

**EFFECT OF SPORTS MARKETING ON SALES PERFORMANCE OF
MANUFACTURING FIRMS IN KENYA**

BY

ROSE TINDERET

**MASTER OF BUSINESS ADMINISTRATION (MARKETING OPTION) KCA
UNIVERSITY**

2018

**EFFECT OF SPORTS MARKETING ON SALES PERFORMANCE OF
MANUFACTURING FIRMS IN KENYA**

BY

ROSE TINDERET

**A RESEARCH DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF MASTER OF BUSINESS
ADMINISTRATION (MARKETING OPTION) IN THE SCHOOL OF BUSINESS AND
PUBLIC MANAGEMENT AT KCA UNIVERSITY**

SEPTEMBER 2018

DECLARARTION

I declare that this research dissertation is my original work and has not been previously published or submitted elsewhere for award of a degree. I also declare that this contains no material written or published by other people except where due reference is made and author duly acknowledged.

Student Name: Reg. No:

Sign: Date.....

I do hereby confirm I have examined the master's dissertation of

Rose Tinderet

And have approved it for examination

Sign..... Date.....

Dr. Edward Owino

Supervisor

ABSTRACT

Globally, manufacturing related activities are rapidly evolving. Earnings and exports from them are among the most stimulating economic prosperity causing nations to increase their focus on developing advanced manufacturing capabilities. As the digital and physical worlds of manufacturing converge, advanced marketing strategies have become even more essential to company- and country-level-competitiveness. It is for this reason that this study focused on the impact sports marketing has on sales performance. The study's objectives were to investigate the effect of sports Sponsorships, analyze the effect of Sports Product Promotion and assess the effect of Sports Advertisements on Sales Performance of manufacturing firms in Kenya. A descriptive research study was adopted, and a target population involving all individuals in marketing and financial departments from the five manufacturing companies in the country that are involved in sports marketing. The data was collected using questionnaires, after which it was analyzed with the help of SPSS (version 22). Results obtained pointed out that sports marketing activities such as sports sponsorship, advertisement and promotion affect the performance of manufacturing companies in Kenya. A unit increase in sports promotion will increase performance of manufacturing firms by 0.200 units. Whereas a unit increase in sports advertisement will increase performance of manufacturing firm by 0.182 units. Finally, a unit increase in sports sponsorship will decrease performance of manufacturing firms by 0.058 units. These changes were found to be statistically significant since the p values for sports promotion (0.046), port sponsorship (0.036) and port advertisement (0.040) were all less than 0.05. Based on the study findings, therefore, the study concludes that performance of manufacturing firms correlates positively with sports marketing. In this light, the study recommends a diversification of marketing initiatives. Specifically, sports reach many people than any other sector. Promotion of sports will reach many of the sports fans in a way that is unique and fruitful. Sports touch very tender aspects of their fans. Leveraging this special relationship by advertising through the sports gives a better reach to the firm's products.

Keywords: Manufacturing Firm, Product Promotion, Sales Performance, Sports Advertisement, Sports Marketing, Sports Sponsorship

ACKNOWLEDGEMENT

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

Special thanks to my family for the financial, spiritual and moral support they have given me to achieve my dreams this far. Thank you so dearly for your prayers, patience and words of encouragement during my studies which kept me going even when things were tough.

I am grateful to my supervisor Dr. Edward Owino, who has guided this project and provided valuable advice.

To my friends and colleagues my appreciation for the various discussions we had which contributed immensely to my advancement during this course.

TABLE OF CONTENTS

| | |
|--|-------------|
| DECLARARTION..... | iii |
| ABSTRACT..... | iii |
| ACKNOWLEDGEMENT..... | iv |
| LIST OF TABLES..... | viii |
| LIST OF FIGURES..... | ix |
| OPERATIONAL DEFINITION OF TERMS..... | x |
| CHAPTER ONE..... | 1 |
| INTRODUCTION..... | 1 |
| 1.1 Background of the Study..... | 1 |
| 1.1.1 Sports Marketing..... | 2 |
| 1.1.2 Sales Performance..... | 4 |
| 1.1.3 Manufacturing Firms in Kenya Involved in Sports Marketing..... | 6 |
| 1.2 Statement of the Problem..... | 7 |
| 1.3 Research Objectives..... | 9 |
| 1.4 Research Questions..... | 9 |
| 1.5 Significance of the Study..... | 9 |
| 1.6 Scope of the Study..... | 10 |
| CHAPTER TWO..... | 11 |
| LITERATURE REVIEW..... | 11 |
| 2.1 Introduction..... | 11 |
| 2.2 Theoretical Review..... | 11 |
| 2.2.1 Social Marketing Theory..... | 11 |
| 2.2.2 Market-Oriented theory..... | 12 |
| 2.2.3 Porters Model of Competitive Advantage..... | 14 |
| 2.3 Empirical Review..... | 15 |
| 2.3.1 Sports Sponsorship and Overall Performance of Manufacturing Companies..... | 15 |
| 2.3.2 Sports Products Promotion and Overall Performance of Manufacturing Firms..... | 17 |

| | | |
|--|---|-----------|
| 2.3.3 | Sports Advertisements and Overall Performance of Manufacturing Firms | 19 |
| 2.4 | Knowledge Gap..... | 21 |
| 2.5 | Conceptual Framework | 22 |
| 2.6 | Operationalization of Variables | 24 |
| 2.7 | Research Hypothesis | 24 |
| CHAPTER THREE | | 25 |
| RESEARCH METHODOLOGY | | 25 |
| 3.1 | Introduction | 25 |
| 3.2 | Research Design..... | 25 |
| 3.3 | Target Population | 26 |
| 3.4 | Instrumentation and Data collection | 26 |
| 3.5 | Validity and Reliability of the Research Instrument..... | 27 |
| 3.6 | Data Analysis | 28 |
| CHAPTER FOUR..... | | 30 |
| DATA ANALYSIS AND PRESENTATION..... | | 30 |
| 4.1 | Introduction | 30 |
| 4.2 | Response Rate | 30 |
| 4.3 | Reliability Test Results | 30 |
| 4.4 | Demographic Information..... | 31 |
| 4.4.1 | Gender..... | 31 |
| 4.4.2 | Age..... | 31 |
| 4.4.3 | Level of education..... | 32 |
| 4.4.4 | Level of Management | 32 |
| 4.4.5 | Working Experience | 32 |
| 4.5 | Effect of Sports Sponsorship on Performance of Manufacturing Companies | 33 |
| 4.6 | Effect of Sports Product Promotion on Performance of Manufacturing Companies..... | 34 |
| 4.7 | Effect of Sports Advertisement on the Performance of Manufacturing Companies..... | 36 |

| | | |
|---|--------------------------------------|-----------|
| 4.8 | Regression Analysis | 37 |
| 4.9 | Diagnostic Test Results | 39 |
| 4.9.1 | ANOVA Test Results | 39 |
| 4.9.2 | Heteroskedasticity Test result | 40 |
| 4.10 | Hypothesis testing | 40 |
| CHAPTER FIVE | | 42 |
| SUMMARY, CONCLUSIONS AND RECOMMENDATIONS | | 42 |
| 5.1 | Introduction | 42 |
| 5.2 | Summary of the Findings | 42 |
| 5.3 | Conclusion of the Study | 43 |
| 5.4 | Recommendations of the Study..... | 44 |
| 5.5 | Limitations of the Study | 45 |
| 5.6 | Areas of Further Study | 45 |
| REFERENCES..... | | 46 |
| APPENDIX I | | 49 |
| QUESTIONNAIRE..... | | 49 |

LIST OF TABLES

| | |
|---|----|
| Table 2. 1 Operationalization of the variables | 24 |
| Table 3. 1 Target Population..... | 26 |
| Table 4. 1 Reliability Results..... | 30 |
| Table 4. 2 Gender of the respondents | 31 |
| Table 4. 3 Age of the Respondents | 31 |
| Table 4. 4 Level of Education..... | 32 |
| Table 4. 5 Level of Management | 32 |
| Table 4. 6 Working Experience | 33 |
| Table 4. 7 Sports Sponsorship on Performance of Manufacturing Companies | 34 |
| Table 4. 8 Sports Product Promotion on Performance of Manufacturing Companies | 35 |
| Table 4. 9 Sports Advertisement on the Performance of Manufacturing Companies | 37 |
| Table 4. 10 Coefficient table..... | 38 |
| Table 4.11 Model Summary | 39 |
| Table 4. 12 ANOVA..... | 39 |
| Table 4. 13 Heteroskedasticity Results..... | 40 |
| Table 4. 14 Student t Test | 41 |

LIST OF FIGURES

| | |
|--|----|
| Figure 2. 1 Conceptual Framework | 23 |
|--|----|

OPERATIONAL DEFINITION OF TERMS

Manufacturing Firm: A business that uses components, parts or raw materials to make a finished good (Shank and Lyberger, 2014).

Product Promotion: A type of marketing communication used to inform or persuade target audiences of the relative merits of a product, service, brand or issue (Kelley, 2015).

Sales Performance: the evaluation sales quantity generated by the activities of business primarily about that of individual sales representatives (O'Sullivan and Abela, 2007).

Sports Advertisement: A notice or announcement in a sports event promoting a product or service (Kotler, Harker and Brennan, 2015).

Sports Marketing: The formal employment of marketing concepts and procedures to sports commodities and the promotion of non-sports products through sports collaborations (Lyberger (2014).

Sports Sponsorship: Financial support received from a sponsor during sports events (Mullin, Hardy and Sutton, 2014).

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Sports marketing has created a niche for itself over the last decades not only as a unique form of marketing but also as a logical subject of research. Ideally, it is a marketing subdivision which lays focus on the advertisement of sports teams and events, alongside promoting other products and services non-related to sports in a significant way through the games (Shank and Lyberger, 2014). The primary function of sports marketing is to establish a link between the brands, its symbol and to communicate the connection to customers as marketers have continued to understand the popularity of sports.

The history of sports marketing dates back to the 1870s, introduced in the form of featuring basketball players of the era in Tobacco cards. Towards the realization of the potential of sports marketing, during the 1880s, marketers started using sports as one of their useful tools of marketing. However, the most considerable and significant development in sports marketing has been observed in the recent century with the rise in media coverage and internet as indicated by (Witkemper, Lim and Waldburger 2012). More precisely, in 1939, an important baseball league match was screened on Television for the first time which led to the emergence of the first 6-figure sportswoman, Babe Ruth, in the realm of proficient sports.

In 1976, Canada arranged the multi-dollar Montreal Olympics which marked one of the major stepping stone to sports marketing. Again, in 1984, the coordinators of the Los Angeles Olympics reaped vast profits of two hundred million dollars as both organizers and sponsors realized that, commercialization of Olympic events was a breakthrough to reaching a Universal

audience. Commercialization of these events attracted corporate sponsors who were willing to invest and place their product in the international market.

The popularity of sports marketing advanced through sponsorships as many organizations realized a profitable opportunity in that form of marketing. Later in 2008, the Beijing Olympics paved the way for the further advancement of sports marketing as Asian, Western, and Chinese brands brought their products in the sports limelight. Ever since, companies such as Adidas, Li Ning, which is a Chinese sportswear company, have surfaced into sports marketing signing million-dollar contracts with Olympians. A great example is of Li Ning, a Chinese Sportswear Enterprise that hired a Russian pole-vaulter, Yelena Isinbayeva for two and a half million dollars every year with Adidas, labeling her as one of the well-paid sportspeople worldwide. In the history of sports marketing, English Premier League (EPL) also represents sports marketing as many English Premier League clubs have sponsorships deal with several proprietors such as Mansion Casino and Kuomo tyres among other brands interested in marketing their products and services through sporting events and teams.

The face of sports marketing is evolving as many entities start to target their sponsorship with emerging markets and competition (Mullin, Hardy and Sutton, 2014). In essence, modern Olympics with extensive media coverage has become a considerable platform for marketing (Kelley, 2015). Favorite sports such as football has facilitated the method of marketing with the chances that sports stars will attract the interest of the audience to the product on promotion.

1.1.1 Sports Marketing

Some definitions have been developed in the literature of sports marketing, though most of them broadly mark down to a similar interpretation. Mullin, Hardy & Sutton, (2014) defined sports marketing in an approach that explicitly mentions consumer exchange process.

According to them, sports marketing describe activities geared to fulfill the wants and needs of sports end-users through the exchange process. They mention that sports marketing has expanded two useful meanings; the trading of sports-related goods and services to users of sports and also the retail of other customer products and services using sports advertisements. Shank and Lyberger (2014), went ahead and defined sports marketing as the formal employment of marketing concepts and procedures to sports commodities and the promotion of non-sports products through sports collaborations. In general, sports marketing is a complicated and broad term used to define the facets of the sports industry and marketers as a strategy to promote sports participation, sponsorship and promotion of products and services centered on sports events and team based on popularity and overwhelming involvement in sports.

Among the merits of sports marketing that require elaboration is ‘sports marketing’ and ‘marketing through sport’ which are concepts integrated into understanding sports marketing. Marketing of sport refers to assembling and marketing goods and services directly to consumers namely the sports participants and spectators (Ratten and Ratten, 2011). In most cases, such products and services are related to the sporting undertaking involved such as tickets and sports events. On the other hand, marketing through sport requires corporation mostly of non-sport products affiliating with participant and spectator sport to reach their targeted customers. Such affiliation often includes sponsorships, athlete endorsement, advertising, and utilization of luxury setting aimed at entertaining customers.

Marketing is always focused on satisfying the needs of consumers in which case, endeavor in the venture of sports marketing requires that stakeholders understand their target groups. This is where attributes such as sports sponsorship, product promotion and advertisements come in, Schwarz & Hunter, (2010) noted that each sport attracts a distinct type

of consumer and marketers must be able to locate the market segments based on interest and motivations of consumers to specific games, demographics regarding age, gender, income, marital status, and education. This is best achieved by organizations that offer sponsorships to their target populations based on the demographics described above. This equally determines the nature of products to promote so as to get the best out of the target audience. Others also include psychographics concerning opinions, interest, lifestyles, benefits derived and the rate of product usage. Bottom line is that it doesn't matter whether sports is being marketed as an industrial or consumer good, it is crucial to understand and apply marketing principles to derive the most out of sports marketing.

1.1.2 Sales Performance

Sales performance is the evaluation sales quantity generated by the activities of business primarily about that of individual sales representatives as described by O'Sullivan, and Abela (2007). Meanwhile, performance is the process of executing a task that can be used for evaluation in marketing (Bonoma, 2012; Franco-Santos et al, 2007). Multiple organizations use Key Performance Indicators (KPI) to assess their targeted goal and objectives. KPIs are essential indicators used to measure and quantify sales performance to aid in more predictable and repeatable revenue generation process (Bonoma, 2012). Sales performance is measured by several KPI's including sales, the rate of contact, lead response time, follow-up contact and also through opportunity-to-win ratio.

The most apparent KPI in marketing is sales; particularly gross sales. Besides, marketers track sales by tracking its distribution to determine what methods work for them i.e. wholesale, retail, sales representatives, and online selling tools among others (Bendle, Farris, Pfeifer and Reibstein, 2016). On the other hand, the rate of contact is mostly relevant for sales

representatives involved in outbound sales activities. Contact is assessed by the reach rates for the number of emails and calls that result in meaningful conversation which is crucial in measuring sales performance. Lead Response Time is also crucial to the measurement of performance of sales as it determines the speed at which sales representatives respond to customer queries, something that is vital in enhancing performance. It should be minimal to contact as many customers as possible within the shortest time. Companies use lead response time to access the customer- sales representative beneficial interaction. Additionally, follow-up contact involves following up queries after failed contact attempts which tends to be the most overlooked aspect of sales.

Sales Representatives should be persistent in following up with customer's attempts of contacts. By following up with the key performance indicators, companies can get a clear indication of follow-ups by their representatives. Finally, opportunity-to-Win ratio once a contact lead is transformed into an opportunity. Marketers need to measure how many customers are generated for sales opportunities. This performance indicator is also often used to measure the strengths and weaknesses of individual sales representatives apart from determining the overall performance of the sales team. Learning the strengths and weakness of the sales team influences allocation of resources (Claro and Kamakura, 2017).

For this study, performance indicators become more specific and efficient to sporting activities. As much as the KPI's mentioned above apply in most marketing ventures, for successful sports marketing several attributes come into play centered on the status of a sports team or athletes. The significance of sales performance indicators in sports marketing includes assessing teams regarding the attack, defense, team dynamics, set pieces and results (Claro and Kamakura, 2017). Attack involves the potential of athletes to carry out plays successfully while

keeping constant offensive pressure measured regarding time spent attacking and successful game.

Defense on the other hand deals with the ability of a team to successfully reject attack from other sides. Team dynamics includes the attributes that make up a team regarding faults, strengths and team combinations while set pieces involves the Performance of teams or athletes concerning scrums, penalties, and lineout's. Finally, results are the overall performance of teams such as the total number of wins. Therefore, it is clear that taking into account sports specific KPIs helps marketers align their goals and objectives to the capability of sporting pursuits in attracting potential customers and investments.

1.1.3 Manufacturing Firms in Kenya Involved in Sports Marketing

Sports marketing in Kenya has taken its course as more companies discover an opportunity in sports marketing. Manufacturing companies in Kenya continue to support teams through sponsorship which in turn markets the companies. This section presents an analysis of six manufacturing firms that engage in sports marketing.

Bidco Africa is among the companies in Kenya involved in sports marketing through sponsorships. Bidco Africa is a multinational company with its headquarters in Thika, Kenya engaged in the production of consumer goods such as laundry bars and detergents, edible oils, margarine, fats among others. In late 2017, the entity unveiled the intentions to partner and co-sponsor with Kenya Rugby Union (KRU) in a three-year deal. Throughout the contract, Bidco Africa will help the Kenya Rugby Union in rugby development programs as the team aims the Commonwealth and the World Rugby Cup in 2018. Menengai Oil Refineries limited, a manufacturer of vegetable oil, cooking fat, laundry bars and toilet soaps, which has sponsored Erick Bengi Rally Team in 2017 and Kenyan basketball. East Africa Breweries Limited (EABL)

is an alcohol beverage company which ventured into sports marketing through Kenya Premier League, Kenya Open Golf Championships among others.

Tuzo is a manufacturing company involved in the collection and packaging of milk as well as manufacturing other dairy products in Kenya. The company has sponsored Gor Mahia and the Kibera Black Stars football teams participating in the Kenyan Premier League. Brookside dairies is also a dairy processing company in Kenya involved in the processing, production, and marketing of milk and dairy products. The company has sponsored Thika United, a leading football team in Kenya. Others includes the National's first team, Harambee Starts, annual secondary school games held in various parts of the country and also Strathmore Basketball and Sports Team. Finally, Kabras Sugar Limited is a sugar company based in West Kenya and produces Kabras sugar. The entity supports the Kabras Sugar rugby team in Kenya. The sugar company also promotes rallying sport through Kabras Sugar Racing Team.

All these companies have managed to get their brands reach the global map through sports. Being consumer goods companies, they get to advertise their brand and products which is an excellent example of marketing through sports. For instance, Bidco Group Director, Chris Diaz, mentioned that sport is the central pillar to which customers could relate to the company which directly align with their philosophy of 'Happy, Healthy, and Living.' In addition to that, the company will support the Kenya Rugby Union in its focus on nurturing health plays through proper nutrition and diet (Daily nation, 2017).

1.2 Statement of the Problem

While the performance of sales is of critical importance to any manufacturing company, several problems have been poised that potentially jeopardize their sales productivity. These issues are largely emerging trends that mainly disrupt the order of business if not handled well.

Manufacturing firms therefore have to depend on better marketing programs that will ensure they maintain or improve on current sales volume. This has further called for in depth research to be conducted on the best marketing strategies to employ, including sports marketing. This is why this study therefore sought to find out if engaging in sports marketing has an effect on the performance of manufacturing companies in Kenya.

Sports marketing is a big tool used by big companies worldwide thus its study has attracted several researchers to pursue it. Buraimo and Simmons, (2009) highlighted how serious companies are with sports marketing in England's English Premier League, stating that companies are always looking for sponsor teams participating in the countries football leagues. They stated organizations that do enjoy worldwide recognition and also get to advertise their products during games. Shuv-Ami, Thrassou and Vrontis, (2015) also investigated contemporary sports branding by taking the case of basketball as a sports. The study revealed that those companies often take advantage of the popularity of the sport to sponsor teams, advertise and promote their products. It provides a very competitive platform for them.

Locally, different marketing strategies have different marketing outcomes. As indicated by Muthengi (2015) in his study on the effect of marketing strategies on sales performance of commercial banks in Kenya, the kind of sales strategy adopted will have a direct impact on the sales volume of an organization. Being a sales strategy, sports marketing also ought to affect sales performance in a specific way that is sought by conducting this study. Just as illustrated by Muthengi (2015), engaging in sports marketing will have a positive and significant effect on sales performance. Saif, (2015) also pointed out that different marketing strategy has been a focus of organizations and a tool for attaining overall firm performance. They argued that world markets have been harmonized and the customers from distant parts of the world increasingly

demand and prefer similar products through low-cost positioning, low prices and high-quality offerings. This has changed the dynamics through which organizations market their products. Programs have been standardized across different national borders in regard to the product offering, promotional mix, pricing strategy and distribution structures. This study therefore investigated the effect of sports marketing on sales performance of manufacturing firms in Kenya.

1.3 Research Objectives

The general objective for this study was to identify the effect of sports marketing on sales performance of manufacturing firms in Kenya. The specific objectives were as follows;

- i. To investigate the effect of sports Sponsorships on Sales Performance of manufacturing firms in Kenya.
- ii. To analyze the effect of Sports Product Promotion on Sales Performance of manufacturing firms in Kenya.
- iii. To assess the effect of Sports Advertisements on Sales Performance of manufacturing firms in Kenya.

1.4 Research Questions

The following were the research questions

- i. What is the effect of Sports Sponsorships on sales performance of manufacturing firms in Kenya?
- ii. How does Sports Product Promotion affect sales performance of manufacturing firms in Kenya?
- iii. Does Sports Advertisements affect sales performance of manufacturing firms in Kenya?

1.5 Significance of the Study

Conducting this study was significant to manufacturing companies seeking to engage in a marketing strategy that would improve their sales performance. It provided an insight into what sports marketing can do for them as a strategy and offer the exact outcome that would result from choosing to engage it. This was helpful to stakeholders, managers and even customers of that specific manufacturing company. Subsequently, it made it easy for the organizations to make marketing decisions, analyze market trends and know how to plan their product distribution to the identified markets. Sports marketing also has an impact on product branding, which in turn leads to increased sales. Therefore, this study shade light on how to go about this. The study also provided additional information on different marketing strategies and how they impact sales performance. Notably, little has been done to ascertain the effect of sports marketing as a strategy. This study therefore provided literature on this can be used as reference for future academic researches on a similar topic.

1.6 Scope of the Study

The study focused on manufacturing companies in Kenya. The role of sports marketing on the overall organizational performance was also examined in details.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presented the literature review of the study. This included an analysis of the theoretical literature related to marketing as explained by philosophical theorists. An empirical review is also presented revealing the methodology and results obtained by the most recent studies on sports marketing. This then led to the identification of the knowledge gap as well as the presentation of the conceptualization and operationalization of the variables.

2.2 Theoretical Review

In this section, a discussion of the three main theories related to sports marketing is presented. These included Social Marketing Theory, Market Oriented Theory and finally the Porters Model of competitive advantage.

2.2.1 Social Marketing Theory

Social Marketing theory, proposed by Kotler and Zaltman (1960), focuses on mass communication that promotes information useful to the society alongside socially acceptable behaviors. The approach aims at integrating marketing ideas, principles, tools, methods, and concepts that are beneficial to the community. The intervention is developed from a stable integration of social psychological theories and communication to support the development of sustainable messages and programs (Lee and Kotler, 2011). The theory became popular in the 1970s when people realized marketing techniques that could be used to sell ideas, behaviors, and attitudes.

It utilizes the concept of market segmentation, communication, consumer research, incentives, and configuration of plans among others. Ideally, Social marketing seeks to promote typical values that conform to social responsibility.

Meanwhile, effective marketing is vital for sports organizations and even for manufacturing companies using sports to improve their products and services (Huggins and Izushi, 2011). In this case, sports marketing can be used to promote valuable information that benefits the society in such ways as advocating for healthy lifestyles that include eliminating harmful behaviors. Moreover, sporting provides a useful and reliable platform from where organizations can transmit messages that promote positive change per social needs which can in turn increase sports consciousness. For example, Bidco Africa promotes Happy, Healthy, and Living through their sports sponsorship programs which is an excellent form of social marketing.

This theory is relevant to because it helps explain the social aspect of marketing. For effective social marketing in sports activities, the organization must be aware of the market mix; target group regarding demographics, gender, interests among other social factors that can help in passing the right message at the right time and place (Lee and Kotler, 2011). Market segmentation is also crucial where marketers differentiate their products according to the market characteristics and need. Companies should segment their market and practice a marketing mix that fits each segment. For instance, the needs expressed by players interested in golf might be different from that of rugby players.

2.2.2 Market-Oriented theory

The Market-oriented approach is a focus on the direction of expanding marketing. The argument has grown since the 1990s to today with continued relevance in the field of marketing as a proactive business strategy applied in many organizations. The approach first emerged as

marketing theory which was later incorporated into a complicated managerial guide in the corporate management structure (Felcman, 2012). Market orientation is the generation, dissemination, and responsiveness to the market intelligence by companies. It incorporates collection of information about consumers, which is conveyed across departments for creating value to the end-users (Shank and Lyberger, 2014). According to Felcman (2012), market orientation can be presented as having three behavior components that are; competitor orientation, customer orientation, and inter-functional coordination. Therefore, the focus of companies remains at creating high value for its clients by aiming the competitors, inter-functional coordination, and the prospective consumers.

In context, the researcher seeks to determine the relevance of market orientation to sales performance that manufacturing companies can adopt. Just like any other business organization, marketing in sporting requires the understanding and assimilation of the competitor and consumer orientation as well as inter-functional coordination. Felcman (2012) defines Competitor orientation by the nature of the industry in which the company operates whereby companies must focus on achieving a competitive advantage over others either through low prices or added value. Customer orientation, on the other hand, suggests a marketing approach that is narrow and directly oriented to specific groups (Felcman, 2012). In essence, customer markets are characterized by units from which marketers must recognize their prospective customers through various means of promotion that can develop healthy relationships. Concerning Inter-functional coordination, the aim is developing methods to communicate information across sales departments (Felcman, 2012). The knowledge disseminated to multiple individuals serve as a basis for understanding the market dynamics of sports-related products.

2.2.3 Porters Model of Competitive Advantage

The key strategic challenges facing businesses today is finding a way of achieving a competitive advantage in the marketplace that is sustainable over the competing products and services (Porter, 1982). As a result, Michael Porter suggested generic business strategies that companies could use to gain a competitive advantage in the marketplace with the basic ones being cost advantage and differentiation advantage. Competitive advantage is defined as the concept as the benefit gained over other companies in the market garnered by offering the customers great value derived from either low prices (Cost advantage) or products with a dominant value over that of competitors at high rates (differentiation). Cost and differentiation advantages are commonly known as positional advantages because they establish the position of an enterprise in the marketplace as a leader in cost or differentiation (Huggins and Izushi, 2011).

The competitive advantages suggested by Porter are relevant in sports marketing in several ways. For instance, Professional manufacturing companies can develop marketing advantage by adding more value to their products. For example, a Letterman Apparel Kenya, which imports and manufacturers customized clothing and brands can create a differentiated market by labeling itself as the only company offering customized sports-related brands in Kenya. Adding value to sports products builds a marketplace with differentiated products that gives organizations differentiation advantages attracting multiple customers. The cost advantage is not only created for customers but also sponsors which increase membership and provides the financial capability to promote a sport. Also, the cost advantage is generated through such decisions as the amount of money to be charged to spectators, sponsors, and participants. Pricing decisions are hard to make, but by offering convenient prices, more individuals are stimulated to participate enhancing sports marketing (Huggins and Izushi, 2011). As such, taking time to

understand them helps organizations make better decisions. Through this theory, this study provides an avenue through which this can be made possible.

2.3 Empirical Review

This section presented the empirical review of the literature available on various aspects of sports marketing and how they affect the overall performance of manufacturing companies.

2.3.1 Sports Sponsorship and Overall Performance of Manufacturing Companies

Sport has always represented a huge profit-driver for brands all around the world. As such, several companies have found it useful to use the large audience that is often attracted by its activities to market their products. One strategy that is often used is through sponsorship. Sports sponsorship is an association between a company, which is the sponsor, and a sports club or team that is being associated with. As described by Loinaz & Cabinte, (2015) it 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. Loinaz & Cabinte, (2015) also added that to achieve this goal, such a partnership largely depends on the effectiveness of the goals that each party seeks to obtain.

A study by Abiodun, (2011) on the significance of sponsorship as a marketing tool in sport events indicated that sports sponsorship is an important marketing tool that has been used by many organizations due to its friendliness and ability to reach a wide audience on a global basis. It places organizations that use it in a better and more competitive position to make a higher profit margin. Moreover, Abiodun, (2011) asserted that through this platform, specific target audience alongside potential customers are reached as it able to penetrate through quite effectively in the promotional mix and as such, is a significant method being used by many organizations. His study concluded that companies are not too keen on taking risks unnecessarily

and are willing to sponsor various target segments because of the good image and a wider audience range.

According to Hardy, Mullin and Sutton (2007), sports sponsorship is the acquisition of rights to directly associate with a product or event for the purpose of deriving benefits related to that affiliation or association. The sponsor then uses this relationship to achieve its promotional objectives or to facilitate and support its broader marketing objectives. Indeed, several companies have had this arrangement work for them successfully in recent times, with event organizers of sports activities such as the Olympics and FIFA World cup attracting huge returns for them.

As indicated by a study by Abiodun (2011), sports marketing is a significant sports marketing tool frequently used by companies to reach a wide audience on a global basis. Additionally, companies opt to use it so as to be placed higher than their competitors and to create awareness as well as make a higher profit margin. Through this platform, specific target audiences alongside potential customers are reached. Sports is therefore quickly becoming a rather effective and efficient way to communicate with both current and potential target markets. Considering the degree of competition in the marketplace, marketers in any company must manage their products efficiently if they are to market them successfully.

In a study on how sports sponsorship influences the development of sports in Kenya, by Kiraguri (2007) noted that sports clubs and teams also benefit a great deal from the sponsorship deals that they get. The study pointed out that a number of sports federations receive both cash and values in the form of sponsorships which was likely to be used in training, team administration and provision of equipment. In the long run, the teams develop from grass root level to international recognition, something that can be exploited by companies seeking to

market their products. The study hence recommended that key stake holders such as the ministry of sports undertake a rigorous exercise aimed at further increasing sports infrastructure so as to steer the development of sports right from the grass root due to the prospects of getting a better marketing platform in the future.

2.3.2 Sports Products Promotion and Overall Performance of Manufacturing Firms

For sports events to take place, core components including players, game type, equipment, and venue must all be present. Several extensions are built around the core of sporting affairs which directly affect success. These are what make sports promotion possible. Sports products are core to any sporting activities which amount to the event experience composed of four major components namely; players, game type, venue and equipment. Therefore, marketers must put into consideration specific strategies outlined by Shank and Lyberger (2014) as a way to manage and promote sports product in the competitive market. Communication is also vital in marketing as a way of engaging potential customers. Therefore, among the most strategic means of promoting sports products is excellent communication between the organizations and fans which strengthens the connection building on customer satisfaction and loyalty (Kaur, 2015).

Kaur (2015), also asserted that the process of promoting products also requires the use of tickets and printed material. More importantly, they are often essential when launching new products in the market to maximize the impact and successful advertising. Tickets and printed material gives companies an opportunity to differentiate their products from others and develop a brand image for itself (Papadimitriou, Apostolopoulou and Loukas, 2004). For instance, companies can distinguish their promotional material through color, graphics to relay the marketing message to prospective customers.

Promotional giveaways are also important extensions to promoting products in sports. The giveaway products always have a substantial impact as they act as a constant reminder to consumers about individual companies especially when they are custom made. These products often have the name of the company, logo and other relevant information (Papadimitriou, Apostolopoulou and Loukas, 2004). The most commonly used for sports products promotion are hats, water bottles and giveaway tickets linked to the product on development. Additionally, the use of internet and ultimately Social Network Site has become widespread rendering an excellent platform for product promotion. With the use of the internet, companies can expose their products to a broad audience on a comprehensive platform and communicate with customers with up-to-date information, a comprehensive way of promotion (Fassnacht and Königfeld, 2015).

A study by Nagle & Muller (2017) on the strategy and tactics of pricing asserts that product promotion can sow the seeds of business success if used effectively. This not only spurs the amount of sales made on the product but also increases brand awareness which goes a long way in increasing the returns to the business as a whole. They also pointed out that a brand can as well leverage marketing benefits from a sports team or personnel.

A study by Kokemuller (2017) also highlighted the benefits of sports marketing in as far as the sports teams are concerned. The study pointed out that sports organization struggling to fill seats often must use promotional techniques to draw fans and to add value to the viewing experience. A good example is the Major League Baseball whose giveaway promotions had the strongest effect on fan attendance. Bobblehead dolls, for example, often are used as giveaways because of their ability to draw fans. Additionally, sports organizations derive revenue from the sale of team merchandise. This includes programs, shirts, caps, jerseys and posters which are just

a few common products sold by sports franchises. For instance, the New York Yankees are one of the most popular sports brands in the world. As evidence, the 2007 Street & Smith's Sports Business Daily report on league license merchandise sales showed the Yankees with a remarkable 25.4 percent of market share. The Boston Red Sox were second that season with an 8.2 percent share, just to mention but a few.

This study therefore strongly asserts that sports promotion is a positive way of increasing sales for any manufacturing company that engages in it. As several studies have pointed out, (Kokemuller (2017); Nagle & Muller (2017); Armstrong, Kotler, Harker and Brennan, (2015) and Shank and Lyberger, (2014), the benefits are spread across both parties. This is to say that any relationship between a manufacturing company and a sports team or personnel will always end up in symbiotic relationship.

2.3.3 Sports Advertisements and Overall Performance of Manufacturing Firms

Sports advertisement can be used as an exceptional form of publication that uses sports to disseminate individual messages to the target group. However, in the growing competitive environment, Yooni and Choi (2005) noted that several aspects could factor in determining the success of sports advertisements. The writers reviewed the effects of adverts concerning the form of ads, sports model, and type of product. The effectiveness of advertisements based on the level of consumer involvement, are; knowledge, awareness, liking, conviction, preference, and purchase. In this case, information about an object is assumed to instigate reactions according to the hierarchy of attitudes towards a specific sports-related product. However, there have been no studies linking the extent of consumer involvement and preference for particular sports to the liking of sports advertisements and the products featured in such commercials and the intention to purchase.

Integrating specific interconnecting factors into sports advertisements can shape the attitudes of consumers other than the mere forms such as television commercials (Leeds and Sakata, 2015). The argument presented is that precise type of advertisements can influence the consumer's choice to purchase a particular product. For example, if a manufacturing company uses a sports model to advertise a specific shoe brand, the likelihood of people with the liking of the sports model purchasing the shoe is high. Bottom line, marketers must understand their target market, their preferences and expectations to achieve desirable marketing results. Ruihley, Runyan and Lear, (2010) also explore the use of sports celebrities in sporting advertisements. Prominent sports figures are attractive endorsers for enterprises looking into increasing brand awareness and boost sales. Well recognized athletes act as incredible voices to pitch products as consumers are likely to emulate products endorsed by elite athletes due to their celebrity status. Both parties benefit from such associations as companies efficiently reach their target market. Meanwhile, the athletes get financial boost attracting further recognition from other brands and the public.

Ruihley, Runyan and Lear, (2010) recognized the benefits accrued through the influence of sports figures in advertisements, noting that products endorsed by favorite sports stars increase by an average of four percent with more significant increases influenced by the athletes' achievements. A classic example is of Julius Yego, a Kenyan athlete who participates in the Javelin throw competition. The athlete has represented Kenya in Javelin and in 2013 he ended up being a brand ambassador for Orange Telkom, by throwing the javelin as part of promoting the services offered by Orange Telkom, Kenya.

A study on the benefits of advertising and marketing during televised sporting events in an American market by John Claiborn (2013) revealed that the current state of advertising and

sports marketing is largely in line with the American culture. The study also highlights that the current media landscape sports is one of the best vehicles to reach a target markets directly without having to compete with many of the new technologies that are on the market today. This is so due to a shift in the way media is consumed where more people are watching sports events broadcasted. This means that it is important for companies to understand what the best ways to reach audiences.

The sports fraternity is undoubtedly taking over the marketing spectrum with billboards, television and print media. Nonetheless, there are several risks associated with sports endorsements in that it does not take much of an asset to become a liability. Ruibley et al. (2010) noted that any negative publicity of an athlete endorsed to advertise a particular product may reflect negatively on the brand promotion. Hence, as much as the idea of celebrity endorsements is thrilling, companies must be careful by choosing the right representation for their brand.

2.4 Knowledge Gap

Sports popularity and Techniques diversity are growing at an alarming rate as people relentlessly pay to experience the thrill of different games. As a result, Sports marketers have come to understand the popularity of sporting activities; teams and events as a strategic marketing tool for making maximum sales and building brand image (Shank and Lyberger, 2014). The relevance accrued from the study of sports marketing and sponsorships aims to fill the knowledge gap concerning the unceasing emergence of sporting as a productive business sector that needs increased professionalization for individuals interested in such activities to acquire more specialized knowledge. The rate at which sports marketing is growing initiates more studies to explore its dynamics, its relevance in marketing and how maximum benefits can be derived from that form of marketing. Besides, various estimates have acknowledged the significant

contribution of sports marketing to the local, national and international economy as large corporates capitalize on sports events and teams at a constant rate. This has led to a demand for information, concerning the impacts of sports to the economy like any other drivers of the economy.

Sports marketing is undoubtedly a vital marketing strategy. Through theoretical and empirical reviews, the study fills the knowledge gap regarding the potential and the interconnectivity of sporting into driving sales and building brand image for potential students and marketers. Nonetheless, sports marketing is not as mere as it sounds but more is integrated into its practices which can be developed by thorough inclusivity into the curriculum.

2.5 Conceptual Framework

A conceptual framework is an analytical tool with several variations and contexts that is used to make conceptual distinctions and organize ideas (Crompton, 2014). The conceptual adopted by this study provides the link between the dependent and the independent variables, thereby providing an overview of the study expectations. The dependent variable adopted is the overall performance of Manufacturing companies while several aspects of Sports Marketing including sports sponsorship, product promotion and advertisement, were the independent variables. This was represented in Figure 2.1.

Independent Variables

Dependent Variables

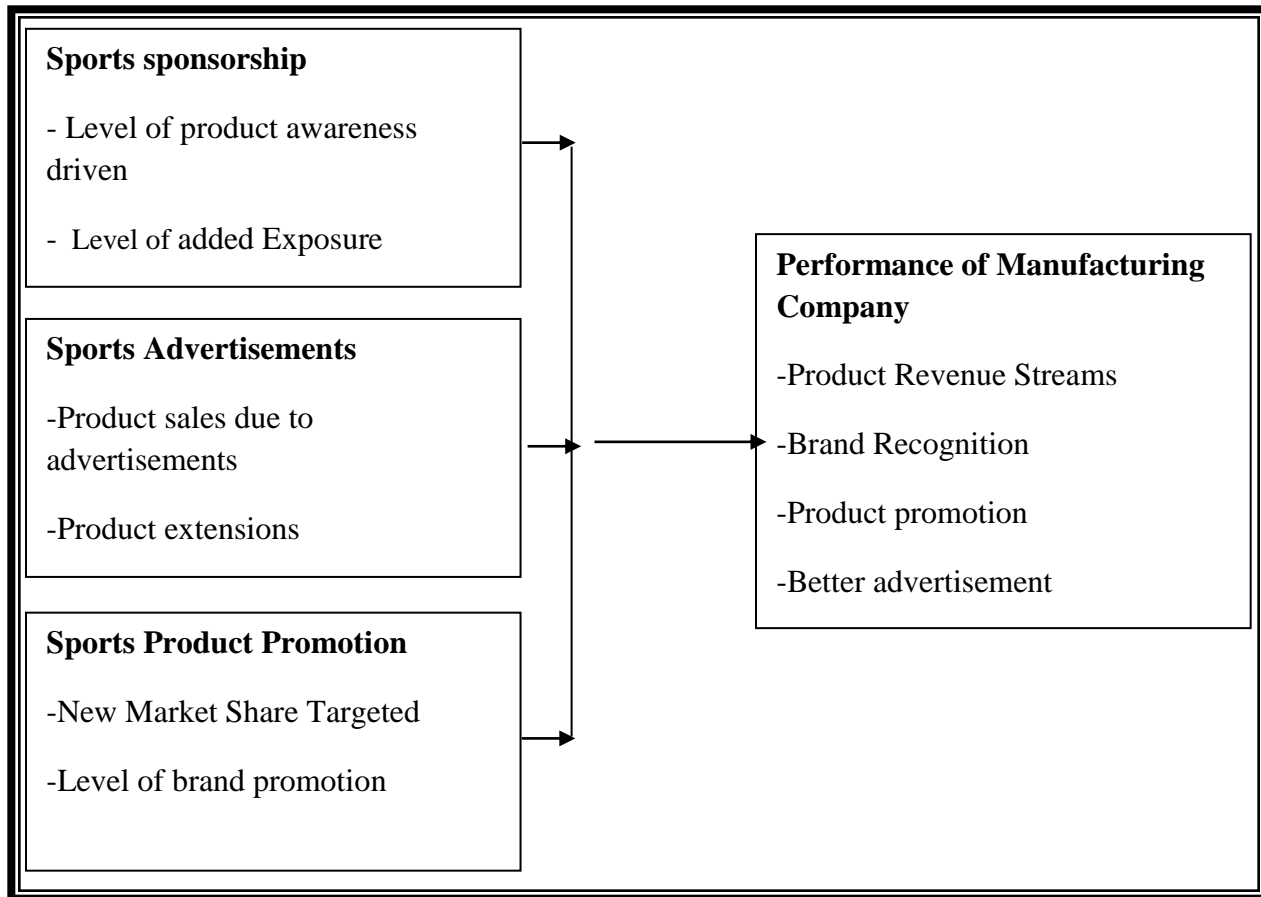


Figure 2. 1 Conceptual Framework

2.6 Operationalization of Variables

Table 2. 1 Operationalization of the variables

| Type of Variable | Variable | Indicator | Level of Measurement | Questionnaire |
|------------------|--|---|----------------------|---------------|
| Dependent | Performance of Manufacturing Companies | -Product Revenue Streams -Brand Recognition -Product promotion -Better advertisement | Interval | Section C |
| Independent | Sports Sponsorship | - Level of product awareness driven - Added Exposure | Interval | Section B |
| Independent | Sports product Promotion | -New Market Share Targeted -Level of brand promotion | Interval | Section B |
| Independent | Sports Advertisements | -Product sales due to advertisements -Product extensions | Interval | Section B |

2.7 Research Hypothesis

The following will be the research hypothesis for this study;

H₀₁: Sports Sponsorship does not have a significant effect on the overall performance of manufacturing companies in Kenya.

H₀₂: Sports Product promotion does not have a significant effect on the overall performance of manufacturing companies in Kenya.

H₀₃: Sports Advertisements does not have a significant effect on the overall performance of manufacturing companies in Kenya.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presented the research methodology that was adopted by the study. This included the research design, target population, data collection, processing and analysis as well as diagnostic test results.

3.2 Research Design

Lewis, (2015) defined a research design as the overall strategy that is chosen by a researcher to integrate the different components of the study in a coherent and logical way, thereby, ensuring that the research problem is addressed effectively. It is what constitutes the blueprint for the collection, measurement and analysis of the data collected to answer the research questions or address the objectives. This study adopted a descriptive research design. As indicated by Creswell and Creswell (2017), a descriptive research, this design makes it possible for subjects to be observed in a natural and unchanged environment. It also allows for gathering in-depth information that may be either quantitative in nature as in surveys or qualitative in nature as in observations or case studies. This allows for a multifaceted approach to data collection and analysis.

It should also be noted that a descriptive research may be characterized as simply the attempt to determine, describe or identify what is (Lewis, 2015). This makes it possible for the researcher to look into every form of data that is possible. When using descriptive research people are able to accumulate findings from all forms of data such as personal accounts, case studies or observations. This therefore makes it possible to collect data that has a numerical as

well as a personal observational element involved. This study therefore benefited from this design as it collected all relevant information regarding sports sponsorship as a marketing tool.

3.3 Target Population

A target population is the total group of individuals from which the sample might be drawn (Lewis, 2015). This study targeted all manufacturing companies that partake in sports marketing. After investigating various sports clubs and teams in the country, the researcher identified five key manufacturing companies involved in sports marketing in the country. These included Bidco Africa Limited, Menengai Oil Refineries Limited, East African Breweries Limited, Brookside Limited and Kabras Sugar Company. The study targeted all individuals from the marketing and financial departments from each of the companies listed above. According to the Annual Reports published in 2017 of all the respective companies, the distribution of the number of employees in each of these two departments is as represented in Table 3.1. Combining both populations leads to a total of 129 individuals. All of them were included in the study.

Table 3. 1 Target Population

| Company Name | No. of employees in Marketing Department | No. Of Employees in the Finance Department |
|--------------------------------|---|---|
| Bidco Africa | 10 | 13 |
| Menengai Oil Refineries | 12 | 15 |
| East African Breweries Limited | 13 | 14 |
| Brookside | 14 | 16 |
| Kabras Sugar | 10 | 12 |
| Total | 59 | 70 |

3.4 Instrumentation and Data collection

This section highlights the nature and kind of instrument of data collection that was adopted by the study. Questionnaires were the main instrument of data collection. The researcher determined this to be the most suitable given that they give the researcher a larger scope under which to objective responses to research questions. Rowley (2014) also stated that they are efficient tools of data collection especially when the research adopts a descriptive research design.

Both closed and open ended questions were included in the questionnaire. Open ended questions were used to collect demographic information where respondents were asked to provide information about themselves and their areas of expertise. This was also used to evaluate if they are suitable to participate in the study. Closed question on the other hand were used to gather their responses to statements regarding their views about the various sports marketing strategies adopted by their respective manufacturing companies. They will be expected to answer these questions based on a five point Likert scale. The questionnaire comprised of three sections; A, B and C. Section A was used to collect demographic information about the individuals while section B was used to collect information about sports marketing strategies adopted by the organization. Finally, section C comprised of questions regarding sales performance of the selected manufacturing companies. Finally, the process of data collection involved the distribution, filling and collection of questionnaires. Respondents were provided with the questionnaires in a drop-and-collect later method, which is expected to take approximately two weeks. The purpose of the study as well as the objectives was communicated to the respondents on time, prior to the process.

3.5 Validity and Reliability of the Research Instrument

The validity of a research is establishing whether the research instrument used measures all the variables it is supposed to measure (Golafshani, 2003). Since this study adopted the questionnaire as its research instrument, then the process of establishing its validity involved making sure that its content measures all the variables involved in the study. Each of the questions were justified using statistical procedures by calculating coefficient of correlations between questions and outcome variable.

Reliability on the other hand measures the consistency of the research instrument over time. In essence, this means that a reliable research instrument should be able to yield consistent results even if it is administered in different points in time. To meet this criterion, a specific scale needs to be used to measure the variables. This scale must be consistent too. The researcher used Cronbach's alpha with the help of SPSS (version 23) to ascertain that the scale is consistent. This will be proved by an alpha value that is greater than 0.6 as indicated by Tavakol and Dennick, (2011).

3.6 Data Analysis

The process of data analysis was facilitated by SPSS (version 23). It begun after questionnaires that had been filled after 2 weeks were collected. Section A, which contained questions on demographic information was analysed using frequencies and percentages. Sections B and were analysed using mean and frequencies combined. Finally, to establish the extent to which the independent variables affect the dependent variable, a regression analysis was conducted. The following model was adopted;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where Y= Sales Performance

X1= Sports Sponsorships

X2= Sports Product Promotion

X3= Sports Advertisements

β_1 - coefficient for Sports Sponsorships

β_2 - coefficient for Sports Product Promotion

β_3 - coefficient for Sports Advertisements

ε - Error term

3.7 Diagnostic Tests

Diagnostic tests are tests conducted to assess the validity of a regression model. These test procedures are necessary so as to detect violations of the linear model's assumptions; gauge the severity of the violations; & take appropriate remedial action. This study conducted the ANOVA test to test the significance of the entire model by checking for any omitted variables or irrelevant variables. The Breusch-Pagan Test for heteroscedasticity was used to check that there is a constant variance by testing the variances and standard deviations of the model.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This section provided the analysis and presentation of data as collected using the research instrument. A summary of the demographic information, including gender, age, level of education and number of years served was provided. Additionally, percentages were used to report on the responses indicated by participants under each section of the questionnaire. Finally, a regression analysis was conducted to establish the relationship between the dependent and the independent variables.

4.2 Response Rate

The study deployed a total of 129 questionnaires as pointed out in the research methodology section of the identified sample of the population. However, 9 respondents did not manage to submit their questionnaires, meaning that the study analysed 120 questionnaires. This represented a response rate of 93.3% which was deemed sufficient for analysis (Lewis, 2015).

4.3 Reliability Test Results

This study used Cronbach's test to investigate the reliability of the questionnaires. Bonnet and Wright, (2015) used a similar scale and interpreted the Cronbach's alpha value as follows; $\alpha \geq 0.9$ = excellent, $0.9 \geq \alpha \geq 0.8$ = Good, $0.8 \geq \alpha \geq 0.7$ = Acceptable and $0.7 \geq \alpha \geq 0.6$ = not reliable the results, an alpha value of 0.856 indicated that the questionnaire was reliable as indicated in Table 4.1.

Table 4. 1 Reliability Results

| RELIABILITY RESULTS | |
|---------------------|------------|
| Cronbach's Alpha | N of Items |
| .856 | 48 |

4.4 Demographic Information

The respondents were asked to provide general information in regard to gender, age, highest level of education, and experience on the job and the position they hold at their respective manufacturing companies.

4.4.1 Gender

The study sought to identify the gender of the respondents that took part in the research. The study reported that 34.2% (41) of the respondents were female while 65.8% (79) were male. (Table 4.2). The significance of this is that gender parity was achieved during the study and therefore responses obtained were from both male and female respondents.

Table 4. 2 Gender of the respondents

| Gender | Frequency | Percent |
|---------------|------------------|----------------|
| Male | 79 | 65.8 |
| Female | 41 | 34.2 |
| Total | 120 | 100.0 |

4.4.2 Age

The respondents were also requested to indicate their age. Their responses were obtained and analyzed as represented in Table 4.3. The study found out that majority of the respondents was between 26-30 years of age. This was represented by 44.2%. Further, 37.5% of the respondents were between 31-35 years of age. The rest of them were between 20 and 25 years old and this implied 18.3% of the sample size. The implication of this is that majority of the respondents were eligible to take part in the research and therefore their responses could be used to make conclusion about the topic of study without any ethical implications.

Table 4. 3 Age of the Respondents

| Age Bracket | Frequency | Percent |
|--------------------|------------------|----------------|
| 20-25 | 22 | 18.3 |
| 26-30 | 53 | 44.2 |
| 31-35 | 45 | 37.5 |
| Total | 120 | 100.0 |

4.4.3 Level of education

Regarding the level of education, it was revealed that majority of the respondents had attained an undergraduate degree. This was indicated by 74.2% of the sample. Further, the study established that 25.8% of the respondents held a Master's degree. The significance of this is that the respondents included in the study had the right knowledgeable enough to understand the questions being posed to them in the questionnaire.

Table 4. 4 Level of Education

| Level of Education | Frequency | Percent |
|---------------------------|------------------|----------------|
| Undergraduate | 89 | 74.2 |
| Masters | 31 | 25.8 |
| Total | 120 | 100.0 |

4.4.4 Level of Management

Further, the study sought to know the positions that the respondents held at their respective companies. From the feedback, the study established that majority of the respondents were in the lower level job position at their respective companies. This was represented by 47.5% of the sample. Furthermore, 44.2% of the respondents held middle level positions at their respective companies. However, only 8.3% of the respondents held top level positions (Table 4.5).

Table 4. 5 Level of Management

| Level of Management | Frequency | Percent |
|----------------------------|------------------|----------------|
| Top Level | 10 | 8.3 |
| Middle Level | 53 | 44.2 |
| Lower Level | 57 | 47.5 |
| Total | 120 | 100.0 |

4.4.5 Working Experience

The study further sought to know the duration of time the respondents had been holding their job positions and as indicated in the table below, most of the respondents had an experience of less than 1 year on the job. Further, the study found out that only 0.8% had a job experience beyond

10 years. The rest, (22.5%) had an experience between 1-5 years while 8.3% had an experience between 5-10 years.

Table 4. 6 Working Experience

| Years | Frequency | Percent |
|------------------|------------------|----------------|
| Less than 1 year | 82 | 68.3 |
| 1 - 5 years | 27 | 22.5 |
| 5-10 Years | 10 | 8.3 |
| Above 10 years | 1 | .8 |
| Total | 120 | 100.0 |

4.5 Effect of Sports Sponsorship on Performance of Manufacturing Companies

In addition, the study sought to get the respondents' opinion on the effect sports sponsorship on the performance of their respective companies. Information provided for in table 4.7 indicated that the respondents pointed out that sports sponsorship leads to Brand exposure (M=4.35), that it generates strong leads that can easily be converted into sales (M=4.18), that it reconnects with customers and engage with an audience (M=4.11) and that it improves customer relations, thus improving performance (M=4.01) to a great extent. Furthermore, they pointed out that sports Sponsorship provides an opportunity for more market share; an opportunity for more revenue (M=3.99) and that exposure motivates the organizations to produce more products (M=3.93). Moreover, they agreed to a great extent that sports sponsorship increases reach and exposure to new clients, customers and businesses (M=3.71) and that social media and sports are compatible making it easy to market products (M=3.70). However, they noted to a moderate extent that the organization receives significant stakeholder interactions through sports sponsorship (M=3.05) and that sports sponsorship benefits employees through brand recognition (M=2.74). On average, a mean of 3.77 implied that the respondents noted that sports sponsorship affects the performance of manufacturing companies to a great extent. This result is related to what Loinaz&Cabinte, (2015) found as they revealed that this 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. Abiodun (2011), also found a similar result, noting that sports sponsorship is a significant sports marketing tool frequently used by companies to reach a wide audience on a global basis.

Table 4. 7 Sports Sponsorship on Performance of Manufacturing Companies

| Question | No extent | Little Extent | Moderate | Great Extent | Very great extent | Mean |
|---|-----------|---------------|----------|--------------|-------------------|-------------|
| | F | F | F | F | F | |
| Sports Sponsorship leads to Brand exposure | 1 | 5 | 0 | 59 | 55 | 4.35 |
| Sports Sponsorship generates strong leads that can easily be converted into sales | 2 | 10 | 2 | 57 | 49 | 4.18 |
| Sports sponsorship reconnects with customers and engage with an audience | 2 | 6 | 7 | 67 | 38 | 4.11 |
| Sports Sponsorship improves customer relations, thus improving performance | 5 | 7 | 6 | 66 | 36 | 4.01 |
| Sports Sponsorship provides an opportunity for more market share; an opportunity for more revenue | 2 | 14 | 0 | 71 | 33 | 3.99 |
| Exposure motivates the organizations to produce more products | 3 | 4 | 20 | 64 | 29 | 3.93 |
| Sports sponsorship increases reach and exposure to new clients, customers and businesses | 2 | 26 | 4 | 61 | 27 | 3.71 |
| Social media and sports are compatible making it easy to market products | 1 | 27 | 2 | 67 | 23 | 3.70 |
| The organization receives significant stakeholder interactions through sports sponsorship | 11 | 48 | 4 | 38 | 19 | 3.05 |
| Sports sponsorship benefits employees through brand recognition | 21 | 47 | 6 | 34 | 12 | 2.74 |
| Average | | | | | | 3.77 |

4.6 Effect of Sports Product Promotion on Performance of Manufacturing Companies

Further, the researcher was interested in the respondents take on the effect of sports product promotion on the performance of their company. The table 4.10 indicates that majority of the respondents believed that sports promotion enables customer feedback (M=4.09) and that sports promotion provides new market opportunities (M=3.88) to a great extent. However, they noted that sports promotion increases sales significantly (M=3.69), that sports promotion creates room

for modification (M=3.43), that promoted products have long-term validity (M=3.40), that sports promotion allows for product differentiation (M=2.94) and that sports promotion allows for market differentiation (M=2.84) and that sports promotion has no limitations to target audience (M=2.79) to a moderate extent It is also important to note that according to them, promotional products attract greater attention (M=2.18) and that sports promotion enables communication between company and target market (M=1.96) to a little extent. On average, a mean score of 3.12 indicated that majority of the respondents believed sports promotion affects performance of manufacturing firms to a moderate extent. Reflects Kaur (2015), assertions that the process of promoting products also requires the use of tickets and printed material.

Table 4. 8 Sports Product Promotion on Performance of Manufacturing Companies

| Question | No extent | Little Extent | Moderate | Great Extent | Very great extent | Mean |
|--|------------------|----------------------|-----------------|---------------------|--------------------------|-------------|
| | F | F | F | F | F | |
| Sports promotion enables customer feedback | 5 | 7 | 2 | 64 | 42 | 4.09 |
| Sports promotion provides new market opportunities | 4 | 14 | 8 | 60 | 34 | 3.88 |
| Sports promotion increases sales significantly | 3 | 21 | 9 | 64 | 23 | 3.69 |
| Sports promotion creates room for modification | 3 | 35 | 10 | 51 | 21 | 3.43 |
| Promoted Products have long-term validity | 6 | 27 | 15 | 57 | 15 | 3.4 |
| Sports promotion allows for product differentiation | 25 | 32 | 0 | 51 | 12 | 2.94 |
| Sports promotion allows for market differentiation | 10 | 57 | 3 | 42 | 8 | 2.84 |
| Sports promotion has no limitations to target audience | 22 | 37 | 12 | 42 | 7 | 2.79 |
| Promotional products attract greater attention | 47 | 40 | 1 | 28 | 4 | 2.18 |
| Sports promotion enables communication between company and target market | 45 | 58 | 3 | 5 | 9 | 1.96 |
| Average | | | | | | 3.12 |

4.7 Effect of Sports Advertisement on the Performance of Manufacturing Companies

Lastly, the study sought the respondents' opinion on the effect of sports advertisement on the performance of their company. A detailed feedback scheduled in Table 4.9 indicated that most respondents agreed that live TV means plenty of live viewers who are the perfect target audience (M=4.06), that sports advertisements increases product or service sales (M=3.98) and that sports is the best platform to market and launch a new product (M=3.92) to a great extent. They also pointed out that sports advertisements provide competitive edge (M=3.42), that sports advertisements is good for the overall brand of the company (M=3.32), that sports advertisements reach diverse people increasing market share (M=3.30) and that sports advertisements increases participation (M=3.15) to a moderate extent. This was also true for question on whether sports advertisements provide a specific target audience (M=2.95) and whether sports advertisements are relatively cheaper compared to other marketing methods (M=2.53). However, according to them, sports advertisements increases market awareness about product (M=2.47) to a little extent. On average, a mean score of 3.31 implied that the respondents believed sports advertisement affects performance of manufacturing companies to a little extent. The same was found by Ruyhley, Runyan& Lear, (2010) who noted that the use of sports celebrities in sporting advertisements makes it attractive endorser for enterprises looking into increasing brand awareness and boost sales.

Table 4. 9 Sports Advertisement on the Performance of Manufacturing Companies

| Question | No extent | Little Extent | Moderate | Great Extent | Very great extent | Mean |
|---|-----------|---------------|----------|--------------|-------------------|-------------|
| | F | F | F | F | F | |
| Live TV Means Plenty of Live Viewers who are the perfect target audience | 3 | 10 | 6 | 59 | 42 | 4.06 |
| Sports advertisements increases product or service sales | 4 | 12 | 5 | 61 | 38 | 3.98 |
| Sports is the best platform to market and launch a new product | 4 | 7 | 11 | 71 | 27 | 3.92 |
| Sports advertisements Provides competitive edge | 20 | 17 | 5 | 49 | 29 | 3.42 |
| Sports advertisements Is good for the overall brand of the company. | 17 | 20 | 3 | 68 | 12 | 3.32 |
| Sports Advertisements reach diverse people increasing market share | 15 | 23 | 8 | 59 | 15 | 3.3 |
| Sports Advertisements Increases Participation | 21 | 24 | 12 | 42 | 21 | 3.15 |
| Sports advertisements Provides a specific target audience | 17 | 41 | 5 | 45 | 12 | 2.95 |
| Sports advertisements Is relatively cheaper compared to other marketing methods | 42 | 28 | 7 | 30 | 13 | 2.53 |
| Sports advertisements Increases market awareness about product | 34 | 41 | 8 | 29 | 8 | 2.47 |
| Average | | | | | | 3.31 |

4.8 Regression Analysis

The study conducted a multiple regression analysis to determine the relationship between the independent and the dependent variables. In this case, the dependent variable was Performance of Manufacturing Firms while the independent variables were Sports Advertisement, Sports Sponsorship and Sports Promotion.

Table 4. 10 Coefficient table

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|----------------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.114 | .371 | | 5.694 | .000 |
| | Sports Promotion | .200 | .099 | .221 | 2.015 | .046 |
| | Sports Sponsorship | -.058 | .0093 | -.062 | -6.201 | .036 |
| | Sports Advertisement | .182 | .062 | .193 | 2.935 | .040 |

a. Dependent Variable: Performance of Manufacturing Firms

From the coefficient Table 4.10, the following regression equation was obtained.

$$Y = 2.114 + 0.200 X_1 - 0.058 X_2 + 0.182 X_3.$$

Where Y = Performance of Manufacturing Firms

X₁ = Sports Promotion

X₂ = Sports Sponsorship

X₃ = Sports Advertisement

β₁ - coefficient for Sports Promotion = 0.200 implies that holding sports sponsorship and sports advertisement constant, a unit increase in sports promotion will increase performance of manufacturing firms by 0.200 units.

β₂ - coefficient for Sports Sponsorship = -0.058 implies that holding sports promotion and sports advertisement constant, a unit increase in sports sponsorship will decrease performance of manufacturing firms by 0.058 units.

β₃ - coefficient for Sports Advertisement = 0.182 implies that holding sports promotion and sports sponsorship constant, a unit increase in sports advertisement will increase performance of manufacturing firm by 0.182 units.

β₀ -Constant = 2.114 implies that holding all other factors constant, performance of the manufacturing firms will be at 2.114.

These changes were found to be statistically significant since the p values for sports promotion (0.046), port sponsorship (0.036) and port advertisement (0.040) were all less than 0.05.

Table 4.11 Model Summary

| Model Summary | | | | |
|--|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .333 ^a | .111 | .088 | .55617 |
| a. Predictors: (Constant), Sports Advertisement, ports Sponsorship, Sports Promotion | | | | |

The model summary Table 4.11 indicates an R-Square of 0.111. This implies that 11.1% of the independent variable, which were Sports Promotion, Sports Sponsorship and Sports Advertisement, explained the independent variable, which was Performance of Manufacturing Firms. This also means that the remaining 88.9% is explained by other factors that affect performance of manufacturing firms.

4.9 Diagnostic Test Results

The Diagnostic Test results were presented in this section

4.9.1 ANOVA Test Results

The researcher also conducted an ANOVA test as a diagnostic test in order to ascertain the statistical validity of the regression line adopted. As indicated in table 4.12, an F test value of 4.821 was found to be statistically significant with a p value of $0.03 < 0.05$. This implied that the three sports marketing approaches identified by the study affect the performance of manufacturing companies and can therefore be used to explain any variations associated with it.

Table 4. 12 ANOVA

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|--|------------|----------------|-----|-------------|-------|-------------------|
| 1 | Regression | 4.474 | 3 | 1.491 | 4.821 | .003 ^b |
| | Residual | 35.882 | 116 | .309 | | |
| | Total | 40.356 | 119 | | | |
| a. Dependent Variable: Performance of Manufacturing Firms | | | | | | |
| b. Predictors: (Constant), Sports Advertisement, ports Sponsorship, Sports Promotion | | | | | | |

4.9.2 Heteroskedasticity Test result

The study also investigated whether a fundamental assumption of conducting regression which follows normal distribution with mean 0 and variance σ^2 was met.

Table 4. 13 Heteroskedasticity Results

| | LM | Sig. |
|----|------|------|
| BP | .987 | .840 |

Result in Table 4.13 showed a significant value of $0.840 > 0.05$ which implied that the null hypothesis, which states that heteroscedasticity is not present, is true.

4.10 Hypothesis testing

The study had three research hypotheses which were to be ascertained. This section presented the analysis where the student t test was used to verify each claim. The first hypothesis was that Sports Sponsorship does not have a significant effect on the overall performance of manufacturing companies in Kenya. Its alternative therefore is that Sports Sponsorship has a significant effect on the overall performance of manufacturing companies in Kenya. To ascertain this claim, the first step would be to identify the calculated t statistic value, which was obtained with the help of SPSS as indicated in table 4.13. This value (2.015) would then be compared to the critical t value obtained from statistical tables. (1.658). Comparing these two, it can be seen that $2.015 > 1.658$, implying that the null hypothesis is rejected. It follows therefore that Sports Sponsorship has a significant effect on the overall performance of manufacturing companies in Kenya.

The second hypothesis was that Sports Product promotion does not have a significant effect on the overall performance of manufacturing companies in Kenya. Consequently, its alternative is that Sports Product promotion has a significant effect on the overall performance of manufacturing companies in Kenya. Similarly, the researcher compared the t statistic obtained

from table 4.13 (6.201, which is the absolute value) and the t critical value obtained from statistical tables (1.658). This also revealed that $6.201 > 1.658$, meaning that the null hypothesis is rejected. This further confirms that Sports Product promotion has a significant effect on the overall performance of manufacturing companies in Kenya.

The third and final hypothesis stated that Sports Advertisements does not have a significant effect on the overall performance of manufacturing companies in Kenya. Similarly, its alternative was Sports Advertisements has a significant effect on the overall performance of manufacturing companies in Kenya. Checking the t calculated value from table 4.13 (2.935) and that from statistical tables (1.658), it was revealed that $2.935 > 1.658$, hence the researcher rejected the null hypothesis. This meant that the alternative is true, which implies that Sports Advertisements has a significant effect on the overall performance of manufacturing companies in Kenya.

Table 4. 14 Student t Test

| Variable | t |
|----------------------|----------|
| Sports Promotion | 2.015 |
| Sports Sponsorship | -6.201 |
| Sports Advertisement | 2.935 |

Critical t; 1.657759

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the study, conclusions, recommendations, limitations of the study and suggestions for further study.

5.2 Summary of the Findings

This study sought to investigate effects of sports marketing on performance of manufacturing companies. The determinants included sports promotion, sports sponsorship and sports advertisement. Generally, the study established that sports sponsorship leads to brand exposure. Firms understand that for their brand to get out there, a lot of effort has to go into pushing it. The firms acknowledge that they need such initiatives as sponsoring sports teams for that to happen. In addition, the study found out that a combination of social media and sports makes it quite easy to market products they make. Further the companies agree that sports sponsorship increases reach and exposure to new clients, customers and businesses. Also, the study found out that sports sponsorship avails an occasion where the firms reconnect with customers. It was also established that engaging in sports sponsorship generates strong leads that can easily be converted into sales. Important to note, the results indicated that sports sponsorship alone does not bring positive results as regards performance of the manufacturing firms.

In as far as sports product promotion is concerned, the firms agree that the promotional products attract greater attention since they reach a larger audience. Based on the results of the study, the manufacturing companies agree that sports promotion allows for product differentiation.

Further, the firms agree that there is a lot of good feedback from customers regarding their products. As a result, there are better sales numbers; the products move faster.

Furthermore, the results of the study indicate that sports advertisement increases participation. Based on the results, manufacturing firms agree that sports advertisement enables products to reach a wider audience. At the same time, there is a consensus that sports advertisement reaches a diverse audience. As a result, the firms agree that there is an increased market share for their products. Further, the study established that there is a diffuse agreement regarding the fact that sports advertisement avails the best platform to launch new products. These results are related to what Loinaz&Cabinte, (2015) found as they revealed that this 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. Abiodun (2011), also found a similar result, noting that sports sponsorship is a significant sports marketing tool frequently used by companies to reach a wide audience on a global basis. Kaur (2015), also found that the process of promoting products also requires the use of tickets and printed material. The same was found by Ruihley, Runyan& Lear, (2010) who noted that the use of sports celebrities in sporting advertisements makes it attractive endorser for enterprises looking into increasing brand awareness and boost sales.

5.3 Conclusion of the Study

Based on the study findings, therefore, the study concludes that performance of manufacturing firms correlates positively with sports marketing. According to the findings, a positive increase in sports promotion subsequently leads to a net increase in the performance of the manufacturing firms. This way, if a manufacturing firm initiates programs like talent development, it increases the visibility of its products. More customers identify with firms that show support to sports. As a result, there is a wider market in terms of diversity and number of customers for the firm's product. However, the study found a negative relationship between sports sponsorship and firm performance. This is probably due to the fact that sponsorship alone is not enough to push the

visibility of the product. For sports advertisement to be beneficial, there has to be a direct connection to the customers. Therefore, sports sponsorship has to go along with sports promotion and sports advertisement

As far as sports advertisement is concerned, the study finds that it positively correlates with the performance of manufacturing firms. This is to say that more initiative to put the brand name out there through sports will increase the performance of the firm. Therefore, the conclusion is that having a strong advertisement program through sports pushes up the visibility of the brand, and hence the firm's products.

Most importantly, the study findings indicate that firms have to apply all the predictors at the same time to see meaningful results. For instance, if a firm employed only sports sponsorship without promotion and advertisement, the audience reached will be limited. As a result, little will come from the efforts.

5.4 Recommendations of the Study

Based on the study findings, the following recommendations are made. Even as the study makes the recommendations, it is first important to understand from the outset that making quality products is not enough for profitability. The manufacturing sector is very competitive and the more visible a product is the more the sales. This is due to the fact that the more customers come in contact with a product the more the product moves. With more visibility, products move faster and profits are higher. In this light, the study recommends a diversification of marketing initiatives. Specifically, sports reach many people than any other sector. Promotion of sports will reach many of the sports fans in a way that is unique and fruitful. Sports touch very tender aspects of their fans. Leveraging this special relationship by advertising through the sports gives a better reach to the firm's products.

5.5 Limitations of the Study

The researcher encountered a number of limitations while conducting this research. Besides respondents having busy schedules, some of them were reluctant to fill out the questionnaires at first. They complained that they feared the information could be used against their organization. The researcher communicated to them on time, making them aware of the academic deadlines that were set. Either way, they had two weeks to answer and submit the questionnaire, which was enough time for them. It was also made very clear that the information gathered will only be used for academic purposes.

5.6 Areas of Further Study

The researcher suggests further studies to be conducted on how sports marketing strategies identified in this study affect the performance of other sectors, specifically the food and beverages industry.

REFERENCES

- Armstrong, G., Kotler, P., Harker, M., & Brennan, R. (2015). *Marketing: an introduction*. Pearson Education.
- Bendle, N. T., Farris, P. W., Pfeifer, P. E., & Reibstein, D. J. (2016). *Marketing metrics: The manager's guide to measuring marketing performance*. Pearson Education, Incorporated.
- Bonoma, T. V. (2012). *Marketing performance assessment*. Harvard Business School Press.
- Buraimo, B., & Simmons, R. (2009). Market size and attendance in English Premier League football. *International Journal of Sport Management and Marketing*, 6(2), 200-214.
- Claro, D. P., & Kamakura, W. A. (2017). Identifying Sales Performance Gaps with Internal Benchmarking. *Journal of Retailing*, 93(4), 401-419.
- Crompton, J. L. (2014). Conceptualization and alternate operationalizations of the measurement of sponsorship effectiveness in sports. *Leisure Studies*, 23(3), 267-281.
- Fassnacht, M., & Königsfeld, J. A. (2015). Sales Promotion Management in Retailing: Tasks, Benchmarks, and Future Trends. *Marketing Review St. Gallen*, 32(3), 67-77.
- Felcman, M. (2012). Reflections on the Market-Oriented Theory in the Behaviour of Real Organization. *Atlantic Marketing Journal*, 1(2), 4.
- Franco-Santos, M., Kennerley, M., Micheli, P., Martinez, V., Mason, S., Marr, B., ... & Neely, A. (2007). Towards a definition of a business performance measurement system. *International Journal of Operations & Production Management*, 27(8), 784-801.
- Halley, K. (2017, January 4). Retrieved from Sponsorship Spending Forecast: Continued Growth Around The World - IEG Sponsorship Report <http://www.sponsorship.com/IEGSR/2017/01/04/Sponsorship-Spending-Forecast--Continued-Growth-Ar.aspx>

- Huggins, R., & Izushi, H. (Eds.). (2011). *Competition, competitive advantage, and clusters: The ideas of Michael Porter*. Oxford University Press.
- Kaur, G. (2015). Analysis of sales promotion strategies. *South Asian Journal of Marketing & Management Research*, 5(3), 99-106.
- Kelley, S. W. (2015). Sports Marketing: Services Marketing 20 Years Later? In *New Meanings for Marketing in a New Millennium* (pp. 265-265). Springer, Cham.
- Kiraguri, G., W. (2007). A survey of the influence of sponsorship in the development of sports in Kenya. *University of Nairobi Thesis*. Nairobi.
- Lee, N. R., & Kotler, P. (2011). *Social marketing: Influencing behaviors for good*. Sage.
- Leeds, M. A., & Sakata, S. (2015). Professional Sports Teams as Advertisements: The Case of Nippon Professional Baseball. In *The Sports Business in The Pacific Rim* (pp. 161-173). Springer, Cham.
- Lewis, S. (2015). Qualitative inquiry and research design: Choosing among five approaches. *Health promotion practice*, 16(4), 473-475.
- Loinaz, I., & Cabinte, R. (2015). Sustainability and sport sponsorships. *Sport Management and the Natural Environment: Theory and Practice*, 191.
- Masterman, G. (2014). *Strategic sports event management*. Routledge.
- Mullin, B. J., Hardy, S., & Sutton, W. (2014). *Sport Marketing 4th Edition*. Human Kinetics.
- O'Sullivan, D., & Abela, A. V. (2007). Marketing performance measurement ability and firm performance. *Journal of Marketing*, 71(2), 79-93.
- Papadimitriou, D., Apostolopoulou, A., & Loukas, I. (2004). The role of perceived fit in fans' evaluation of sports brand extensions. *International Journal of Sports Marketing and Sponsorship*, 6(1), 27-44.

- Ratten, V., & Ratten, H. (2011). International sport marketing: practical and future research implications. *Journal of Business & Industrial Marketing*, 26(8), 614-620.
- Ruihley, B. J., Runyan, R. C., & Lear, K. E. (2010). The use of sports celebrities in advertising: A replication and extension. *Sports Marketing Quarterly*, 19(3), 132.
- Schwarz, E., & Hunter, J. (2010). *Advanced theory and practice in sport marketing*. Routledge.
- Shank, M. D., & Lyberger, M. R. (2014). *Sports marketing: A strategic perspective*. Routledge.
- Shuv-Ami, A., Thrassou, A., & Vrontis, D. (2015). Contemporary sports club branding: Empirical findings on basketball and value-based conceptual constructs. *The Marketing Review*, 15(4), 503-524
- Smith, A. (2012). *Introduction to sport marketing*. Routledge.
- Witkemper, C., Lim, C. H., & Waldburger, A. (2012). Social media and sports marketing: Examining the motivations and constraints of Twitter users. *Sport Marketing Quarterly*, 21(3), 170.
- Yoon, S. J., & Choi, Y. G. (2005). Determinants of successful sports advertisements: The effects of advertisement type, product type, and sports model. *Journal of Brand Management*, 12(3), 191-205.

APPENDIX I

QUESTIONNAIRE

Introduction

Dear Respondent,

My name is Rose Tinderet, a Master's student at KCA university taking Masters in Business Administration; Marketing Management option. This is to inform you that I would wish for you to take part in a short survey which I am required to complete in partial fulfilment of the award of a master's degree at the university. I am therefore calling upon you to fill the questionnaire below.

The attached questionnaire contains three sections, 'A', 'B' and 'C'. Section 'A' contains questions about yourself while Section 'B' regards questions on the effect sports marketing has had on the performance of your manufacturing company. Finally, section C needs you to point out the sales performance of your manufacturing organization. Please attempt all questions; there are no right and wrong answers and note that your responses will be treated with the utmost confidentiality and used for research purpose only. All questionnaires are to be collected within (2) weeks of receipt thereof.

Regards

Rose Tinderet

SECTION A: DEMOGRAPHIC INFORMATION

Please tick as appropriate in the boxes using a tick (✓) or cross mark (x).

1. Gender

Male Female

2. Age Bracket in years

20-25 26-30

31-35 36-40

41 -50 51 and Above

3. Highest level of education

a) Undergraduate Level b) Post-Graduate Level

4. What level of management is your position in this organization?

a) Top Level

b) Middle Level

c) Lower Level

5. How long have you been in this position?

a) Less than 1 year b) 1 - 5 years

c) 6 – 10 years d) Above 10 years

SECTION B: EFFECT OF SPORTS MARKETING ON PERFORMANCE OF MANUFACTURING COMPANIES

This section has statements regarding the effect of sports marketing on your manufacturing company. Kindly respond with the response that matches your opinion.

A. Sports Sponsorships

Tick as appropriate using the following Likert scale of 1-5 where: 1= No Extent; 2= Little Extent; 3= Moderate Extent; 4= Great Extent; 5=Very Great Extent

| QN | Statement | Respondents Ratings | | | | |
|----|---|---------------------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 6 | Sports Sponsorship leads to Brand exposure | | | | | |
| 7 | Social media and sports are compatible making it easy to market products | | | | | |
| 8 | Sports sponsorship increases reach and exposure to new clients, customers and businesses | | | | | |
| 9 | Sports sponsorship reconnects with customers and engage with an audience | | | | | |
| 10 | Sports Sponsorship generates strong leads that can easily be converted into sales | | | | | |
| 11 | Sports Sponsorship improves customer relations, thus improving performance | | | | | |
| 12 | Sports Sponsorship provides an opportunity for more market share; an opportunity for more revenue | | | | | |
| 13 | The organization receives significant stakeholder interactions through sports sponsorship | | | | | |
| 14 | Sports sponsorship benefits employees through brand recognition | | | | | |
| 15 | Exposure motivates the organizations to produce more products | | | | | |

B. Sports Product Promotion

Tick as appropriate using the following Likert scale of 1-5 where: 1= No Extent; 2= Little Extent; 3= Moderate Extent; 4= Great Extent; 5=Very Great Extent

| QN | Statement | Respondents Ratings | | | | |
|----|--|---------------------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 16 | Promoted Products have long-term validity | | | | | |
| 17 | Sports promotion has no limitations to target audience | | | | | |
| 18 | Promotional products attract greater attention | | | | | |
| 19 | Sports promotion enables communication between company and target market | | | | | |
| 20 | Sports promotion allows for product differentiation | | | | | |
| 21 | Sports promotion allows for market differentiation | | | | | |
| 22 | Sports promotion creates room for modification | | | | | |
| 23 | Sports promotion enables customer feedback | | | | | |
| 24 | Sports promotion provides new market opportunities | | | | | |
| 25 | Sports promotion increases sales significantly | | | | | |

C. Sports Advertisements

Tick as appropriate using the following Likert scale of 1-5 where: 1= No Extent; 2= Little Extent; 3= Moderate Extent; 4= Great Extent; 5=Very Great Extent

| QN | Statement | Respondents Ratings | | | | |
|----|---|---------------------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 26 | Sports Advertisements Increases Participation | | | | | |
| 27 | Sports Advertisements reach diverse people increasing market share | | | | | |
| 28 | Live TV Means Plenty of Live Viewers who are the perfect target audience | | | | | |
| 29 | Sports advertisements increases product or service sales | | | | | |
| 30 | Sports is the best platform to market and launch a new product | | | | | |
| 31 | Sports advertisements Provides competitive edge | | | | | |
| 32 | Sports advertisements Increases market awareness about product | | | | | |
| 33 | Sports advertisements Provides a specific target audience | | | | | |
| 34 | Sports advertisements Is relatively cheaper compared to other marketing methods | | | | | |
| 35 | Sports advertisements Is good for the overall brand of the company. | | | | | |

SECTION C: PERFORMANCE OF MANUFACTURING COMPANIES

Tick as appropriate using the following Likert scale of 1-5 where: 1= No Extent; 2= Little Extent; 3= Moderate Extent; 4= Great Extent; 5=Very Great Extent

| QN | Statement | Respondents Ratings | | | | |
|----|--|---------------------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 36 | Sports Marketing increases performance as indicated by KPI's | | | | | |
| 37 | Sports Marketing leads to happy loyal customers | | | | | |
| 38 | Customers relate to the organization better through Sports Marketing | | | | | |
| 39 | Competition is reduced by acquiring more market share through Sports Marketing | | | | | |
| 40 | Sports Marketing Increases sales revenue collected by the organization. | | | | | |
| 41 | Merchandise Sales are made through Sports Marketing | | | | | |
| 42 | Sports Marketing Provides a better Cost per reach | | | | | |
| 43 | A better Sales/margin per shilling spent is achieved with sports marketing as a strategy | | | | | |
| 44 | Long-term brand attributes are accrued by the organization | | | | | |

Thank You for participating