraing'wa, P.M. (2017). *Evaluation of available Soccer Resources and their influence on Performance of Soccer Premier League Teams*. Unpublished MSc thesis, Kenyatta University, Nairobi, Kenya.
- Kobierecki, M.M. (2019). International Sports Organizations as Diplomatic Actors: The case of FIFA exerting influence on states. *University of Lodz, SSP* 2, 19.

- Koo, J. (2016). Mega versus Local Sports Sponsorship. Unpublished Doctoral Dissertation, University of Massachusetts Amherst.
- Kumar, R. (2011). *Research Methodology: A Step by Step Guide for Beginners* (3rd Ed). California: Sage Publications.
- Lee, S. (2008 b). *Sport Sponsorship Decision Making in a Global Market: An Application of Analytic Hierarchy Process*. Minnesota: Proquest LLC.
- Lee, S. & Ross, S. (2012 a). Sports Sponsorship Decision Making in a Global Market: An Approach of Analytic Hierarchy process. *Sport Management: An International Journal*, 2(2), 156-168.
- Luiz. J.M & Fazal, R. (2010). *An Economic Analysis of Sports Performance in Africa*. Unpublished Research Paper, University of Witwatersrand, South Africa.
- Lwangu, K.M. (2013). *Financial Performance of Soccer Clubs in Kenya*. Unpublished MSc Research Project, University of Nairobi, Nairobi, Kenya.
- Machio, D. (2011, April 13). *Tuzo Officially Launch Gor Mahia's 38 Million Sponsorship Package*.<https://www.michezoafrika.com/kpl/tuzo-officially-launch-gor-mahias-38-million-sponsorship-package/1432.aspx>.
- Mandu, A. J. (2016). *Assessment of Crowd Management Strategies used for Football Events in Government-Owned Sports Stadia in Nairobi County, Kenya*. Unpublished MSc Thesis, Kenyatta University, Nairobi, Kenya.
- Mariana, G.R, Joao, G.B, & Victor, M.C. (2019). Sports Mega Event Sponsorship: The Impact of FIFA Reputation and World Cup Image on Sponsor Brand Equity. *Brazilian Administrative Review*, 16 (1), art 2.
- Malin, J. & Therese, U. (2006). *Sports Sponsorship: A Marketing Communication Tool in Swedish Companies*. Unpublished MA Thesis, Lulea University of Technology, Sweden.
- Michael, M. (2006). Sports Sponsorship as an Image Development Opportunity for New Brands. *Journal of Innovative Marketing*, 2 (4), 83-91.
- Mosola, E.M. (2018). *The Business of Sport: Towards a Viable Business Model for the Management of Professional Football in Africa*. Unpublished PhD thesis, University of Pretoria, South Africa.
- Mukasa Football Diary (2018, May 25). *The Role of Football in Marketing*. In Kenya Methodist University.<https://mukasah.wordpress.com/2018/05/25/the-role-of-football-in-marketing-kenya-methodist-university/>

- Mugenda, M., & Mugenda, A. (2003). *Research methods: Quantitative and Qualitative Approaches*. Nairobi: Acts Press.
- Musonye, N.C. (2017). *Factors Affecting Good Governance in Sports Federations in Kenya: A Case Study of Football Kenya Federation*. Unpublished Research Project, Management University of Africa, Kenya.
- Mutahi, B. (2019). *How Kenyan Clubs can learn from Bundesliga and Bring Back Fans to the Stadiums*. In Standard. <https://www.standardmedia.co.ke/sports/sports/2001319876/how-kenyan-clubs-can-learn-from-bundesliga-and-bring-back-fans-to-the-stadiums>
- Mutua, J. (2018). *Kenya's Soccer Clubs Struggle to Overcome Financial Woes*. In The Business Daily. <https://www.businessdailyafrica.com>.
- Njakai, A.W. (2013). *Strategic Responses to changes in Macro environment in the Kenya Premier League*. Unpublished MBA Research Project, University of Nairobi, Nairobi, Kenya.
- Nelson, A. (2015, August 7). *Kenya Premier League gets New Title Sponsor*. In Sports Pro. https://www.sportspromedia.com/news/kenyan_premier_league_gets_new_title_sponsor.
- Nufer, G. (2013). *Ambush Marketing in Sports: Theory and Practice*. London: Routledge.
- Odongo, C. (2019, October 1). *Hooliganism Scaring Sponsors from Gor Mahia, Warns Aduda*. In the Nation. <https://nation.africa/kenya/sports/football/-hooliganism-scaring-sponsors-from-gor-mahia-warns-aduda-208966>
- Olaniyi, O.B. (2016). *Sponsorship in Sports: Types, Classification and Importance to Sports Organizations*. Unpublished MBA thesis, Eastern Mediterranean University, Gazimagusa, North Cyprus.
- Onyango, C. (2019, September 9). *Top 5 Richest Football Clubs in Kenya: Sirkal Rules*. In Soko Directory. <https://sokodirectory.com/2019/09/top-5-richest-football-clubs-in-kenya-sirkal-rules/>
- Origi, A.O., & Deya, J. (2019). Strategic Drivers of Sport Commercialization in Kenya: A Survey of Football Subsector. *International Journal of Academic Research in Business and Social Sciences*, 9 (9), 1017-1035.
- Pannenberg, A. (2010). *Football in Africa: Observations about Political, Financial, Cultural and Religious Influences*. A Pre-Publication of a PhD Research Project. *NCDO Publication Series Sport and Development*, 7.

- Premier Soccer League (2015). *Rules and Regulations: More than just a game*. Harare: Castle Larger Premier Soccer League.
- Rintaugu, E.J., Mwisukha, A., & Onywera, V. (2012). Analysis of Factors that Affect the Standards of Soccer in Africa: The case of East African Countries. *Journal of Physical Education and Sport*, 12 (1), Art 22, 135-139.
- Sekaran, U. and Bougie, R.G.J. (2013). *Research Methods for Business: A Skill-Building Approach*. 6th Edition, Wiley, New York.
- Shabik. (2013). *Kenya Football News and Commentary: Nyamweya chases away Sponsors then Decries Lack of Sponsorship* .<https://kenyapage.net/commentary/football/nyamweya-chases-away-corporates-then-decries-lack-of-sponsorship>
- Sherlock, H. (2018, January 17). *Barcelona and the 20 Clubs with the Highest Average Attendances in Europe*. In Goal. <https://www.goal.com/en/lists/top-20-clubs-aggregate-attendances/16boxmdsmhruo1iofc2kd9g8ir>.
- Sigh, G., & Bhatia, A. (2015). A Study on Decision Making about Sport Sponsorship by Indian Companies. *Research Journal of Social Science and Management*, 5 (2).
- Teya, K. (2018, June 18). *Nzoia Sugar FC players have staged a go-slow over unpaid salaries and allowances, Futaa.com can authoritatively report*. In Futaa. <https://futaa.com/ke/article/157039/trouble-in-nzoia-as-players-down-tools>
- Thiga, S.R. (2014). *Financial Management Practices Affecting the Growth of Soccer Clubs in Kenya*. Unpublished Research Project. United States International University, Nairobi, Kenya.
- Tinderet, R. (2018). *Effects of Sports Marketing on Sales Performance of Manufacturing Firms in Kenya*. Unpublished Masters Dissertation. Kenya College of Accountancy University, Nairobi, Kenya.
- Tomanek, M. (2020). Ambush Marketing and RTM as Dangers for Sports Organizations. *Journal of Physical Education and Sport*, 20 (2), 1130-1135.
- Transparency International Kenya. (2004). *ADILI: A news service from Transparency International Kenya*. Issue No. 55.
- Schoop, F.B. (2016). *Football Sponsorship Market: Danish Perspective*. Unpublished Masters Dissertation. ISCTE Business School, Denmark.
- South Africa Football Association (2017). *SAFA Competitions Uniform Rules*. <https://www.safa.net/2017/03/safa-competitions-uniform-rulesapproved25june2016.pdf>

- Tomas, V. (2014). *Puma: A Sponsorship Case*. Unpublished MSc Dissertation. Universidade Catholica, Portugal.
- Wanja, C. (2018, April 23). *Joy for Gor, Leopards and KPL as New Sponsor come on board*. In Citizen Digital. <https://citizentv.co.ke/sports/joy-for-gor-leopards-and-kpl-as-new-sponsor-come-on-board-198013>.
- Wishart, T., Lee, S.P., & Cornwell, T. B. (2012). Exploring the Relationship between Sponsorship Characteristics and Sponsorship Asking price. *Journal of Sport Management*, 26,335-349.
- World Football. (2014). *From Consumption to Sponsorship: How Fans are changing the Commercial Landscape of the Beautiful Game*. Retrieved from https://nielsenports.com/wp-content/uploads/2014/09/repucom_World-Football.pdf.

APPENDICES

APPENDIX A: CONSENT AND GENERAL INSTRUCTIONS

My Name is Thomas Mboya Kisaka. I am a Masters student from Kenyatta University. I am conducting a study on ``Determinants of Corporate Sponsorship Award Opportunities for Soccer Premier League Clubs in Kenya''. The information will enrich literature in the area of corporate sponsorship in Kenyan soccer and will serve as reference material for future researchers.

Procedures to be followed

Participation in this study will require that you fill in a questionnaire. Additionally, you may be required to participate in an interview. You have the right to refuse participation in this study. Please remember that participation in the study is voluntary. You may ask questions related to the study at any time. You may refuse to respond to any questions and you may stop an interview at any time. You may also stop being in the study at any time without any consequences.

Discomforts and Risks

The questions you will be asked are on the factors considered in awarding sponsorship to premier league clubs in Kenya. You may find the information confidential to give out. If this happens, you may refuse to answer these questions if you choose so. You may also stop the interview at any time. The interview may take longer than 30 minutes depending on your speed to answer the questions.

Benefits

If you participate in the study you will benefit in terms of increased business resulting from increased sponsorship deals as clubs gain awareness on sponsorship requirements.

Moreover, soccer clubs will gain awareness of sponsorship factors and may help relieve them of the burden of sponsorship deficiency.

Confidentiality

Your name will not be recorded on the questionnaire or interview. Everything will be kept private.

Contact information

If you have any questions you may contact me on 0726576207, Professor Andanje Mwisukha on 0722936588 or Professor Elijah Gitonga on 0727649790 or the Kenyatta University Ethical Review Committee Secretariat on chairman.kuerc@ku.ac.ke, secretary.kuerc@ku.ac.ke. Ercku2008@gmail.com

Participant’s Statement

The above information regarding my participants in the study is clear to me. I have been given a chance to ask questions and my questions have been answered to my satisfaction.

Signature Date

Investigator’s Statement

I, the undersigned, have explained to the volunteer in a language she/he understands, the procedures to be followed in the study and the risks and benefits involved.

Name of interviewer.....

Interviewer signature Date

.....

Section B: Criteria of Awarding Sponsorship

Please rate by circling the number that represents how important you perceive a factor to be when you were making decisions on awarding sponsorship to a soccer club in the K.P.L

a) Team-Based Factors

Factors	Very Important	Important	Non-Committal	Unimportant	Very Unimportant
Fan Base Strength(team is supported by fans that had strong/ keen following)	5	4	3	2	1
Presence of a Star player or Coach within a Cub	5	4	3	2	1
Media exposure Opportunity (how much time the media gives the club)	5	4	3	2	1
Stadium Attendance (average number	5	4	3	2	1

of fans who attend the club's matches)					
Team image (if the team has positive characteristics that could be transferred to your brand)	5	4	3	2	1
Team on-field performance (if the team succeeds in competition)	5	4	3	2	1
Hospitality Opportunity (the chance to appreciate customers and meet face to face with target audience).	5	4	3	2	1
Sponsorship fit (there was similarity between sponsor's product and the team)	5	4	3	2	1

b) Country-Based Factors

Factor	Very important	Important	Non-committal	Unimportant	Very Unimportant
Political state of the Kenya(absence of political turmoil in Kenya)	5	4	3	2	1
Economical state of Kenya (current GDP)	5	4	3	2	1
Interest Level in KPL soccer (average attendance for a game).	5	4	3	2	1

c) Environmentally-Based Factors

Factors	Very important	Important	Non-committal	Unimportant	Very Unimportant
Ambush marketing (protection from other sponsors).	5	4	3	2	1

Presence of Sponsorship competitors	5	4	3	2	1
KPL authority over sponsorship (favorable rules and regulations guiding sponsorship activities)	5	4	3	2	1

How would you rate the willingness by corporate organizations to avail sponsorship to a Kenya premier league club?

Unwilling () moderately willing () willing () very willing very very willing
()

APPENDIX C: INTERVIEW SCHEDULE

Thank you for being part of the study. I am collecting information about factors that corporate organization consider before availing sponsorship to a club in the Kenya Premier League. The interview will take at most 30 minutes and you will not be directly quoted in any report of the study.

1. Let's start with information about you.
 - a. Which department do you work for?
 - b. How long have you been working for this department?
 - c. Which is your job title?

2. How do the following team-based factors influence sponsorship decisions?
 - a. The club having supporters who strongly/ keenly follow it (avid fans)
.....
.....
.....
.....
The club having supporters who are not keen about it (casual fans)
.....
.....5.....
.....
.....
 - b. The presence of a celebrity or star player/coach within a club
.....
.....
.....
.....
 - c. Media exposure opportunity in terms of the exposure time that a club gets from

media.....
.....
.....
.....

d. Facility average attendance which is the average number of fans who attend the club's matches

.....
.....

e. Team's image.

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

Team performance on the field

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

f. Hospitality opportunity that is the opportunity to appreciate customers and meet face to face with the target audience

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

g. Sponsorship fit which is the similarity between sponsor's product and the team

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

3. How do the following country based- factors influence the award of sponsorship?

a. Political state of Kenya

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

b. Economic state of Kenya in terms of the current GDP

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

c. The interest level in KPL soccer in terms of average attendance for a game.

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

4. How do the following environmentally-centered factors influence sponsorship decision?

a. Ambush marketing that is protection from other sponsors who associate themselves indirectly with an event in order to gain some of the recognition and benefits that are associated with being an official sponsor.

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

b. Sponsorship competitors.

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

c. Kenya Premier League authority over the sponsorship. These are the rules and regulations set by Kenya Premier League regarding sponsorship activities.

Thank you for your time.

APPENDIX D: KENYA PREMIER LEAGUE CLUBS 2018/2019

s/no	Club	Club Ownership	Sponsor
1	AFC leopards	Community Based	Sport Pesa
2	Gor Mahia	Community Based	Sport Pesa
3	Bandari	Corporate Owned	Kenya Ports Authority
4	Sofapaka	Private Owned	Betika
5	Ulinzi	Military Owned	Elite Bet
6	Mathare	Private Owned	Odi Bets
7	Kakamega Homeboyz	Community Based	no corporate sponsor
8	Tusker	Corporate Owned	Kenya Breweries
9	Kariobangi Sharks	Private Owned	Teke Taxi
10	Nzoia Sugar	Corporate Owned	Nzoia Sugar Company
11	Chemelil Sugar	Corporate Owned	Chemelil Company
12	Sony Sugar	Corporate Owned	Sony Sugar Company
13	Nakumatt	Corporate Owned	Nakumatt Supermarkets
14	Vihiga United	Community Based	County government of Vihiga
15	Kenya Commercial Bank	Corporate owned	Kenya Commercial Bank
16	Zoo Kericho	Community Based	no corporate sponsor
17	Thika United	Community Based	Brookside Dairies
18	Posta Rangers	Corporate Owned	Posta Kenya

APPENDIX E: SUMMARY OF RESEARCH PARTICIPANTS

The following clubs and corporate sponsors participated in the study.

s/no	Club	Club Ownership	Sponsor
1	AFC leopards	Community Based	Sport Pesa
2	Gor Mahia	Community Based	Sport Pesa
3	Sofapaka	Private Owned	Betika
4	Ulinzi	Military Owned	Elite Bet
5	Mathare	Private Owned	Odi Bet
6	Kariobangi Sharks	Private Owned	Teke Taxi
7	Thika United	Community Based	Brookside Dairies

APPENDIX F: RESEARCH AUTHORIZATION FROM GRADUATE SCHOOL



**KENYATTA UNIVERSITY
GRADUATE SCHOOL**

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 020-8704150

Our Ref: H108/21005/2010

DATE: 13th March, 2019

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

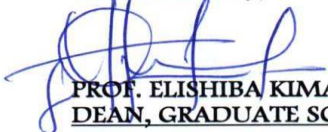
**RE: RESEARCH AUTHORIZATION FOR MR. THOMAS MBOYA KISAKA –
REG. NO. H108/21005/10**

I write to introduce Mr. Thomas Mboya Kisaka who is a Postgraduate Student of this University. She is registered for M.Sc. degree programme in the **Department of Recreation, Management & Leisure Studies**.

Mr. Kisaka intends to conduct research for a M.Sc. thesis Proposal entitled, **“Determinants of Corporate Sponsorship Award Opportunities for Soccer Premier League Clubs in Kenya.”**

Any assistance given will be highly appreciated.

Yours faithfully,


**PROF. ELISHIBA KIMANI
DEAN, GRADUATE SCHOOL**

H1/cww

APPENDIX G: RESEARCH AUTHORIZATION FROM NACOSTI



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,
2241349,3310571,2219420
Fax: +254-20-318245,318249
Email: dg@nacosti.go.ke
Website : www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/19/20681/29380**

Date: **2nd May 2019**

Thomas Mboya Kisaka
Kenyatta University
P.O. Box 43844-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on “*Determinants of corporate sponsorship award opportunities for Soccer Premier League clubs in Kenya.*” I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **30th April, 2020.**

You are advised to report to **the County Commissioner and the County Director of Education, Nairobi** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a **copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

G. Kalerwa

**GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner
Nairobi County

[Signature]

16/05/2019

**COUNTY COMMISSIONER,
NAIROBI COUNTY
P. O. Box 30124-00100, NBI
TEL: 341656**

The County Director of Education
Nairobi County

