

**FACTORS INFLUENCING THE ADOPTION OF SPORTS SPONSORSHIP AS A
MARKETING TOOL BY KENYAN FIRMS IN THE TELECOMMUNICATION
INDUSTRY**

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DECLARATION

I hereby declare that this project is my original work and has not been presented for award of a degree in any other university.

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This research project has been submitted for examination with my approval as the candidate's University Supervisor.

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DEDICATION

I dedicate this research work to the Almighty God for his provision. To my family and friends on their support and understanding during the entire period I undertook the research project.

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I want to thank the Almighty God for walking with me each and every day, all glory and Honour is yours Almighty Father.

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ABSTRACT

This study aimed to determine the factors that influence the adoption of sports sponsorship as a marketing tool by Kenyan firms in the telecommunication industry. The specific objectives were to find out how brand awareness, corporate image and media fragmentation influences adoption of sports sponsorship by telecommunication companies in Kenya. The study employed a case study as its research design. The target population was the marketing managers in the two major players in the Telecommunications industry in Kenya which are Safaricom Limited and Orange Kenya. Primary data was collected using an interview guide which was administered to marketing managers of Safaricom Limited and Orange Kenya. Data collected was analyzed using content analysis technique. The study found that sport sponsorship increases ones memory about brands and creates awareness thus influencing one's decision to buy certain brands. It was also found that corporate image influences the adoption of sports sponsorship as companies strive to shape and maintain their organization image thus they are involved in sponsorship deals. It also found that media fragmentation is a primary trend in sports sponsorship and that it can change the sport media world. The study concluded that brand awareness, corporate image and media fragmentation influence the adoption of sports sponsorship as a marketing tool by Kenyan firms in the telecommunication industry. The study also concluded that competition, management attitude and sales performance also influence the adoption of sports sponsorship as a marketing tool by Kenyan firms in the telecommunication industry. The study recommends that Safaricom Limited and Orange Kenya should therefore harness the opportunity of sport sponsorship not only as a tool for creating awareness but assist other firms understand the impact of their sponsorship programmes.

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LIST OF ABBREVIATIONS

AIDA - Attention, Interest, Desire, Action

CCK - Communication Commission of Kenya

KPL - Kenya Premier League

KSSSA - Kenya Secondary Schools Sports Association

VOIP-Voice Over Internet Protocol

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Organizations these days know that they require their customers in order to remain in business and a vast majority acknowledge role that marketing plays in ensuring that they compete effectively against their rivals. Organizations need to fulfill their customers' needs by innovatively managing their promotional mix with the aim of staying ahead of their rivals in the same industry (Alaja, 2014). Promotion refers to the process in which the company communicates with existing and potential consumers through mass media (Barney, 2002). However, promotion involves much more than the known and established types of advertising. It includes all other different tools of conveying messages to consumers. According to Cornwell (2008) many organizations are utilizing sports as its turning out to be an effective and efficient approach to communicate with both present and potential target markets.

Sports sponsorship and sports marketing have been around but in recent years there has been significant growth. The culture kickbacks from the coordinators of major events who expected to receive some money without expecting to donate something consequently. Before sponsorship could be regarded has more beneficent or philanthropic, however as of late, that has significantly changed. Gamble (2011) characterizes sponsorship as the obtaining of rights to partner or directly associate with a product or event with the aim of reaping rewards identified with that relationship or association. The sponsor then takes advantage of this relationship to achieve its marketing goals or to encourage and support its extensive marketing objectives.

Telecom industry in Kenya has come up with different approaches in developing marketing strategies with all having a common strategy in anticipating a likable image in the minds of the consumers. These strategies can be conceived and created in different ways from object attributes, competition, Application, Flexibility, Reliability, Dependability and Value for money or the characteristics of the products class (ICT MTEF Sector report, 2008). New participants have entered into local communications market from wireless mobile phones and remote web access to long distance carriers, VOIP web telephone service providers and cable companies. In the today's perspective, a company's strategic choice is key to create customer value and keep market shares.

Theories have been formulated to explain sponsorship as a marketing tool by successful organizations. Theory of the exchange relation states that market exchanges happen when both client and organization expect to gain value by engaging in the exchange Bagozzi (2004). One stream of applied work concentrated on the subject of how such win-win trades are explored, arranged and realized. Exchange relation hypothesis concentrated on the social setting of customer relationships. As a result, one stream of relationship marketing hypothesis became keen in the investigation of connections as the definitive antecedent for the creation of value. AIDA (Attention, Interest, Desire, and Action) model has also been used. This model assumes that individuals, before being interested in a product awareness and attention has to be created. Ideally the message should have the ability to get attention, hold interest, arouse desire, and get action. According to Ambler (2000) this model is the most broadly recognized and utilized hierarchy-of-effects model. This model assumes that individuals before being interested in the product class, do not even give attention to product. Traditional marketing communications models, like the

AIDA model, concentrate on individual purchasing behaviors, and the emphasis is on awareness and presence.

Sponsorship has gained prominence in many industries due to the forces of competition and the limitations of advertisement and sales promotions (Shank, 2009). Globalization and liberalization have contributed to intense competition across many industries resulting to reducing market share of firms and low profit margins. As the competition intensifies, many companies go for each other's market share using many strategies aimed at attracting competitors' customers and retaining loyal customers through loyalty support programmes. Such a competitive environment also demands that firms differentiate themselves from others by clearly positioning themselves in the market.

1.1.1 Sports sponsorship

Stotler (2004) defines sponsorship as a business relationship between a sponsor and a sponsee which consequently offers in return for some rights and affiliation that may be utilized for business advantage Sponsorship has also been defined as the provision of resources which may include; cash, people and equipment by an organization specifically to an event or activity in return for an immediate affiliation to the occasion or activity. In this case the sponsoring organization can utilize this relationship to accomplish either their corporate, marketing or media goals (Sandler & Shani, 1993). The shortcoming with this definition is that it tends to ignore the sponsorship of a team or an athlete. It does however, entirely highlights the nature of the support. Shank (2009) on the other hand states sports sponsorship as investing in a sports entity which can be an athlete, league,

team or event as result support the general organizational goals, marketing and promotional objectives.

Mullin, Hardy & Sutton (2003) view sponsorship as the obtaining of rights to associate or connect directly with a brand or event for the end goal is getting benefits from that affiliation. He further highlights the rights as; the privilege to utilize a logo, name, trademark and graphic representations showing the company's association with the product or event. These privileges can be utilized in communication activities such as advertising, public relations and publicity; the exclusive affiliation with a product or service; The right of association to an event or facility; The right to use different forms of expressions in association with the product, event or facility such as "official sponsor", "official Supplier", "official product", "presented by", or "official broadcaster"; The right to facilitate diverse forms of promotional activities, such as advertising, sales promotion or publicity inline with the sponsorship agreement.

Organizations enter into sponsorship deals for different reasons and to achieve different goals. The two most clear are to increase brand awareness and to establish, reinforce or change brand image (Crowley, 2011; Meenaghan, 2011). Sports sponsorship in Kenya is a rapidly growing tool. Several companies are considering this form of marketing strategy as a way of influencing consumer attitude and brand awareness. Over the last couple of years, many sporting disciplines such as football, athletics and rugby, have generated some positives and drawn considerable numbers, both in terms of fans and also money.

Firms find it important to sponsor sporting activities due to the exposure their brand or product would get. Aaker (1991) notes that brand awareness is accomplished by projecting the brand to as many consumers as possible. Sports sponsorship between Kenyan companies and sports entities has been on the ascent in recent years. In the past 8 years, there has been a steady increase in sports sponsorship from various corporates and organizations. Starting from Safari Sevens rugby series, Kenya Secondary Schools' Sports Associations (KSSSA) schools games, Sakata Ball tournament by Safaricom, Airtel's Rising Stars, Sportpesa sponsorship agreement with KPL, AFC Leopards and Gor Mahia, Safaricom Lewa marathon and KCB Safari rally among other sponsorships. However, despite this growth, there is need of improvement in the various management levels of sports federations so as to pull in more genuine sponsorships for the different leagues. Kenyan sports needs effective sponsorships so as to improve its quality yet this can only be achieved where there is trust.

1.1.2 Sports sponsorship and marketing

Profit making is usually the definitive objective of most organizations because of the fact that their products and or services need to be dominant and better than that of their rivals in the same industry. This is important because most products and services are quite identical and such organizations need to differentiate themselves. Organizations use different marketing communication strategies to reach out to potential and existing customers. Utilizing promotion as a marketing tool is viable, as organizations need to reach out to consumers and also need to communicate about their brands get their brands and name (Klayman, 2008).

Advertising is an ancient form of marketing communications and it is a well-established promotional tool however of late, consumers have become over-saturated and fragmented with advertisements both on electronic and print media and in most cases majority of consumers have a difficult time recalling most of the commercials they come across. It is because of this that marketers have developed new promotional tools to reach the consumer. These tools include: public relations, sales promotion, direct marketing, sponsorship and product placement (Gamble, 2008). In this case, sports sponsorship is seen as another form of promotional tool that can be connected to different types of marketing communications.

Stotlar (2004) advises that the most suitable measure of sponsorship effectiveness is not the generated results of the sponsorship, but it should be from if it accomplished the specific marketing and corporate goals. Valanko (2009) on the other hand advises that monitoring and evaluation of sponsorship effectiveness in line with set objectives should communicate to the the company if the sponsorship was a success or not. Therefore, organizations should have well established objectives which will form part of the strategy when executing sponsorships.

To carry out an evaluation on the communication impact of sponsorship, awareness and image variables are measured. In other words, the growth of customer awareness, familiarity and favorability towards the sponsoring organization are monitored. This is accomplished by administering questions like how many individuals know the brand before and after the event, and to find out how the image of the brand sponsor has improved (Christensen, 2006). According to Busby (2012) the techniques that are often used in monitoring awareness and image variables include the continuous tracking

approach and the ad hoc dipstick approach. Despite achieving similar outcomes these tools differ in methodology in terms of the recurrence with which estimations are taken and in the way the questions asked. De Pelsmacker (2009) states that by assessing the business effect of sponsorships organizations can evaluate its long-term viability. However, as previously explained, the utilization of integrated marketing communications makes it hard to isolate the effect of sponsorship on the sales performance of an organization and it has been noted to be logically difficult to specifically link sales growth and sponsorship (Dolphin, 2003).

1.1.3 Telecommunication industry in Kenya

The telecommunications industry in Kenya, is experiencing significant changes just like other industries in world (Telecommunication industry: Overview of the sector in Kenya, 2011). In recent years, technological advancement and regulatory restructuring have greatly contributed in the transformation this industry. Private sector participants have also contributed in this transformation by heavily investing in these markets that were once distinct, discrete and vertical.

The outcome is new markets, new participants and new difficulties. Efforts to liberalize the mark has also grown steadily, ensuing in the effective partial privatization of Telkom Kenya Limited in 2008, and divestment of Government of Kenya's 25% stake in Safaricom Limited through a public listing in March 2008, and later followed by the launch of a fourth mobile company Yu Mobile in December 2008. This has led to the development of some of the world's best known telecommunication companies in the Kenyan market. Vodafone and France Telecoms through their interests in Safaricom

Limited and Telkom Kenya Limited (brand name Orange) respectively, while Bharti Airtel and Essar Communications have a presence in the Kenyan market as Airtel Kenya and Yu Mobile respectively (Communications Commission of Kenya, 2012).

In 2015 Yu mobile was acquired by both Safaricom and Airtel after struggling to penetrate the market. According to the buyout deal Airtel acquired Yu mobile customers while Safaricom acquired its infrastructure. Safaricom is the leading mobile operator in Kenya with over 24 million subscribers as at December 2015. Safaricom was founded in 1997 as a full subsidiary of Telkom Kenya. Later in May 2000, Vodafone Group Plc from the United Kingdom gained a 40 percent stake and were responsible for its management. The remainder 60 percent is owned by individuals and corporate investors who are mainly Kenyans. The company's fundamental products that generates a lot of its revenue are voice, data and money transfer services. The organization may not be offering cheaper calling rates like its rivals such as Airtel and Orange, but what has made Safaricom popular among Kenyan mobile phone users is the M-pesa mobile money transfer service. (www.safaricom.co.ke)

Airtel was launched in Kenya in the year 2000 under the name Kencell and in 2008 rebranded to Zain and lastly Airtel in 2010. On 8 June 2010, Bharti Airtel an Indian company, finished an agreement to purchase Zain's assets in 15 African nations for \$10.7 billion. Airtel Kenya comes in the second largest telecommunications company in Kenya with 7.2 million subscribers as at December 2015. Next in ranking is Telkom Kenya Limited. It was established as a telecommunications company in April 1999 under the Companies Act. The Orange Brand was launched in Kenya after France Telecom acquired 51 percent stake (www.telkom Kenya.co.ke). In 2008 Telecom Group launched

the Orange brand in Kenya. The company provides solutions in both voice and data services and in addition the company also provides network facilities for residential and business clients. As at December 2015, the company had a customer base of 4.6 million customers.

1.2 Research problem

The sports industry has grown and evolved tremendously in recent years, this is due to the growth of the media industry and also the socioeconomic development like the rapid growth of the fitness industry and increasing awareness toward healthy lifestyles. This has eventually led to the development of sports marketing industry. According to Lagae (2005) sports has advanced from being a procreation activity into a complex industry. Sports puts the youth into good use because they represent a huge fraction of the productive group that need to be incorporated into the country's economic drivers and their talent tapped early enough. Corporate sports sponsorship in Kenya has been on the rise in recent years. Over the past 8 years, there has been steady increase in sponsorship from different cooperates entities. Safari Sevens rugby series, Kenya Secondary Schools' Sports Associations (KSSSA) schools games, Sakata Ball tournament by Safaricom, Airtel's Rising Stars, Sportpesa sponsorship agreement with KPL, AFC Leopards and Gor Mahia, Safaricom Lewa marathon and KCB Safari rally among other sponsorships.

The telecommunication industry in Kenya has been playing a major role by sponsoring Kenya sports. In sports majority of deals went to five sports categories: football, athletics, rugby, motor sports and golf. Safaricom has been the major sponsor in different sports (Grady, 2014). In 2013 Safaricom signed a sponsorship deal with Kenya rugby union to

sponsor local sevens circuits. In 2016 the firm released Ksh 120 million in athletics sponsorship. Another good example is the Safaricom Lewa Marathon sponsored by Safaricom Ltd, which also serves as good forum for local tourism with a larger national circuit that embraces a unique concept of running in the wild. Airtel on the other hand sponsored the Meru 7s in 2014 on the debut of the sevens.

There are a number of studies that have attempted to connect sports sponsorship to company objectives for example Mukungu (2014) did a study on the effects of sports sponsorship on performance of Kenyan firms involved in sports. The study found that that by establishing brand connection through sponsorship helps build up a connection in the minds of the audience that the company is responsible. The study also found that sponsorship creates awareness and increases knowledge of a company's products and services. Nteere (2014) also conducted a research which focused on how sports sponsorship affects the performance of firms. The findings revealed that sponsorships have the ability to influence likeability and choice of brands as well as brand switching after consumers 'participation in the sponsored events. Ng'anga (2012) carried out a research on involvement and support of corporate Kenya on sports. The findings showed that companies use sports to gain advantage over their competitors. These studies however focused on how sports sponsorship affects performance in firms and did not identify factors influencing the adoption of sports sponsorship as a marketing tool.

On the other hand, Thiong'o (2007) studied the influence of commercial sponsorships on consumer attitudes towards brands: a case study of Nairobi residents. The findings revealed that sponsorships increase awareness of sponsors brands in that there was high

levels of awareness about commercial sponsorships as well as event sponsors among all the social classes. In terms of attitude he did not come up with clear data that sports sponsorship was influenced by attitudes in firms. Kiraguri (2007) did a study on a survey of the influence of sponsorship in the development of sports in Kenya. The findings revealed that a number of federations received both cash and values in kind sponsorships. The findings also revealed that most of cash sponsorship received was likely to be used in training and team administration while a larger percentage of value in kind received was attributed to provision of equipment. However, from his analysis there was a missing link to show if sponsorship was used as a marketing tool.

From the above studies little has been done on factors influencing the adoption of sports sponsorship as a marketing tool by Kenyan firms in the telecommunication industry; therefore the study seeks to answer the question; what are the factors influencing the adoption of sports sponsorship as a marketing tool by Kenyan firms in the telecommunication industry?

1.3 Research Objectives

To determine the factors that influence the adoption of sports sponsorship as a marketing tool by Kenyan firms in the telecommunication industry.

Specific objectives

- i. To find out how brand awareness influences adoption of sports sponsorship by telecommunication companies in Kenya.
- ii. To find out how corporate image influences adoption of sports sponsorship by telecommunication companies in Kenya.

- iii. To find out how media fragmentation influences adoption of sports sponsorship by telecommunication companies in Kenya.

1.4 Value of the study

To the policy makers, this study is of great importance as it will enlighten them on the role of sports sponsorship as a marketing tool among Kenyan firms. It would also assist in policy making and adjusting. The findings of this study will also be of great importance to the management of telecommunication industry in Kenya as they will understand the role of sports sponsorship as a marketing tool among Kenyan firms. An understanding of influence of sponsorships on consumer attitudes towards brands will assist firms to effectively and efficiently integrate commercial sponsorships in the firms' promotional programmes. The research findings will also assist firms understand the impact of their sponsorship programmes and their influence on consumer attitudes towards their brands and as a result improve on superior delivery to customers. To the academicians and future researchers, the study will benefit them by adding to literature on sports sponsorship as not much has been written or researched on sports sponsorship as a marketing tool.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of the related literature on the factors influencing the adoption of sports sponsorship as a marketing tool by Kenyan firms in the telecommunication industry. The chapter also discusses the theories underpinning the study.

2.2 Theoretical Foundation

This segment looks at the various theories that will be utilized to advise the study on the factors influencing the adoption of sports sponsorship as a marketing tool by Kenyan firms in the telecommunication industry. The study is guided by the following theories; theory of exchange relation and the AIDA model.

2.2.1 Theory of Exchange Relation

Bagozzi (2004) formulated the theory of exchange relation which expresses that market exchanges happen when both customer and company expect to gain value by participating in the exchange. The conceptual work of this theory concentrated on how such win-win trades can be explored, arranged and realized. Social exchange hypothesis was interested in customer relationships which formed the social context in research. Researchers like Arndt (1979) & MacNeil, (1978) realized customer connections as a yielding ground for the development of financial trades providing value for the customer

and the organization. As a result, research on relationship marketing grew and the theory became interested in the investigation of relationships as the impetus for creating value.

Hunt and Morgan (1996) developed one approach, stating that relationships provide a massive catalyst for exchange of resource and value. Thus, investing in these relationships shows good faith hence leads to positive exchanges hence maximizing value for both customer and company. To some extent, the Nordic school draws on the similar argument, as they view social and economic engagements as the basis for value creation. The common factor of these different types of research is that they view social and economic networks as relevant catalysts for value exchange and creation. From this perspective it is hence crucial for companies to invest in these relationships in order to improve their image and establish favorable market exchange and finally gain value. The theory of exchange relation is used to explain the role of sports sponsorship as a promotional strategy among Kenyan firms as sports sponsorship involves exchange of value between the organization and the sports entity.

2.2.2 AIDA Model

According to Ambler (2000) AIDA (Attention, Interest, Desire, Action) model is the most generally known and utilized hierarchy-of-effects model. This model operates on the assumption that individuals before being interested in a product awareness and attention must be created. The message should have the ability to attract attention, hold interest, arouse desire and get action. Traditional marketing communications models like the AIDA model, concentrate on individual purchasing behavior. For years, the AIDA model was viewed as effective for a successful sales process. But in recent years, there is

general agreement that the sales model is no longer suitable to reflect modern sales processes as today companies' focus on creating mutually beneficial relationships.

In recent years, there has been increased interest in relationship-marketing (Moller & Halinene, 2000). This recognizes the significance of retaining customers, and recognizes that customer loyalty is the basis for a steady customer base (Reichheld & Schefer, 2000). In the digital space, promotion is concerned with creating awareness, creating mutual relationships and creating value. Information is vital in all of these steps.

New relationships occurs when customers and organization have a mutual understanding. The relationship develops as cooperation increase. These attitudes may be positive or negative, but they are due to experience. Excessive negative perceptions on the customer's part are likely to prompt to mistrust within the relationship, and the relationship will not grow. On the other hand, as companies become familiarized with customers, they may opt to create differentiation of quality to potential and existing customers to make profits. These decisions are made from the information collected through exchanges with customers (Kotler, 2005).

Organizations can use information from customers to personalize marketing communications, this is done on the basis of previous purchases that might attract customers' attention to new products. The root of these transactions and exchanges are use of available information (Ambler, 2000). The AIDA model is used to explain the role of sports sponsorship as a promotional strategy among Kenyan firms in the sense that it indicates the steps that individuals undergo before purchasing goods or services. This model can also be used by firms in creating promotional messages.

2.3 Sports sponsorship

Researchers have discovered various historical settings for the roots of sport sponsorship. This originated when the rich of old Greece supported athletic and arts celebrations with the goal of enhancing social class and to add on individuals could be possessed by individuals of the Roman elite for the similar reason (Cornwell, 2008). However, the beginning of commercial utilization of this tool can be traced to the introduction of advertisements in the official segment of the 1896 Olympic Games and when Coca Cola acquired product testing rights for the 1928 Olympic Games (Stotlar, 2003). In the United Kingdom the first utilization of the sports sponsorship happened in 1898, when a beverage company known as Bovril sponsored the Nottingham Forest soccer team. From the above chronological setting sports sponsorship can be seen as the allocation of resources with the target of achieving specific organizational goals.

Shank (2009) defines sports sponsorship as putting resources in a sport entity in order to support the overall organization objectives, promotional goals and strategies. On the other hand, Covell (2001) views sports sponsorship as a form of sales promotion that provides a platform for publicity opportunities. Walliser (2003) identifies sports sponsorship as an effective promotion tool in itself. He suggests it as a promotional option. According to Jobber (2005) sport sponsorship occurs when a money is given in return for some business consideration. Sports sponsorship is the provision of resources like cash, people or equipment by a company which is the sponsor, directly to a sponsee which can be a sporting personality, sporting authority or sport team in return for specific rights as discussed by Mullin (2000). All this is included in a sponsorship deal which is drafted in accordance with the sponsor's promotional strategy, and which can be

communicated in terms of the organization's marketing, sales or media goals and finally measured by linking the specific goals to the expected results in terms of return on investment which can be in form of money or goodwill.

Sports sponsorship can start in grass roots level to regional, national and global events such as the World Cup, the super bowl and the Olympic Games. According to Lucas (2006) sports sponsorship is a growing marketing tool and it will continue to be a popular in the future. Many companies are now integrating sports sponsorship in their marketing communications. "Sports sponsorship spending in developed countries have been in the rise" (Pope, 2008). Sport sponsorship deals are expected to add value to both the sport entity and the sponsoring companies. Sports sponsorship has grown to be an effective marketing tool for marketers due to its adaptability, wide reach, and high level of exposure for brand or corporate. Sport entities can rip benefits associated with sponsorship like funding and eventual business involvement from sponsors.

2.4 Factors Influencing the Adoption of Sports Sponsorship

One of the factors is brand awareness. When measuring awareness created by sponsorship, researchers have proposed that sponsor recall factors out to be the premise on how well consumers remember the sponsor. According to Grohs (2004) consumers who have knowledge of and know the sponsor and its brand prior the sponsorship have a tendency to have heighten sponsor awareness after the event. In addition, for better recall to be achieved a fit between the event that is sponsored and the sponsor is vital. As such, when the agreement between the event and the sponsor is executed well, there is a high

chance that the consumer will recall the name and products of the sponsor (Walliser, 2003).

According to Johar (2006) sponsorship awareness is not guaranteed because in most instances consumers often get confused in identifying the official sponsor. Wakefield & Bennett (2010) argue that Consumers tend to use brand prominence as a way to recognize the link between the sponsor and the sponsee when the relationship cannot be accessed easily from memory. In this context sponsor identification tend to be better when the sponsor is a known brand compared to a less known brand and also when customers identify a perfect fit. In other words sponsorship structure and characteristics influences the level of sponsorship awareness.

Success of an effective sponsorship rallies upon the level and awareness of the sponsor–sponsee linkage and how the sponsorship is carried out (Wakefield, 2007). Meenaghan (2005) states that the more an individual experiences the sponsorship link, the higher the chance that the link will stick in the mind and can be remembered instantly. In addition sponsors who participate in sports sponsorship have an additional marketing tool which provides a higher level of awareness for both brand and company (Wakefield, 2007).

Gwinner (1997) states that brand awareness is successfully accomplished when a brand is exposed to as many consumers as possible. Brand awareness is made up of two unique aspects: brand recognition and brand recall. Brand recognition basically is the capacity for consumers to affirm previous experience with the brand while brand recall is the capacity for consumers to identify a brand when given a few insights such as product class or needs that the brand satisfies (Tuominen 1999). Gwinner (1997) states that sports

sponsorship exercises present numerous chances for accomplishing awareness objectives, and many researchers in recent times have focused on the awareness aspect of sponsorships.

Another factor is media fragmentation. Companies utilize various avenues to reach out to consumers to purchase their products. Advertising is an ancient form of marketing communication and it is a well-established promotional tool but in recent times due to media fragmentation and over saturation of ads on television and print media has led to marketers to look for alternative ways to reach consumers. In addition, majority of consumers can barely remember commercials they come across. For this reason, marketers in recent years have developed new promotional tools to reach out to current and potential consumers. These tools include: public relations, publicity, sales promotion, direct marketing, sponsorship and product placement (Buhler & Nufer 2010).

Apart from consistency, various authors have suggested another characteristic of an integration plan which is the “complementarity” factor among the distinctive communication tools of the arrangement. Keller (2001) states that promotional tools are referred to as being complementary at the point where there is shared support and the strengths of one reduces the shortcomings of the other. For instance, sponsorship complements publicity by improving the reputation and brand image transmitted through advertising efforts. This is crucial in that if information conveyed by several instruments or media are not well associated, the message that is conveyed to the consumer can be ineffective. Integrated marketing communications approach has provided a platform in marketing communications where communication tools are mixed with others to amplify their strengths and minimize their shortcomings.

The organization offering the sponsorship and the sponsored sport element should have clearly stated objectives that mutual benefits each party (Dolphin, 2003). Sponsorship is highly regarded for its capacity to improve organizations identity, create awareness and enhance organizational image. According to Zafer Erdogan & Kitchen (1998) sponsorship has the ability to improve a brand or company perceptions by influencing consumer perceptions. This is done by connecting the organization to a sports entity or event that is valued consumers. According to Tripodi (2001) sponsorships need to be well promoted, publicized and actually advertised by the sponsor to customers through corporate accommodation packages with the aim to utilize other tools for example sales promotions and include other communication tools like direct marketing efforts. This is to ensure that the sponsorship is fully exploited for maximum effectiveness.

2.5 Empirical Studies

Mukungu (2014) conducted a research on the effects of sports sponsorship on performance of Kenyan firms involved in sports. The study adopted a descriptive survey design. Structured questionnaires were used to collect data. The study uncovered that linking the company brand through sponsorship, builds a connection in the minds of the consumer that the company is responsible. The study found that sponsorship creates awareness and increases knowledge of an organization's products or services.

Chelimo (2012) studied positioning strategies used by firms in the telecommunications industry in Kenya. The data for the study was collected using semi-structured questionnaires. From the research, it was revealed that most telecommunication companies are favored by customers as a result of their competitive prices, product

characteristics, technological advancement and superior product characteristics as these influence positioning. Kiraguri (2007) did a study on a survey of the influence of sponsorship in the development of sports in Kenya. The primary research was done using semi structured interviews. The findings revealed that a number of federations received both cash and values in kind sponsorships. Most of cash sponsorship received was likely to be used in training and team administration while a larger percentage of value in kind received was attributed to provision of equipment.

Thiong'o (2007) conducted a study on the influence of commercial sponsorships on consumer attitudes towards brands: a case study of Nairobi residents. Data was collected through an interview. Data collected was analyzed using descriptive statistics. The findings established that sponsorships increase awareness of sponsoring brands in that there was high level of awareness of commercial sponsorships as well as event sponsors among all the social classes. Nteere (2014) also conducted a research which focused on how sports sponsorship affects the performance of firms. The findings revealed that sponsorships have the ability to influence likeability and brands selection as well as brand switching after consumers participate in the sponsored events. Ng'anga (2012) carried out a research on involvement and support of corporate Kenya on sports. The findings showed that companies use sports to gain advantage over their competitors.

Mattias & Daniel (2004) conducted a research on sports sponsorship using a case study of Audi. Data was collected using interviews. The findings indicated that companies engaging in sports sponsorship should measure the results of their sponsorship activities as it is an important factor. The research further recommended that consistency of measurement methods is very crucial for organizations. This will enable organizations

compare results of their sponsorship activities and from this identify the most successful and the unsuccessful depending on the marketing and organizational goals.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter gives a discussion of the research methodology that the study adopted. It contains the research design, data collection methods and concludes with data analysis and data presentation methods that were used.

3.2 Research Design

Research design entails a detailed outline on how the research was going to be carried out. It is the general blue-print on how data was collected, measured and analysed in order to address the research objectives. The objective of a research design was to make sure that the data obtained during the data collection was adequate in answering the initial question(s) as unambiguously as possible (Muganda, 2010).

The study employed a case study as its research design. This design enabled the researcher to carry out an in-depth investigation of the organizations. According to Kothari (2004) a case study is an in-depth form of qualitative analysis that entails a systematic and thorough study of a social unit that can be an individual, group, institution or an entire community. Kothari (2004) states that a good research design must have the ability to yield enough information and bring out different aspects of the research problem. A research design is driven by the aspect of “fitness” for the objective and hence the objectives of the research always determines what methodology and design the study will adopt.

3.3 Target Population

Population refers to the entire group of people, events or things that are of interest to the researcher and which form the subject of the research (Sekaran, 2005). A study population can also be defined as the whole collection of cases or items from which the researcher wishes to draw inferences. The target population of the study was the marketing managers in the two major players in the Telecommunications industry in Kenya which are Safaricom Limited and Orange Kenya.

3.4 Data Collection

Primary data was collected using an interview guide which were administered to marketing managers of Safaricom Limited and Orange Kenya. An interview guide was used as it enables oral conveying of questions in a face-to-face manner hence allowing collection of in depth data. In order to collect primary data, interview guide was designed to establish factors that influence the adoption of sports sponsorship as a marketing tool by Kenyan firms in the telecommunication industry. The researcher made appointments with the interviewees and paid them a visit in order to collect the data required.

Interview method was used since it has the ability to yield highest cooperation with low refusal rates, and takes advantage of interviewer availability. The interview guide was semi-structured, with closed and open ended questions. This involved in-depth discussion through individual meetings with the marketing managers. With unstructured inquiries, a respondent's reaction may give knowledge to his emotions, foundation, motivation and interests and eventually give detailed information without emissions. (Cooper & Schindler, 2006).

3.5 Data analysis

Data gathered was analyzed using content analysis method. According to Kothari (2004) content analysis uses a systematic grouping of information in order to make valid and replicable inferences from data to their context. The responses from different respondents was compared and summarized according to the objectives of the study. Content analysis is the best method of analyzing the open-ended questions because of its flexibility and allows for qualitative description of content in an objective and systematic manner. Cooper and Schindler (2006) defined qualitative data analysis as working with data, arranging it, breaking it into reasonable units, synthesizing it, looking for patterns, finding what is vital and choosing what to tell others. Qualitative data requires some inventiveness, for the test is to place raw data into sensible significant categories, to analyze them in a comprehensive manner and find ways of conveying this interpretation to others.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents data analysis and discussions. The objective of the study was to determine factors influencing the adoption of sports sponsorship as a marketing tool by Kenyan firms in the telecommunication industry. Primary data was collected through in-depth interviews administered to the marketing managers at Safaricom Limited and Orange Kenya. The data was later analyzed depending on the objectives of the study and the findings presented under different categories as discussed below.

4.2 Influence of Brand Awareness on the adoption Sports Sponsorship

The interviewees were asked to indicate the influence of brand awareness on the adoption of sports sponsorship. They indicated that brand awareness creates sponsorship awareness which is vital for sponsorship effectiveness assessment. They asserted that sport sponsorship increases ones memory about brands and creates awareness. They also stated that sponsorship influences one's decision to buy certain brands and also have an effect on the choice of brand. According to one respondent sponsorship improves the ability to remember the sponsors brand or company and also creates awareness of the sponsor's brand.

According to the respondents sports sponsorship has a positive relationship with brand awareness. People who are aware of a brand's sponsor have a tendency to have higher sponsor awareness after the event. Sponsorship qualities impact the level of sponsorship

awareness. The respondents demonstrated that their consumers tend to use sponsor brand prominence as a way to recognize the sponsor.

The interviewees indicated that sports events provide a great opportunity for new product launch and testing. They felt free to clarify that if the relationship between the event and sponsor is effectively communicated, the targeted audience will effortlessly remember the name of the sponsor. According to the respondents brand awareness is accomplished by presenting the brand to as many consumers as possible.

According to the respondents, a sponsoring company can make a solid tie between its brand and the fans by utilizing the emotional power of a personality in a sport event. In order to make a brand stand out companies use sport sponsorship to create differentiation in the consumer's mind. The interviewees observed that firms should begin operating outside the normal media channels by using sport sponsorships to be successful in building brand awareness. One of the managers stated that most of the Safaricom consumers are aware of the company as sponsor compared to other companies and thus issues of ambush marketing have not affected its sponsorships in Kenya.

4.3 Influence of Media Fragmentation on the adoption of Sports Sponsorship

According to the interviewees, the accomplishment of media coverage is vital for organizations participating in sponsorship activities. They stated that the coverage of an event is vital for companies that value brand and company awareness as the main objectives for engaging in sponsorship activities. The interviewees stated that media fragmentation is the primary trend that has led to use of sport sponsorship.

The respondents explained that drivers of fragmentation include: new technology, globalization, and deregulation and these factors lead to various opportunities and threats in sport sponsorship. From the interview the respondents emphasized that technology had the greatest influence and explained that the single most important thing that is happening is that new technology influences audiences to be totally fragmented. Digitalization of television allows for establishing separate channels that are tailored to special sport audiences. On the other hand globalization boosts those technological developments. The interviewees also identified the issue of clutter and oversaturation of content in advertising and other marketing tools hence the use of alternative tools like sport sponsorship. The interviewees revealed that the utilization of different media platforms to enhance sports sponsorship empowers brands and organizations to communicate better with consumers and achieve brand awareness quickly in new domains and provide opportunities for new content.

4.4 Influence of Corporate Image on the Adoption of Sports Sponsorship

Under this question, the respondents indicated that sports sponsorship the ability to boost organization identity, create awareness and enhance organization image. They stated that sponsoring an event enhances a positive image of the sponsor. In addition, organizations get into sponsorship deals either to improve the company's image or to maintain the existing image.

According to the respondents, sports sponsorship effectiveness is measured by its ability to shape corporate image in the companies. They went ahead and explained that if a company already has a negative image, sport sponsorship has the ability to reinforce that image. By developing a strong connection of an organization's brand through

sponsorship helps to develop a connection in the minds of the consumer. They also stated that sponsorship increases knowledge of a company's products and services. Companies can improve their image by investing in sports sponsorship because sports promotes healthy living and healthy competition and thus this is seen as positive gesture in the eyes of the consumer.

According to the marketing managers companies may gain political advantage from sports sponsorship as many politicians make decision on corporate support or licenses to companies who are socially aware and responsible. According to the respondents, the main reasons for companies to invest in sponsorship is increasing brand awareness and enhancing the company's image. Sponsorship has the ability to improve the companies' image by influencing individual attitudes towards the company by associating them to a highly valued event by the target consumers.

4.4 Influence of Provision of Resources on the adoption Sports Sponsorship

From the interviews sports sponsorship involves the provision of resources that is cash, people and equipment. Sports sponsorship is achieved either through financial support or through the provision of products or services in support of an event, individual or organization where both parties mutually benefit from the relationship. According to the respondents, the key to having successful sponsorship programs is to match the right products or services with the potential consumers.

According to the respondents, sporting events provide a unique form of consumer segmentation. In addition the companies reach consumers who have similar activities, interests and opinions. Sponsorship if used appropriately has the potential to reach large

target markets. The respondents stated they aimed at exploiting consumer interest and reach large and yet specifically targeted audiences by engaging in sports sponsorship.

4.5 Influence of Sales Performance on Firm's Goals on the adoption of Sports Sponsorship

From the interviews, sales performance was the eventual objective for the organizations. The sporting events help them in making a profit. The interviewees stated that increased sales is one of the main objective as to why sport sponsorship programs are used, since the organizations would certainly not spend money lending their names to stadiums or events if they did not know that they would get their return on investment. They also indicated that sponsorship affects their firm's performance positively.

The respondents asserted that through sponsoring, the companies are judged by consumers based on their sponsorship endeavors. They further explained that sponsorship positively affects performance of the companies in terms of creating brand awareness, brand preferences, brand recall, enhancing the company's image and above all goodwill which eventually has led to increased sales and consequently increased firm's value. According to the respondents, sponsorship is an important tool as it's viewed as a multi-stage and multi-influence activity which has the ability to influence sales in a more direct manner.

4.6 Influence of Competition on the adoption of Sports Sponsorship

According to the interviewees, companies and brands face intense competition in almost all sectors of the economy. One manager stated that companies participate in sponsorship programmes because of some level of threat from their rivals. The respondents further

explained that if they neglect or ignore to invest in sponsorship, then some of their rivals will exploit and eventually may lead to loss of market share for them in these events. They stated that the act of investing in sports sponsorship is a noteworthy approach to create competitor differentiation.

According to the interviewees, the name and brand of the sponsoring company has the opportunity to differentiate themselves from the competition. They revealed that they use sports sponsorship to combat competitors with larger advertising budget. The marketing manager of Telkom Kenya further explained that sports sponsorship allows the company to compete with other industry giants. According to the respondents, sports sponsorship aims at meeting any competitive threat on the companies' sponsorship market such as ambush marketing by competitors that could damage the sponsorship in the company.

4.7 Influence of Management Attitude on Sports Sponsorship

Under this question, the respondents indicated that attitudes are the focal point of a great deal of marketing strategies as they influence as well as reflect the lifestyle individuals pursue. The marketing managers of Safaricom and Orange revealed that the organizations want to be viewed as being responsible to the community, and this plays a crucial role amongst their other industry rivals since it creates differentiation. The managers explained that there is a profound level of co-operation and understanding of the sponsorship deal and as such, the management wants to be viewed as having the capacity to go into a position that involves fun and relaxation without losing focus on the ultimate goals as to why they are in a sponsorship agreement in the first place. They viewed sports sponsorship as having the capacity to give an extraordinary level of support to different

issues which includes culture. By sponsoring a sport entity their companies benefit through social, cultural and economic responsibility.

4.8 Discussion of the Findings

The study found that brand awareness has an influence on the adoption of sports sponsorship as a marketing tool by Safaricom limited and Orange Kenya. It found that sports sponsorship has a positive relationship with brand awareness. The exposure to a sponsorship improves the unaided recall capacity and brand awareness of the telecommunication organizations in Kenya. The findings are in line with Wakefield (2007) who found that sponsorships led to higher levels of brand awareness and in addition sponsors who invest in sponsorship programmes receive great exposure.

The study established that media fragmentation influences the adoption of sports sponsorship. It stated that technology allows audiences to be totally fragmented. Digitalization of television allows the establishment of separate channels that are tailored to special sport audiences. Utilization of different media platforms in sports sponsorship enables brands to effectively convey messages to consumers, develop brand awareness quickly in new territories and provide new content opportunities. The findings concur with Buhler & Nufer (2010) who indicated that marketers develop new promotional tools to communicate to consumer markets with the example of public relations, sales promotion, direct marketing, sponsorship and product placement.

The study found that corporate image influence the adoption of sports sponsorship as a marketing tool. It revealed that companies engage in sports sponsorship mainly to build the organization image and maintain a high level image. Sports sponsorship effectiveness

lies in its capacity to shape corporate image. The findings revealed that companies may improve their image in the eyes of the consumer by engaging in sports sponsorship as sports promotes healthy living and thus seen as positive thing. Companies may gain political advantages from sports sponsorship as local politicians make decision about corporate support or licenses to companies who are socially aware. The findings concur with Grohs (2004) who found that individuals who are aware of and know the sponsor and its brand before the sponsorship happens tend to have higher sponsor awareness after the event.

The study found the effect of sales performance on firm's goals. It revealed that sports sponsorship affects firm's performance positively. Sport sponsorship positively affects firm's leading to increased sales and firm's value. The findings are in line with Dolphin (2003) who expressed isolating the effect of sponsorship on the sales performance of a company is difficult, and it has been argued that it is logically difficult to directly associate sales growth to sponsorship.

The study found that competition has an influence on sports sponsorship. It findings showed that companies engage in sports sponsorship deals due to threat from competitors. If companies fail to invest into sponsorship their competitors may loss markets in major events. Sports sponsorship creates competitor differentiation. The findings are in line with Nteere (2014) who revealed that sponsorships have influenced likeability and selection of brands as well as brand switching after consumers participation in events that are sponsored.

The study further found that management attitudes influence sports sponsorship. It was revealed that organizations want to be seen as being responsible to the entire community, which plays an important role among their other rivals in the industry. The management believed in a profound level of co-operation and visibility and thus wants to be seen as having the capacity go into a fun position without losing focus on the goals as to why they are in a sponsorship engagement with a sports entity. By sponsoring a sport entity their companies benefits through social, cultural and economic responsibility. The findings concur with Reichheld & Schefter (2000) who recognizes the significance of customer retention, and recognizes that customer loyalty is an important characteristic of a stable customer base.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the summary, conclusions and recommendations of the study. This study focused on factors influencing the adoption of sports sponsorship as a marketing tool by Kenyan firms in the telecommunication industry.

5.2 Summary of the Findings

From the findings, brand awareness influences the adoption of sports sponsorship as a marketing tool. Participation of consumers in a sports sponsorship makes significant differences on how they rate brands and some of them brand switch in favor of the sponsoring brand after attending the sponsored events. It was found that Sport sponsorship increases ones memory about brands and creates awareness thus influencing one's decision to buy certain brands. Consumers tend to use sponsor brand prominence as base in recognizing the sponsor.

The findings revealed that the most important reasons as to why companies get into sponsorship deals is either to build the organizations image or to maintain a good image. This findings confirmed that corporate image influences the adoption of sports sponsorship as companies strive to shape and maintain their organization image thus they will be involved in sponsorship deals.

The study findings indicated that media fragmentation is a primary trend in sports sponsorship. Fragmentation can change the sport media world. Technology, globalization, and deregulation are influential drivers of fragmentation. Use of multiple

media platforms enables effective communication. From the findings it was established that sports sponsorship has positive implications on a firm's performance ways like creating brand awareness, brand preferences, brand recall, enhancing the company's image and more importantly goodwill.

The findings revealed that companies will engage in sports sponsorship agreements as a tool of competition. It was found that sports sponsorship creates competitor differentiation. In addition, the study confirmed that management attitudes influence the adoption sports sponsorship as a marketing tool.

Further, the findings revealed that sports sponsorship positively impacts an organization. Sponsorship was found to be an effective means for organizations to stand out from their rivals and gain an upper hand in the marketplace. Also, sponsorship was seen as a more efficient means for communicating with consumers thus leading to increased sales and customer loyalty. Further sport sponsorship was found to lead to increased performance of an organization.

It was revealed that sports sponsorship is the provision of resources. The two most important reasons as to why companies invest in sponsorship are the goals of creating brand awareness and enhancing the company's image. Companies that sponsor events are supportive to Kenyan talent and are also respected. Media coverage of an event is essential for companies that consider brand and company awareness.

5.3 Conclusion of the Findings

The goal of this research was to identify factors influencing the adoption of sports sponsorship as a marketing tool. From the findings, It was found that sport sponsorship

increases one's memory about brands and creates awareness thus influencing one's decision to buy certain brands thus the study concludes that brand awareness influences the adoption of sport sponsorship as a marketing tool.

In regard to how corporate image influences the adoption of sports sponsorship, it was established that sports sponsorship has the ability to enhance an organization's image and that companies go into sponsorship deals either to build the organization's image or to maintain a good image. The study concludes that corporate image influences the adoption of sports sponsorship as a marketing tool.

The study further found that technology, globalization, and deregulation are influential drivers of fragmentation and that use of multiple media platforms enables effective communication. It was also established that due to media clutter companies are trying to find better ways to reach consumers. The study concludes that media fragmentation influences the adoption of sports sponsorship as a marketing tool.

5.4 Recommendations

Sports sponsorships exist because of economic necessity and because they are able to create a mutually beneficial relationship between the sports entities and corporates. The study therefore recommends that sponsorships should be more critically analyzed and how these corporate sponsorships fit with the strategic mission of the entities and not only for the sponsoring organization.

Sports sponsorship clearly captures the media attention hence creating awareness of sponsoring organization, the sport entities and other participants. Safaricom Limited and Orange Kenya should therefore harness this opportunity not only as a tool for creating

awareness but assist other firms understand the impact of their sponsorship programs and their influence on consumer attitudes towards their brands and as a result improve on superior delivery to customers.

5.5 Limitations of the Study

The respondents of this study were marketing managers of Safaricom and Orange. Getting suitable time to interview them proved difficult mostly they were out of office to attend to official duties necessitating rescheduling of appointments for interviews. During the interview some of the conversations would be interrupted and left hanging after the managers received calls from the various other departments. Being a case study, research findings could not be generalized for other firms in other industries. The study was carried out within limited time and resources. This constrained the scope as well as the depth of the research.

5.6 Suggestion for Further Research

The study has not been able to comprehensively explore all the variables that explain all the aspects as to the factors that influence the adoption of sport sponsorships as a marketing tool. The following areas are therefore recommended to be carried out for further study. A cross sectional survey could be carried out to make findings more generalizable. Further research should also be done on other companies apart from telecommunication industry and find out how they adopt sports sponsorship as marketing tool.

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APPENDIX

INTERVIEW GUIDE

1. How does brand awareness influence the adoption of sports sponsorship as a marketing tool by Kenyan firms in the Telecommunication Industry? Explain?
2. How does media fragmentation influence the adoption of sports sponsorship as a marketing tool by Kenyan firms in the Telecommunication Industry? Explain?
3. How does corporate image influence the adoption of sports sponsorship as a marketing tool by Kenyan firms in the Telecommunication Industry? Explain?
4. How does provision of resources influence the adoption of sports sponsorship as a marketing tool by Kenyan firms in the Telecommunication Industry? Explain?
5. How does sales performance influence of firm's goals in the adoption of sports sponsorship as a marketing tool by Kenyan firms in the Telecommunication Industry? Explain?
6. How does competition influence the adoption of sports sponsorship as a marketing tool by Kenyan firms in the Telecommunication Industry? Explain?
7. How does management attitude influence the adoption of sports sponsorship as a marketing tool by Kenyan firms in the Telecommunication Industry? Explain?