Applying expectancy theory concepts to evaluate the motivations of sponsors sponsoring cricket clubs, and the benefits it has for sponsors and clubs, in the Bristol and North Somerset cricket League. To create a new motivational model that applies to this league.

Chris Kislingbury
Signed Statement

“The work included within the dissertation is my own work except where appropriately referenced”

Signed ________________________________

Declaration

“I declare that this Dissertation has not already been accepted in substance for any degree and is not concurrently submitted in candidature for any degree. It is the result of my own independent research except where otherwise stated”

Signed ________________________________
Abstract

This research project aims to analyse and research why sponsorship firms and businesses sponsor cricket clubs in the Bristol and North Somerset League (B&NSL). A review of the current literature on sports sponsorship was conducted. This lead the author to create a conceptual framework based on Vroom’s (1964) Expectancy Theory and related it to sponsoring in the B&NSL.

For this project, the researcher undertook quantitative data collection in the form of a survey questionnaire which was distributed to 100 people involved in the B&NSL, to test the hypothesis. These people included, players, sponsors, officials, spectators etc. The sampling approach was used to include all people who are involved in the B&NSL in some way. Qualitative data collection was conducted through four semi-structured interviews to investigate the topics further from the secondary research. From this the researcher was able to construct the results and discussion chapter using thematic analysis of the data collected.

The results confirmed that Vroom’s (1964) Expectancy Theory can be related to sponsoring in the B&NSL, however some changed would have to be made to specify it further. From these results a final model has been made which fully applies expectancy theory to sponsoring in the B&NSL.

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List of Abbreviations

B&NSL – Bristol and North Somerset League

ECB – England Cricket Board

E>P - Effort to Performance expectancy

P>O - Performance to outcome expectancy

V (O) - Valence

WCC – Winterbourne Cricket Club

CSR – Corporate Social Responsibility

IPL – Indian Premier League

BBL – Big Bash League
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Chapter 1
Introduction

1.0 Introduction

1.1 Experience

1.2 How is this study a contribution to knowledge?

1.3 Literature introduction

1.4 Dissertation Aim

1.5 Dissertation Objectives

1.6 Structure

1.7 Summary
1.0 Introduction

The purpose of this study is to create and develop a model which evaluates the reasoning behind sponsoring cricket clubs in the Bristol and North Somerset Cricket League (B&NSL). The process will generate a conceptual framework and link that model to the Motivational Process to help identify and grasp the topic area, within this, linking the model to the Expectancy Theory. Expectancy theory relates to how a person perceives the relationships between three things—effort, performance and rewards

(Cole and Kelly, 2015:57).

Sponsorships can be a key motive for a sports club as they provide recognition and financial income. It has become apparent that businesses and organisations regularly are looking to sponsor sport teams to promote their business, “it is common for companies to sponsor sports teams” (Kawas et al 2015:551). The sponsorship side of businesses and sports are increasingly becoming more interactive which is becoming very noticeable, encouraging the researcher to research the topic,

The sponsorship market grew considerably as sporting organisations (i.e. federations, clubs, event organisers, etc) sought sponsors

(Ferrand et al 2007:82).

However the income and return on investment is typically greater in higher and professional leagues, which really poses the question, why should sponsors get involved in lower leagues?

Cricket is an underlying passion and has drawn the researcher to this topic. Finding out the motivations of sponsoring in the B&NSL has recently become a personal interest and definitely an interesting research topic to undertake. From playing in the B&NSL the researcher has learned a lot about the league but is yet to gain a full understanding of the motivation behind the sponsors within the league. Due to this, the researcher became very intrigued to why sponsors are involved in non-professional cricket.

External impacts are becoming an influencing factor when sponsoring cricket clubs and determine decision making within sport sponsorship. Within the economic climate, financial constraints are playing a part on current sporting sponsorships and arrangements. This is occurring within a lot of the professional sporting industry, including cricket, golf
and snooker (The Economist 2009). When conducting this research, this factor will definitely make a considerable impact when establishing the research question. It has become known that sponsorships are becoming more and more popular to sports clubs,

Sponsors are committing more money to sponsorship than they were three years ago and expect to continue increasing spend.

(Mintel, 2011 online).

The author will use personal contacts in the B&NSL in order to obtain more in depth information on the different sponsors used, and the motivation to sponsor clubs in the league. Using a snowball method the author will be able to generate more information through certain personal contacts.

The author will conduct an analysis of Vroom’s Expectancy theory in the B&NSL context. Applying Motivational Theory will enable the author to extract specific information from an adaption of Vroom’s model and utilise it in this study. After evaluating the concept, the researcher will then create a new model using the expectancy theory as a guideline but in the specific context of the B&NSL. The result will show the motivations behind sponsoring a team in the B&NSL.

1.1 Experience

The author has been involved in the B&NSL for over ten years, playing for Winterbourne Cricket Club (WCC) who are a very established team in the league, and has thoroughly enjoyed participating in the warm, enjoyable environment. Throughout this process the author has developed many skills and sought to learn about the club more and more. This research allows the author to utilize and harness the passion for cricket to find out more about the sponsorship within the league and the motivation to sponsor a club.

Playing in the B&NSL led the researcher to seek a more in-depth understanding of the many external factors that impact upon the league, including sponsorship. Being close friends with the previous and current sponsor of the WCC, it became a very clear research topic to undertake due to the contacts available related to sponsoring in the league.

Sponsorship plays a vital role in any cricket league and is becoming more and more prevalent with increasing commercial influence and the popularity of the sport. Growth in cricket participation is an influencing factor to why the research topic has been chosen.
With over 211,000 people participating in cricket from 2011-2012 (BBC Sport, 2015).

1.2 How is this study a contribution to knowledge?

Interviews with two sponsors and two officials in the B&NSL, the information obtained should highlight any issues and give the researcher more in-depth knowledge on sponsoring in the league. Also, a lot of literature has been conducted on sponsorship and marketing for professional cricket clubs, however not a lot of research has been conducted on non-professional cricket clubs therefore the research conducted will be a contribution to knowledge.

1.3 Literature introduction

Within the literature review the author wishes to highlight the main points that will influence sponsoring in the B&NSL. The literature review will use purely secondary research as this type of research really helps magnify and elucidate the research question. The literature review will evaluate research already present in the chosen topic, this will give the author a deeper insight to the sponsorship industry especially in sports sponsorship.

The literature review will examine the theory of sponsorship and specifically sports sponsorship. Trends, in terms of the growth in the industry will be discussed and analysed. To meet a cricket club’s needs in the B&NSL a sponsor firm will need to ensure they are generating a good image for the club and conversely the sponsor will want the club to generate a good image within its community or it is likely it will be seeking other sponsors in the future. It may be vital that the sponsor and club build a strong relationship in order to work successfully together. Using an analysis of literature on Vroom’s expectancy theory, the researcher will discuss how it can apply to sponsoring in the B&NSL.

1.4 Dissertation Aim:

The aim of this research is to apply expectancy theory concepts to evaluate the motivations of sponsors sponsoring cricket clubs, and the benefits it has for the sponsors and the clubs, in the B&NSL. To create a new motivational model that applies to this league.
1.5 Dissertation Objectives:

1. To critically review and examine the current field of academic literature relating to sports sponsorships and the expectancy theory of motivation behind sponsoring cricket clubs.

2. A snowball method will be conducted through the cricket clubs to get in touch with the sponsors involved in the clubs. Sponsors and clubs will be interviewed to gain in-depth information about the motivations and expectations behind sponsoring the B&NSL cricket clubs and the reasoning of sponsoring non-professional cricket clubs.

3. To analyse and evaluate the data from the interviews to gain an understanding of the different reasons why firms sponsor cricket clubs in the B&NSL. Evaluate the original Vroom’s expectancy theory in the context of the B&NSL to see how this links to the reasoning behind sponsoring cricket clubs in the league.

4. Summarise the main findings and record the limitations of this study to help suggest recommendations for extending this research in the future.

1.6 Structure
1.7 Summary

In addition to justifying the research topic, and included aims and objectives for the research, this chapter briefly provided an insight to the background information on the chosen topic. It also gives an insight to the chosen topic and the reason behind choosing it. The author has capitalised Vroom’s Expectancy Theory, as shown, throughout this chapter. In the next chapter the author will evaluate current literature on the chosen topic and particularly evaluate Vroom’s expectancy theory and apply it to sponsoring cricket clubs in the B&NSL.
Chapter 2

Literature Review

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2.2 Theory of sponsoring

2.3 Why is sponsoring important?

2.4 Sports Marketing

2.5 Relationship Marketing
   2.5.1 Tactical level,
   2.5.2 Strategic level
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   2.5.4 Transactional V Relationship

2.6 Growth in sports sponsorship

2.7 Vroom V’s Maslow

2.8 Conceptual Framework

2.9 Summary
2.1 Introduction

A literature review is a review of what is already known and a review of the main themes, a summary of what other people have written. This chapter will explore a variety of literature around the topic of sponsorship. It will critically analyse Vroom’s (1964) Expectancy Theory in relation to motivation in sponsorship, and a conceptual framework will be created based upon Expectancy Theory as it applies to sponsoring clubs in the B&NSL. It will look at sports sponsorship in general to gain an insight into why companies invest their money and time into sports clubs. Sports sponsorship can be applied in several forms, such as a company’s association with an event or tournament, or the endorsement by a company of a sports person (Zinger and O’Reilly, 2010). This will give the author more information on sports sponsorship which will help primary research, having gathered previous information on the chosen topic. It is stated that “Engagement is key to successful sports sponsorship” (Telegraph, 2015 online).

The article then goes on to stress how keeping your customers entertained as well as engaged, means you are on to a real winner on sponsoring.

2.2 Theory of sponsoring:

According to Blundell, J, sponsorship objectives can be divided into direct and indirect objectives.

Direct objectives are when the sponsor expects a rapid change in behavior of its existing and potential customers.

While indirect objectives are primarily for increased visibility to both brand and products

(Blundell, 2007:47).

Recent reports show sponsorship can be recognised as one of the most vital parts of sport clubs. Sponsoring benefits a company/brand,

It helps build their reputation within the community, generates goodwill and can be considered as a cost-effective alternative to traditional advertising.”

(Recreation 2015, online).

This supports the idea that the real reason for firms sponsoring non-professional teams playing for cricket clubs in the B&NSL is more about reputation and goodwill than profit
and income. Masterman (2004) explains that sponsorship is now starting to be transformed to the word ‘partnership’. This assertion recognises the strong influence the sponsor has on sport and events and that sponsorship is a two way process.

Various companies have sponsored local clubs and it became apparent that those companies gain awareness of their business through representing their company on sport clothes and equipment. It has become obvious that funding and sponsoring for their business do not necessarily have benefits in terms of income as non-professional teams are not as commercial and do not have the money professional teams have. As the B&NSL is a non-professional league, there are other motives besides money and physical rewards. Crompton (2004) goes on to support this point by stating that decisions to support a sport or a particular sporting event frequently reflected the personal decisions of senior management. Shank (2009) represents an exchange process, and according to Ferrand et al. in relation to sponsorship, there are four key conditions:

- An organisation that seeks a sponsor must put forward a sponsorship offer that is within the organisations capabilities.
- The offer must be valuable for the potential sponsor
- The organisation must be able to deliver the provision of services specified in the exchange
- The potential sponsor must be allowed to accept or decline the offer.

(Ferrand et al, 2007:84)

In order for this exchange process to work effectively the organisations/firms must be able to identify the expectations of the sponsors and then work out a specific deal which the sponsor will agree to. It is important that the sponsors also know the rewards and the value of the rewards so they know what they are working towards.

2.3 Why is Sponsoring important?

Sponsorship is vital for any modern business or sport as it is a source of income, recognition and good will. Sponsoring isn’t just important for the sport/event industry, it benefits the clubs also. Sponsoring an event and sport has many benefits. A sponsor can enjoy a wide range of benefits from a carefully selected sponsorship arrangement, which can:
• raise brand awareness and create preference
• create positive PR and raise awareness of the organisation as a whole
• provide attractive content for a range of products and services
• build brand positioning through associative imagery
• support a sales promotion campaign
• create internal emotional commitment to the brand
• act as corporate hospitality that promotes good relations with clients

(Businesscasestudies, 2016 online).

This shows various reasons that a sponsor firm may want to involve themselves in sponsoring a club in the B&NSL related to the rewards involved. Rewards and expectations are very important to sponsoring, this will be discussed in more detail later on in the literature review where a conceptual framework will be made, adapting Vroom’s expectancy theory to sponsoring in the B&NSL.

Sponsorship can come in many ways in cricket, The English Cricket Board’s (ECB’s) official website states

Sponsorship can start off as small as someone being a match ball sponsor once a season, or just putting an advert in your End of Season Awards programme

(ECB, 2016 online).

This quote shows how powerful sponsoring can be and to the extent firms go in order to get their business/brand on sport equipment. Sponsoring can be seen as a business strategy. It can to some extent increase their Corporate Social Responsibility (CSR) and the image of their business.

Sponsorship provides a great means of broadening your competitive edge by improving your company's image, prestige and credibility by supporting events that your target market finds attractive.

(MoreBusiness.com, 2016 online).
This emphasizes how important sponsoring is to businesses and firms sponsoring a club in the B&NSL as it will boost the firm’s image and brand which will increase the likelihood of locals using the business.

2.4 Sports Marketing and Sponsorship

Marketing is described as the 

Process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods and services to create exchanges that satisfy individual and organisational goals.

(Kotler et al, 2009:65).

Evans et al (1996) suggests that sports marketing is the marketing of sports goods, services and events to consumers of sport. Sports marketing is incredibly important for professional sports but it is also becoming very popular with amateur and non-professional sports (Shank, 2009). Sports sponsorship’s Unique Selling Point (USP) is to engage with consumers’ passions, add value to their interactions with these and build meaningful relationships with them as a result. This motivated sponsors to get involved in sports as it enhances customer interaction. The sports clothing, gambling, brewing and automotive industries have been the most important sponsors of sport during the period 2009-2011. (Academic.Mintel, 2016).

<table>
<thead>
<tr>
<th>County Championship</th>
<th>% of sponsor-ships</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cricket</td>
<td></td>
</tr>
<tr>
<td>Drinks - Beer</td>
<td>15</td>
</tr>
<tr>
<td>Financial Services - Other</td>
<td>15</td>
</tr>
<tr>
<td>Cars/Automotive</td>
<td>10</td>
</tr>
<tr>
<td>Construction</td>
<td>10</td>
</tr>
<tr>
<td>Financial Services - Insurance</td>
<td>10</td>
</tr>
</tbody>
</table>

Table 1 - Leading club sponsor industries, by competition, 2010-11 season

Table 1 represents the top 60% of the leading sponsor industries in county cricket. It shows there are various methods of sponsoring a cricket club and that various industries are involving themselves in cricket. Sponsors are committing more money to sponsorship than
they were three years ago (Mintel, 2016). This may suggest that sponsors are putting more money to sponsorship and expecting more financial rewards.

Sponsors can be described as consumers or intermediaries of sport and would be categorised in the exchange players section of the model. In terms of sponsorship, firms exchange their money, time and effort for the right to be associated with a sporting team, player or league

(Shank, 2009:29).

Sponsorship is effectively a marketing tool for a company wishing to enhance and market its products and/or services.

Sports sponsorship has been taking place for a while and dates back to 1860 when a cricketer, Almanac, was sponsored by John Wisden, a clothes trader (Masterman, 2007).

The value [our football sponsorship] delivers is phenomenal – the return on investment is exceptional. Media values aren’t as strong with the cricket but we pay less for it. Both give us business development opportunities, so the big difference is in media values

(Mintel, 2006:61).
This shows how much effort sponsors put in, and the rewards and outcomes are a reflection of the effort they put in, which relates to Expectancy Theory which stresses how the amount of effort put in reflects on the rewards achieved. It also links to the conceptual framework which will be explained later in this chapter.

2.5 Relationship Marketing

Relationship marketing is extremely important with regards to sponsorship as it is vital that the sponsors stay emotionally attached to the cricket club and stay loyal. For a successful sponsorship relationship to occur, the club and sponsor need to be happy with each other and the services they are providing each other. It can be defined as

attracting, maintaining and enhancing the relationship with the consumer through an asymmetrical approach which helps understand in depth the customer’s needs and characteristics

(Morgan and Hunt 1994:77).

To have an honest relationship between the sponsor and club is crucial. Relationship marketing involves establishing, developing and maintaining successful relational exchanges, successful relationship marketing requires commitment and trust. (Morgan and Hunt, 1994).

Egan (2008) suggested that relationship marketing could be classified in three different ways: Tactical level, strategic level and classification level.

2.5.1 Tactical Level

Tactical level means that relationship marketing is purely used as a sales tool, an example of this would be loyalty schemes. A great example of a company using a successful loyalty scheme is Tesco and their club card loyalty scheme (Tesco.com, 2016).

2.5.2 Strategy Level

The second way relationship marketing could be classified is at strategy level. Strategic level where the organisation would create barriers to exit, therefore long term relationships are built through ‘detention rather than retention’. This is a very realistic way of building a relationship with a sponsor as the longer the sponsor spends at a cricket club the more entitled they will feel to maintain their loyalty at the club.

2.5.3 Classification Level
Thirdly at a classification level, which primarily focuses on the customer relationship life cycle and the integration of customer orientation and inter-functional coordination rather than product life cycles.

2.5.4 Transactional V Relationship

Transactional marketing is another term often used associated with relationship marketing but in fact has very different meanings (Strydom 2004). Table 2 represents the distinct differences between transactional marketing and relationship marketing.

<table>
<thead>
<tr>
<th>Transactional Marketing</th>
<th>Relationship Marketing</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Focus on single sale</td>
<td>• Focus on customer retention</td>
</tr>
<tr>
<td>• Orientation on product features</td>
<td>• Orientation on product benefits</td>
</tr>
<tr>
<td>• Short timescale</td>
<td>• Long timescale</td>
</tr>
<tr>
<td>• Little emphasis on customer service</td>
<td>• High focus on customer service</td>
</tr>
<tr>
<td>• Limited customer commitment</td>
<td>• High customer commitment</td>
</tr>
<tr>
<td>• Moderate customer contact</td>
<td>• High customer contact</td>
</tr>
<tr>
<td>• Quality is primarily a concern of production</td>
<td>• Quality is the concern of all</td>
</tr>
</tbody>
</table>

Table 2 - Transactional Marketing V Relationship Marketing (Strydom, 2004:13)

As shown in Table 2, relationship marketing is a lot more relatable to sponsoring in the B&NSL as sponsorship is seen as a long term and beneficial strategy used by club and sponsor. A cricket club will be looking for a sponsor who is committed and loyal throughout the time as a sponsor which implies relationship marketing is more relevant than transactional marketing in relation to sponsoring in the B&NSL.

2.6 Growth in the sport industry

Sponsorship can be an influencing factor for sport,

The market for sports sponsorship experienced substantial value growth in 2009, with figures rising by 40%

(Mintel, 2015 online).
With the industry gaining market share it would be a perfect time for sponsors to interact with sport clubs. Sports sponsorship has been known to be a strong market and does not get massively affected by external factors,

Sports sponsorship has not become any less relevant or lost any power as a marketing tool as a consequence of the recession

(Mintel, 2015 online).

According to Shank et al. (2015) the sports industry generates between £480-620 billion each year. Shank et al. also states that it is more than just soccer mom and dads that are attending sport events, the average attendance of sport events are increasing. Worldwide competitions such as the Indian Premier League (IPL) and the Big Bash League (BBL) are generating a lot of viewers of cricket and have increased participation rates, making cricket a much more popular sport, in 2011 participation rates boomed for cricket, rising up to 211,000 (BBC sport, 2012).

Figure 2 shows how much English county cricket sponsorship is growing in the modern day. Many factors have impacted the sports sponsorship and its growth. The London
Olympics had a huge impact on the growth of the sponsorship industry due to how watched it is. This shows how commercial the athletics is becoming and how it is becoming more and more popular which has a knock on effect on other sports such as cricket.

2.7 Vroom V’s Maslow

Vroom’s Expectancy Theory really focusses on the effort to performance to reward. Whereas other theorists such as Maslow looks at the needs of a person/business and the effort expended to fulfil them. They are both very reliable motivational theories which can be applied in many situations.

![Figure 3 – Vroom’s Expectancy Theory](image)

Despite Vroom showing a clear model which can be applied to the B&NSL, other theorists such as Maslow disagree with Vroom and have created a different motivational theory. Maslow argues that you have to fulfil certain needs in order to move onto the next need,
working from bottom to top. This pyramid is split into two sections, physiological and safety being the basic needs and growth needs, being the further three needs working up the pyramid.

This motivational theory, despite being successful in the workplace, is very hard to apply to the B&NSL due to the stages in the model not being as applicable to sponsoring in the B&NSL. Whereas Vroom’s Expectancy theory can easily be applied to the league as it is very clear and applicable to sponsors sponsoring a club.

A major disadvantage of Vroom’s expectancy model is that it is quite limited as reward is not directly correlated with performance. Also in some cases a lot of effort may not always result in high rewards. These limitations will try to be fixed and adapted in the conceptual framework.

**2.8 Conceptual Framework**

Having assessed the different factors that create Vroom’s Expectancy Theory and comparing other theories including Maslow’s Hierarchy of Needs, the author can identify the factors of the model and improve it, adapting it to sponsoring in the B&NSL. As the original model was first created in 1964, it would have to be developed in order to fit it for this research. A new conceptual framework has been generated, it has kept the generic shape of the original model with the three main headings: effort, performance and rewards. However the author has added separate branches to the model which is believed to apply to sponsoring in the B&NSL.

![Conceptual Framework](image)

*Figure 5 – Conceptual framework. Adapted from: Vroom, VH. (1964)*
There are three main sections within the expectancy theory and these have been analysed and adapted in order what the author thinks fits sponsoring in the B&NSL. These three components of expectancy theory (expectancy, instrumentality, and valence) fit together in this fashion:

- **Expectancy:** Effort $\rightarrow$ Performance ($E \rightarrow P$)
- **Instrumentality:** Performance $\rightarrow$ Outcome ($P \rightarrow O$)
- **Valence:** $V(O)$

(Expectancy Theory, 2015 online)

Expectancy is the root of the framework, and is assumed that increased effort will lead to increased performance. The two branches before effort is Value of reward and rewards probability. These are crucial as Vroom (1964) states that the measurement of expectancy plays a crucial part in motivation. A person’s effort is portrayed in decimals, 0.1 being minimum effort and 1.0 being maximum. If a person believes that the effort they put in will not achieve sufficient performances, their effort will be 0.1 however if they believe their effort will achieve sufficient rewards their effort will be 1.0. In relation to this research, if the sponsor feels that the effort they put in to the club will lead to rewards their $E>P$ (Effort to Performance) will be 1.0. This plays a huge part in the model as it will dictate whether or not sponsors will sponsor in the B&NSL or not. The ‘reward probability’ and value of reward’ are situated before ‘effort’ in the conceptual framework in figure 3, as they have an impact on how much effort the sponsors and clubs put in. If the reward probability and value of reward is high, it is likely that sponsors will want to partake in sponsoring in the B&NSL. This then leads on to instrumentality.

Instrumentality is the belief that if you perform well that a valued outcome will be received (Vroom, 1964). It is thought that the degree to which you perform ($P$) at will impact the outcome ($O$) ($P>O$). The degree to which a first level outcome will lead to the second level outcome. In regards to the conceptual framework this would be on the performance section where it then splits in to intrinsic and extrinsic rewards. This is referred to the performance section on the conceptual framework.
Finally valence is the value that the individual associates with the outcome (reward). In regards to the conceptual framework, the valance would be the intrinsic and extrinsic rewards. As the B&NSL is a non-professional league, the rewards will be a lot different to a professional league. A typical reward will be something such as satisfaction or good will as opposed to profit and income in a professional league. If a sponsor puts in sufficient effort and manages to see the rewards, they will be satisfied which is the last section of the conceptual framework. If the sponsors and clubs are satisfied it will result in repeat purchase which will benefit both clubs and sponsors.

The branches coming off the model are other aspects that impact sponsoring in the B&NSL. Having an identified role and the abilities and traits of a sponsor are important in the researchers view. Having an identified role in the club will give the sponsor self-satisfaction as they will feel involved in the team and important, this will increase the motivation of the sponsors putting in more effort and work well with the club to achieve rewards. This links in with having the specific abilities and traits in order to be a successful sponsor. Traits such as being organised and easy to communicate will help the sponsor build a stronger relationship with a club in the league, and therefore they will be more successful in terms of achieving goals and rewards.

Being loyal to a club in the B&NSL will help build a relationship between the sponsor and the club. This will benefit both sponsor and club, as they will be more inclined to help each other due to the emotional link.

External factors are thought to have a factor to whether or not sponsors get involved in the B&NSL including factors such as the economic climate and recession. External factors will definitely have an impact on professional leagues as they are a lot more commercial, however it has become unclear on the impact they have on non-professional leagues through secondary research. This will be tested further in the primary research to find out more rich data on the specific topic.

2.9 Summary

This chapter has explored the literature on the chosen topic. It has created a conceptual framework for this research project. Cricket is becoming more and more popular and appealing which encourages more sponsors to get involved in sponsoring a cricket club in the B&NSL. The sponsorship industry is also growing, correlating very well with the popularity of cricket, proving to be a very good market to break into.
Vroom’s Expectancy Theory proposes an individual or organisation will behave in a certain way because they are motivated by a specific things depending on the outcome. The conceptual framework has been formed to give the author an aesthetic representation of the concept of the motivation to sponsor in the B&NSL. It has taken vital information from Vroom’s (1964) original theory and online sources relating to Expectancy Theory.

The next chapter, the research approach, the author will discuss different methods that will be used to conduct the primary research in order to test the hypothesis that the authors interpretation of Vroom’s model applies to sponsorship in the B&NSL.
Chapter 3
Research Approach

3.1 Introduction

3.2 Epistemology

3.3 Theoretical Perspective

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  3.5.7 Validity and Reliability

3.6 Summary
3.1 Introduction

In the Previous chapter, the researcher reviewed the current literature areas of the project to find a basis in order to complete further primary research on the research topic. This Chapter will elucidate the research approaches to accomplish this project’s aims and objectives stated in chapter one. The research methodology will demonstrate how the project research will be conducted and the reasoning behind the methods applied. The methodology will include, but not limited to, a review of current knowledge, surveys and results, what new knowledge can be gained from this work, and how this knowledge can be applied to achieve the aims and objectives of this research. Within this chapter the ethics of the research project will be discussed in detail.

Research can be defined as

A scientific and systematic search for pertinent information on a specific topic

(Kothari, 2006:44).

There are a variety of research methods available to use to gather information on the chosen topic. These include qualitative and quantitative data. Both will both be used in this study to strengthen the outcomes. Crotty (1998) has suggested a research approach shown below in figure 6.

Figure 6 – Research structure. The Foundations of Social Research: Meaning and Perspective in the Research Process. (Crotty, 1998:4)
3.2 Epistemology

Epistemology is concerned with the nature, sources and limits of knowledge. It is primarily concerned with propositional knowledge (Klein, 2005). A generic question with regards to epistemology is: What must be added to beliefs to convert them into knowledge (Klein, 2005). It can be defined as:

A branch of philosophy that investigates the origin, nature, methods, and limits of human knowledge”

(Dictionary.com, 2016 online).

Interpretivism, also known as interpretivist, involves researchers interpreting elements of the study, thus interpretivism integrates human interest into a study. (Research Methodology, 2016). Interviews and observations are the most popular primary data collection methods in interpretivism studies. Interpretivists believe that the subject matter of social sciences differs from the natural sciences and requires a different research approach and logic (Crotty, 1998). Interpretivism is the epistemological orientation to be used in conducting this project research. Social ontology is concerned with the nature of social entities.

Ontology is the study of being. It is concerned with ‘what is’, with the nature of existence, with the structure of reality as such

(Crotty, 1998:10).

The main factor of social ontology is whether or not social entities should be objective entities with an external reality to the social actors or if they should be social constructions based on the perceptions and actions of social actors (Bryman, 2012). Objectivism suggests social phenomena come in social forms which are out of our control. Bryman (2012) defines it as:

An ontological position asserts social phenomena and their meanings have an existence which is independent of social actors. It implies social phenomena and the categories we use in every day discourse have an existence which is independent or separate from actors.

(Bryman, 2012:33).
The third epistemological stance is subjectivism (Crotty, 1998). Subjectivity essentially guides everything from the original choice of the topic to formulating the hypothesis. Qualitative methodology suggests that the researcher is linked with scientific research (Ratner, 2002). Qualitative methodology should make the researcher reflect on the objectives of the topic and how they may affect the research project. Despite this, some qualitative research contradicts this and states it renders the observer as a passive recipient of external information (Ratner, 2002).

Consequently, the researcher has adopted a mixed approach so that qualitative and quantitative methods are combined to provide hard evidence supported by rich, in-depth information. Quantitative research is undertaken as a research strategy stressing quantification in the collection of data. It is constructed to give statistical data, entailing a deductive approach to test theory (Bryman, 2012). Whereas Qualitative research analyses the words spoken to the researcher rather than the quantification in the collection of the data. It gives an inductive approach to the relationship between theory and research (Bryman, 2012).

3.3 Theoretical Perspective

Theoretical perspective is defined as:

> The philosophical stance that lies behind our chosen methodology. We attempt to explain how it provides a context for the process and grounds its logic and criteria.

(Crotty, 1998:7).

An inductive theoretical perspective involves planning the collection of the data once the research has been conducted. Inductive research tries to produce a model or a theory using only raw data. After the data has been collected it is analysed to see if any patterns or trends occur, which may suggest a potential relationship between the variables. Theoretical perspective is what gives shape to the methodology. Positivism is used with social sciences and used for numerical data, such as surveys. It is opposed by anti-positivism. For the anti-positivism, the social world is essentially relativistic (Karami, 2007).

A deductive approach uses hypothesis testing. It starts with a conceptual framework based on prior theory and tries to build a better model or theory. The hypothesis is then either confirmed or denied/modified (Gray, 2014). The deductive approach is the most
appropriate and relevant perspective for this research as it will be evaluated and adjusted in accordance with the research findings. The researcher has decided to take a deductive approach, which involves

using a theory to develop a proposition and then design a research framework that will test that proposition

(Collins, 2010:42).

There should be a clear split between the two main approaches, the inductive and deductive approach (Saunders et al., 2007). Both of these methods are very useful for the research. Inductive approaches refer to observations to seek trends and patterns whereas deductive approach already has an expected pattern that is tested against observations, (Saunders et al., 2007).

3.4 Methodology

This section outlines the rationale for the research method chosen and also explains the various procedures involved in the research process itself. It will pinpoint and justify the reasoning for adopting a case study approach. Case studies are often used as a method for conducting research and is used as a way to combine empirical data with theory and concepts (Zartman, 2005). A case study approach to research seeks to engage with and report the complexity of social activity in order to “represent the meanings that individual social actors bring to those settings” (Stark and Torrance, 2005:33).

In order to gain the rich information for the qualitative research, semi-structured interviews were used. Qualitative interviews tend to give more in depth results as they are more flexible and allow the interviewee to adjust and adapt their responses during the interview. The researcher used semi-structured interviews as it had a structure of set questions but allowed leeway in how the interviewee answered the questions.

As the research was to find out the motivation of sponsoring in the entire B&NSL, a large population of the intended audience were hard to get hold of personally. Therefore a snowball sampling method was applied for the interviews.

3.4.1 Snowball Sampling

Snowball sampling involves using people to get in contact with other people in order to extend reach. Snowball sampling is a main form of non-probability sampling. Using a
snowball approach, the researcher initially contacts a few individuals in a group who are relevant to the research, and those people then expand the search finding more relevant people through these individuals (Bryman, 2012). The researcher has primary contacts from playing for WCC, snowball sampling will be a very effective way in order to gain more contacts. Snowball sampling method is extremely effective as the club chairman and captains regularly go to league meetings where they can get in touch with other people in the league.

Any form of snowball sampling involves getting names or contact information from some respondents regarding other potential respondents. Anonymity is therefore compromised.


3.4.2 Discourse Analysis

Discourse analysis is the study of language-in-use. Better put, it is the study of language at use in the world, not just to say things, but to do things”

(Gee, 2010:1)

There are three approaches to discourse analysis; formal, empirical and critical (Hodges et al. 2008). Empirical discourse analysis doesn’t look at structured methods, it looks for themes and functions of language. This type of analysis will come specifically from interviews as a person’s language cannot be analysed by quantitative data collection. Conversation analysis is crucial for this type of research. Gardner, et al. (2012) suggests that when one thinks of an interview that he typical picture that comes to mind is a face to face conversation.

3.4.3 Statistical Analysis

Statistical analysis typically comes from quantitative data collection. In this research project, statistical analysis will come in the form of survey data. Despite statistical analysis not giving as much rich information in comparison to discourse analysis, it is crucial to conduct quantitative research in order to compliment the in-depth qualitative data collected through interviews. However it is important that the data collected via surveys is only used to supplement the data collected from interviews. This is due to issues regarding validity in statistical data. Statistics can be manipulated and some information can be swept aside in
order to benefit the research. This will result in faulty conclusions as the researcher will include data which may be untrue or faulty. It is hard to determine whether or not the results are intentionally or unintentionally manipulated. Therefore it is very hard to extract trends in the results (Kalla, 2011).

3.4.4 Validity

Validity refers to how valid the data collected is. Whether or not it accurately describes the phenomenon which it is intended to describe. Internal validity is strengthened by piloting the survey questions and by piloting the interview topics. External validity concerns whether the case study is repeatable and would produce the same results on another occasion. If the research lacks validity, the results will be unfair and will not be reliable. To ensure validity, the researcher will make sure everyone participating in the interviews are either official sponsors or an official of the club, such as a chairman and a captain. This will ensure all data collected is valid and reliable. Both primary and secondary research will be collected to ensure the validity is high and it will broaden the scope of research. The credibility of qualitative research is dependent on three elements, techniques and methods used, the second being the credibility of the researcher which will rely on the experience, and thirdly philosophical belief in the value of qualitative inquiry. (Patton, 1999).

To ensure validity with the survey questionnaires, hard copies versions will be only handed out to people involved in the B&NSL, such as a player, official, spectator etc. The online copies on qualtrics will only be accessible to people in a specific Facebook group which the researcher created in order to ensure everyone filling out the questionnaire are valid participants.

3.4.5 Triangulation

Triangulation is when more than one research method is used in order to gain more in-depth research. Triangulation research can be defined as

Triangulation involves using multiple data sources in an investigation to produce understanding

(Qualres.org, 2016 online).
In this study, triangulation will involve the use of qualitative and quantitative research put together to validate research findings. Triangulation represents one way in which both quantitative and qualitative research strategies can be integrated (Bryman, 2012). It goes without saying that conducting research with only one type of research has a higher chance of failing.

3.4.6 Ethical Consideration

In order for any primary research to take place, ethical approval was needed. Ethical approval and the roles of values in the research plays a key role. An example of an ethical issue is how the researcher treats the participants involved in the research. Privacy and confidentiality are ethical considerations applicable to this research. Privacy is closely linked with informed consent as it details the participants. Understanding their contribution to the research and acknowledgement the participant surrenders a limited right to privacy (Bryman, 2012). Please refer to Appendix A for the authors ethics form.

3.5 Methods

3.5.1 Prompting and Piloting

Prompting occurs when the interviewer suggests or hints a possible answer to a question for the interviewee. This method was important for the researcher when conducting the interviews in order to maintain control of the interviews. Another useful method which was used during this research was piloting. This is when the survey questionnaires and interview questions are piloted beforehand to ensure that the questions were rich enough and suitable for the research. This method proved very important for the questionnaires too as it ensured they had efficient flow. It was vital the questionnaires had clear flow and obvious meaning, as the researcher would not be present to explain any questions.

3.5.2 Semi-Structured Interviews

Semi-structured interviews will take place in order to gather qualitative data. The researcher realised that the semi-structured interviews will give the most reliable and rich data in order to gain knowledge for the research project. Interviews allow the interviewees to elaborate and expand on their answers in order to gain more in-depth information. Semi-structured interviews allow the researcher to step in and ask any follow up questions if any unexpected or interesting topics occur during the interview (Mitchell & Jolley, 2012). This will strengthen the results massively as the feedback given from the interviewee’s will be
elaborated and not scripted. All interviewee’s will either be an official sponsor of a club in the B&NSL or an official member of a club. See Appendix A for the semi-structured interview questions or Appendix B for the transcript of the interview.

There are advantages and disadvantages of semi-structured interviews. One advantage of conducting this type of research is that it allows the researcher to think of questions in advance,

“Many researchers like to use semi-structured interviews because questions can be prepared ahead of time. This allows the interviewer to be prepared and appear competent during the interview.”

(Qualres, 2016 online).

Another advantage is that it allows the interviewee’s the freedom to express their thoughts and expand on their answers, whereas this cannot occur in surveys.

A major disadvantage of semi-structured interviews is that a variety of interviews need to happen in order for the researcher to make a solid comparison. Also some questions can come across as misleading which may result in the interviewee not wanting to answer the question.

3.5.3 Questionnaires

In order to gain more in-depth research, the researcher will conduct questionnaires in order to supplement the interviews. The questionnaires will be handed out to around 100 people in the B&NSL to gather quantitative data.

Questionnaires are used for collecting two principle types of information that respondents are equipped to furnish, facts and opinions

(Thomas, 2003:66).

To make the questionnaire as beneficial as possible the researcher included various types of questions, some that require choice of selection from a list, some that require a written answer, and some on a scale. The questionnaire results gave the researcher a greater feel of how the clubs feel about sponsoring in the B&NSL. The questionnaires will be distributed to anyone involved in the league, whether it may be; players, officials, sponsors or fans etc. These people have been chosen as they are all part of the B&NSL league and have
valued opinions. The researcher will ensure that everyone receiving a questionnaire is over 18 and will aim to get a wide variety of age. The researcher will try to get a mixture of online and paper based questionnaires. The online survey will be available on Qualtrics, a recommended survey site, please see Appendix C for the survey questions.

The main advantage of using surveys is that they give quick and effective feedback. This is beneficial for the researcher as the data was collected quickly and efficiently. A disadvantage of conducting surveys is that they do not give as much rich, in-depth feedback in comparison to semi-structured interviews.

3.5.4 Application of Discourse Analysis

Discourse analysis will be used in order to analyse the interview data. Data was recorded during the interview and any trends or themes were highlighted and annotated to give the researcher a clear understanding of the themes. There are two ways to analyse qualitative data, grounded theory and framework analysis. Grounded theory refers to reviewing transcripts from interviews and highlighting to anything which appears to be of theoretical significance. Open coding refers to breaking down, conceptualize and categorize data, (Bryman, 2012). The researcher will read through the transcripts and write down any trends which are noticed. Doing so will make is easier for the researcher to analyse trends.

3.5.5 Application of Ethics

This research required ethical approval in order to go ahead, please see Appendix A for the ethics approval form. Participant information and consent forms were sent to all the interviewees to ensure that they knew that the research has had ethical approval and the topics for discussion. All interviewees knew their contribution which was vital for this research in order to gain ethical approval. All contact details and communication between the researcher and participants were documented.

3.5.6 Privacy and Confidentiality

With respect to privacy and confidentiality in the research, only the interviewees’ occupation and firm will be revealed within the project, the interviewee’s are allowed anonymity if wished where they will be referred to Sponsor 1 and Official 1 etc. The surveys will however show the position of the person.
3.5.7 Validity and Reliability

If an item is unreliable it also lacks validity as reliability is the extent to which similar results are found on all occasions with constant conditions.

3.6 Summary

This chapter on research approach describes the epistemology, theoretical perspective, methodology and methods. It has analysed why it is important to conduct qualitative and quantitative methods in order to conduct the most effective research. A combination of hard and soft data combines objective and subjective realities to rigorously test the conceptual framework. Purposive sampling of interviewees has been undertaken. Using a mixed method approach allowed the researcher to strengthen the outcomes of the research.

The next chapter will present the findings and results of the primary research. The researcher will compare the results to the conceptual framework created in the literature review. The researcher will identify whether the hypothesis was correct or not.
Chapter 4

Results, Analysis and Discussion

4.1 Introduction

4.2 Motivation to sponsor in the B&NSL

4.3 External factors

  4.3.1 Financial & Economic Climate
  4.3.2 Competitors

4.4 How much effort sponsors put in to the club

4.5 Ability the sponsor has to motivate the teams

4.6 Sponsors link to the club

4.7 Rewards

4.8 Satisfaction

4.9 A new motivational model that fits sponsoring in the B&NSL

4.10 Summary
4.1 Introduction

From conducting the literature review, themes emerged in the deductive data analysis. From conducting interviews and surveys, themes have now been split into topics. From putting the results and discussion together, relationships between key themes and trends can be analysed. The statistical information will be analysed in order to support the common themes and show any controversy. The data collection will be compared with the conceptual framework and secondary research previously conducted in the literature review. In total, 100 people filled out the questionnaire, and the interviews took place with a mixture of sponsors and officials from different cricket clubs in the B&NSL. Interview topics will be found in Appendix A and a transcript of the interviews will be found in Appendix B.

This chapter will assess the gathered interview and survey results. The information will test the research hypothesis and will be used in order to construct a new model in relation to sponsoring in the B&NSL. Table 3 contains the relevant information on the interviewees. The information in this table to be referred to throughout this chapter.

<table>
<thead>
<tr>
<th>Init.</th>
<th>Role</th>
<th>Club</th>
</tr>
</thead>
<tbody>
<tr>
<td>S1 (Sponsor 1)</td>
<td>Sponsor</td>
<td>Winterbourne CC</td>
</tr>
<tr>
<td>O1 (Official 1)</td>
<td>Chairman</td>
<td>Winterbourne CC</td>
</tr>
<tr>
<td>S2 (Sponsor 2)</td>
<td>Sponsor</td>
<td>Stapleton CC</td>
</tr>
<tr>
<td>O2 (Official 2)</td>
<td>1st team captain</td>
<td>Shirehampton CC</td>
</tr>
</tbody>
</table>

Table 4. Information on Questionnaire participants

![Bar chart showing questionnaire information](image)
Please refer to appendix B and C for the full survey and interview results and transcripts.

4.2 Motivation to sponsor in the B&NSL

It was predicted that the motivation to sponsor a non-professional league would be very different to a professional league due to how commercial professional leagues are and are becoming, proven in the literature review Masterman (2004). It became apparent how important sponsoring is in non-professional leagues as well as professional. When asked the motivation behind sponsoring in the B&NSL, the results confirmed the prediction.

Interviewer: In your opinion what is the biggest reward gained when sponsoring a cricket club in this league?

S1. I guess I’d have to say sort of the passion and love everyone has at the club. Not only does sponsoring benefit me and my business. I love seeing everyone play well and play competitively which is why I love being so involved with this club.

S2. The rewards aren’t really as you’d imagine, usually a sponsor such as myself get involved with a club because they either know someone or they have some sort of link to the club. So the rewards for me are seeing the club perform well and the development of the club.

When asked to the officials

Interviewer: In your opinion what is the biggest reward gained when getting a sponsor?

O1. Sponsors are great for us, I mean they provide us kit and equipment which allows us to use the money we generate towards other things such as training equipment and developing our club. Last season we were able to afford to build a new pavilion which was great for our club

O2. The biggest reward, umm, there is loads of internal rewards which people don’t always see, like the underlying effort they put in for us and the extra work they put in outside game day and training day
It became clear that the sponsors are inclined to sponsor clubs in the B&NSL to enhance their business’ reputation. S1 stated “people can always see my business printed on the shirts”. Also carried on with saying “So I guess the more I put in to sponsoring the club the more I get out in some respect”. This statement implies that for O1 the main reason for sponsoring is to increase the awareness of the business. O1 stated “we tend to opt for shirt sponsoring”, which proves that shirt sponsoring is a popular sponsoring method in the B&NSL. S2 also states shirt sponsoring is beneficial as “people will recognise me and my business which really benefits me”. This is backed up by the survey, a question was asked on a scale “Do you think cricket sponsorship influences you in terms of whether you use the sponsor firm?” 1 being strongly disagree and 10 being strongly agree and the average response was 8.03. This was also proven important when conducting secondary research in the literature review, with one of key motives of sponsoring being to “raise brand awareness and create preference” (Businesscasestudies, 2016 online).

The answers from the survey supports the interview data as 72% said that shirt sponsor is the most effective way of sponsoring in the B&NSL. This is clearly an effective way of sponsoring in non-professional leagues therefore a motive for sponsors to sponsor a club in the B&NSL.

These results show that the motivation to sponsor in the B&NSL are completely different to a professional league, it became clear from all interviews that the main motive is not money-related, it is purely intrinsic motivation whereas from the literature review it
became clear professional leagues are money motivated by extrinsic rewards and look for a profit. Despite this, this type of sponsorship still occurs in the professional leagues which is proven as they use similar sponsorship methods such as match ball sponsoring and events, which the B&NSL uses.

Sponsorship can start off as small as someone being a match ball sponsor once a season, or just putting an advert in your End of Season Awards programme.

(ECB, 2016 online)

O1 quoted “A lot of the time sponsors get involved because their love for the game” which supports this theory as it clearly states sponsors get involved in the B&NSL due to personal satisfaction, which is an intrinsic motive.

4.3 External Factors

Prior to the research, the author assumed that external factors would have an impact on sponsoring in the B&NSL, such as the financial and economic climate. The literature review suggested that the economic climate would impact whether or not sponsors get involved in cricket clubs. External factors play a strong part in any business or firm which are looking to sponsor a sport event (The Economist 2009). Primary research was conducted to conclude if external factors really do play a part in sponsoring in the B&NSL.

4.3.1 Financial & Economic Climate

When asked ‘Do you consider the current economic or financial climate when sponsoring?’ S1 quoted

Well the economic and financial climate doesn’t really have an impact on whether or not I sponsor Winterbourne as sponsoring in this league isn’t really about the money, its more about generosity and helping out the local club.

This implying that the economic climate doesn’t impact sponsoring in the B&NSL as much as anticipated when conducting secondary research. S2 also goes on to say “it’s not really a consideration, no” which emphasises the little impact this has on sponsoring in the B&NSL. The questionnaire results supported the interview data as 87% responded ‘no’
when asked ‘Do you believe the financial climate has an impact whether or not sponsors sponsor clubs?’ This shows that although the economic climate has an impact on professional leagues proven in the literature review, it does not have as big of an impact in lower leagues such as the B&NSL. O2 also backed this point up by saying “there isn’t really enough money involved in these local leagues for the recession to impact us”. This clarifying that the financial climate doesn’t impact the league and the author’s original assumption was wrong, also meaning the conceptual framework would need adapting.

4.3.2 Competitors

Despite the financial and economic climate not playing a part in the league, competitors have proven to play a large part. Competitors are an external factor which could have an impact on the motivation of sponsors sponsoring a club in the league. When asked “Do you take into consideration other competitor sponsors and what they are doing and why/how they are sponsoring other clubs?” S1 responded

Definitely, I mean the league is very well ran and a lot of the teams get on really well with one another so us, as sponsors, are constantly in the loop of everything that goes on

S1 then went on to say “other sponsors are always looking to get involved, so yes, competitors are always knocking on the door” which proves that competitors has a huge impact on sponsors in the B&NSL.

Competitors are also very fierce in terms of the clubs as well as the sponsors. When asked “Did you have to compete with other cricket clubs for the sponsor? If so how did you succeed in getting the sponsor?” O1 went on to say “yes it seems to always be hard to get our first choice“ . This was also backed up as O2 quoted

Well there’s always a lot of sponsors to choose from, however it is very hard to always get the sponsor you want. There always seems to be a popular business or brand which most teams want to get their kit or equipment from each season

When asked in the survey ‘Are you aware of any sponsoring firms that compete for sponsorship at the club?’ only 37% responded yes. This suggests that the sponsorship arrangements within the B&NSL are kept confidential between the officials at the club and the sponsors until an official offer is made.
This shows that sponsorship is becoming very popular, and as proven in the literature review, as the sponsorship industry is growing at a noticeable pace. It became clear that sponsoring a league such as the B&NSL is a very effective way for businesses to generate awareness at a little cost. This is clearly a motive for sponsors to get involved in sponsoring a club in the league.

4.4 How much effort sponsors put in to the club

Effort is a key stage of Vroom’s (1964) Expectancy Theory and sponsoring in the league and was a very important theme to discuss. It is believed that the effort put in will result in the rewards at the end. When asked on the survey ‘How much effort do you believe the sponsor inputs towards the club? (1 being minimal effort, 10 being maximum)’ the average value was 7. This is referred to in decimals according to Vroom, 0.1 being the least amount of effort and 1 being the most. So, in terms of Expectancy Theory, the amount of effort the sponsors put in to the clubs will be 0.7.

<table>
<thead>
<tr>
<th>Answer</th>
<th>Min Value</th>
<th>Max Value</th>
<th>Average Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effort</td>
<td>0.00</td>
<td>9.00</td>
<td>7.06</td>
</tr>
</tbody>
</table>

Figure 8 - Are you aware of any sponsoring firms that compete for sponsorship at the club?

Figure 9 – Sponsors effort
Both officials were very pleased with how much effort the sponsors put in. O1 answered “our sponsors work very hard for our club” and O2 answered “they help our club a lot”. It clearly works both ways as O2 carried on to say “I’d say I put a decent amount of effort in as I enjoy being involved with the club, it’s a good laugh.” This effort that the sponsor is putting in is obviously very beneficial to the club. When asked on the survey if they felt the effort the sponsors put in is rewarded, 67% responded with yes.

This data was supported by the interviews data as S2 responded with “yeah for sure” when asked if their effort is rewarded. This is a key motive for the sponsors if they are seeing rewards for their effort. O1 said “our sponsors work very hard for our club and were very grateful for this”. O2 quoted

Our sponsors go out of their way to benefit the club, they really go that extra mile which you wouldn’t expect from a lower league. We try to return the favour as and when we can.

The answers from the interviews and surveys definitely supported the author’s original assumption on how much effort the sponsors put in. However, it came to the researcher’s surprise how much people appreciate the effort and the amount of effort the sponsors put in. From playing in the B&NSL for over 10 years, the researcher was oblivious to the hard work the sponsors put in to the club. It became clear that the effort the sponsors put in is one of the most important sections of the final model, shown in figure 14, as it impacts the rest of the model a lot more than any of the other sections.
4.5 Ability the sponsor has to motivate the teams

It was originally believed that the sponsorship really impacts the team’s performance and motivates them to play well. The researcher thought it would be an influencing factor. From conducting the interviews, the results were not as expected and the sponsorship didn’t seem to motivate the teams in terms of performance as much as expected. When asked ‘Do you feel the sponsor’s effort has an impact on the team’s performance?’ The results were surprising as 71% responded no.

The answers given to the researcher in the interviews supported the questionnaire data as it became clear sponsorship doesn’t exactly make the team’s perform better, however it makes them more inclined to work harder to respect the sponsor. S1 quoted,

Well I allow the teams to get discounted kit and equipment so I guess they may feel obliged to perform better but I wouldn’t say it really motivates them to perform better on the field, just because their club has a sponsorship, if you know what I mean.

O1 quoted,

I just believe it makes you feel more professional which makes you want to play better, so I guess so, kind of. For us specifically we are also sponsored by the local Indian cuisine and the man of the match from each teams gets a free meal so that motivates the boys (laughs).
This data from the interviews proves that sponsorship doesn’t really have a huge effect on the performance of the teams however it does encourage them to perform better with 77% of the respondents in the survey answered yes when asked if they believe sponsorship has an impact on the team’s professionalism. This could suggest that Vroom’s (1964) motivational theory could be adapted to fit the needs to sponsoring in the B&NSL. Despite this, people in the B&NSL feel that the cricket teams will react positively if they notice the sponsor putting in more effort. Q21 of the survey asked “Do you believe the cricket teams will react positively if the sponsor puts in more effort?” The results clearly showed a correlation.

70 people responded with ‘yes’ which proves that the sponsors may not particularly motivate the teams but they clearly would react positively if they notice the sponsors putting in more effort.

From concluding these results, it became clear that the sponsors do not motivate the teams as much as originally thought, despite this the sponsors do motivate the teams to do the sponsor proud and react positively.

4.6 Sponsors link to the club

This originally was not a consideration and was not a factor in the conceptual framework. Having a link to the club links in well with relationship marketing. In order for relationship marketing to be a success there must be a mutual trust and link between the firm and customer (Morgan & Hunt, 1994). From conducting the interviews, having some sort of
emotional and personal link to the clubs in the B&NSL proved to play a massive part in the motivation to sponsor. The survey results really supported this as 100% of the respondents answered ‘yes’ when asked if they ‘personally knew the clubs sponsor’ and if they ‘feel the sponsor has an emotional link to the club’. Which proves that the sponsors in the league have a link to the club and they are not external sponsors. When asked if the sponsor has an emotion link to the club S1 responded

Yeah I guess, my two boys started playing cricket here and the club has helped them massively so I yeah I guess I will always have an emotional link with the club.

He then went on to say “it means I am naturally passionate about the club” which is proven to be essential when sponsoring a club in the B&NSL.

S2 quoted

Oh yes for sure. The only reason I first got involved in sponsoring the Stapleton is because I knew a lot of people in the club and have done for a long time so I did it to help them out.

Both of these statements highlight the importance of having an emotional link with the club and building a relationship with the club. Having an emotional link is clearly important to the officials as well as the sponsors in the B&NSL. O1 quoted

For us, Nick has always had a link to the club so I guess it’s because he wants to help the club out as he’s passionate about it.

When asked to O2, ‘why did you choose the sponsor you are currently with?’ he responded “Umm we choose them probably due to the link they have with the club.” Which clearly shows all four interview participants clearly feel that having some sort of link such as an emotional link with the club is vital when sponsoring in the league.

4.7 Rewards

The researcher believes that rewards play a huge part in the sponsorship in the B&NSL. As for anyone to get involved in sponsoring an event or club clearly would like something in return. It is important that the sponsors also know the rewards and the value of the rewards so they know what they are working towards. (Ferrand et al 2007). Rewards is regarded one of the most important stages in motivation and one of the three key components in
Vroom’s (1964) Expectancy Theory. When asked to O1 what they believe the biggest reward of having a sponsor to them as a club, he responded

Umm, I’d probably have to say just the support and encouragement he gives the club. Sponsors are great for us, I mean they provide us kit and equipment which allows us to use the money we generate towards other things such as training equipment and developing our club. Last season we were able to afford to build a new pavilion which was great for our club

S1 supported this

The biggest reward… I guess I’d have to say sort of the passion and love everyone has at the club. Not only does sponsoring benefit me and my business. I love seeing everyone play well and play competitively which is why I love being so involved with this club. I feel a lot of sponsors get involved in sponsoring a club in the league because they have some sort of connection with the club. It also benefits my business as it gains recognition through the sponsoring of the shirts.

This is supported from the questionnaire data as 71% of the respondents thought that recognition is the best type of reward when sponsoring a club in the B&NSL.

This shows that the majority of the respondents believe that recognition is the best reward when sponsoring in the B&NSL. 67% of the respondents answered ‘yes’ when asked if
they feel that sponsor is rewarded for their effort. However only 41% thought the sponsor would be rewarded more so if the club won the league or a cup. This indicates that the sponsors aren’t likely to gain more rewards if the club wins a cup or the league which clearly states that the performance of the cricket clubs isn’t a factor for sponsors when deciding whether or not to sponsor a club in the B&NSL. The rewards also linked in with the motivation to sponsor a club in the league, shown previously in the chapter.

4.8 Satisfaction

The literature review seemed to lack information on whether or not sponsors are satisfied or not. This is why the researcher wanted to find out if they are satisfied with the effort they put in and the results they see. When sponsoring a cricket club in the B&NSL it became clear that rewards play a large part. With rewards, comes satisfaction. The qualitative data supported this. S1 quoted that the rewards in sponsoring a club are ‘intangible’ which involves satisfaction rather than physical rewards such as money. S1 went on to quote

I guess I feel satisfied at the end of each season when I notice the teams performing well and all getting on and just the team’s morale in general.

He also said

I love seeing everyone play well and play competitively which is why I love being so involved with this club and when I see this I feel very happy with the effort I put in.

These statements suggest that the sponsors are satisfied once then can see the results from their hard work and dedication. S2 answered “it’s more satisfaction than anything” and went on to say “as long as the club is playing well and maintaining good spirit I feel satisfied with my work”. This proves that both sponsors feel they are satisfied with the rewards they receive when sponsoring in the league.

O2 also went on to support this by saying

well they provide support for us so they help our club as they give us kit etc. They also give our club confidence and satisfaction. It also makes the players feel more professional.

From these statements given in the interviews it became clear that satisfaction is important to the sponsors and clubs in terms of the sponsorship agreements. The author feels that
satisfaction is crucial in terms of the model created as if the sponsors of clubs are not satisfied with the sponsorship arrangements they will not be motivated to proceed with the same sponsor or club.

4.9 A new motivational model that fits sponsoring in the B&NSL

After analysing motivational theory in the literature review chapter, the researcher was able to design a conceptual framework adapted from Vroom’s (1964) Expectancy Theory (figure 5) that the researcher thought would apply to sponsoring in the B&NSL. After conducting primary research and analysing the data it can be seen that the model has changed from the author’s hypothesis. Themes and trends have emerged and the model has adapted to these. The basic shape of the final model has stayed roughly the same keeping the main three stages; Effort, Performance and Reward. This model works for both sponsor and cricket club, as it became clear through the interviews that they both work very hard for each other in order to gain rewards.

The value of rewards section is important for this model as the sponsors must have an indication of the rewards involved in sponsoring in the B&NSL. All officials and sponsors
that were interviewed confirmed that effort is a crucial part in sponsoring. Also, the cricket club must know the value of rewards involved in having a sponsor for the club. This will impact the amount of effort they put in for the club as if they both know that the harder they work, the better the rewards will be. It became clear through the survey results that not many people were aware of the rewards of having a sponsor, whereas from the interviews, both sponsors and officials has an indication of the rewards which suggests that the rewards are internal and confidential between the sponsors and club officials.

It became clear from the officials that were interviewed, more so than the sponsors, that the sponsors don’t really impact on the performance of the teams, but they do impact on their professionalism, and the players show a positive reaction when being sponsored. O1 and O2 both made it clear that sponsoring doesn’t impact the performance. So a major change to the model was changing performance to professionalism. This was reiterated throughout the interviews therefore the model had to be adapted to it. However the researcher believes this is the least important section out of the main three sections, so it has been moved down to represent its lack of importance in comparison to the ‘effort’ and ‘reward’. This is because it became clear through the interviews that effort and rewards were the most important stages of the model in terms of the motivation to sponsor in the league.

The four blocks at the top of the model are the four main influencing factors on sponsoring in the B&NSL. They are not in order of importance as they all impact the decision to sponsor. The first block is ‘Ability to motivate. This being the ability to motivate the teams, it was clear at WCC the sponsors motivate the teams as it was clear they feel more professional when playing which shows the sponsor makes the players feel better in terms of feeling professional and feeling part of a better cricket club. From the qualitative research it was clear the sponsors don’t impact on the performance of the teams but they do motivate them to work harder.

The second block is ‘building a relationship’. Building a relationship with one another, sponsor and club, was proven to be very important when sponsoring in the B&NSL. It was a clear trend that having a relationship between the sponsor and club helps the sponsorship. O2 quoted in the interview, for example, “We know them all personally so I guess we have a good relationship.”
Originally it was thought that the economic climate and external factors would have an impact however from the interviews none of them mentioned that it had an impact on their choice on whether to sponsor or not. However other direct business competitor sponsoring firms did have an impact. So this is another section that was added to the model.

The fourth block is ‘having a link to the club’. This section proved to be extremely important to sponsoring in the league and the model. It became apparent that all the sponsors and clubs that were interviewed has some sort of link to the sponsor, such as an emotional link. For example, WCC and their sponsor came about because the sponsor has family who plays for the club.

In regards to the rewards section, in the conceptual framework the author had external & internal. External rewards are physical rewards such as money for example. But from the interviews none of them really said that they get any external rewards, if they did they were very small and low key. So it has changed it to internal only. The internal rewards are non-physical rewards, such as seeing the club develop for example. O2 quotes “there is loads of internal rewards which people don’t always see.”

The reason why the author has added an arrow leading from the satisfaction back to the start is because they said that they finally feel satisfied with their work once the season is over and they have seen the team react positively to the sponsor’s effort. So the model itself almost resembles the cricket season. The arrow goes over the top rather than below as the satisfaction comes from reflecting on the four blocks rather than the professionalism.

4.10 Summary

This chapter has analysed and highlighted the key findings from the interview and survey data to assess factors which motivate sponsors to sponsor a club in the B&NSL, the themes established are all strong influences that affect sponsors’ choice on whether or not to sponsor a cricket club in the league. The primary data collected was analysed in order to accept or decline the researcher’s hypothesis. A deductive approach has been used in this research to refine the conceptual framework. Figure 14 shows a new motivational model adapting and relating to Vroom’s Expectancy theory on sponsoring in the B&NSL. From conducting primary research it has been posed that the researcher’s prediction wasn’t fully accurate as there has been some alterations to the conceptual framework shown in figure 14.
The next chapter will summarise the whole project and make recommendations on how the research could be improved further.
Chapter 5

Conclusion

5.1 Introduction
5.2 Aims and Objectives Re-visited
5.3 Contribution to theory
5.4 Contribution to practice
5.5 Contribution to method
5.6 Further Research
5.7 Limitations
5.8 Summary
5.1 Introduction

The discussion identified the reasons for sponsoring in the B&NSL. It was proved that Vroom’s expectancy theory can be adapted to sponsoring in the B&NSL. The study tested the original hypothesis and so demonstrated that a conceptual framework based on Vroom’s expectancy theory can be successfully applied to sponsoring in the B&NSL. This chapter summarises what has happened during the research project. The aims and objectives are revisited to see if they have been achieved. Contribution to theory, methodology and practice are provided. Limitations of the research have been identified and finally recommendations for further research have been made. The recommendations also aim to justify organisations sponsoring in the B&NSL.

5.2 Aims and Objectives Re-visited.

The aim of this research is to apply the concepts of expectancy theory to evaluate how firms are motivated to sponsor cricket clubs, and the benefits sponsorship arrangements have for the sponsor and the clubs in the B&NSL, and if necessary to create a new motivational model that applies to this league. This aim was achieved through the completion of the following objectives.

It was critical to establish a set of key objectives in order to achieve this aim, the following objectives were set:

1. The first of the objectives was to critically review the current field of academic literature relating to sports sponsorships and the expectancy theory of motivation as it might impact on sponsoring cricket clubs, and produce a suitable conceptual framework. The objective was achieved as can be seen in chapter two.

2. A snowball method of sampling conducted through the cricket clubs to get in touch with the sponsors involved in the clubs. Sponsors were interviewed to gain in-depth information on the motivations and expectations behind sponsoring the cricket clubs and the reasoning of sponsoring non-professional cricket clubs. A mixed approach of qualitative and quantitative data collection was conducted through a questionnaire and interviews to collect data.
3. All quantitative and qualitative data was thoroughly analysed and evaluated from the interviews and questionnaires which gained an understanding of the different reasons why firms are motivated to sponsor a club in the B&NSL. Vroom’s expectancy theory was evaluated in the context of the B&NSL which helped to see how it links to the reasoning behind sponsoring cricket clubs in the league.

4. From the data collected, key themes and trends emerged which enabled the researcher to summarise the main findings. From the research, limitations have occurred and recommendations for extending this research in the future were made.

5.3 Contribution to theory

The research has gave a contribution to theory by developing a theoretical model. The model shows the adaption of Vroom’s expectancy theory with its three main headings, effort performance and reward. It follows the same structure as the conceptual framework shown in Chapter 2 but enhanced after conducting primary research. From the methodology used and current literature, there is a method for adding new knowledge in this industry as the sponsorship industry is constantly changing. The author recommends that the model should be tested in other leagues to see if it applies in leagues other that the B&NSL.

5.4 Contribution to Practice

This study showed how important and valued sponsors are within a league such as the B&NSL. A study on sponsoring in non-professional cricket leagues has not previously assessed therefore it is definitely a benefit to practice. Through the completion of the aims and objectives for this project set out in the introduction chapter, the researcher has conducted research on the current literature, successfully conducted primary research to establish the new model applied to sponsoring in the B&NSL. This study may change the way cricket clubs work and how they see sponsors. Sponsors in the B&NSL obviously play a large role in the standard and professionalism in which cricket clubs perform, which could be pursued into other leagues and potentially businesses.

5.5 Contribution to method
The author has given a contribution to method by creating unique and original questionnaires and interviews. The questionnaires asks questions of characteristics of different opinions on sponsors sponsoring a club in the B&NSL and their opinion on whether or not they believe sponsors benefits the league. It also allows them to adapt on their answers so there is more than just yes or no answers. Furthermore, it evaluates their reasoning behind the motivation of sponsoring cricket clubs, and the benefits it has for the sponsor and the clubs in the B&NSL.

5.6 Further Research

This research project primarily was to find out the motivation behind sponsoring in the B&NSL, which is one region within the south west of England. This research could definitely be repeated in other regions to see if the results were any different and why. Despite this research being very relevant and valid at the time, as sponsorship is progressing and developing, future findings may be slightly different in the future. The author has made a few recommendations for potential future research projects:

1. Interview more (or all) of the clubs and sponsors to get greater and richer feedback
2. Give questionnaires to everyone in the local area to get opinions from people outside of the clubs to see if their views are any different to people involved in the league.
3. Extend research to other leagues in the area. This will show whether or not the sponsors have different motives.
4. Extend research to other regions.
5. Test the developed model on other leagues
6. To interview players and non-officials to see if their views are different to the official sponsors and club officials.

5.7 Limitations

A limitation of this research project was that the researcher personally knew two of the interviewee’s which could poses some natural bias. The findings would be less bias if the people interviewed had no relationship with the researcher. Another limitation of this research would be only having 4 interviewee’s. If there were more respondents, the data collection would have been a lot broader, giving more valid and reliable data. Finally, the last limitation of this research is lack of interview technique. The interview technique
develops with practice and, therefore, there could be discrepancies in quality between the first and last interview.

A limitation of the survey is the validity. There is no real way of telling how truthful the respondents are being as the researcher was not present when they filled in the questionnaire. Also people may interpret the questions differently to what the researcher intended, this may occur as the researcher isn’t present to prompt and help the respondents in their answers.

Another final limitation to the research project was to do with the technique used to collect the data. The researcher feels that more information for the study could have been gathered through other methods such as group interviews or focus groups as the interviewees would bounce off each other and use each other to give more information.

5.8 Summary

This research was very revealing and interesting. It revealed different opinions on the motivation behind sponsoring in the B&NSL. Thee research has summarised the aim and objectives that the researcher has achieved. It has presented a new motivational model specifically for the B&NSL. If the researcher were to take this research project further they would ensure a wider range of people take part in interviews to gain better results. The researcher could test the new model created in this study to see how effective and practical it is. Any further work using this methodology in the future will add more to the knowledge and identify any ore gaps for further development in the model.
Chapter 6

References


The Economist. (2009) Spotf in the Downturn - Race to the Bottom [online],

Thomas, R (2003) Blending Qualitative and Quantitative Research methods in Theses and Dissertations. Sage publications. United Kingdom


Chapter 7

Appendices
<table>
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First Submission [ ]  Resubmission [ ]

Date: __________________________

For use by the devolved ethics approval panel:

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<th>Panel Members</th>
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<td>Module leader</td>
<td>Dave Hamer-Tang</td>
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<td>Supervisor</td>
<td>Alan White</td>
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<td>CSM Ethics Committee Representative</td>
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Date: 21/12/15  Date of Reassessment: __________________________

Outcome:

Project Approved [ ]  Project Approved in Principle
Application not ready/ incomplete [ ]  (Decision deferred)

Comments for projects not fully approved:

A3 be specific next maybe
PCs comment
PCs comment
MUST have separate interview topic & contact club
MUST add depth to questionnaire in relation to sponsor

The original to be retained by the module leader and a copy given to the student.

On questionnaire must clearly confirm participant is over 18

MUST add depth to questionnaire in relation to sponsor
When undertaking a research or enterprise project, Cardiff Met staff and students are obliged to complete this form in order that the ethics implications of that project may be considered.

If the project requires ethics approval from an external agency (e.g., NHS), you will not need to seek additional ethics approval from Cardiff Met. You should however complete Part One of this form and attach a copy of your ethics letter(s) of approval in order that your School has a record of the project.

The document *Ethics application guidance notes* will help you complete this form. It is available from the [Cardiff Met website](#). The School or Unit in which you are based may also have produced some guidance documents, please consult your supervisor or School Ethics Coordinator.

Once you have completed the form, sign the declaration and forward to the appropriate person(s) in your School or Unit.

**PLEASE NOTE:**
Participant recruitment or data collection MUST NOT commence until ethics approval has been obtained.
**PART ONE**

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<th><strong>Name of applicant:</strong></th>
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<tr>
<td><strong>Supervisor (if student project):</strong></td>
<td>Dr Alan White</td>
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<td><strong>School:</strong></td>
<td>Cardiff Metropolitan University</td>
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<td><strong>Student number (if applicable):</strong></td>
<td>St20053514</td>
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<td><strong>Programme enrolled on (if applicable):</strong></td>
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**Project Title:** Applying expectancy theory concepts to evaluate the motivations of sponsors sponsoring cricket clubs, and the benefits it has for sponsors and clubs, in the Bristol and North Somerset cricket League. To create a new motivational model that applies to this league.

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<td><strong>Other researcher(s) working on the project:</strong></td>
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<td><strong>Will the study involve NHS patients or staff?</strong></td>
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<td><strong>Will the study involve taking samples of human origin from participants?</strong></td>
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**In no more than 150 words, give a non technical summary of the project**

The author will study the motivations and expectations of cricket clubs and sponsors involved in sponsoring cricket clubs in the Bristol and North Somerset League. The passion for the sport and the previous experience has provided inspiration to conduct this research. The author will be conducting both primary and secondary research to investigate this issue and will review the current literature in the field of expectancy theory and sport sponsorship in order to create a conceptual framework. The primary research will consist of semi-structured interviews and a survey. This research aims to reveal the motivations behind sponsorship for both clubs and sponsors. The results of this research will be analysed and a new model will be created. The study will conclude by evaluating to the original hypothesis and reviewing contribution to theory, practice and method. Further research will be suggested and limitations of the study explained.

**Does your project fall entirely within one of the following categories:**

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<td>Practice based not involving human participants (eg curatorial, practice audit)</td>
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If you have answered YES to any of these questions, no further information regarding your project is required.
If you have answered NO to all of these questions, you must complete Part 2 of this form

### DECLARATION:
I confirm that this project conforms with the Cardiff Met Research Governance Framework

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## A RESEARCH DESIGN

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<td>A2 If yes, please state the name and code of the approved protocol to be used(^1)</td>
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<td>A3 Describe the research design to be used in your project</td>
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**Data Collection:**
Qualitative data will come from at least 4 semi-structured interviews conducted with sponsors and club officials; current sponsors, previous sponsors, and officials in the Bristol and North Somerset league (B&NSL). The author has chosen this number of people as it will give sufficient variety of opinions and enough data to analyse and compare. The author will only interview people aged over 18. The author currently plays in this league therefore will be able to get in touch with people face to face, however some interviewees may need to be contacted via email or skype. With then the possibility to arrange a face to face interview. Interviews are due to be taken place in December and January.

**Survey:**
Questionnaires will be used in order to gain effective feedback on specific topics where the student believes extra information is needed. These questionnaires will be published Facebook, a specific Facebook page will be created where all participants will be involved in the B&NSL. Hard copies will also be printed out and handed around to the relevant audiences at a range of cricket clubs in the area.

The student hopes to gain feedback from 100 questionnaires to gain effective results.
- Paper based questionnaire will be used where appropriate. Respondents will be fully appraised of the purpose of the research.
- Participants will be chosen because they are involved with cricket but otherwise without discrimination, will be over the age of 18 and will have their right to anonymity guaranteed. Appropriate participant consent will be obtained.
- The researcher will hand out the questionnaires in relevant places such as the cricket clubs in the leagues and people who are interested in the Bristol and North Somerset league.
- Questionnaires will be piloted to ensure any issues with layout instructions clarity, validity and ease of collation will be identified and amended to minimise the no response rate.
- Closed questions with a limited range of possible answers from which to choose, or ordinal response choices will be used to produce data that is easy to collect, analyse, and present.
- Qualtrics will be used as an online questionnaire where only a specific source of people within a Facebook group will be able to complete the survey.

**Sample:**
- 100 people involved in the league will be asked to complete the questionnaire
- Relevant people involved in the Bristol and North Somerset people will be asked to complete the questionnaire, including chairman, committee members, current or previous sponsors and playing participants and club members.
- These people will be above the age of 18

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\(^1\) An Approved Protocol is one which has been approved by Cardiff Met to be used under supervision of designated members of staff; a list of approved protocols can be found on the Cardiff Met website here
• Most of these people will be male due to the sport being a male dominated sport with no current female players in the league.
• The researcher will hand out questionnaires to people in Winterbourne cricket club, where the researcher plays.
• Also the researcher will give questionnaires to the captain and chairman who will then be able to hand them out to other captains and chairmen at other clubs during award ceremonies and League meetings etc.
• With Qualtrics, the researcher will create a specific Facebook group where participants will be involved in the B&NSL.

Analysis:
• The results will be analysed using Qualtrics and data will be shown in tables and graphs.

Semi-structured interviews:
These interviews are an essential part of my qualitative research as they will give the most in-depth and rich feedback. This is because the interviewee is given the opportunity to elaborate on any answer and give specific opinions and examples in their answers. The interview questions will be open ended to collect qualitative data. Freedom of response allows the author to gain a wider range of information. The information being recorded will be kept on a password protected device where no one except the author will have access. It will be deleted once the study is completed.
• Freedom of response will allow the researcher to gain opinions and thoughts of the interviewees.
• The interviews will be semi-structured with a pre-planned framework but will include open-ended questions to allow dialogue to develop and rich qualitative data to be collected.
• A snowball method will be used to get in contact with managers and sponsors from clubs other than Winterbourne Cricket Club in the B&NSL to try and set up interviews.
• An ethical and professional approach will be taken, respecting the participant’s time and privacy and a covering letter will be sent to firms and clubs where appropriate. Appropriate participant consent forms will be used.

Sample:
• Further participants will also be found using Snowballing Techniques, by asking participants to recommend someone else who may be appropriate for the study. This will involve using personal contacts to get in touch with other clubs.

Participants:
• This study uses a purposive convenience sampling method.
• Participants’ right to anonymity will be reiteration throughout the research process and they may withdraw their data and cooperation at any point.
• The researcher will record role, experience, age and gender of the participant.

Analysis:
• The qualitative information gathered will be used and analysed by extracting data on a
thematic basis to establish any trends.

Consent:
Participants will all complete a consent form before the interview. Participants will have the freedom to remain anonymous if they wish. If anonymity is requested, respondents will be referred to as ‘Sponsor a’ ‘Official b’ etc. All information from the interviews will be kept on a password protected device and once the study is complete the document will be deleted.

A4 Will the project involve deceptive or covert research? | No
A5 If yes, give a rationale for the use of deceptive or covert research
Click here to enter text.

B PREVIOUS EXPERIENCE
B1 What previous experience of research involving human participants relevant to this project do you have?
Similar investigations on a much smaller scale in school. Questionnaires and Facebook pages created for other modules during studying at Cardiff Metropolitan University. During a module in sixth form, we were asked to design a chocolate bar. Questionnaires were handed out in order to research the public’s perception on the chocolate bar and their thoughts were taken into consideration.

B2 Student project only
What previous experience of research involving human participants relevant to this project does your supervisor have?
Dr Alan White has a wide variety of experience in quantitative and qualitative research.

C POTENTIAL RISKS
C1 What potential risks do you foresee?
Questionnaires:
• People may not want to answer the questions if they feel it is confidential or personal
• Disorderly or aggressive behaviour.
• I may not get an adequate number of responses

Semi structured interviews:
Face-to-face interviews may present risk to the researcher:
• The interviewee may not want to answer questions if the information is confidential or personal.
• The interviewee may be offended by the questions and may give untrue feedback.
• Participants may not want to finish the interview if any questions offend them or they feel are personal.
• Information may be lost after recording interviews.

C2 How will you deal with the potential risks?
Ensure every participant feels relaxed and does not feel pressurised into answering anything they do not feel comfortable with. Ensure they are aware of all the ethical issues.
Questionnaires:
• The researcher will be in a safe environment with the agreement of the organisers
• The researcher will ensure all questions are suitable and appropriate to ask participants.
• The participant will be notified that they have the right to withdraw their data at any
time.

- If I do not receive enough survey responses I will speak with club officials and re-launch the survey with their support

**Interviews:**

- The interview questions will be discussed by the researcher and participant.
- Participation Information sheet and Consent form will be sent to the interviewee before interview to ensure they are aware of the topics up for discussion.
- The participant will have the right to withdraw their data at any point without penalty.
- Ensure no data is lost by saving it to two separate devices which are password protected to ensure they are kept confidential.

All participants will be notified that the researcher will have sole access to the data collected. Data used in the written report will be anonymised and the participants will be coded to safeguard from identification.
Project summary

Applying expectancy theory concepts to evaluate the motivations of sponsors sponsoring cricket clubs, and the benefits it has for sponsors and clubs, in the Bristol and North Somerset cricket League. To create a new motivational model that applies to this league.

Why have you been asked to participate?

You have been asked to participate because you fit the profile of the population being studied; that is you have an involvement in sponsorship arrangements in the Bristol and North Somerset League.

To participate in this research you must be:

- Over the age of 18,
- Involved in the Bristol and North Somerset league whether an administrator or a sponsor
- Interested in cricket and the league

During the interview you will be asked various questions including some concerned with the input you have to the cricket league and any involvement you have with sponsoring in the league.

Your participation is entirely voluntary and you may withdraw at any time.

Project risks

The research involves participation in a semi-structured interview and which will be recorded for later analysis. I am not seeking to collect any sensitive data on you; this study is only concerned with the motivation behind sponsors sponsoring cricket clubs in the league. I do not believe there are any risks in this study. If you feel any of the questions are personal, inappropriate or you do not want to answer, you are not required to answer them at all. Furthermore, you can change your mind and withdraw from the study at any time – your decision will be respected.

How we protect your privacy

All the information you provide will be kept private on a personal electronic device, password protected. I have taken careful steps to make sure that you cannot be directly identified from the interview data. Your personal details (e.g. signature on the consent form) will be kept in secure locations. Once the study has been completed and all the information analysed, all the documentation used to gather the data will be destroyed. The recordings of the interview will also be held in a secure and confidential environment, password protected, during the study and destroyed when it is complete.

YOU WILL BE OFFERED A COPY OF THIS INFORMATION SHEET TO KEEP

If you require any further information about this project then please contact:

Chris Kislingbury, Cardiff Metropolitan University email: st20053514@outlook.cardiffmet.ac.uk

PARTICIPANT CONSENT FORM
Title of Project: Applying expectancy theory concepts to evaluate the motivations of sponsors sponsoring cricket clubs, and the benefits it has for sponsors and clubs, in the Bristol and North Somerset cricket League. To create a new motivational model that applies to this league.

Name of Researcher:

Chris Kislingbury

Participant to complete this section: Please initial each box.

1. I confirm that I have read and understand the information sheet for the above study. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily. [  ]

2. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason. [  ]

3. I agree to take part in the above study. [  ]

4. I agree to the interview being audio recorded [  ]

5. I agree to the interview being digitally voice recorded [  ]

6. I agree to the use of anonymised quotes in publications [  ]

7. I would like my company/cricket club name to be anonymised [  ]

_______________________________________  ___________________
Signature of Participant  Date

_______________________________________  ___________________
Name of person taking consent  Date

_______________________________________
Signature of person taking consent
<table>
<thead>
<tr>
<th>Order of semi structured Interview – Club</th>
<th>Discussed</th>
<th>Related to question</th>
</tr>
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<tbody>
<tr>
<td><strong>1) Ask respondent approval to use recording systems</strong> Ask respondent to sign and acknowledge consent form</td>
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<tr>
<td><strong>2) Ask Background questions</strong> Confirm information about;</td>
<td></td>
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<tr>
<td>• Name of Cricket Club involved with</td>
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<td>• Respondents position in the cricket club?</td>
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<td>• How long have you been part of the club?</td>
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<td>• Who is your sponsor and what is your relationship with the sponsor?</td>
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<td>• In what way does the sponsorship work?</td>
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<td>• How long does sponsorship normally run for?</td>
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<tr>
<td>• How many sponsors do you currently have at the club and why?</td>
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<tr>
<td>• What do you believe the role of a sponsor is for your club?</td>
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<tr>
<td><strong>3) Motivation to get a sponsor</strong> Probes</td>
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<tr>
<td>• What is your interpretation of sponsorship? In other words what does sponsorship mean to you, the club?</td>
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<tr>
<td>• Why do you get sponsors involved with the club? Please give examples?</td>
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<td>• How many other sponsorships have you had prior to the current sponsor, while you have been involved at the club?</td>
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<td>• What form of sponsorship are you currently using with the sponsorship firm?</td>
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<td>• Is there a specific type of sponsorship you prefer and opt for? Why? E.g playing shirt / billboards / equipment</td>
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<tr>
<td>• In your opinion what is the biggest reward gained when getting a sponsor?</td>
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<tr>
<td>• Why did you begin to get sponsors at the club? What motivated you? What have you learned since then?</td>
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<tr>
<td>• Does sponsorships benefit the club? How? What type gives the greatest benefit?</td>
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<tr>
<td>• Does sponsorship increase awareness of your club? How?</td>
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<tr>
<td>• Do you think the scale (or size) of the cricket club has an impact on the motivation for sponsorship firms to sponsor you?</td>
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<tr>
<td>• Do you believe higher standard clubs (such as prem1 teams) get more offers from sponsors? If so, why?</td>
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<tr>
<td>• Is the size (standard) of the club dependant on what type of sponsorship you get? Again e.g shirt / equipment etc?</td>
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<tr>
<td>• (If yes to having previous sponsors) who has been the best sponsor for your club and why?</td>
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<td>• Do you know of anyone within the cricket club who has used the sponsors firm since they have sponsored you?</td>
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<tr>
<td>• Have you ever been rejected by a sponsorship firm, or had them cancelled, if so why? Can you give an</td>
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</table>
4) **Effort in sponsoring cricket clubs**  
**Probes**

- Did you find that you approached the sponsor, or did they approach you?
- How much effort do you believe the sponsors put in towards the club?
- How much effort do you put in to help the sponsor? E.g. did you help promote their firm etc?
- Do you feel the effort you put in for the sponsor is appreciated and recognised? How?
- Do you feel the effort you put in for the sponsor is not valued or recognised? If so please give examples?
- Have you ever considered the term ‘partnership’ when arranging sponsorship packages/deals?
- To what extent is there a mutual benefit or an exchange or benefits between sponsor and cricket club?
- How do you determine the length of the sponsorship deals? Is the period influenced by yours and the sponsors’ effort?
- How do you believe your effort affects the team’s performance?
- How do you believe your effort affects the cricket club’s morale?
- Since having the current sponsor, have you noticed difference in change in people using the sponsors firm?

5) **Discuss performance in sponsorship**

- Do you believe the clubs performance and success impacts whether or not sponsorship firms want to sponsor you?
- Do you feel the team/teams within your club are motivated to perform better when being sponsored? If so, why?
- Do you believe sponsorship motivates the individuals at the club to perform better and why? *(Royal Raj man of the match)*

7) **Discuss rewards in sponsorship**

**Probes**

- What do you look for in terms of rewards when having a sponsor? Is it purely cricket based such as performance results? Or is there other rewards you look for?
- On a scale of 1-10, (1 being the least, 10 being the maximum) do you believe the effort you put in is worth the rewards you get? Why?
- What return does your sponsor expect from the club?
- How quickly does the sponsor expect a return?
- Has the sponsor have minimal requirements when it comes to return?
- To what extent do you think people are aware of the sponsor? Is the logo prominent enough? Please give examples of how people become aware of the sponsor?
- Is your sponsor motivated by intangible or intangible rewards? Please can you give an example?

- Does your sponsor offer any rewards for special achievements such as winning the league or man of the match?

- How often do you review sponsorship arrangements? Why? How important is it to you that the sponsor is consistent and loyal to the cricket club?

7) **Discuss external factors**

**Probes**

- How do you consider the current economic/financial climate with regards to sponsorship?

- Did you have a choice of sponsors to choose from? If so, why did you choose the sponsor you are currently with?

- How important do you see sponsorship as a marketing tool for the cricket club? I’m sure you have other ways of promoting and generating money for your club. How does sponsorship compare to these?

- Did you have to compete with other cricket clubs for the sponsor? If so how did you succeed in getting the sponsor?

- How important do you see sponsorship as a marketing tool for your club? I’m sure you have other ways of generating income and recognition, how does sponsorship compare to these?
**Order of semi structured Interview – sponsor**

| 1) Ask respondent approval to use recording systems  
Ask respondent to sign and acknowledge consent form | Discussed | Related to question |
|-------------------------------------------------|-----------|------------------|
| 2) Ask **Background questions**  
Confirm information about;  
  - Name of sponsor/sponsors  
  - respondents position in sponsor organisation  
  - years working for the organisation/sponsor  
  - Which cricket club they sponsor and for how long  
  - In what ways does the sponsorship work?  
  - How appropriate is cricket sponsorship for your type of organisation or product?  
  - How long does sponsorship normally run for?  
  - Does your organisation sponsor other events or organisations?  
  - What do you believe the role of a sponsor is for a club in the B&NSL league? | | |
| 3) **Motivation to sponsor**  
Probes  
  - What is your interpretation of sponsorship? In other words what does sponsorship mean to you, the sponsor?  
  - How many cricket clubs have you sponsored before?  
  - What forms has the sponsorship taken?  
  - Is there a specific type of sponsorship you prefer and opt for? Why?  
  - E.g playing shirt / billboards / equipment  
  - In your opinion what is the biggest reward gained when sponsoring a cricket club?  
  - Why did you begin to sponsor cricket clubs? What motivated you? What have you learned since then?  
  - Do you think the scale (or size) of the cricket club has an impact on your motivation to sponsor them?  
  - To what extent does financial gain or alternatively raising awareness of your sponsor organisation or products motivate you as a sponsor of cricket in this league?  
  - Is the size (standard) of the club dependent on what type of sponsorship you use? Again e.g shirt / equipment etc?  
  - Have you ever sponsored another sport, if so has it been a more challenging relationship than cricket, if so, why?  
  - Does sponsoring cricket clubs benefit your business outside of the cricket season? How do you promote your business outside of the cricket season? Is it more effort than during the season?  
  - Does sponsoring cricket clubs benefit your business during the cricket season? How else do you promote your business during the cricket season? Is it more effort than outside the season?  
  - Have you ever conducted any research on the benefits of your sponsorship in this cricket league? If so what were your conclusions? | | |
### 4) Effort in sponsoring cricket clubs

**Probes**

- Did you find that you approach the cricket clubs or do they approach you?
- How much time and effort to you put in to sponsoring the cricket club?
- Do you prefer to be a sole sponsor or not? Why?
- Do you feel the effort you put in for the club is appreciated and recognised? If so please give examples how?
- Do you feel the effort you put in for the club is not valued or recognised? If so please give examples?
- Have you ever considered the term ‘partnership’ when arranging sponsorship packages/deals?
- To what extent is there mutual benefit or an exchange or benefits between sponsor and cricket club?
- How do you determine the length of the sponsorship deals? Is the period influenced by yours and the clubs effort?
- How do you believe your effort affects the team’s performance?
- How do you believe your effort affects the cricket club’s morale?
- Since sponsoring the club have you noticed a difference in change in people using your business linked to your cricket club sponsorship?

### 5) Discuss performance

- Do you consider the clubs performances when choosing whether or not to sponsor? Can you give an example of this?
- Do you believe sponsoring this club motivates the teams? How?

### 5) Discuss rewards in sponsorship

- Are you aware of the rewards in sponsoring a club in the B&NSL? How do these
- On a scale of 1-10, (1 being the least, 10 being the maximum) do you believe the effort you put in is worth the rewards you get? Why?
- What do you look for in terms of rewards when sponsoring clubs in the Bristol and North Somerset league?
- What do you look for in terms of challenge when sponsoring clubs in the Bristol and North Somerset League?
- Do you ever look for financial return when sponsoring this league?
- What return do you expect from your sponsorship?
- How quickly do you expect a return?
- Do you have minimum requirements for returns?
- To what extent do you think people are aware of your sponsorship? Is the sponsor logo prominent enough?
- Has sponsorship changed attitudes towards you or your organisation? How quickly and how strongly have attitudes changed? Please give examples?
- Are you motivated by tangible or intangible rewards or
<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
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<tbody>
<tr>
<td>both when sponsoring a cricket club in the league? Why?</td>
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<tr>
<td>• (if they said yes to sponsoring another sport) You said you have sponsored another sport, were the rewards different? How?</td>
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<tr>
<td>• Do you offer the cricket club and special rewards for achievements such as winning the league or man of the match etc? Can you give examples?</td>
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<tr>
<td>• How often do you review sponsorship arrangements? Why? How important is it to you that the sponsor is consistent and loyal to the cricket club?</td>
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<tr>
<td>• When do you feel satisfied with your effort? E.g. End of the season?</td>
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<tr>
<td><strong>6) Discuss external factors probes</strong></td>
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<tr>
<td>• How do you consider the current economic or financial climate when sponsoring?</td>
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<tr>
<td>• How do you take into consideration competitor sponsors and what they are doing and why/how they are sponsoring other clubs?</td>
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<tr>
<td>• How important do you see sponsorship as a marketing tool for your business/firm. I’m sure you have other marketing tools, how important is sponsorship in comparison to others?</td>
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</tbody>
</table>
Sponsoring cricket in the Bristol and North Somerset League

The purpose of this research project is to collect primary information in relation to sponsorship in the Bristol and North Somerset cricket league (B&NSL). All participants must be over the age of 18. If you would prefer not to take part in the project then I thank you for your time and you need not complete the questionnaire. If you are happy to participate in this project please can you complete the questionnaire? All information given will be treated confidentially. By completing the questionnaire you are giving your consent to allow the data to be used in this study.

Your assistance is appreciated.

1 - Are you male or female?
   Male [ ] Female [ ]

2 – In what year were you born?
   __________________________  __________________________

3- What cricket club are you involved with?
   __________________________

4 - Your involvement in the Bristol and North Somerset league?
   Player [ ]
   Non Player [ ]
   Sponsor [ ]
   Official [ ]
   Other [ ]
   If other please state
   __________________________

5 - How long have you been involved in the club?
   0-2 years [ ] 3-5 [ ] 6-8 [ ] 9+ [ ]

6 - Do you believe sponsorship benefits the clubs in the Bristol and North Somerset league?
   Yes [ ] No [ ]
   How? ______________________________________________________

7 - Has the sponsorship ever changed?
   Yes [ ] No [ ]
If yes, what has been the noticeable difference?

________________________________________________________________________________

8 - How often do you attend cricket matches in the Bristol and North Somerset league a year?
0-3 [ ] 4-10 [ ] 10+ [ ]

9 - Do you notice the sponsors of each team? If yes, where/how do you notice them?
Yes [ ] No [ ]

________________________________________________________________________________

10 - What do you believe the best type of sponsorship is and why?
Shirt sponsors [ ] Billboards [ ]
Equipment [ ] other [ ] (please state)

________________________________________________________________________________

11 - How important do you feel sponsorships are to cricket clubs in the league? (1 being not important, 10 being very important)
1[ ] 2[ ] 3[ ] 4[ ] 5[ ] 6[ ] 7[ ] 8[ ] 9[ ] 10[ ]

12 – Do you think cricket sponsorship influences you in terms of whether you use the sponsor firm?
Yes [ ] No [ ]
Can you give examples?

________________________________________________________________________________

13 - Do you personally know the clubs sponsor?
Yes [ ] No [ ]

14 - How much effort do you believe the sponsor inputs towards the club? (1 being minimal effort, 10 being maximum)
1[ ] 2[ ] 3[ ] 4[ ] 5[ ] 6[ ] 7[ ] 8[ ] 9[ ] 10[ ]

15 - Do you feel that the sponsor is rewarded for their effort?
Yes [ ] No [ ]
If yes, how?
16 - Do you feel the sponsor’s effort has an impact on the team’s performance?
Yes [  ] No [  ]
If yes, how?

17 - Do you believe the sponsor has an emotional link to the club?
Yes [  ] No [  ]
If yes, how?

18 - Do you believe the performance of the cricket team has an influence on whether or not firms sponsor the club?
Yes [  ] No [  ]

19 - Do you believe that the performance of the team effects the reward for the sponsor?
Yes [  ] No [  ]
If yes, how?

20 - Are you aware of any rewards/outcomes for the sponsor?
Yes [  ] No [  ]
If yes, please state

21 - Do you believe the cricket teams will react positively if the sponsor puts in more effort?
Yes [  ] No [  ]

22 - Do you believe sponsorship has an impact on the team’s professionalism?
Yes [  ] No [  ]

23 – Do you think the sponsor gets rewarded more depending if the club wins the league/cup?
Yes [  ] No [  ]
24 – Do you know if the cricket club gives any incentives or special offers to the sponsor?
Yes [ ] No [ ]
If so, how?
________________________________________________________________________________

25 - Do you believe the financial climate has an impact whether or not sponsors sponsor clubs?
Yes [ ] No [ ]

26 - Are you aware of any sponsoring firms that compete for sponsorship at the club?
Yes [ ] No [ ]

27 - In what way do you believe is the best reward for the sponsor?
Discounted merchandise [ ]
Free membership [ ]
Recognition [ ]
Other [ ] (please state)
________________________________________________________________________________

Thank you for your time
Dear Sponsor

I am an undergraduate student at Cardiff Metropolitan University. The title of my research is “Applying expectancy theory concepts to evaluate the motivations of sponsors sponsoring cricket clubs, and the benefits it has for sponsors and clubs, in the Bristol and North Somerset cricket League. To create a new motivational model that applies to this league.” I would like to gain an understanding of sponsorship of non-professional cricket clubs in the Bristol and North Somerset league and would appreciate your help. I am writing to you because you sponsor a team in the league. Before any primary data is collected this project will have been approved by Cardiff Metropolitan University and all data collection will be in accordance with the university’s ethics code of practice.

My purpose in writing is to ask if you would permit me to interview you or one of your employees. Participation is entirely voluntary, neither the interviewee nor the company will be identified in the research and it would only take 30 minutes for each employee to complete an interview.

The areas which would be covered by the interview include:

- Reasons for sponsoring
- Motivations for sponsoring
- Size of the club
- Types of sponsorship with the clubs
- Rewards of sponsorship
- Team performance and external factors

I shall be very happy to make the results of my research available to you as a participant in the research when it is complete. If you would like to participate in this project and or are interested in discussing it further please contact me.

Thank you in anticipation.

Yours sincerely

Chris Kislingbury – st20053514@outlook.cardiffmet.ac.uk
Dear Cricket Club Administrator

I am an undergraduate student at Cardiff Metropolitan University. The title of my research is “Applying expectancy theory concepts to evaluate the motivations of sponsors sponsoring cricket clubs, and the benefits it has for sponsors and clubs, in the Bristol and North Somerset cricket League. To create a new motivational model that applies to this league.” I would like to gain an understanding of sponsorship of non-professional cricket clubs in the Bristol and North Somerset league and would appreciate your help. I am writing to you because you are an administrator of a team in the league. Before any primary data is collected this project will have been approved by Cardiff Metropolitan University and all data collection will be in accordance with the university’s ethics code of practice.

My purpose in writing is to ask if you would permit me to interview you or one of your colleagues. Participation is entirely voluntary, neither the interviewee nor the company will be identified in the research and it would only take 30 minutes for each employee to complete an interview.

The areas which would be covered by the interview include:

- Reasons for having sponsors
- Motivations for having sponsors
- Size of the club
- Types of sponsorship with the club
- Rewards of sponsorship arrangements
- Team performance and external factors

I shall be very happy to make the results of my research available to you as a participant in the research when it is complete. If you would like to participate in this project and or are interested in discussing it further please contact me.

Thank you in anticipation.

Yours sincerely

Chris Kislingbury – st20053514@outlook.cardiffmet.ac.uk
Appendix B – Semi Structured interview transcripts
Interview Transcript Sponsor 1 WCC—(S1)

Q1 - So firstly can I quickly ask you about the name of your business/firm please?

Sure, its ‘Nick Bracey Plumbing and Heating’, I work for myself.

Q2 – Cool, so how long have you been working for yourself?

I’ve been self-employed for about 15 years now, so quite a long time

Q3 – Really, that’s good. So which cricket club are you involved with and how does the sponsorship work at that club?

Winterbourne Cricket Club for about 5 years now and I basically do all of the playing shirts sponsorship where my business is on the back of all the playing shirts and jumpers.

So in what way does the sponsorship work at the club, is it purely kit sponsoring?

Well no here at Winterbourne we have loads of ways to sponsor and there are actually other sponsors involved with the club but I’m primarily the kit sponsor. There are other types of sponsoring for example the Royal Raj give out free meals for Man of the Match each week and they have various firms who have a separate billboard around the ground.

Q4 - How appropriate is cricket sponsorship for your type of organisation or product?

I suppose cricket it great for my business as the Winterbourne home ground is right next to where we live so a lot of the locals who come to watch will live not far from myself. Which really benefits my business as it will increase the likelihood of them using my business.

Q5 – How long does the sponsorship normally run for?

Well, I have been sponsoring for around 5 years whereas the Royal Raj has been sponsoring for about 2 or 3 years now. I guess it depends on how successful the club is to some extent.

Q6 – Do you sponsor other events or clubs?

Not currently no, only winterbourne. But I love it, it’s a great club with a great atmosphere and I’m proud to be the sponsor.

Q7 – What do you believe the role of a sponsor is for a club in the B&NSL?

I guess nowadays sponsoring is key for a club in this league. Back in my day sponsoring wasn’t really important and no one really cared about it. But now it’s become huge, look at the professional leagues, sponsors are all over the ground generating income and
recognition. So in terms of the B&NSL, the role is to provide the club with support and encouragement. Also financially to some extent.

Q8 – What is your interpretation of sponsorship? What does it mean to you as the clubs sponsor?

Hmm, sponsorship is something exchanged to benefit both parties. It benefits the sponsor as they get recognition and support. And it also benefits the club as they get support in terms of kit and money. It differs for each club I guess. But for this league, it’s mostly recognition and the love for the sport. It also helps the clubs financially I suppose too yeah.

Q9 – How Many cricket clubs have you sponsored before?

Only Winterbourne, as I play for them and have done for a while now.

Q10- Is there a type of sponsorship you opt for and why?

Mmm, well considering I’ve only sponsored one club and ive only been involved with shirt sponsoring I guess I’d say that. And why, well because it’s a type of sponsor that benefits the club but also benefits me, as people can always see my business printed on the shirts which means people will recognise me and my business which generates income for me. So I guess to more I put in to sponsoring the club the more I get out in some respect.

Q11 – In your opinion what is the biggest reward gained when sponsoring a cricket club in this league?

The biggest reward… I guess id have to say sort of the passion and love everyone has at the club. Not only does sponsoring benefit me and my business. I love seeing everyone play well and play competitively which is why I love being so involved with this club and when I see this I feel very happy with the effort I put in. I feel a lot of sponsors get involved in sponsoring a club in the league because they have some sort of connection with the club. It also benefits my business as it gains recognition through the sponsoring of the shirts.

Would you say you have an emotional link? If so, how?

Yeah I guess, my two boys started playing cricket here and the club has helped them massively so I yeah I guess I will always have an emotional link with the club. I think having an emotional link is actually quite key for me as it means I am naturally passionate about the club.

Q12 - So is this why you started sponsoring the club? What have you learned since the start?
well as my boys played here and we live locally I guess that’s the main reason why I started yes. And the main thing I have learned is that a strong youth set up and a good vibe and atmosphere makes a cricket club great to be a part of. In terms of sponsoring, I have learned that sponsoring is a great way to benefit both club and myself, it’s a very good marketing technique also.

Q13 – Do you think the size and success of a club has an impact on your motivation to sponsor them?

Not so much in the B&NSL league no. Well to a certain extent I suppose but it doesn’t impact me too much.

Q14 – Have you ever sponsored another sport? If so how was it different to cricket?

No I have only ever sponsored cricket.

Q15 – Okay that’s cool. So does sponsoring cricket benefit you outside of the season? How do you promote your business outside of the cricket season? Is it more effort than during the season?

Umm, I don’t really promote my business. The cricket season definitely helps me as my work is on the shirts and people can see my name etc. But I don’t really promote myself outside of the season, no.

Q16 – Alright, thanks. So did you find that you approached the club or did they approach you?

Umm, I guess it was kind of a mutual decision as I am very close with the club it just came about and I thought it would be a good way to help the club.

Q17 – Okay, so how much time and effort do you put in to sponsoring the club?

I do tend to work quite hard during the season to help the club. As a sponsor I feel that I have quite an important role within the club so I feel it is important to put my personal time and effort into the club.

Q18 – Okay, do you feel the effort you put in is appreciated?

Yes definitely, the club has a great spirit and everyone gets on. I feel that people work hard for each other at the club. And people definitely notice the hard work I put in and I feel they do appreciate it, yes.

Q19 – How do you determine the length of sponsorship deals? Is it influenced by the effort put in by you and the club?

I guess it depends on whether or not the club needs me. We didn’t really discuss an official time. I suppose, if I carry on putting effort
into the club, and I receive the same effort I don’t see why it would end.

Q20 – How do you believe your effort affects the team’s performance and clubs morale?

Well I allow the teams to get discounted [kit and equipment] so I guess they may feel obliged to perform better but I wouldn’t say it really motivated them to perform better just because their club has a sponsorship, if you know what I mean. It also just looks a lot better when a team has sponsors, it looks more professional.

Q21 – Yes thanks, So, since sponsoring the cub have you noticed a difference in change in people using your business linked to your cricket club sponsorship?

I feel as the cricket club is so local, there is a difference in the amount of people using my business, yes.

Q22 – Do you consider the clubs performances when choosing whether or not to sponsor?

Well for me personally it’s not about performance to whether or not I sponsor as it’s about the connection I have with the club.

Q23 – Are you aware of the rewards in sponsoring a club in the B&NSL?

Well for me the rewards are seeing the club do well and succeed.

Q24 – Okay cool, on a scale of 1-10 how much effort do you feel you put in to the club?

I’d say 7/8 probably.

Q25 – Okay, do you ever look for a financial return when sponsoring in the B&NSL?

No, not at all. I don’t believe these leagues are about the profit. I mean having more money helps but that’s not why I sponsor Winterbourne.

Q26 – To what extent do you think people are aware of your sponsorship? Is the logo prominent enough?

Yes, I believe so. As is has my actual name on the [shirt].

Q27 – Are you motivated by tangible or intangible rewards when sponsoring Winterbourne CC?

So like money?

Yes, so tangible would be like money and physical rewards and intangible sort of satisfaction

Oh well then [intangible definitely].

Q28 – When do you feel satisfied with your effort?

85
I guess I feel satisfied at the end of each season when I notice the teams performing well and all getting on and just the team’s morale in general.

Q29 – Do you consider the current economic or financial climate when sponsoring?

Well the economic and financial climate doesn’t really have an impact on whether or not I sponsor Winterbourne as sponsoring in this league isn’t really about the money, its more about generosity and helping out the local club.

Q30 Do you take into consideration competitor sponsors?

Definitely, I mean the league is very well ran and a lot of the teams get on really well with one another so us, as sponsors, are constantly in the loop of everything that goes on

Okay so they play a large part in the choice of sponsorship?

Well I have been involved in the club for a while now and my role as a sponsor is quite solidified but there has been quite a few sponsors before me and there are other types of sponsors involved in the club. So for me personally, not so much. But for other teams, other sponsors are always looking to get involved, so yes, competitors are always knocking on the door

Okay that’s great. That’s all. Thank you for your time and taking part with the interview.
Interview Transcript Sponsor 2 Stapleton CC - (S2)

Q1 - So firstly can I quickly ask you about the name of your business/firm please?

I-Tec, I'm self employed

Q2 – Cool, so how long have you been working for yourself?

Umm, Around 10 years now, wow (laughs).

Q3 – Really, that’s good. So which cricket club are you involved with and how does the sponsorship work at that club?

Stapleton Cricket Club. The sponsorship firms such as myself provide playing kit and training kit for the 1st team. Other sponsors have their businesses around the ground but they're not the primary sponsors.

Q4 - How appropriate is cricket sponsorship for your type of organisation or product?

I suppose the sport itself isn’t relevant for my business but it helps me and I help them and I guess that’s why we get involved in sponsoring clubs, to help each other.

Q5 – Yeah, so how long does the sponsorship normally run for?

Well, I’ve only been involved with Stapleton for 2 years but there are other sponsors who have been involved for a lot longer.

Q6 – Do you sponsor other events or clubs?

No I’ve only been involved with Stapleton.

Q7 – What do you believe the role of a sponsor is for a club in the B&NSL?

Well the role is different to what you see on TV etc. It’s mainly to help out a club or to promote your business. For me personally, I enjoy helping out the club and being involved for the social side.

Q8 – What is your interpretation of sponsorship? What does it mean to you as the clubs sponsor?

Hmm, sponsorship in this league is to generate recognition for the sponsors.

Q9 – How Many cricket clubs have you sponsored before?

Umm just the one (laughs).

Q10- Okay, Is there a type of sponsorship you opt for and why?

Well I just do the shirt sponsoring. I guess it’s the most beneficial type of sponsoring for this specific league.
Q11 – In your opinion what is the biggest reward gained when sponsoring a cricket club in this league?

   Mmm, id have to say the recognition. Sponsors don’t really benefit financially as it’s a non-professional league.

Q13 – Do you think the size and success of a club has an impact on your motivation to sponsor them?

   Not really as the league is non-professional so none of the clubs are really larger than each other.

Q14 – Have you every sponsored another sport? If so how was it different to cricket?

   No just cricket (laughs)

Q15 – Okay that’s cool. So does sponsoring cricket benefit you outside of the season? How do you promote your business outside of the cricket season? Is it more effort than during the season?

   Not really, just during the season as there isn’t really any way of sponsoring outside of the season as I’m purely involved with shirt sponsoring.

Q16 – Alright, thanks. So did you approached the club or did they approach you?

   Umm, Well I already knew the club so I guess we discussed it together.

Q17 – Good, so how much time and effort do you put in to sponsoring the club?

   I’d say I put a decent amount of effort in as I enjoy being involved with the club, it’s a good laugh.

Q18 – Yeah that’s nice, do you feel the effort you put in is appreciated?

   Yeah for sure.

Q19 – Good, so how do you determine the length of sponsorship deals? Is it influenced by the effort put in by you and the club?

   We didn’t really discuss a length. It depends on how much the club needs me and if I’m still able to do it in the future.

Q20 – Okay fair enough, how do you believe your effort affects the team’s performance and clubs morale?

   Well they know I put effort in for them so I guess they return the favour and try to perform as well as they can.

Q21 – Okay cool, so since sponsoring the cub have you noticed a difference in change in people using your business linked to your cricket club sponsorship?
Not massively, but if there has been any correlation it has impacted my business positively as more people at the club feel inclined to use my business.

Q22 – Do you consider the clubs performances when choosing whether or not to sponsor?

Not particularly no, I’d stick with the club through thick and thin.

Q23 – Fair enough that’s good, okay are you aware of the rewards in sponsoring a club in the B&NSL?

There’s not really specific rewards like money or anything physical, its more satisfaction than anything.

Q24 – Okay cool, umm, on a scale of 1-10 how much effort do you feel you put in to the club?

8

Q25 – Okay, do you ever look for a financial return when sponsoring in the B&NSL?

No, not at all. I gain recognition which helps my business but I didn’t sponsor the club for financial reasons.

Q26 – To what extent do you think people are aware of your sponsorship? Is the logo prominent enough?

Yeah I think the fact that the logo is on the shirts it really drums it into them (laughs).

Q27 – Are you motivated by tangible or intangible rewards when sponsoring Stapleton?

Probably intangible personally.

Q28 – When do you feel satisfied with your effort?

Well as long as the club is playing well and maintaining good spirit I feel satisfied with my work.

Q29 – Do you consider the current economic or financial climate when sponsoring?

it’s not really a consideration, no

Q30 Okay, do you take into consideration competitor sponsors?

Definitely, there are always lots of competition when sponsoring

Q31 – Okay, finally would you say you have an emotional link or some sort of link to the club?

Oh yes for sure. The only reason I first got involved in sponsoring the Stapleton is because I knew a lot of people in the club and have done for a long time so i did it to help them out. So I guess I have an emotional link, I don’t
only just sponsor them, I follow them religiously and always hope they play as well as possible.

Okay that’s great. That’s all. Thank you for your time and taking part with the interview.

Interview Transcript 3 – Winterbourne CC Official 1 – (O1)

Q1 – So quickly what club are you involved with?
A1 – Winterbourne Cricket Club

Q2 – And what is your role at the club?
A2 – I’m the present chairman and ex player at the club

Q3 – How long have you been involved with the club?
A3 – Oh (laughs) longer than I can remember, around 25/30 years I think.

Q4 – Who is your sponsor and what is your relationship with the sponsor?
A4 – We have a few sponsors, our main sponsors is Nick Bracey Plumbing and Heating who sponsor our kit and we have the Royal Raj, who sponsor us with Man of the Match performances

Q5 – In what way does the sponsorship work?
A5 - *Hesitation*

So do they approach you? Is it only kit sponsoring?
A5 – Well we came to a mutual agreement with the sponsorship as I personally know him and hes a member at the club so that’s how the sponsorship came around. And in terms of the methods we use, its usually just kit sponsoring yes.

Q6 – What do you believe the role of a sponsor is for your club?
A6 – Well they provide us kit which helps our club as it saves us money. They also support us in many other ways which almost goes unseen. For example he turns up to all of the cup games and supports the club massively. He puts in work during the week such as the ground work and promotes the club and games, he’s a great asset to our club.

Q7 – What is your interpretation of sponsorship? What does it mean to you and the club?
A7 – Someone who provides something for the club I guess.

Q8 – Okay, why do you believe sponsors get involved with the club?
A8 – A lot of the time sponsors get involved because their love for the game. Or their love for a certain club. For us, Nick has always
had a link to the club so I guess it’s because he wants to help the club out as he’s passionate about it.

Q9 – How many sponsors have you had prior to the current sponsor while you’ve been involved with the club?

A9 – Oh umm *pause* I couldn’t tell you exactly how many im afraid

Q10 – Not to worry, so is there a specific type of sponsorship you prefer and opt for?

A10 – Well like I said before usually it’s just the basic kit sponsoring or sponsoring equipment just to give a little something to the club. So yeah we tend to opt for shirt sponsoring

Q11 – Okay cool, so in your opinion what is the biggest reward in having a sponsor?

A11 – Umm, I’d probably have to say just the support and encouragement he gives the club. Sponsors are great for us, I mean they provide us kit and equipment which allows us to use the money we generate towards other things such as training equipment and developing our club. Last season we were able to afford to build a new pavilion which was great for our club

Q12 – Why did you begin to get sponsors at the club, what motivated you and what have you learned since then?

A12 – Well sponsorship happened way before I was involved at the club so I wouldn’t know the original reasoning but I have learned that the harder you work for each other the more you get out of the club. It’s almost like work hard and play harder at the club. Us officials at the club look to try and help Nick, and he helps us.

Q13 –Sure, Okay does sponsorship benefit the club? If so, how?

A13 – Yeah definitely. It just makes the club feel more professional. Without a sponsor and playing in different whites it feels a bit village.

Can you explain what you mean by ‘village’?

It’s just an expression we use at the club for being a bit tacky and non-professional.

Q14 – Does sponsorship increase awareness of your club?

A14 – Mmm, not particularly, we increase awareness of Nick’s business as his business is on our kit so people see it regularly. But I wouldn’t say he increases awareness of our club, only through word of mouth I suppose.

Q15 – Do you believe higher standard clubs (such as prem 1) teams get more sponsorship offers?
A15 – Yes, definitely as they will have a lot more followers and they have players who are specifically sponsored and paid. So sponsors would love to get involved in larger clubs, yes.

Q16 – Do you know if anyone in the club uses the sponsors business since he has sponsored you?

A16 – Yes, for sure. People often use him.

Q17 – Okay thanks, so how much effort do you believe the sponsor puts towards the club?

A17 - our sponsors work very hard for our club and were very grateful for this.

Q18 – do you believe your effort affects the teams performance and morale?

A18 – Umm I’d like to this so (laughs). I constantly work along side our captains and sponsors to try and come up with new ways to help the club and benefit the club so i’d like to this its appreciated, and I think it is. It’s a great club, with a great spirit.

Q19 - Do you believe the clubs performance and success impacts whether or not sponsorship firms want to sponsor you?

A19 – Umm I wouldn’t say it’s a ‘massive’ factor. But obviously if were performing well and getting attention from other clubs and leagues obviously sponsors would be more inclined to get involved with the club as it would benefit them.

Q20 - Do you feel the team/teams within your club are motivated to perform better when being sponsored? If so, why?

A20 – I just believe it makes you feel more professional which makes you want to play better, so I guess so, yes. For us specifically we are also sponsored by the local indian cuisine and the man of the match from each teams gets a free meal so that motivates the boys (laughs).

Q21 – What do you look for in terms of rewards when having a sponsor? Is it purely cricket based such as performance results? Or is there other rewards?

A21 – Well yeah you’re right the best reward for me is to see the club perform well and progress. Our club is looking up for the future with a great youth set up and loyal players. So the main reward is to see the club succeed for me.

Q22 - On a scale of 1-10 do you believe the effort you put in is worth the rewards?

A22 – yeah id say 10 definitely. I love being part of the club so the effort I put in is because of the passion I have.

Q23 – What return does your sponsor expect from the club?

A23 – I guess it would be the same as me, to see the club succeed. As he loves the club like myself. For Nick, I guess sponsoring the
club would help his business so I guess that would be a reward for him too.

Q24 – To what extent do you think people are aware of the sponsor? Is the logo prominent enough?

A25 – Umm yes, I think so. I mean if I asked everyone at the club who is our sponsor I think everyone would know, even the kids as they would recognise it on their shirts.

Q25 – Is your sponsor motivated by tangible or intangible rewards?

A25 – Probably intangible.

Q 26 – okay thanks, so how do you consider the current economic/financial climate with regards to sponsorship?

A26 – We don’t really to be honest. It doesn’t affect the type of sponsorship we do here at the club.

Q27 – Do you have a choice of sponsors to choose from? If so why did you choose the sponsor you are currently with?

A27 – Yes, there are a variety of brands and firms who look to sponsor clubs like us. However due to the link we have with Nick and as he plays at the club. It makes a lot more sense to have him as our official sponsor.

Q28 – How important do you see sponsorship as a marketing tool?

A28 – Umm we have social media and a website where we promote our club and put up information and results so it’s not really used as a marketing tool as such but don’t get me wrong it helps the club massively.

Q29 – Did you compete with other cricket clubs for the sponsor? If so how did you succeed in getting the sponsor?

A29 – For winterbourne not really. As Nick is involved with us so he wasn’t going to sponsor someone else, that’s kind of obvious. But for other clubs I know the competition is quite strong for sponsors.
Q1 – So quickly what club are you involved with?
A1 – Shirehampton Cricket Club

Q2 – And what is your role at the club?
A2 – 1st team captain

Q3 – So how long have you been involved with the club?
A3 – Umm, I’ve been playing at the club for a while now. But I have been 1st team captain for *pauses* 4 seasons now.

Q4 – Okay fair enough, so who is your sponsor and what is your relationship with the sponsor?
A4 – Well we have a few sponsors. We have DFCA, Fire basket and a few other smaller ones. We know them all personally so I guess we have a good relationship.

Q5 – In what way does the sponsorship work? So do they approach you? Is it only kit sponsoring?
A5 – I approached them but we already knew both of the sponsors before for ages so it was a mutual informal decision between us both. It ended up working out very easy.

Q6 – What do you believe the role of a sponsor is for your club?
A6 – someone who provides and supports the club.

Q7 – Okay, why do you believe sponsors get involved with the club?
A8 – Because they want to help out their local club.

Q8 – How many sponsors have you had prior to the current sponsor while you’ve been involved with the club?
A9 – Umm not many really, just a few. Once we get a sponsor they tend to stay with us for a while

Q9 – Okay, so is there a specific type of sponsorship you prefer and opt for?
A10 – Umm we have a few ways of sponsoring. DFCA does our kit. Fire basket helps out with events and things outside of matches etc.

Q10 – Okay cool, so in your opinion what is the biggest reward in having a sponsor?
A11 – Reward for me?

Yes for you and the club
Umm well they provide support for us so they help our club as they give us kit etc. They also give our club confidence and satisfaction. It also makes the players feel more professional.
Q12 – Why did you begin to get sponsors at the club, what motivated you and what have you learned since then?

A12 – I didn’t begin the sponsoring but I believe it definitely helps out club like I just said through kit and general support.

Q14 – Does sponsorship increase awareness of your club?

A14 – I guess it does because it generates discussion and people will talk about us if they see our club or hear about us through the sponsors.

Q15 – Do you believe higher standard clubs (such as prem 1) teams get more sponsorship offers?

A15 – Well yeah I mean sponsors will always prefer to sponsor a higher ranked clubb if they have the chance as they have a higher fan base so more people will see their business.

Q16 – Do you know if anyone in the club uses the sponsors business since he has sponsored you?

A16 – Yeah definitely, people almost feel inclined to use them as they are our sponsor. So yeah id definitely say so.

Q17 – Okay thanks, so how much effort do you believe the sponsor puts towards the club?

A17 – A lot. They constantly talk to us to discuss ways the lcub can improve and we appreciate that, a lot.

Q18 – do you believe your effort affects the teams performance and morale?

A18 – Well its not just me who puts in the effort, everyone at the club works incredibly hard to make the club a better one. All of the captains have regular meets and after training everyone comes together to suggest how we could improve so I guess it’s a combination of all of us who makes the teams play better.

Q19 - Do you believe the clubs performance and success impacts whether or not sponsorship firms want to sponsor you?

A19 – Umm I wouldn’t say so. I mean the sponsors would stick by us whether or not we win or lose, id hope (laughs).

Q20 - Do you feel the team/teams within your club are motivated to perform better when being sponsored? If so, why?

A20 – I just believe it makes you feel more professional.

Q21 – Okay, so what do you look for in terms of rewards when having a sponsor? Is it purely cricket based such as performance results? Or is there other rewards?

A21 – Yeah I think the biggest reward is to see the teams perform well. That’s the biggest thrill for me as I love the club and being involved.
Q22 - On a scale of 1-10 do you believe the effort you put in is worth the rewards?

A22 – Well yeah id probably have to say 10 as I enjoy putting effort in as its for a club I love.

Q23 – What return does your sponsor expect from the club?

A23 – Probably similar to me I’d expect.

Q24 – Okay, so to what extent do you think people are aware of the sponsor? Is the logo prominent enough?

A25 – Umm yeah id say so… yeah

Q25 – Okay thanks, um is your sponsor motivated my tangible or intangible rewards?

A25 – Probably intangible, like I said to see the team succeed.

Q 26 – okay thanks, so how do you consider the current economic/financial climate with regards to sponsorship?

A26 – Not really no.

Q27 – Do you have a choice of sponsors to choose from? If so why did you choose the sponsor you are currently with?

A27 – We have a few at the club. Umm we choose them probably due to the link they have with the club. I mean we are going to choose someone who has a link to the club over someone who doesn’t, if you know what I mean?

Q29 – Yeah definitely, Did you compete with other cricket clubs for the sponsor? If so how did you succeed in getting the sponsor?

A29 – Not for our sponsors, no.

Okay that’s all I believe, thank you very much for taking part
Appendix C – Survey Questionnaire
1 – Are you Male or Female?
Male [76] Female [24]

2 – In what year were you born?

3- What cricket club are you involved with?

4 - Your involvement in the Bristol and North Somerset league?
Player [48]
Non Player [4]
Sponsor [2]
Official [14]
Other [25]
If other please state

5 - How long have you been involved in the club?

6 - Do you believe sponsorship benefits the clubs in the Bristol and North Somerset league?
Yes [78] No [22]
How?

7 - Has the sponsorship ever changed?
Yes [69] No [31]
If yes, what has been the noticeable difference?

8 - How often do you attend cricket matches in the Bristol and North Somerset league a year?
0-3 [14] 4-10 [24] 10+ [62]
9 - Do you notice the sponsors of each team? If yes, where/how do you notice them?
Yes [ 94 ] No [ 6 ]

10 - What do you believe the best type of sponsorship is and why?
Shirt sponsors [ 72 ] Billboards [ 15 ]

11 - How important do you feel sponsorships are to cricket clubs in the league? (1 being not important, 10 being very important)

12 – Do you think cricket sponsorship influences you in terms of whether you use the sponsor firm?
Yes [ 62 ] No [ 38 ]
Can you give examples?

13 - Do you personally know the clubs sponsor?
Yes [ 100 ] No [ 0 ]

14 - How much effort do you believe the sponsor inputs towards the club? (1 being minimal effort, 10 being maximum)

15 - Do you feel that the sponsor is rewarded for their effort?
Yes [ 67 ] No [ 33 ]
If yes, how?

16 - Do you feel the sponsor’s effort has an impact on the team’s performance?
Yes [ 29 ] No [ 71 ]
If yes, how?
17 - Do you believe the sponsor has an emotional link to the club?
Yes [100] No [0]
If yes, how?

18 - Do you believe the performance of the cricket team has an influence on whether or not firms sponsor the club?
Yes [40] No [60]

19 - Do you believe that the performance of the team effects the reward for the sponsor?
Yes [44] No [56]
If yes, how?

20 - Are you aware of any rewards/outcomes for the sponsor?
Yes [26] No [74]
If yes, please state

21 - Do you believe the cricket teams will react positively if the sponsor puts in more effort?
Yes [70] No [30]

22 - Do you believe sponsorship has an impact on the team’s professionalism?
Yes [77] No [23]

23 – Do you think the sponsor gets rewarded more depending if the club wins the league/cup?
Yes [41] No [59]

24 – Do you know if the cricket club gives any incentives or special offers to the sponsor?
Yes [20] No [80]
If so, how?
25 - Do you believe the financial climate has an impact whether or not sponsors sponsor clubs?
Yes [13]    No [87]

26 - Are you aware of any sponsoring firms that compete for sponsorship at the club?
Yes [37]    No [63]

27 - In what way do you believe is the best reward for the sponsor?
Discounted merchandise [8]
Free membership [13]
Recognition [71]
Other [8] (please state)