

CHAPTER 2

A LITERATURE REVIEW OF MARKETING DECISION- MAKING VARIABLES

"Sport marketing is a social and managerial process by which the sport manager seeks to obtain what sporting organisations need and want through creating and exchanging products and value with others" (Shilbury et al 1998:13).

2.1 Introduction

In the previous chapter the scope and the rationale of this thesis were outlined. The main argument is that the place of sport sponsorship in general marketing and sport marketing theory should be explored to enable marketers to make sound sport sponsorship decisions. In this chapter it will be explored whether marketing literature convincingly indicate where sport sponsorship fits into corporate marketing and marketing communication strategy and whether a sport marketing mix exists.

There is a lack of consensus on the correct terminology with regard to sport (singular) or sports (plural) marketing which further confuse the issue. In this thesis the term sport marketing (without an s) is preferred. Mullin *et al* (1993:6) argue that "sports marketing" tends to characterise the industry as a mass of uncoordinated segments without commonality. The singular form is therefore preferred because all sport segments should be regarded as a homogeneous entity.

Sponsorship seems to be the most visible variable of a sport marketing strategy but a wide and diverse set of views exists concerning how and where sponsorship fits into the marketing mix. This particular problem is further exacerbated by the wide range of views on the variables that should be included in the marketing communication mix. In this chapter the following theoretical constructs will be examined to address some inconsistencies: Revisiting the marketing mix, exploring the marketing communication mix; and evaluating an alternative approach to defining the sport marketing mix.

2.2 Revisiting the marketing mix

Authors such as Stanton, Etzel & Walker (1991:13); McCarthy & Perreault (1993:46); and Kotler & Armstrong (1997:52) agree that the traditional marketing mix has been defined as a set of controllable instruments to manage the uncontrollable and dynamic marketing environment and consists of four major elements ("Ps"): price, product, promotion or marketing communication, and place (distribution)

McCarthy's original classification (of the 4Ps) is especially useful from a pedagogical point of view. "Nevertheless, the feeling remains that some other classification, still to be born, will develop better conceptual distinctions among the large variety of marketing decision variables" (Kotler, 1989:10).

2.2.1 Other criticism

Other criticism against McCarthy's 4P-model exists. According to Liswood (1987:73-77) and Grönroos (1994:4) the 4Ps focuses on consumer acquisition. Acquisition is important, but marketing emphasis has to move to the retention of consumers and managing customer loyalty - an important application to sport marketing is that sponsorships might be aimed at increasing loyalty among fans, spectators and even participants towards events, teams and individual athletes.

According to Donath (1991:14) there is an overemphasis on price and product as marketing instruments and an under-emphasis on place and promotion. A danger exists that organisations will therefore make a misallocation of organisational resources between the four marketing mix instruments (Chintagunta & Vilcassim, 1994:87). The 4Ps of McCarthy was acceptable in the past but increasing criticism places the need to review and extend McCarthy's model (Van Waterschoot & Van den Bulte, 1992:83-93).

Van Waterschoot & Van den Bulte (1992:83-93) did an evaluation on McCarthy's 4Ps and suggested a new classification which can be applied more effectively for theoretical development, empirical research and management decision-making. The basic findings of their evaluation are:

- The marketing mix consists of a basic mix (product, price, distribution, and communication). The communication mix consists of mass communication, personal communication, and publicity instruments or elements; and
- A promotion mix which consists of a product promotion mix, a price promotion mix, a distribution promotion mix, a mass communication promotion mix, a personal promotion mix, and a publicity promotion mix.

These views indicate some discomfort with McCarthy's traditional 4Ps-model. One of the possibilities might be that the Ps need to be extended to enable management to adapt quicker to a fast changing environment.

2.2.2 New Ps

Due to the strong development of other marketing applications new dimensions such as services marketing originated that should not be ignored. The 4P-model should not only apply to product and/or production organisations, but should therefore also apply or be modified to address non-product activities such as services and sport. The retail marketing mix is another application that comes to mind when revisiting the marketing mix - there is no real agreement in marketing texts on whether a different mix exists in retail marketing strategy and practices.

It must be pointed out that a marketing application field is regarded as a specialised derivation of the traditional marketing approach. For example the marketing of services is a derivation of traditional marketing but the focus of marketing strategy has been adapted to fit the specific characteristics of services such as intangibility and heterogeneity. The same would apply to sport marketing where the marketing situation differs from that of services marketing but many similarities exist such as the relative intangibility of sport as a product.

Mitchell (1991:21) says that "marketers have been groping towards a bigger whole - they increasingly cross over into other functional specialisms". This is perhaps one of the reasons why marketing texts differ on the exact composition

of the marketing communication mix. Mitchell (1991:21) adds that marketers are also more and more concerned by the way the whole organisation presents itself to its different stakeholders. It can therefore be expected that corporate and brand image might be important sponsorship objectives and that the functional cross-over will increasingly overlap between marketing and public relations.

This "groping" contributed to the proliferation of a conglomerate of "Ps" because in many application fields additional marketing mix instruments have been developed to suit strategy implementation and to make the application of marketing strategy more suitable to the specific marketing situation in a given field or industry. A case in point is Mullin *et al* (1993:203 & 247) who have added promotional licensing to the promotion mix and public relations as a separate "P" to the four traditional "Ps" in an attempt to define a sport marketing mix.

A brief review of literature by Herbst & Van Heerden (1995:1-15) identified a considerable number of other Ps - as outlined in Table 2.1. Some of these newly identified Ps do not fall into the ambit of the original 4P-model. Collier (1991:45) warns though, that any additional Ps should have to broaden management perspectives towards a wider spectrum of service delivery and product augmentation.

Newer marketing concepts are forcing marketers to realise that traditional marketing methods are no longer as effective as they used to be, and the search is on for new and more appropriate methods. Internet marketing and relationship marketing are some of the most talked about "new concepts" judged by the increasing number of research reports in reputable academic journals. Shani & Chalasani (1993:58) argue that the 4P-model suddenly seems to be outdated.

2.2.3 The new range of "Ps"

The lack of agreement on the composition of the marketing mix and the fact that it was developed for tangible products are important factors which have probably led

to the proliferation of a large number of additional marketing mix elements (e.g. people, process and physical evidence for services marketing).

A literature study was done to identify the existence of a possible sport marketing mix. The rationale was that if such a mix existed, the contextualisation should be examined to determine relevance to South African sport marketing thought and to serve as a foundation for applied research. Table 2.1 summarises the result of the desk search and illustrates the elaboration of new "Ps".

TABLE 2.1 AN OVERVIEW OF DIFFERENT MARKETING MIX ELEMENTS (Ps)

Other Ps or P-models	Newly identified Ps:	Industry or field of application (as indicated by author)	Comments
4Ps <u>plus</u> public image (Band, 1987)	Public image	Public opinion, Credibility, Customer service, Perception, Corporate image	Public image is a long-term composite of how the organisation is viewed by its various publics to create its reputation. Businesses usually don't understand how a corporate image is created.
4Ps <u>plus</u> people (Judd, 1987)	People	Human resources management	The employee, as a distinct, separate and company-wide variable should be added to the traditional marketing mix. Most employees are in a position to affect customer behaviour. They should of course be trained and empowered to deliver services. The people-power variable is particularly significant in those product-markets where the 4Ps tend to be perceived as undifferentiated.
5Ps of cellular telephones (Stanton, 1988)	4Ps <u>plus</u> Predatory practices	Telecommunication	The cellular environment is a service industry as well as a sales-orientated industry. Customers will therefore choose an organisation that services their needs. The cellular product is a personal communication service and not merely a cute executive toy or device.

Other Ps or P-models	Newly identified Ps:	Industry or field of application (as indicated by author)	Comments
4Ps of the non-profit sector (Yudelso, 1988)	Performing, Pleading, Petitioning, Praying	Fund raising	A non-profit organisation has four different approaches to generating revenues. Pleading (outright contributions and symbolic membership), performance (producing something of value which the target market is willing to pay for), praying (unanticipated gifts originating from goodwill and a good image), petitioning (requesting individuals and organisations to provide resources which they don't in fact own) are identified to enable budgeting and a strategy for focusing on customer needs and wants.
7Ps of the marketing plan (Barrow, 1989)	4Ps plus Packaging, Positioning, Perception	Market planning, Long term planning, Opportunity & goals	A market-driven company must conduct its business strategy to forge long-term plans based on identifying lucrative opportunities and goals. These goals should be communicated and shared with all employees to empower them to play a role in making the company succeed.
4Ps of strategic marketing (Kotler, 1989)	Probing, Positioning, Partitioning, Prioritising	Market strategy, Market segmentation, Mass markets, Target market	Although sophisticated market segmentation is a critical marketing skill, many practitioners are confused about how to integrate segmentation and planning. Segmentation has progressed to the area of mass customisation, but even segmented markets are too broad to service all needs. Relationships are therefore difficult to define.

Other Ps or P-models	Newly identified Ps:	Industry or field of application (as indicated by author)	Comments
5Ps of insurance (Pillsbury, 1989)	Promotion, Price plus Package development, Professionals, Personal selling	Insurance	Basic marketing principles also apply to the insurance industry. The packaging of an insurance-related product/service needs to be enhanced by building a solid and professional reputation through ethical personal selling practices.
7Ps of the extended marketing mix (Collier, 1991)	4Ps plus Physical evidence, Participants, Process	Clothing industry	These Ps indicate that at the point of service creation and delivery, marketing and operation functions occur simultaneously. The 7Ps can be a powerful management paradigm or mind-set to enable an organisation to obtain and sustain a competitive advantage.
New set of Ps (Mitchell, 1991)	People, Participants, Perception, Passion, Personality	Competitive advantage	Organisations that can anticipate, create, and shape new demands are those that stay ahead of their competition. The most obvious reputational asset is the brand but businesses will have to pay more attention to intangible aspects that shape their reputation and image.
7Ps of the modified marketing mix (Smith & Saker, 1992)	4Ps plus People, Physical evidence, Process	Leisure services, Public libraries	Basically marketing strategy is about deciding what one wants and what one has at the moment. Certain opportunities and threats should also be reviewed. Smith discusses Booms & Bittner's modified mix (1981:47) which can be applied to deliver service consistency.

Other Ps or P-models	Newly identified Ps:	Industry or field of application (as indicated by author)	Comments
4Ps <u>plus</u> people & presentation (Ellis & Mosher, 1993)	People, Presentation	Services industry	The additional elements assist service firms to establish a more complete position in the market place with respect to the unique characteristics of services (intangibility, heterogeneity, inseparability and perishability).
4Ps <u>plus</u> people & profit (Goetch, 1993)	People, Profit	Small business, Integrated marketing, Marketing mixes	Integrated marketing plans enable small businesses to focus on its people and its profit opportunities to ensure survival.

The newly identified sets of Ps as identified in Table 2.1 are as follows:

- Promotion, Price plus Package development, Professionals, Personal selling
- People, Participants, Perception, Passion, Personality
- 4Ps plus Physical evidence, Participants, Process
- 4Ps plus People, Physical evidence, Process
- 4Ps plus Packaging, Positioning, Perception
- Probing, Positioning, Partitioning, Prioritising
- Performing, Pleading, Petitioning, Praying
- 4Ps plus Predatory practices
- People, Presentation
- People, Profit
- Public image
- People

From the list, the question arises whether all of these Ps are viable and practical. The main concern is that the majority of these views were not published in high-quality academic and scientific journals and/or tested empirically for reliability and validity.

In an effort to develop an extended model of Ps, each newly identified P has to be critically evaluated. This evaluation has to be done against the background of the existing set of marketing instruments and the fact that the marketing instruments are regarded as factors that are controllable.

Kotler (1992:50-52) coins the idea of “a new paradigm” in marketing - he emphasises that organisations need to practice “wrap-around marketing”, which encompasses both getting and retaining customers. Organisations should therefore build stronger relationships with their profitable customers. Grönroos (1994:4-20) strengthens Kotler's suggestions by arguing that trends in business and modern research into industrial marketing, services marketing and customer relationship economics, demand a relationship oriented approach to marketing. These views could be of relevance to sport marketing.

Pruden (1995:15) commented a while back that retention marketing has yet to progress beyond a topic for articles and speeches. The 23 additional Ps listed in Table 2.1 seem to mainly include aspects such as customer service and long-term relationship building. An analysis of earlier editions of basic marketing texts such as Kotler (1988); Marx & Van der Walt (1990); and Kotler & Armstrong (1990) reveal that in the past authors focused on integrating the four basic marketing instruments through an acquisition focus. Since the mid-nineties Kotler (1994) and McCarthy & Perreault (1995) have included chapters and sections on relationship marketing (retention focus).

The effect of an extended marketing mix on academic research and training should be noted. Such impact is recorded in 2.2.4 and 2.2.5 to stimulate further debate among academics and practitioners.

2.2.4 Impact on research

- The shift from a traditional marketing mix (acquisition marketing) to a relationship marketing mix is an ideal topic for post-graduate research.
- Some of the new sets of Ps (such as the sport marketing mix) need further analysis and probably quantitative measurement.

- New criteria should also be developed to test the applicability of the new Ps.
- There might be other instruments still waiting to be “discovered” and defined - for example other variables in the marketing communication mix that can be integrated into a sponsorship such as marketing public relations.
- The proper place of sponsorship in the marketing mix should also be defined.

2.2.5 Impact on training

- Marketing textbooks that include a focus on sponsorship should be prescribed. Relevant articles should supplement older books, not yet containing chapters on the expansion of the marketing mix.
- Case study analysis should also include a focus on a wider set of marketing instruments. Case studies on sponsorship should be compiled (Raptor Award entrants?).
- Chapters on marketing management in business management textbooks should be updated to include sponsorship in the marketing communication mix.
- A thorough re-evaluation of all marketing courses should be done to ensure that a wider set of marketing instruments is integrated.

2.3 The sport marketing mix

2.3.1 Sport marketing titles

Some confusion may exist between sport marketing management as a broad concept and sponsorship management that should be regarded as one of the elements in a sport-related marketing communication mix. An international "Bookfind"-search (done in 1999 and frequently revisited) uncovered only the following books under **sport marketing** as title:

- *Sport Marketing* (Mullin; Hardy & Sutton, 1993) - recently updated and a 2000 edition is now available
- *Sports Marketing Europe - The legal and tax aspects* (Blackshaw & Hogg [eds], 1993)

- *Successful sport marketing* (Stotlar, 1993)
- *Sports Marketing: Competitive Business Strategies for sports* (Brooks, 1994)
- *The ultimate guide to sport event management and marketing* (Graham; Goldblatt & Delpy, 1995)
- *Sports Marketing - It's not just a game anymore* (Schaaf, 1995);
- *Fundamentals of sport marketing* - (Pitts & Stotlar, 1996);
- *Sports Marketing* (Schlossberg, 1996);
- *The Dream Job - Sports publicity, promotion and marketing* (Helitzer, 1996);
- *Case studies in Sport Marketing* (Pitts, 1998);
- *Strategic Sport Marketing* (Shilbury, Quick & Westerbeek, 1998);
- *Sports Marketing - a strategic perspective* (Shank, 1999);
- *Sport and Event Marketing* (Pope & Turco, 2001).

Added to these Shank (1999:111-112) identifies a few other sport marketing books which are primarily academic in nature. These, along with the copyright year, where known, include:

1. *IEG's Complete Guide to Sponsorship*;
2. *Team Marketing Report's Newsletter*,
3. *Sports Marketing: Famous People Sell Famous Products* (Pemberton, 1997);
4. *Sports Marketing: The Money Side of Sports* (Pemberton, 1997);
5. *The Sports Marketing Guide* (Wascovich, 1993, out of print); and
6. *Keeping Score: An Inside Look at Sports Marketing* (Carter, 1996).

It is noticeable from the above citations that there has been a proliferation of sports marketing books in the academic world in the late 1990s. A number of different texts has been published between 1996 and 1999. This indicates a rapid growth period, a fact that should not be lost on the mainstream marketing practitioners and educators.

Sports journals. There are a limited number of academic outlets for sport marketing research in dedicated sport journals - other journals within the wider

scope of marketing is available, though. Shank (1999:112) identifies six sport academic journals. These are:

- (1) *Cyber-Journal of Sports Marketing*;
- (2) *Sport Marketing Quarterly*;
- (3) *Journal of Sport Behavior*;
- (4) *Journal of Sport and Social Issues*;
- (5) *Journal of Sport Management*; and
- (6) *Journal of Services Marketing*.

The *Cyber-Journal of Sports Marketing* has recently been discontinued.

2.3.2 Sport marketing texts' viewpoints on sport marketing

A number of texts listed above were consulted and their views on sport marketing are briefly summarised in Table 2.2.

TABLE 2.2 SUMMARY OF SOME OF THE VIEWS ON SPORT MARKETING

Author	Text	Contents (Chapter outline)	Focus
Mullin, Hardy & Sutton (1993)	Sport Marketing	<p>The special nature of sport marketing</p> <p>Marketing management in sport: An overview</p> <p>The sport consumer</p> <p>Perspectives in sport consumer behaviour</p> <p>The role of research in sport marketing</p> <p>Market segmentation</p> <p>The sport product</p> <p>Pricing strategies</p> <p>Promotions</p> <p>Promotional licensing</p> <p>Place</p> <p>Public relations</p> <p>Co-ordinating and controlling the marketing mix</p>	<p>Explains and applies an extension of the traditional marketing mix - the 5 Ps of sport marketing:</p> <p>product, price, promotion (separate chapter on promotional pricing), place (distribution) and public relations.</p> <p>Also discusses the cross-impact of the 5 Ps.</p>

Author	Text	Contents (Chapter outline)	Focus
Stotlar (1993)	Successful sport marketing	Nature and necessity of marketing plans Product and service analysis Situation analysis Target markets Marketing objectives Marketing strategies Marketing mix Why corporations buy into sport Identifying sponsors and sponsor needs Financial implications Individual athlete sponsorships Olympic sponsorship programs Developing successful sport sponsorship plans	Starts with a discussion on a basic marketing plan Every chapter ends off with chapter supplements ranging from caselets, and information sheets to blank worksheets Only the traditional four Ps are included in the sport marketing mix (publicity and public relations are included in promotion) After the initial sport marketing focus the contents moves to sponsorships Ends off with a useful chapter to practitioners on how to set up a sponsorship plan
Blackshaw & Hogg (eds) (1993)	Sports Marketing Europe - The legal and tax aspects	Covers sponsorship relationships (contract law), formalities of contract, tax aspects, exclusive arrangements, territorial restrictions, royalties, merchandising, licensing, copyright, trademark policing, advertising, television, video, intellectual property, distribution, insurance, competition law, franchising, packaging, arbitration, litigation, and broadcasting.	Comprehensive reference work that covers legal sports marketing aspects of 26 European countries as well as Economic Community aspects

Author	Text	Contents (Chapter outline)	Focus
Brooks (1994)	Sports Marketing: Competitive Business Strategies for Sports	<p>Taking control</p> <p>Understanding markets</p> <p>The structure of the sports industry</p> <p>Sports publics</p> <p>Sports products and sports markets</p> <p>The adult sports participant</p> <p>Conducting market research</p> <p>Sponsorship within the corporate marketing framework</p> <p>Designing sponsorship packages</p> <p>Putting a sports sponsorship plan together</p> <p>Pricing sponsorship packages</p> <p>Sponsorship publicity</p> <p>Analysing competitive forces</p> <p>Appendix : Writing your strategic plan</p>	<p>Does not really structure a sport marketing mix but combines some of the Ps or elements thereof with sponsorship management</p> <p>Ends off with how to write a strategic plan but does not specify whether its a strategic sport marketing or strategic sponsorship plan</p>
Schaaf (1995)	Sports marketing - it's not just a game anymore	<p>Defining sports marketing</p> <p>The event triangle</p> <p>Big league sports</p> <p>Turning sport events into sponsorships and sponsorships into promotions</p> <p>Event marketing to scale</p> <p>Understanding the sponsors</p> <p>The media and broadcast industry</p> <p>Licensing and merchandising</p> <p>Sport goods and lifestyle marketing</p> <p>Endorsements</p> <p>Sports marketing buyers and sellers</p> <p>Future issues in sports marketing</p>	<p>For the purposes of this book sports marketing is defined as sales and publicity activities associated to sport events</p> <p>Does not identify a sport marketing mix and focuses on event marketing, marketing and communication techniques associated with event marketing and sponsorship management</p>

Author	Text	Contents (Chapter outline)	Focus
Graham, Goldblatt, & Delpy (1995)	The ultimate guide to sport event management and marketing	<p>Emerging opportunities: The benefits of sport event management and marketing</p> <p>Critical planning to master the game</p> <p>Designing and controlling event logistics</p> <p>Hospitality and protocol in sport</p> <p>Negotiations and contracts</p> <p>Risk management: Protecting your investment</p> <p>The athlete as sport celebrity: how to find, acquire, contract and maximise the involvement of the professional athlete</p> <p>Television, media, and marketing: an integrated approach</p> <p>How to achieve funding, sponsorship and profitability</p> <p>Merchandising: The magic word for long-term fiscal success</p> <p>Outdoor sport events</p> <p>Indoor sport events</p> <p>Public and private sport events</p> <p>Charitable events</p> <p>Closing ceremonies: Advice to new sport event management and marketing professionals</p>	<p>This book serves as a how to do on sport event management and marketing</p> <p>No real emphasis on a structured sport marketing approach</p> <p>Links some marketing and communication techniques such as merchandising and media relations to sponsorships, personality or athlete marketing to event marketing</p>
Helitzer (1996)	The dream job - sports publicity, promotion and marketing	<p>The Business end of sport</p> <p>Publicity fundamentals</p> <p>Promotion techniques</p> <p>Marketing fundamentals</p> <p>Public relations</p>	<p>Discusses sport promotion, PR and marketing from different practical angles. Contains less theory and is aimed at providing applications & examples to sport marketers and scholars.</p>

Author	Text	Contents (Chapter outline)	Focus
Schlossberg (1996)	Sports Marketing	Sports marketing - an overview Ambush marketing The NBA takes over the world Media - you have never seen it before Fantasy marketing Auto... and other racing Soccer in America and the World Cup Tournament Future sports You ain't seen nothing yet	Discusses sports marketing as a key element of integrated marketing plans. Also discusses latest trends in sports marketing such as ambush marketing and fantasy marketing. No discussion on a sport marketing mix.
Pitts & Stotlar (1996)	Fundamentals of Sport Marketing	The sport business industry The global market for the sport industry Historical eras in sport marketing Sport marketing theory Sport marketing research and segmentation Marketing information systems The marketing mix and the sport industry The product in the sport industry Pricing strategy for the sport industry Distribution in the sport industry Promotion in the sport industry Promotional methods in sport Media relations in sport Marketing through endorsements and sponsorship Using licensing and logos in the sport industry	This text presents a comprehensive picture of the depth and breadth of the sport industry- All of the activities, goods, services, people, places, and ideas related to sport, fitness, recreation, and leisure are included. The approach to all subject matter is solidly grounded in curriculum standards, an absolute "must" for any text that focuses on the fundamentals of sport marketing. The authors have embraced diversity & avoided the traditional tendency to marginalise important trends and previously underdeveloped consumer groups, such as women in sport. The text integrates many important marketing elements typically

Author	Text	Contents (Chapter outline)	Focus
Pitts & Stotlar (1996) (continued)			<p>overlooked or treated apart from the subject matter to which they refer (i.e., ethics, legal concerns, relevant professional associations and publications and current and future technology issues).</p> <p>Applies the 4Ps to sport marketing although media relations and sponsorships are discussed in separate chapters.</p>
Shilbury, Quick & Westerbeek (1998)	Strategic Sport Marketing	<p>An overview of sport marketing</p> <p>The strategic sport marketing planning process</p> <p>Understanding the sport consumer</p> <p>Market research, strategies and information services</p> <p>The sport product</p> <p>Pricing strategies</p> <p>Sport promotion mix</p> <p>Advertising</p> <p>Sport and television</p> <p>Sponsorship</p> <p>Public relations Promotional licensing</p> <p>The place of the facility</p> <p>Coordinating and controlling marketing strategy</p>	<p>A comprehensive and original text that integrates the unique product characteristics of sport with traditional marketing theory. It presents a strategic sport marketing model which recognises the diverse market for sport - participants, sponsors, spectators at the event and lounge-room fans.</p> <p>They define the promotion mix to consist of advertising, public relations and publicity, sales promotion, personal selling, face-to-face presentation and telemarketing (direct marketing?) and promotional licensing</p>

Author	Text	Contents (Chapter outline)	Focus
Shank (1999)	Sports Marketing - a strategic perspective	<p>Emergence of sport marketing</p> <p>Overview of the contingency framework for strategic sport marketing</p> <p>External and internal contingencies</p> <p>Research tools for understanding sport consumers</p> <p>Understanding spectators as consumers</p> <p>Segmentation, targeting and positioning</p> <p>Sport product concepts</p> <p>Managing sport products</p> <p>Promotion concepts</p> <p>Promotion mix elements</p> <p>Sponsorship programs</p> <p>Distribution concepts</p> <p>Pricing concepts</p> <p>Implementing and controlling the strategic sport marketing process</p>	<p>This contemporary text illustrates the complex and diverse nature of sport marketing. The book provides: a framework to apply the strategic marketing process to the sport industry; an examination of current research in the area of sport marketing; an introduction of the concepts and theories unique to sport marketing and a review of the basic principles of marketing in the context of sport; and a comprehensive coverage of the functions of sport marketing</p> <p>Includes advertising, media, personal selling, sales promotions, and public relations in the promotion mix.</p>
Pope & Turco (2001)	Sport and Event Marketing	<p>Marketing in the sport and event industries</p> <p>Consumer behaviour</p> <p>Business-to-business marketing</p> <p>Services marketing</p> <p>Managing services</p> <p>Marketing communications</p> <p>Event endorsement</p> <p>Pricing, ticketing and attendance</p> <p>Merchandising, licensing and concessions</p> <p>Event tourism</p> <p>Research in event marketing</p>	<p>The texts spans management, planning and promotion of events</p> <p>Unlike other texts the authors view event marketing as an entertainment phenomenon – there is little difference between sport, dancing, museums and theatre from a marketer's perspective</p>

Some of these authors such as Brooks (1994) (strategic sponsorship planning), Schaaf (1995) and Schlossberg (1996) do not really identify a structured sport marketing strategy, programme or mix.

Stotlar (1993) supports the traditional marketing mix and Mullin *et al* (2000:38) extend the traditional marketing mix to specify a sport marketing mix. Shilbury *et al* (1998:iv) and Shank (1999:xix) extend their approach to cover strategic marketing applications to sport marketing. Pope & Turco (2001:2) apply the traditional marketing mix to events and do not identify a sport marketing mix.

Brooks (1994:159) also focuses very heavily on the management of sport sponsorships and may cause confusion that sport marketing equals sport sponsorships. In journals and periodicals other authors such as Thwaites (1995:151); Furlong (1994:160); and Meenaghan (1996:103) include sport sponsorship as one of the promotion elements of a broader sport marketing strategy.

There seems to be no clear agreement between authors on the sport marketing mix. General consensus exists that sport sponsorship is an element of sport marketing.

In Chapter 3 these views will be summarised and discussed to define and outline a proposed sport marketing mix.

2.3.3 Basic marketing texts' viewpoints on sport marketing

Table 2.3 highlights which current basic marketing textbooks include a discussion of sport marketing and/or sport sponsorship.

TABLE 2.3 AN OVERVIEW OF DEFINITIONS AND VIEWS OF SPORT MARKETING FROM BASIC MARKETING TEXT BOOKS

Author(s)	Definition of sport marketing and place in marketing mix or strategy
Dibb, Simkin, Pride & Ferrel (1994:389/390)	Defines sponsorship as financial or material support of an event, activity, person, organisation or product by an unrelated organisation or donor in return for prominent exposure of the sponsor's generosity, products or brands.
Wilmshurst (1995:284)	No definition. Discusses sponsorship as an important promotion form in itself.
Adcock, Bradfield, Halborg, & Ross (1995:263 & 274)	Sponsorship is viewed as a form of sales promotion that creates publicity opportunities and it takes place when a payment is given in return for some consideration or benefit.
Jobber (1995:452)	This author uses Sleight's (1989:4) definition - a business relationship between a provider of funds, resources or services and an individual, event or organisation that offers in return some rights and associations that may be used for commercial advantage.
Van der Walt, Strydom, Marx & Jooste (1996:380)	Mention sponsorship as a popular means of gaining publicity, for example sport sponsorship for golf, rugby and cricket.
(Solomon & Stuart, 1997:10)	Mention marketing of sport but no clear definition is given - sound marketing principles ensure that fans will continue to support the activity by buying tickets.

A review of basic marketing texts such as Pride & Ferrel (1993); Bovée, Houston & Thill (1995); Van der Walt, Strydom, Marx & Jooste (1996); and Kotler and Armstrong (1997) indicates that they do not mention sport marketing at all. Some basic marketing texts [Dibb *et al* (1994:43); Wilmshurst (1995:284); and Van der Walt & Machado (1992:12)] discuss sponsorship as one of the instruments of the promotion mix and only one (Solomon & Stuart, 1997:10) mentions sport marketing although very superficially.

A review of current marketing texts and journals unfortunately indicates that academics are not devoting sufficient attention to the place of sport marketing in

the overall marketing strategy. Marketing scholars are therefore not yet exposed to sport marketing and the contextualisation of sport sponsorship as an element of sport marketing (see the three scenario approach discussed on page 7).

It also creates the impression that sport marketing has not yet been accepted or evaluated as an important and independent application area (or sub-discipline) of basic marketing as compared to other applications such as the marketing of services, industrial or business-to-business marketing, retail marketing, not-for-profit marketing, and international marketing.

2.3.4 Marketing communication texts' viewpoints on sport sponsorship

More substantial discussions on sponsorships are found in texts on marketing communication (Coulson-Thomas, 1990; Burnett & Moriarty, 1998), advertising (Hart, 1988; Belch & Belch, 2001) or promotion (Wilmshurst, 1993; and Shimp, 1997) which confirms that sport sponsorship has been accepted as an option in the promotion mix. This is depicted in Table 2.4.

TABLE 2.4 AN OVERVIEW OF DEFINITIONS AND VIEWS OF SPORT SPONSORSHIP FROM MARKETING COMMUNICATION OR PROMOTION TEXT BOOKS

Author(s)	Definition of sport sponsorship and place in marketing mix or strategy
Hart (1988:135)	Includes sponsorships as a means of promotion Sponsorship is defined as deliberate financial support given to an event to achieve brand awareness, enhance corporate image, increase goodwill, and raise employee morale.
Coulson-Thomas (1990:285)	Mentions sponsorship as part of sales promotion - to put a name across and promote an image.
Wilmshurst (1993:367)	Sponsorship is defined as financial or material support by a company for some independent activity such as sport not usually related to the company's normal business but support from which the company would hope to benefit.
Shimp (1997:561)	Event marketing is defined as the practice of promoting the interests of a company and its brands by associating the company with a specific activity (such as a tennis tournament). Sponsorships involve investments in events or causes for the purpose of achieving increased sales volume, enhancing corporate and brand image and increasing brand image.
Belch & Belch (2001:555)	Define event sponsorship as an integrated marketing communication activity where a sponsor develops sponsorship relations with a particular event and provides financial support in return for the right to display a brand name, logo, or advertising message.

2.4 Revisiting the marketing communication mix

One of the aims of this thesis is to contribute to the sport marketer's understanding of how different marketing and communication elements support the total sport sponsorship effort.

Different views (as outlined in Table 2.5) exist on the variables to be included in the marketing communication mix, ranging from advertising to sales promotion, personal selling, publicity/public relations, direct marketing and sponsorship.

TABLE 2.5 DIFFERENT APPROACHES TO, AND DEFINITIONS OF, THE MARKETING COMMUNICATION MIX, PUBLIC RELATIONS AND PUBLICITY IN GENERAL MARKETING TEXTS

Author(s)	Elements included in the promotion or marketing communication mix	View on the inclusion of publicity in the promotion mix and define(s) publicity as:	View on the inclusion of public relations in the promotion mix and define(s) public relations (PR) as:
Baker (ed)(1987)	Advertising, sales promotion, packaging and direct mail (p 288)	Promotion via news releases (p 288)	Not included or defined
Park & Zaltman (1987)	Advertising, personal selling, and sales promotion (p 456)	Communication involving the mass media that is not paid for directly (p 424) and promotes the firm's specific products, services, or ideas (p 426)	Not included but define PR as "generating goodwill for the firm" (p 426)
Bennett <i>et al</i> (1988)	Personal selling, advertising, & sales promotion (513/4)	Newsworthy messages sent through the media on a non-paid basis (p 513)	PR is a broader term of which publicity is a part (p 534)
Boone & Kurtz (1989)	Personal selling, advertising, sales promotion (p 545)	Discusses publicity as an important part of public relations as: stimulation of demand by disseminating commercially significant news or obtaining favorable media presentation not paid for by an identified sponsor (p 545)	A firm's communications with its various publics (p 544)
Boone & Kurtz (1989)	Personal selling, advertising, sales promotion (p 545)	Discuss publicity as an important part of public relations - stimulation of demand by disseminating commercially significant news or obtaining media presentation not paid for by an identified sponsor (p 545)	A firm's communications with its various publics (p 544)

Author(s)	Elements included in the promotion or marketing communication mix	View on the inclusion of publicity in the promotion mix and define(s) publicity as:	View on the inclusion of public relations in the promotion mix and define(s) public relations (PR) as
Husted, Varble, & Lowry (1989)	Advertising, personal selling and sales promotion (p 446)	Non-paid news/editorial comment about ideas, products or institutions (p 486)	Not included but define PR as obtaining goodwill and promoting a positive image (p 486)
Assael (1990)	Advertising, sales promotions, personal selling	Unpaid communication about the company or its product or service in the mass media (p 440)	Publicity is a subset of a company's broader PR effort (p 440)
Oliver (1990)	Advertising, personal selling & sales promotion (p 300/1)	Non-personal communication in a mass medium, which is not paid for by the source e.g. favourable editorial comment or news stories (p 301)	Not discussed
Cannon (1992)	Advertising, personal selling; merchandising Mentions sport as promotion application on television on p 226	Mentions publicity as part of the promotion mix and includes press and public relations as sub-items (p 281)	Defines PR as: Draw together the range of corporate activities and presenting them to the public (p 371)
Lancaster & Massingham (1993)	Sales promotion, advertising, and personal selling (p 265 - 291) Sponsorship is mentioned as a PR technique (p 272)		Includes PR in the marketing communication mix and uses the Institute of Public Relations' definition (p 272)
Pride & Ferrell (1993)	Advertising, personal selling and sales promotion (p 485)	Non-personal, free mass media communication about an organisation and its products (p 486)	Not included or defined

Author(s)	Elements included in the promotion or marketing communication mix	View on the inclusion of publicity in the promotion mix and define(s) publicity as:	View on the inclusion of public relations in the promotion mix and define(s) public relations (PR) as:
Dibb, Simkin, Pride & Ferrel (1994)	Advertising, personal selling, direct mail, sales promotion and sponsorship Defines sponsorship as financial or material support of an event, activity, person, organisation or product by an unrelated organisation or donor in return for prominent exposure of the sponsor's generosity, products or brands (p 389/390)	Non-personal (but not really free) communication in news form about an organisation and its products (p 387)	States that publicity is the result of various PR efforts and defines PR as: to establish and maintain goodwill between an organisation and its publics (p 427)
Doyle (1994)	Advertising, sales promotion, direct response marketing, and personal selling (p239)	Might implicitly include publicity under PR	The following activities to communicate to publics are identified: achieving coverage in the media (publicity?), creating and reinforcing the corporate image, sponsoring special events, lobbying politicians and officials, advising management about key public issues; creating product awareness, launching new products (product publicity?), influence specific target market segments, and coping with crises (p 270 - 272)

Author(s)	Elements included in the promotion or marketing communication mix	View on the inclusion of publicity in the promotion mix and define(s) publicity as:	View on the inclusion of public relations in the promotion mix and define(s) public relations (PR) as
Hill (1994)	Advertising, direct mail, sales promotion, personal selling (p vii - ix) Discusses event sponsorship as a PR activity (p 279)	Discusses press releases and press conferences (p 279)	Activities to enhance communication between a firm and its publics; long-term objectives: brand awareness, interest and image (p 277)
Kotler (1994)	Advertising, sales promotion, personal selling and direct marketing (p 597) Sponsoring a sport event is a major MPR tool (p 679)	Discusses product publicity as a PR activity (p 677)	Defines PR as a marketing tool (p 676)
Stanton, Etzel & Walker (1994)	Advertising, personal selling and sales promotion (p 456)	Not paid for news stories about an organisation and its products (p 457)	Communication efforts that contribute to a favourable attitude & opinion towards an organisation & its products (p 456)
Adcock, Bradfield, Halborg, & Ross (1995)	Advertising and direct marketing, sales promotion and sponsorship (p 245 & 263). Sponsorship is viewed as a form of sales promotion that creates publicity opportunities (p 263) it takes place when a payment is given in return for some consideration or benefit (p 274)	Obtaining positive and relevant mentions in the media (p 264)	Deliberate, planned and sustained effort to establish and maintain mutual understanding between an organisation and its publics (p 264)

Author(s)	Elements included in the promotion or marketing communication mix	View on the inclusion of publicity in the promotion mix and define(s) publicity as:	View on the inclusion of public relations in the promotion mix and define(s) public relations (PR) as
Bearden, Ingram & LaForge (1995)	Advertising, personal selling, sales promotion and direct marketing (p 416)	Non-paid-for communications about the company or product that appear in some media form (p 419)	Identifies, establishes and maintains mutually beneficial relationships between an organisation and its publics (p 419)
Bovée, Houston, & Till (1995)	Advertising, sales promotion and personal selling (p 531)	Could be implicitly included under the discussion of press relations	Promotion that uses non-paid communication to influence public opinion of a company & its products (p G10) & to maintain positive relations with their publics (p 569) & include press relations, cause-related marketing, event sponsorship, & advocacy advertising (p 569 - 571)
Boyd, Walker & Larréché (1995)	Advertising, personal selling and sales promotion	Define PR on (p 352) as non-paid, non-personal stimulation of demand for a product, service or business unit by planting significant news about it or favourable presentation of it in the media (looks suspiciously similar to other definitions of publicity). Later on publicity and PR is used interchangeably (p 374/375)	Then on (p 374) PR is defined as two-way communication between an institution and its publics (p 374)
Churchill & Peter (1995)	Advertising, personal selling and sales promotion (p 543/544)	Non-paid-for communication about the company or product (p 544)	Not included or defined

Author(s)	Elements included in the promotion or marketing communication mix	View on the inclusion of publicity in the promotion mix and define(s) publicity as:	View on the inclusion of public relations in the promotion mix and define(s) public relations (PR) as:
Jobber (1995)	Advertising, sales promotion , personal selling & sales management, public relations & publicity, direct marketing, sponsorship & exhibitions (p 428) Quotes sponsorship definition of Sleight (1989) (p 452)	Communication about a product or organisation by the placing of news about it in the media without paying for the time or space directly (p 439)	Management of communications and relationships to establish goodwill and mutual understanding between an organisation and its public (p 437)
Wilmshurst (1995)	Advertising, personal selling and sales support, sales promotion and merchandising, packaging and display (p 41 & 125) Discusses sponsorship as an important promotion form in itself (p 284)	Not included or discussed	Communicating with an organisation's publics (p 282)
Kotler, Armstrong, Saunders & Wong (1996)	Advertising, personal selling and sales promotion (p 687)	Not included but defined as planting of non-paid news about a company or its products in the media (p 750)	Building good relations with the company's various publics by obtaining favourable publicity, building the corporate image and handling of rumours (p 687)
Perreault & McCarthy (1996)	Advertising, personal selling, mass selling and sales promotion (p 420/421)	Unpaid form of non-Personal presentation of ideas, goods or services (p 421)	Not included but define PR As communication with non-customers (p 423)

Author(s)	Elements included in the promotion or marketing communication mix	View on the inclusion of publicity in the promotion mix and define(s) publicity as:	View on the inclusion of public relations in the promotion mix and define(s) public relations (PR) as:
Siegel (1996)	Advertising, personal selling, sales promotions and direct marketing (p 380) Sponsorship is mentioned as a promotional option (p 404 & 432)	Provides information to the news media but is not paid for (p 384)	Generates favorable image & goodwill for a product, brand, business, organisation, person, cause (p 384). Establishes communication links between businesses & potential clients & customers (p 432)
Van der Walt, Strydom, Marx & Jooste (1996)	Advertising, personal selling, sales promotion and packaging (p 325) and direct marketing (p 357)	Personal and impersonal stimulation of demand for a product by making its commercial news value available to the mass media (p 326)	Not included but mention that PR can support the promotion strategy
Zikmund & d'Amico (1996)	Integrated marketing communication: advertising, personal selling and sales management, and sales promotion (p 480) Event sponsorship (p 600) is viewed as a publicity generating and image-building exercise.	A message about a product, organisation or event carried by a non-personal medium but not paid for by the sponsor & involves a third party who decides on its newsworthiness & what the nature of the transmitted message will be (p 487)	The activities involved in actively seeking to manage the nature of the publicity an organisation receives to establish and maintain a positive organisational image or to ensure that the public understands an organisation's policies (p 488)
Kotler & Armstrong (1997)	Advertising, personal selling and sales promotion (p 428) Direct marketing is added as a growth trend (p 444)		Building good relations with various publics by obtaining favourable publicity, building the corporate image & handling of rumours (p 428)

Author(s)	Elements included in the promotion or marketing communication mix	View on the inclusion of publicity in the promotion mix and define(s) publicity as:	View on the inclusion of public relations in the promotion mix and define(s) public relations (PR) as:
Solomon & Stuart (1997)	Advertising, personal selling and sales promotion (p 555)	Unpaid communication in the mass media regarding a company, product or event (p 664)	Marketing efforts to portray an organisation, its products, politicians, celebrities, & not-for-profit organisations positively by influencing the perceptions of various publics (p 557 & 662)

There seems to be huge disagreement or even confusion on the inclusion of public relations and/or publicity in the marketing communication mix. Some sport marketing texts (Mullin *et al*, 1993; Shilbury *et al*, 1998 and Shank, 1999) include public relations as a variable in the sport marketing mix. An analysis of current thought is necessary to contextualise the inclusion of PR in the sport marketing theoretical debate.

It can be deduced from Table 2.5 that the following authors of basic or general marketing texts include only publicity as an element of the promotion mix: Baker (ed)(1987); Park & Zaltman (1987); Husted, Varble, & Lowry (1989); Assael (1990); Oliver (1990); Pride & Ferrel (1993); Churchill & Peter (1995); Perreault & McCarthy (1996); and Van der Walt, Strydom, Marx & Jooste (1999).

Authors such as Doyle (1994); Hill (1994); Bovée, Houston, & Till (1995); Boyd, Walker & Larréché (1995); Wilmshurst (1995); Kotler, Armstrong, Saunders & Wong (1996), and Kotler & Armstrong (1997) include only public relations explicitly. Dibb *et al* (1994); Stanton, Etzel & Walker (1994); Adcock, Bradfield, Halborg & Ross (1995); Bearden, Ingram & LaForge (1995); Jobber (1995); Siegel (1996); Solomon & Stuart (1997); and Boone & Kurtz (1998); include both.

The only authors who include sponsorship as an element of the promotion mix are Dibb *et al* (1994); Adcock *et al* (1995); Wilmshurst (1995) and Siegel (1996). Bennett,

Lamm & Fry (1988) mention sponsorship as part of sales promotion; Belch & Belch (2001:555) define event sponsorship as a consumer-orientated sales promotion; Cannon (1992:226) mentions sport as a promotion application on television. Lancaster & Massingham (1993:272) mention sponsorship as a PR technique and Hill (1994:279) discusses event sponsorship as a PR activity. Kotler (1994:679) identifies the sponsoring of a sport event as a major marketing public relations (MPR) tool. Zikmund & d'Amico (1996:600) view event sponsorship as a publicity generating and image-building exercise.

The following authors of promotion or marketing communication (Coulson-Thomas 1990; Shimp 1993; Wilmshurst 1993) texts include publicity or public relations or both in the promotion/marketing communication mix.

Table 2.5 also illustrates different approaches in general marketing texts to, and definitions of, the marketing communication mix. An interesting phenomenon is an apparent lack of agreement on the different variables that constitute a marketing communication mix. There is also a lack of agreement on whether public relations and/or publicity should be included in such a mix.

Table 2.6 illustrates different approaches in marketing communication texts to and definitions of the marketing communication mix. As illustrated in Table 2.5 this table also highlights the phenomenon of an apparent lack of agreement on the different variables that constitute a marketing communication mix. Equally, there is a lack of agreement on whether public relations and/or publicity should be included in such a mix. Views on the inclusion of sponsorship, as a marketing communication variable is more evident among these authors.

TABLE 2.6 DIFFERENT APPROACHES AND DEFINITIONS OF THE MARKETING COMMUNICATION MIX, PUBLIC RELATIONS AND PUBLICITY IN MARKETING COMMUNICATION TEXTS AND THEIR VIEWS ON THE INCLUSION OF PUBLICITY AND PUBLIC RELATIONS IN THE MARKETING MIX

Author(s)	Elements included in the promotion or marketing communication mix	View on the inclusion of publicity in the promotion mix and define(s) publicity as:	View on the inclusion of public relations in the promotion mix and define(s) public relations (PR) as:
Hart (1988)	<p>Advertising, direct mail, sales promotion and sales support.</p> <p>Also includes sponsorships as a means of promotion</p> <p>Sponsorship is defined as deliberate financial support given to an event to achieve brand awareness, enhance corporate image, increase goodwill, and raise employee morale (p 135)</p>	<p>Securing people's attention and imparting a message (through the mass media) (p 240)</p>	<p>Building and sustaining good relations between an organisation and its various publics, including customers (p 114)</p>
Coulson-Thomas (1990)	<p>Advertising, sales promotion, personal selling</p> <p>Mentions sponsorship as part of sales promotion - to put a name across and promote an image (p285)</p>	<p>No definition discusses publicity as an element of PR</p>	<p>Deliberate, planned and sustained effort to establish and maintain mutual understanding between an organisation and its publics (p 194)</p>

Author(s)	Elements included in the promotion or marketing communication mix	View on the inclusion of publicity in the promotion mix and define(s) publicity as:	View on the inclusion of public relations in the promotion mix and define(s) public relations (PR) as:
Shimp (1993)	<p>Advertising, sales promotions, point-of-purchase communication, event marketing (sponsorship marketing) & personal selling (p 8)</p> <p>Event marketing is defined as the practice of promoting the interests of a company and its brands by associating the company with a specific activity (such as a tennis tournament) (p 8)</p> <p>On p 598 - Sponsorships involve investments in events or causes for the purpose of achieving increased sales volume, enhancing corporate & brand image & increasing brand image</p>	Non-personal, non-paid communication to a mass audience (p 9)	That aspect of promotion management uniquely suited to fostering goodwill between a company and its various publics (p 587)
Wilmshurst (1993)	<p>Advertising, sponsorship, sales promotion, direct marketing,</p> <p>Sponsorship defined as: financial / material support by a company for some independent activity such as sport not usually related to the company's normal business but support from which the would hope to benefit (p 367)</p>	Press relations is the process of providing information to the media (p 298)	Communicating with the many groups of people who constitute an organisation's "public" (p 298)

Author(s)	Elements included in the promotion or marketing communication mix	View on the inclusion of publicity in the promotion mix and define(s) publicity as:	View on the inclusion of public relations in the promotion mix and define(s) public relations (PR) as:
Belch & Belch (2001)	Advertising, direct marketing, sales promotion, PR, publicity, and personal selling (p xiv) Discusses event sponsorship as a sales promotion activity (p 555)	Publicity refers to the generation of news about a person, product, or service (p 593)	Management function which evaluates public attitudes, identifies the policies and procedures of an organization with the public interest, & executes a program of action (and communication) to earn public understanding & acceptance (p 577). Also discusses marketing public relations (p 578) as PR activities that support marketing objectives such as raising awareness, informing and education, gaining understanding, building trust, giving consumers a reason to buy, and motivating consumer acceptance. MPR builds marketplace excitement before media advertising breaks, creates advertising news when there is no product news, introduces a product with little or no advertising, provides value-added customer service, builds brand-to-customer bonds, influences opinion-leaders, and defends products at risk.

It can be deduced from the views reported in Tables 2.5 and 2.6 that advertising, sales promotion, personal selling, publicity and/or public relations are variables in the marketing communication mix. Sponsorship is covered to a wider extent in marketing communication texts than in general marketing texts. It is therefore deemed necessary to define a marketing communication mix that relates to sport (addressed in Chapters 3 and 4).

2.4.1 The debate about the inclusion of public relations and publicity

The wide range of views reported in Table 2.5 and 2.6 on whether publicity and/or public relations are variables in the marketing communication mix need some discussion, because it can be assumed that sponsorship decision-making involves *inter alia* setting public relations and/or publicity objectives.

The promotion mix of McCarthy's marketing mix included sales promotion, personal selling, advertising and publicity originally (Van Waterschoot & Van den Bulte, 1992:83-93). More recently some authors substituted publicity with public relations or public relations was added - either through lack of differentiation of the two, defining the two concepts incorrectly and/or because of a broadening of the view that publicity is too one-dimensional. This issue need not be a defeating exercise. In this thesis the middle road will be followed. Public relations and marketing are two different domains but very inter-dependant.

It is therefore suggested that sport marketing practitioners, scholars and academics should ensure that they know exactly what the differences between PR and publicity are. Decisions on PR and/or publicity objectives should not place a question mark behind the theoretical base behind sponsorship decision-making. Publicity objectives of the sponsorship programme would be short-term orientated while PR objectives would seek to build long-term relationships with particular and specified "publics" or stakeholders such as customers, spectators, fans, employees, and participants. The emergence of marketing public relations during the 1990's as a theoretical construct also has to be noted.

A brief discussion on the definition of PR is presented.

Public relations should also not be confused with publicity because both elements can be regarded as important in sport sponsorship objective-setting. To clarify any possible confusion the following definition of Harlow (1976:36) is offered as the most comprehensive:

Public relations.....

- is a managerial function that aims to achieve mutual two-way communication between a firm and its different publics;
- manages all communication problems and issues (and opportunities) in the business environment;
- keeps management informed and sensitive to public opinion;
- defines and emphasises the responsibility of the firm to respect the public interest;
- supports management to handle changes in the environment; and
- serves as an early warning system to help anticipate trends in the environment.

On the other hand Jobber (1995:439) sees publicity as a major element of public relations and defines it as: *the communication about a product or organisation by placing of news about it in the media without paying for the time or space directly.*

2.4.2 Marketing public relations

An interesting trajectory of the debate surrounding PR's role in the marketing strategy is the development of the concept of marketing public relations (MPR). Kotler (1994:670) regards Harris's (1993:12) definition to be the first and classic definition of MPR. According to this definition MPR relies on the definitions of PR and marketing and is based on Harris's personal experience. It reads as follows: "The process of planning, executing and evaluating programs that encourages purchase and

consumer satisfaction through credible communication of information and impressions that identify companies and their products with the needs, wants, concerns and interests of consumers".

Henry (1995:3) defines MPR as "a comprehensive, all-encompassing, public awareness and information program or campaign directed to mass or specialty audiences to influence increased sales or use of an organisation's product or service".

These definitions indicate a deviation from the basic definition of PR in the sense that MPR focuses on customers/consumers and not on the other plethora of publics which an organisation needs to communicate to. Public relations scholars might have had some sensitivity in the past that PR in general has been hi-jacked by marketing authors to be included in the marketing mix. The development of MPR as a concept makes sense when it is included in the marketing mix as one of the elements in the promotion or marketing communication mix. The broader corporate PR concept then should be understood to be a separate management entity that supports or can be integrated with the corporate marketing strategy.

Kotler (1994:677) points out that organisations are setting up marketing public relations groups to directly support corporate/product promotion and image-making. Thus MPR, like financial PR and community PR, would serve a special constituency, namely the marketing department. He adds (p 677) that MPR goes beyond simple publicity and can contribute to the following tasks: new product launches, repositioning of mature products, build up of interest in a product category, influence specific target groups, defend products that have encountered specific problems, and build the corporate image in a way that projects favourably on its products.

Solomon & Stuart (1997:662) say that the dispute about whether PR should be differentiated from or integrated into the marketing mix "is being resolved to some extent as companies are making the distinction between corporate public relations and marketing public relations - the latter supports promotion efforts directly". Kotler & Armstrong (1997:488) state that some organisations are "setting up special units called marketing public relations to support corporate and product image and promotion". Bovée *et al* (1995:522) contend that "publicity is also known as MPR,

which seeks to generate significant news coverage about the company or its products and tries to encourage favorable reviews of products (in the media)". The question to ask is whether MPR as a promotional tool should only focus on consumers (consumer promotions) but on trade partners as well (trade promotions).

Marken (1995:48) states that it is only recently that enlightened management and marketing people have discovered that marketing public relations (MPR) can be an important segment of the marketing plan. Harris (1993:13) emphasises the increasingly important role that marketing public relations plays in integrated marketing communications programmes (IMC). Hutton (1996:155) mentions that IMC has the potential to highlight the appropriate relationship between public relations and marketing.

These views reflect the huge application of MPR to sponsorship decision-making. This thesis will therefore, in Chapter 3, explore the option that corporate public relations has to support the sport marketing strategy but that concepts such as publicity and marketing public relations are elements of the marketing communication construct of a possible sport marketing mix. These elements can be integrated into a sport sponsorship to leverage the overall effectiveness of the sport sponsorship.

Belch & Belch (2001:578) highlight some examples of marketing public relations that this researcher adapted to include in a sport marketing and sport sponsorship context.

- Building marketplace excitement before media advertising breaks - speculating on the announcement of a new sponsor for a sporting event;
- Creating advertising news where there is no product news - signing up of a sport celebrity to do an advertising campaign;
- Providing a value-added customer service - sporting bodies using web sites to increase loyalty and to run competitions;
- Building brand-to-customer bonds - the South African Rugby Football Union has licensed the use of the Springbok emblem on rugby jerseys,

caps, hats and ties. The Natal Sharks, a local Super 12 rugby franchise, has embarked on a brand-building campaign through retail clothing shops and nicknaming the Kings Park rugby stadium "The Shark Tank"; and

- Influencing the influentials - building relationships with decision-makers such as teachers - Blue Bulls Rugby Union offers reduced-price season tickets at Loftus Versfeld Rugby Stadium to teachers.

Marketing public relations should be a specified variable in the sport marketing mix and should create its own sponsorship decision-making opportunities. Sponsors should be able to clearly distinguish between public relations, marketing public relations and publicity objectives. It is suggested that all of these constructs, including sponsorship, should be included/considered in a sport marketing mix.

2.5 Conclusion

In this chapter the discussion of where sport marketing and sport sponsorship fit into general marketing theory has been expanded. An overview has also been given on the extension of the traditional "4Ps" of the marketing mix to create more "Ps". It is possible that a unique sport marketing mix exists - there is, as yet, no clear discussion on its composition.

A review of current marketing texts (Table 2.3) indicates that academics are not devoting a great deal of attention to the place of sport marketing in marketing theory. This might create the impression that sport marketing has not yet been accepted or evaluated as an important and relevant application of basic marketing as compared to services marketing, industrial or business-to-business marketing, not-for-profit marketing, international and/or retail marketing. A definition of sport marketing and the constitution of a sport marketing mix will therefore be examined in the next chapter.

Sport sponsorship is also not extensively covered in general marketing texts (as reported by Tables 2.3 and 2.5). More substantial discussions on sponsorships are found in texts on marketing communication or advertising or promotion (as reported in

Tables 2.4 and 2.6), and sport marketing (as reported in Table 2.2) that confirms the acceptance of sponsorship as an option in the marketing communication mix and a sport marketing mix. It is therefore argued that sport sponsorship, as a theoretical construct should not be examined in isolation from sport marketing as a theoretical construct.

A review of marketing textbooks indicates that an extensive amount of confusion and disagreement reigns about the place of PR, publicity and MPR in the marketing communication mix (as reported by Tables 2.5 and 2.6).

It is this researcher's viewpoint that sport marketing practitioners, sponsorship managers, scholars and academics should ensure that they know exactly what the differences are between PR and publicity. Publicity objectives of the sponsorship programme would be short-term orientated while PR objectives would seek to build long-term relationships with particular and specified "publics" or stakeholders such as customers, spectators, fans, employees, and participants.

Marketing public relations should be a specified marketing communication variable in the sport marketing mix and should create its own sponsorship decision-making opportunities. Sponsors should be able to clearly distinguish between PR, MPR and publicity objectives because they have different focus areas, use different tactics, and create different effects.

In the following chapter a number of views on defining sport marketing will be discussed. It is argued that a comprehensive definition should be formulated that will determine where sport-focussed marketing mix elements fit in for organisations which include sport sponsorship as a marketing tool in their marketing mix. Such a definition should include sport marketing strategy formulation, examples or applications of sport marketing, and also refer to the marketing of sport bodies and codes.

Before sport marketing is discussed a brief overview is needed to revisit current definitions of marketing and related theoretical constructs. The aim of such an overview is to apply general marketing constructs to sport marketing. If such application is possible it can be argued that sport marketing is an application area (or

sub-discipline) of marketing such as services marketing, business-to-business marketing, not-for-profit marketing and retail marketing.

All the elements of a possible sport marketing mix (product, price, promotion, place) will be discussed.