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스포츠 매니지먼트 석사 학위논문

**Examining Sudanese Sports  
Federations perception towards the  
sponsorship activities**

수단 스포츠 연맹의 스폰서십 활동에 대한  
인식 검토

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서울대학교 대학원

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At times, our light goes out and is rekindled by a spark from another person. Each of us has cause to think with deep gratitude of those who have lighted the flame within us". Albert Schweitzer.

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As we express our gratitude, we must never forget that the highest appreciation is not to utter words but to live by them “John F. Kennedy”

## **Abstract**

# **Examining Sudanese Sports Federations perception towards the sponsorship activities**

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Through examining of three Sudanese sports federations (SSF) with general sponsors objectives and activities, the researcher used the Readiness Assessment Tool (RAT) (Robinson & Minikin, 2012), to find out the significant perception (competitive advantages) of these SSFs, which may lead to building a profile that met the sponsors' objectives. The competitive advantages of an organization arise from the resources and capabilities that are in place within the organization. (Robinson & Minikin, 2012).

Sudanese Sports Federations (SSFs) in general have limited or unidentified resources that require to be understood and discovered to be used for the interest of the federation in overall, or as a tool to generate additional financial source or to attract sponsorships particularly. To gain sponsorship deals, the SSFs compete with each other, through showing their competitive advantages that may be valuable and meet the sponsors' objectives.

This research helped SSFs to answer some of the questions including what are the main assets and capabilities of Sudanese sports federations that can attract sponsors other than spectators' base volume. The Readiness Assessment Tool (RAT) is the main tool for conducting this research; RAT is a tool for measuring 78 elements within eight pillars on the national federations' structures and activities. RAT was chosen to assist the Oceania National Olympic Committees to understand the structure and development characteristics of NFs better and in particular to determine if there was a way to assess their readiness to undertake programs of development or activities, (Minikin, 2009). The eight pillars are; Governance Management, Sports Activity, Communication, Finance, Physical Resources, Human Resources, and Values, these pillars can be considered as main assets for the SSFs.

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**Keyword:** Sponsors Objectives, Competitive advantages, Sudanese Sports Federations, Readiness Assessment Tool (RAT)

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# Table of Contents

<b>Acknowledgment.....</b>	<b>ii</b>
<b>Abstract.....</b>	<b>iv</b>
<b>Table of Contents.....</b>	<b>vii</b>
<b>List of Tables.....</b>	<b>ix</b>
<b>List of Figures.....</b>	<b>x</b>
<b>1. Chapter 1. Introduction.....</b>	<b>1</b>
1.1. Study Background.....	1
1.2. Sponsorship of Sport Federations in Sudan.....	4
1.4. Purpose of the Study.....	6
1.5. The significance of The Study.....	8
1.6. Research Question (s).....	8
<b>Chapter 2. Literature Review.....</b>	<b>1 1</b>
2.1. Theoretical Framework.....	1 1
2.2. Scholars Definitions for Sponsorships.....	1 2
2.3. Development of Sponsorship.....	1 4
2.3.1 Sponsoring Sport properties.....	1 6

2.3.2. Views of Sponsorship .....	1 7
2.4. Theoretical Sponsors Objectives.....	1 9
2.5. Sudanese Sponsors Objectives .....	2 4
2.6. The Competitive Advantages Concept .....	2 7
2.6.1. Understanding the Competitive Advantage of NOCs.....	2 9
<b>Chapter 3. Research Method .....</b>	<b>3 1</b>
3.1. Research Approach .....	3 1
3.1.1. Case Selection.....	3 3
3.1.2. Data Review.....	3 3
3.2. Readiness Assessment Tool (RAT).....	3 4
<b>Chapter 4. Finding .....</b>	<b>4 3</b>
4.1. The Results .....	4 4
4.1.1 Sudanese Sports Federations perception toward the sponsorship activities. 4 4	
4.1.2 The Sponsors Objectives .....	5 2
4.2. Summary of the Results .....	5 5
<b>Chapter 5. Conclusion .....</b>	<b>5 7</b>
5.1. Limitations of the Research .....	5 8
5.2. Implication & Future Research .....	5 9

<b>References .....</b>	<b>6 0</b>
<b>Appendix .....</b>	<b>6 3</b>
Appendix 1: DTM letter to assist in collecting thesis data .....	6 3
Appendix 2: (RAT) Pillars elements (Governance).....	6 4
Appendix 3: (RAT) Pillars elements (Management).....	6 5
Appendix 4: (RAT) Pillars elements (Sport Activity).....	6 6
Appendix 5: (RAT) Pillars elements (Communication) .....	6 7
Appendix 6: (RAT) Pillars elements (Finance) .....	6 8
Appendix 7: (RAT) Pillars elements (Physical Resources) .....	6 9
Appendix 8: (RAT) Pillars elements (Human Resources) .....	7 0
Appendix 9: (RAT) Pillars elements (Values).....	7 1

### **List of Tables**

TABLE 1 PILLARS AND ELEMENTS OF RAT .....	3 7
TABLE 2 THE MAIN CHARACTERISTICS OF SSFs THAT INVOLVED IN THE RESEARCH. ....	4 3
TABLE 3 MATCHING BETWEEN FEDERATION COMPETITIVE ADVANTAGES & SPONSORS OBJECTIVES .....	5 4
TABLE 4 COMPRESSION OF THE FEDERATIONS A\B\C.....	5 5

## **List of Figures**

FIGURE 1 DISCRIMINANT ANALYSIS MAP OF SPONSORSHIP CONCEPTS BY PERIOD .....	1 9
FIGURE 2 LEVEL OF DEVELOPMENT OF THE SPORT ORGANIZATION .....	3 6
FIGURE 3 FEDERATION (A) ASSESSMENT SUMMARY .....	4 7
FIGURE 4 FEDERATION B ASSESSMENT SUMMARY .....	4 9
FIGURE 5 FEDERATION C ASSESSMENT SUMMARY .....	5 1

# **1. Chapter 1. Introduction**

## **1.1. Study Background**

Sponsorship is a business relationship between a provider of funds, resources or services, and an individual, event or organization that offers rights and association that may be used for commercial advantage in return for the sponsorship investment (Sport New Zealand, 2012). Generally, most of the National Sports Federations (NSF) seeking for the sponsorship to get extra funds since the government support is typically limited. However, getting, the financial support is not only the reason for looking into the sponsorship deals, but also many other reasons can also be applied such as public awareness, government relations, business relations, and community involvement and so on. Sports sponsorships represent exchange relationships between sports organizers, corporations, and other intermediaries (Robert, Wendy, & Ron, 1996). Before seeking additional resources is very important to identify Sudanese sport federations assets that already have, and understanding the competitive advantages, that national sports federations can create. This process will help to offer a reasonable proposal for sponsors that can match their objectives and this what the researcher was looking for through this paper.

In this thesis, the researcher used besides the phrase the Sudanese Sports Federations (SSFs) the phrase Sports Property (SP) too, because it will give a wider view of the sport-related business. Property is a word typically used in sponsoring to donate the event, activity, organization, or person being sponsored. (Bettina, 2014). Normally the sponsors look for marketing benefits. In addition to obtain effective communication with current & potential customers. As (Jiffer & Roos, 1999) mentioned on his book *Sponsorship: A Way of Communicating* page 25; Sponsorship is a business method for communication and marketing which, in the short- and long-term, has the aim of contributing to the sponsor's brand awareness and image, as well as increasing the sponsor's sales. Sponsorship should benefit all those involved, and lead to a result that can be measured against pre-defined objectives. (Jiffer & Roos, 1999). From this point of view, NSF & SP should have the competitive advantages, which differentiate them from others, that may lead to attracting sponsorships and at the same time to make these NSFs & SPs be able to deliver the sponsor objectives of this sponsorship to the stakeholders. The sponsors in need for SP to sponsor it because it is a valuable platform to building corporate and brand image, the use of event sponsorship or other types of sponsorship to establish, enhance, or change brand image is a fairly common practice for a variety of organizations. This objective has

been identified as one of the two most common goals for organizations to engage in sponsorship programs. (Abreu & Charles, 2013). The benefits that sports property expecting is financial funds because Having sponsorship fund will help the federation to develop the facilities, equipment, and provide a sustainable financial source. That can allow athletes and coaches to focus more on the training and promote their skills with the support of the management for better planning to promote the quality of events achieving better ranking in the competitions and expand the practitioners grassroots. However, the sponsorships, not all the times just about finance and fund, sometimes the business relationship between NSF and the sponsors it has value can be worthier than right money; A good sponsor can add considerable value by, for example, becoming the sport's primary advertiser and creating great brand exposure. In the longer term, this benefit may be of more value than the direct sponsorship income initially received. (Sport New Zealand, 2012). The objectives and the nature of the sponsorship are very dependent on the period of the sponsorship deals and about the nature of sports property.

Also, in other cases, the meanings held by events are sometimes transferable to a brand through sponsorship. The perceived sponsor–property fit affects brand evaluations. (Monica, Bettina, & Ravi, 2011). For the reason of this matching, most of the sponsors looking for specific events, federations

or athletes to alliancing with to deliver a robust, compelling message. However, we should understand that Sponsorship is based on exchange, which is governed by rules and norms devised by agents. These entail ownership and rights over things as a sponsorship deal cuts across the interests of all parties involved. Closely connected to the understanding of commodity is the notion of property rights. (Vassil & Ivan, 2004)

## **1.2. Sponsorship of Sport Federations in Sudan.**

In the case of Sudan, the sponsorship relationships in general not always succeed and most of the times may fail, even the proposal of sponsorship may not be accepted from the beginning. One of the main reasons that make most SSFs fail to propose fair sponsorship deals, that these federations are not able to show their capabilities, competitive advantages, and values that can benefit the sponsors. Most of the Sudanese sports federations are not able to identify their competitive advantages. If Sudan football association was excluded, most of the other SSFs have similar features including low spectators' volume, poor facilities, and low media coverage. As the results of low numbers of the events that SSFs were conducting and no star's players produced, however, the researcher thinks that each federation has unique feature need to be identified and valued to be the as competitive advantage for the federation. The need arose to identify



other attracting features other than spectators' volume for Sudanese sports federations which the researcher think by the final study can identify valuable assets that can be attractive for sponsors. To study the factors that make the differentiation among SSFs as a method to grantee successful sponsorships relationships between SPs and sponsors, the need for this thesis has appeared. By mapping general sponsorship areas from a sports property perspective, through categorizing SP potential available sponsorship sectors. Three main sectors can be targeted which are; sponsoring the federation as one unit, sponsoring the events of the federations, and sponsoring the athletes as individuals, taking into consideration skills and results of the athletes, the advantages and the privileges of the sports itself and the federation events, and the expected impact.

According to some Sudanese media reports and personal observing for SSFs events and activities, the researcher found that among more than 40 national sports federations in Sudan, including 20 Olympic sports federations. Less than eight NSFs only won regular sponsorship deals. While Less than five sports federations get long-term sponsorship contracts. Although these low number of sponsorships deals, even so, the amount of funding is not high. Excluding Sudanese Football Association, which hugely depends, of its popularity which attracting service companies specifically communication

companies. Other than that, all other NSF's are struggling to find sponsors or partners. The researcher will try to identify the main factors that shape NSF's profiles, which can lead to successful sponsorship relationships Between the SSFs and sponsors. Business firms or even government bodies can be targeted as potential sponsors. To grantee smooth and strong sponsorship relation SPs must be able to satisfy the marketing needs of the sponsors beside that the NSF should provide transparency and healthy environment for the relation at least by signing up a contractual memorandum which outlines ownership issues and No third party can lay claim to ownership.

For the SSFs to understanding their competitive advantages is the first stage of gaining the sponsorships, developing these features is another stage. While understanding the sponsors' objectives and how to cope with NSF's competitive advantages is the most crucial issue in the final stage of ensuring profitable sponsorship deals.

#### **1.4. Purpose of the Study**

The purpose of this research is to study and figure out the perception of Sudanese Sports Federations toward the sponsorship activities. These perceptions can be considered as a competitive advantage for the SSFs. The main aim of this research is to help those federations to understand what they have, and how can use it to differentiate them from each other, which lead in

the end to gain and maintain successful sponsorship contracts, as one of the results of understanding competitive advantages. Gaining sponsorships is not only the way that SSFs benefit from identifying competitive advantages but developing these assets is an important factor in raising funding. This thesis also will demonstrate the importance of showing what SSF unique values and assets hold that can be delivered to the sponsors other than the spectators' volume. In addition to That, this research can help NSFs to identify their capabilities as well as weakness and strengths, which can help to develop the sponsorships proposals and understand the sponsors' objectives. This thesis is mainly demonstrating the sports properties point of views while most of the existing researches studies are from corporates and sponsors perspective. One of the objectives also the result of this research can be used to decrease the gap between sponsors' objectives and NSFs delivered benefits which will create a common platform to build successful relationships between sponsors and SSFs. Understanding the competitive advantages of NSFs, it will help them develop their capabilities, structure and the whole organization as well.

Extensive research has been conducted on the objectives of sponsors and selection of corporate to sports sponsorship; which has disclosed that companies' selection criteria for sponsorship are often dependent on its objectives which is normally similar with small variation according to sports

business size in the country and the economic status as well. Nevertheless, most of these researches were conducted across professional sports that do not exist in Sudan. While there have also been studies on non-profit sports organizations, its broadness makes it difficult to relate findings to the different Characteristics of non-profit sports organizations even if we try to narrow it to match our situation. For example, the characteristics and values of large non-profit sports organizations such as FIFA or IAAF are different from relatively smaller ones such as National Sports federations like SSFs for example although they are sports federations. This study seeks to find out the competitive advantages of Sudanese sports federation and to benchmark this advantage with the sponsor's objectives. However, little is known about how the corporations evaluate the success of their sponsorship involvements and how these assessments affect decisions to continue or discontinue future involvements. (Robert, Wendy, & Ron, 1996).

### **1.5. The significance of The Study**

The findings of this research provided SSFs with critical information concerning the most sought sponsorship objectives. With these findings, SSFs can identify their competitive advantages and develop strategic means of developing their sponsorship proposals to suit the objectives of sponsors better and maintain long-term relationships. The findings will be more critical

to federations who currently not have sponsors to understand and develop their competitive advantage then use it to win deals, and also is essential to sponsor to be informed of the values and benefits of SSFs sponsorship so they can have stepped forward to sponsor some federations. As the first academic work done on sports sponsorship and competitive advantages for Sudanese sports federations, this will be a valuable contribution to the emerging the academic research in sports sponsorship in the country and valuable assessment tool for the federations. The researcher thinks most of the Sudanese sports managers may lack insight regarding how corporations select and evaluate sports sponsorships. This kind of research would enhance their understanding of the exchange process while increasing their ability to negotiate successful sponsorship initiatives after they identify the federation competitive advantages.

#### **1.6. Research Question (s)**

The following questions were addressed: -

RQ1: What are the main assets of Sudanese sports federations that considered as a competitive advantage according to federations perceptions?

RQ2: How can Sudanese Sports Federations perceptions match with the sponsors' objectives?

The main purpose of these questions is to identify the valuable assets and the competitive advantages of the SPs & SSFs that can be sponsored. The assets are not only the physical but also sports activities, the organization culture, values, and management system of NSF, need to be identified as well as an asset.

Once the SSFs able to understand their competitive advantages then should start to think how can be used to create interest to sponsors. The need will appear to show the Value Propositions of the federation packages that created from the competitive advantages. Besides, one of the leading roles of answering this research questions is to review Sudanese Sports Federations perception toward the sponsorship activities.

## **Chapter 2. Literature Review**

### **2.1. Theoretical Framework**

The review initially discussed the theoretical perspective of sponsorship that contains the Scholars definitions of sponsorships. At the second part of the literature review, the development of sponsorship will be discussed; as well, as study deeply on the sponsor's objectives theories and how Sudanese sponsors set up their objectives finally, the researcher discussed the competitive advantages concept.

A full explanation for the Readiness Assessment Tool (RAT) was provided, this assessment tool is widely used to identify the strength and weakness of some national Olympic committees by studying the national federations. Taking into consideration that, as the needs and demographic makeup of sports consumers have become more complex, and as competition for the spectator and participant dollar has increased, the demand for professional marketing also grown. (J.Mullin, Stephen, & William, 2007). However, generally we can consider sponsorship as a relational activity between at least two actors, it is reasonable to assume that their joint activities are prone to some degree of common understanding. (Robert & Sten, 2015).

## **2.2. Scholars Definitions for Sponsorships**

The sponsorship is not a recent activity; many scholars found out the sponsorship was existing since ancient Greek time. The first scholarly work in sponsorship was by the Ancient Greek historian and philosopher Xenophon who describes the contribution of sponsorship ("choregia") to the development of private-public finance and the Political Economy (Margaret & George, 2015); this finding and definition show the sponsorship is about financing and political economy as a partnership. Nevertheless, the scholars usually have different points of views about sponsorship these views affected by what background of the scholar and which side the scholar was looking from, also the era of the study can shape the definition direction. Most of the definitions generally describing sponsorship as financing and partnership. Sponsorship is a unique business-to-business activity that brings a sports property and sponsors together for the mutual benefit of both organizations. (Kyoum, Ko, & James, 2011).

The traditional view defines Sponsorship as a business relationship between a sponsor who will provide fund, resources, or services and a sports organization, which offers in return specific rights that may be used for commercial advantage. (Pippa & William, 2011) Says sponsorship is a partnership between sports organization and another organization, which



offers mutually beneficial opportunities for the development of brand-related goals and brand equity for both parties associated, perhaps hidden, costs to the sport of sponsorships. Those views developed through years and study but in general, they agree that Sponsorship is one of the sport marketing tools or in another word, it's marketing via sports Sponsorship is an associative marketing tool that a mutual brand and business value for both the sponsor and the sponsored activity (Pippa & William, 2011).

It is imperative to differentiate between Endorsements and sponsorship; the two terms look very similar. The endorsement is known Where an individual performer, club or organization is paid a fee to use specified products, then this is an endorsement and represents a mainstream brand or product advertising. Such activity usually takes place within the area of sports or arts and is often undertaken in conjunction with a sponsorship program (John, 1983). However, the definitions dependent fundamentally on the era of the sport, since sport moved from just activity for entertainment at the ancient time to big business and colossal industry, currently this shape the definitions according to this transformation. Throughout its relatively brief history, commercial sponsorship has changed in many fundamental ways. Most evident has been its development from small-scale activity to major global industry (Meenaghan, 1998).

### **2.3. Development of Sponsorship**

As mentioned earlier sponsorship is not a new issue, other scholars claimed that sponsorship had been around for thousands of years since the gladiator days of ancient Rome which can be defined as sports sponsorship. However, in its early years, sports sponsorship was perceived as more of philanthropy or donation rather than a commercial activity targeting a return on investment (Tony Meenaghan, 1991). Although the sponsorship was found a long time ago, the central principle remains the same which is about gaining mutual benefits between the sponsor and sponsee. Being a sponsor or being sponsored shapes the main dividing line in one's view of sponsorship. as noted, in general, properties seek financing and sponsors seek brand building, but more could be said about these entities and how they behave. (Bettina, 2014). Who will benefit more, and who will take more risk of the sponsorship all these scenarios should be considered but its vary according to nature of the sponsorship. However, while previous studies have convincingly made a case for sponsorship as a resource and capability, the domain of sports sponsorship is still in its infancy concerning conceptual rigor and empirical variety (Robert & Sten, 2015).

In addition to that sponsorship is a useful communication tool that drives the company brand and enhances the relationship with customers.

Sponsorships are used to drive brand communications across multiple platforms, tapping into the passion and dynamism that defines the relationship between a sport and its fan base. (Douvis, Sarli, Kriemadis, & Vrontou, 2015).

(Meenaghan, 1998), explicitly described the current sponsorship situation and how it developed, in his paper titled Current developments & future directions in sponsorship in recent years the opportunities for sponsorship investment have expanded beyond the traditional options of sport and arts. New industries and companies continue to adopt sponsorship as a method of marketing communications. One of the most notable developments has been a change in corporate attitudes to managing sponsorship. Hitherto treated as 'something different,' many sponsors today have in place sophisticated planning, selection and evaluation procedures for their sponsorship programs.

The world witnessed revolutions in many sectors, and sport is not an exception, because the sport is connected tightly with every part of people life, for this reason, and other. The sport-related industries also keep changing to cope with transformations. Sport sponsorship has taken on a whole new role in today business strategic alignment , it had been akin to lottery in the past where the sponsor would be spending a large amount of

money on shotgun approach of foreign and development links with as many high profile athletes, teams or events as possible (Information Resources Management Association USA, 2018).

### **2.3.1 Sponsoring Sport properties**

Sponsoring sports properties is a standard marketing tool used by numerous sponsors, the effectiveness of the deal depending at many factors, but the observation showed an increase in the investment of the sponsorship deals, which make the selection criteria more complicated. However, Due to the increasing financial value of sports sponsorship, the selection of a sponsorship partner and the development of the sponsorship deal are crucial issues for sports businesses. (Douvis, Sarli, Kriemadis, & Vrontou, 2015).

The sports sponsorship business continues to show enormous growth the main reason for this sustainable growth at this business most of the sponsorship deals is based on mutual benefits for all parties.

Successful sponsorship relationships require significant investment and commitment from both parties. The sponsor is required to contribute monetary resources, management time, and support leverage activity. The sports organization, in turn, is required to provide the service, structures , and systems to ensure the sponsor receives good value (Sport New Zealand, 2012). Flexible and dynamic sponsorship theories and strategies are needed to

leverage the different scope of the sponsorships, taking into consideration the nature of the sport whether it is in professional sport or amateur. Also, the size of the event is affecting the deal it may be a mega sports event which required global standards methods. (Robert & Sten, 2015), were agreed on their paper that to, geared toward developing a conceptual framework of sponsoring as a strategic lever in professional sport. They identified three sponsorship strategies derived from a selective review of the sponsorship literature: sponsorship as an investment, relation, and animation. Each one of these strategies contained specific types of sponsorship activities, notably: philanthropic, brand, alliance, dealmaker, activation, and collective sponsoring.

### **2.3.2. Views of Sponsorship**

(Margaret & George, 2015), they analyzed the evolution of key themes and concepts in sponsorship researchers that were published in scholarly journals in the period 1980 and 2012, these researchers collected 841 articles by over 1,000 authors, from over 150 scholarly journals. The finding of these researches helped to map the semantic evolution of the sponsorship concept and formulate a new definition of sponsorship research. Four foundational pillars of sponsorship research have been identified as follows: -

The 1980s: Intellectual Foundations: they describe the 1980s period as marking the intellectual foundations of sponsorship. While The 1990s is Strategic Foundations, the best description of this period as new concepts emerge around research activity such as results, implications, literature, and model essential shift toward establishing sponsorship's identity as a discrete academic domain. The 2000s is the Behavioral Foundations The 2000s was the decade of consumer research, reflected in the appearance of new concepts such as products, consumers, and market and the prominence of analysis and results. The 2010s is the Relational Foundations From 2010 to 2012 the most prominent concepts identified were the professional, team, relationship, social, and value.

As might be expected, issues that preoccupied researchers in the 2000s period also permeate the start of the 2010s. However, for the 2010 period, the authors' comments are speculative and based on a somewhat narrow sample of abstracts. Still, the data set does represent approximately the same number of articles as were published in the 1990s and about half of those published in the 2000s. (Margaret & George, 2015)

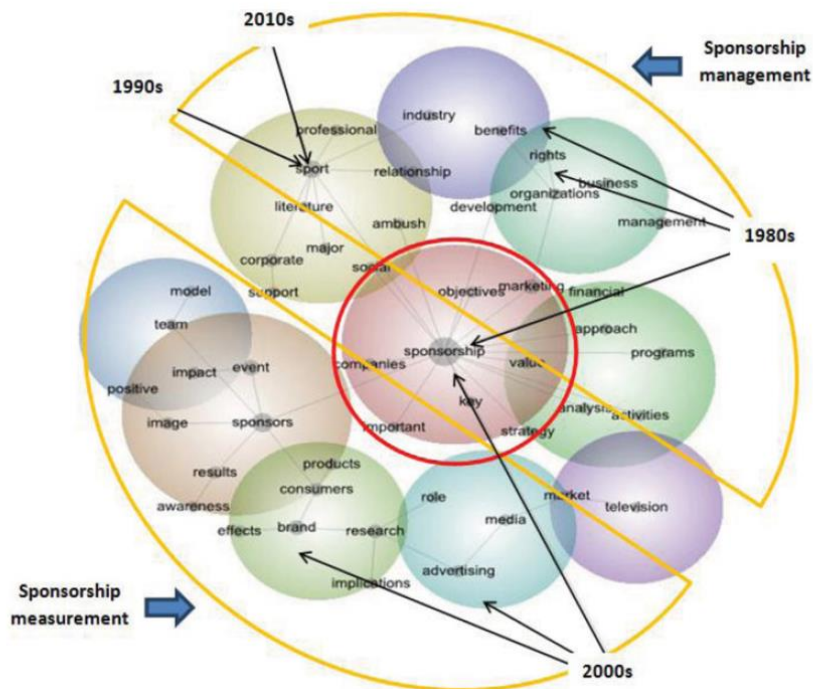


Figure 1 Discriminant analysis map of sponsorship concepts by a period

Source. (Margaret & George, 2015)

## 2.4. Theoretical Sponsors Objectives

Most of the sponsors have similar objectives for sponsoring property or events whether its sports or non-sport. (John, 1983), talks about the general objectives of sponsorships, a Taxonomy of Sponsorship Objectives (i.e., what companies hope to achieve from sponsorship) can be classified under some headings:

- (1) Broad corporate objectives,
- (2) product-related objectives,
- (3) Sales objectives,
- (4) Media coverage,
- (5) Guest hospitality,
- (6) Personal objectives.

The above objectives show in general what sectors that sponsor aiming to reach, the objectives vary from products to customers and even personal objectives and others. At each sponsorship deal, the sponsor may look to which sector he needs to focus according to sport proprietary features and capabilities, matching with the best merit can get through this sponsorship. One of the most critical and shared objectives that were using the sponsorship as a communication tool, Sponsorship of sports, arts, and causes has become a mainstream marketing communications tool (Bettina, Clinton, & Donald, 2005). Also, the sport or the other events that have been sponsored, they have own media followers and own spectators and supporters, so is good chance for sponsors to access to this new area and using these tools to achieve some objectives which can be related to the brand image for example. Sponsorship is used to increase brand awareness by exposing the brand to as many potential consumers as possible using on-site



signage, identification on printed promotional materials, and media coverage (Madriral, 2000). Sponsoring sports properties will gain many privileges since the sports fans and spectators they have a mutual interest regarding their team or the event, this will facilitate to deliver the message to them as one group or one unit, which makes sponsoring sports properties has a valuable, useful and fast impact. Specific target groups can be reached through sports sponsorship in a more direct and cost-efficient manner than traditional forms of mass advertising (Tony Meenaghan, 1991).

For this reason and others, sports federations and all the related properties considered as one of the best platforms for the sponsors to deliver their messages. Sports sponsorships represent exchange relationships between sports organizers, corporations, and other intermediaries (Robert, Wendy, & Ron, 1996). Besides, the emotions and feelings occur during sports event has a positive influence toward sponsorship objectives; sport often generates considerable excitement and emotional attachment among its consumers (Robert, Wendy, & Ron, 1996). Some of the sports activities and properties have features that allow them to deliver messages that matched with the sponsor's image, brand or values that want to convey to their customers and new expected customers as well. The image of products, services, or brands can be enhanced when a company aligns itself with the

positive characteristics of a sports event or successful sports athletes; the idea being that brand image is enhanced through sponsorships of exciting, image-defining events, making the brand stand out from others. From an associative network perspective, sponsorship is adding a unique and potentially strong link to the brand in memory (Bettina, Clinton, & Donald, 2005). Which makes sponsors are meticulous to sponsoring objects. Marketers seek to establish, enhance or change a brand image by linking their brands to a favorite cause, event or sports team (i.e., sponsee or property) (Madrigal, 2000). As the results of Madrigal research, he mentioned that the critical benefit derived from sponsorship is the opportunity for a company to link itself to an object that constitutes part of a consumer's extended self.

Sponsors objectives can set from the beginning with selection criteria in general. The Sponsor set their objectives from the beginning before going to the deal regardless he gets a proposal, or he is the one who gives the offer. These objectives go together with the selection criteria which identified by many scholars from a different point of views. (John, 1983), for example, his described a typical set of selection criteria as follow: -

1. The sponsorship proposal's ability to fulfill objectives (corporate, product, sales objectives).
2. Its potential to project the desired corporate/brand image.

3. It is compatibility regarding company/product image congruence.
4. It is potential for media coverage.
5. The costs involved.
6. The target audience coverage.
7. Opportunities for guest hospitality.
8. Executive preference.
9. Geographic reach (local/regional, national, international).
10. Staff knowledge of the chosen sponsorship.
11. Sponsorship type (new/established; one-off/longer term; seasonal).
12. Exclusivity.
13. It is potential for adverse publicity.
14. The organization of the sponsored activity.
15. Other criteria such as tax concessions and legal requirements.

However, regardless of how clearness of the sponsors' objectives and how much matching with the sponsoring properties, is not an easy task to measure how much the sponsorship is successfully and meet the desired objectives.

Many sponsors acknowledge that they cannot measure the direct effects of their investments on revenues, except on-site merchandising, and

in-store promotions are directly surrounding the event. (Robert, Wendy, & Ron, 1996).

## **2.5. Sudanese Sponsors Objectives**

As the demonstration of corporate goodwill through mega event sponsorship becomes increasingly challenging, sponsors often, link their sponsorship to corporate social responsibility (CSR) activities, (Thomas, Martin, & Sebastian, 2016). By reviewing the websites of some of the main Sudanese sponsors. The researcher noticed that these companies are not an exception; they applied the social responsibility CSR as a priority, while the partnerships and sponsorships it looks are under CSR strategies. DAL group one of the main sponsors for many events they have no clear policy for sponsorship at their website. On the other hand, DAL stated SCR clearly and divided them into three main parts community, economic and environmental. As per the website DAL connected their image and products strongly together with the CSR, (DAL Group, 2018), DAL Group aspires to have Corporate Responsibility as a strategic competitive edge through creative and value-driven integration into business strategies and processes. We are committed to contribute to sustainable development and to improve community well-being through the responsible and discretionary business model.

As DAL Group, we are expected to play a significant factor in promoting the group image as well as contributing to product brands: enhancing the excellent reputation of DAL Group, assuring DAL Group adherence to the CR and sustainability concepts, improving the business environment for future progress and developing good relations and partnership with different stakeholders.

For the economic CSR DAL show that they concern about long-term relationship and all about the business, (DAL Group, 2018) Sustainable growth and the pursuit of excellence is what DAL keep aiming for and will continue to challenge ourselves to continue to rise and prosper responsibly. In all our operations, we aspire that the name of DAL Group resonates responsibility strength, and overall shared value to all our stakeholders without exception.

We believe that more than just financial targets measure our success as a company. The positive contribution we can make to lives, communities and the environment through good business is vital to our long-term success.

Zain one of the biggest telecommunication companies in Sudan, they have sponsored many sports properties including athletes. Zain had no significant difference from the DAL group in term of works more on the social responsibility and connected that to the business. Moreover, sometimes they

apply CSR inside the sponsorships process this usually happens on mega sports events as well, Sponsors increasingly engage in corporate social responsibility (CSR) activities surrounding sponsored events (e.g., the soccer World Cup and Olympic Games). (Sebastian, Joerg, & Groeppel Klein, 2014). According to Zain website, (Zain Sudan , 2018), Zain realizes that projects undertaken around social responsibility will play an essential role in developing our capabilities, consequently qualifies us in our endeavors to achieve our objectives as a leading entity. Our commitment to, positively, influence the livelihood of our communities is a growing concern on a day-to-day basis in our business strategy. The scope of social responsibility for Zain looks wider with more classification, Zain contributions to the community concentrate in four major areas, namely: Education, Health, Community Development, and Preservation of the environment (Zain Sudan , 2018). While not and state here for the economic responsibility as a separate part. However, it mentioned inside the general overview of Zain social responsibility; our primary objective is to create our beautiful world, which assures that telecommunications services do not mean just talking over telephones or strengthening social relations between individuals. It also plays a crucial role in achieving economic development, facilitation of business transactions and saving time and efforts. (Zain Sudan , 2018).

## **2.6. The Competitive Advantages Concept**

According to the Oxford dictionary, the following definition describing the competitive advantage term, noun a condition or circumstance that puts a company in a favorable or superior business position. (Oxford dictionary, 2018 ). While the Business dictionary defines the competitive advantage as A superiority gained by an organization when it can provide the same value as its competitors but at a lower price or can charge higher prices by providing higher value through differentiation. Competitive advantage results from matching core competencies to the opportunities. (BD Business Dictionary, 2018). Wikipedia defines competitive advantage as, in business; a competitive advantage is an attribute that allows an organization to outperform its competitors. Competitive advantage may include access to natural resources, such as high-grade ores or a low-cost power source, highly skilled labor, geographic location, high entry barriers, and access to new technology. (Wikipedia, 2018). Some of the scholars Sayed that, a Competitive advantage is a strategic advantage that one organization has over others that operate within its competitive industry. In general, the higher the competitive advantage that an organization enjoys, the higher its likelihood of strategic success. (Robinson & Minikin, 2012).

However, the competitive advantages in connection to resources-based view RBV to be a sustainable advantage for the sports and non-sport organizations, some criteria should be met which explained by (Robinson & Minikin, 2012). Underpinning the RBV is the concept that resources that lead to sustainable advantage must be: -

- Valuable in that it can help an organization to take advantage of opportunities and/or minimize threats, allowing the organization to improve its effectiveness;
- Rare among current and potential competitors;
- Imperfectly imitable in that competing organization will face cost and/or quality disadvantages in duplicating the resource, or developing a substitute for it (Barney, 1991, 1995). Of greater value are those resources which can be considered nontraceable (Dierickx and Cool, 1989) as these resources defy imitation;
- Organisationally appropriable in that the organization must gain value from the resource, rather than others in the supply chain.

If any of these characteristics are not present or disappear, then resources will not create a competitive advantage. (Robinson & Minikin, 2012).



Many scholars connected resources-based view and sponsorship through their researches whether it is from the sponsors' point of view or the organizations' side. The development of the NSF resources can create a competitive advantage that made-up NSF profile.

### **2.6.1. Understanding the Competitive Advantage of NOCs.**

Leigh Robinson and Brian Minikin investigated why many National Olympic Committees (NOCs) do not appear to be successful at the Olympic games. It does this by investigating the resources and capabilities of the national federations (NFs) that are responsible for developing the athletes that are the main resources of the NOCs. (Robinson & Minikin, 2012).

The researchers used Readiness Assessment tool (RAT) to audit national federations within three Pacific countries. (RAT method will be explained in another part in details) however, RAT has eight pillars define the main elements of NSFs.

Data Collection, the three nations vary across geographical and demographic characteristics. These nations were included in this research as they demonstrate the range of nations that participate in the Olympic Games from the Oceania region (via wildcards) and all receive Olympic Solidarity funding. (Robinson & Minikin, 2012).

Limitations of the Research, The RAT, is a self-assessment tool, and thus there is a possibility that the assessment may have been more positive than it should be. However, examples of where this was perceived to have occurred were identified by the research team and discussed with the NF. Second, the individual NF means for the NF assessment tool have been averaged to give an overall mean for the NOCs in this research. This process will hide individual NF scores at the extremes of development; however, it does allow an overview of the level of resources and capabilities available to the NOCs to be considered. (Robinson & Minikin, 2012).

The results of The research shows low levels of NF organizational development and thus the critical resource of the NOCs under investigation is not developed enough to create competitive advantage due to inadequate resources and low developed; however, there is a gap between their current level of development and what is required to benefit from attendance at the Olympic Games across all eight pillars. (Robinson & Minikin, 2012).

## **Chapter 3. Research Method**

### **3.1. Research Approach**

This research conducted among three national sports federations in Sudan that succeed to have sponsorship deals within the last eight years. The primary research data was collected through reviewing the primary and secondary data of the national sports federation including the constitution, statutes and all available documents as well; there are three primary types of documents (Zina, 2014) :

- **Public Records:** The official, ongoing records of an organization's activities. Examples include student transcripts, mission statements, annual reports, policy manuals, student handbooks, strategic plans, and syllabi.
- **Personal Documents:** First-person accounts of an individual's actions, experiences, and beliefs. Examples include calendars, e-mails, scrapbooks, blogs, Facebook posts, duty logs, incident reports, reflections/journals, and newspapers.
- **Physical Evidence:** Physical objects found within the study setting (often called artifacts). Examples include flyers, posters, agendas, handbooks, and training materials.

The documentary research method was used in this study as one of the tools for data collection method. The Organizational and institutional documents have been a staple in qualitative research for many years. In recent years, there has been an increase in the number of research reports and journal articles that mention document analysis as part of the methodology (Bowen, 2009). More data was collected to help of answering the eight pillars of Readiness Assessment Tools RAT by contacting targeted sport federations leaders, the personal researcher visits to the facilities and monitoring the activities, and events for those federations. On the other hand, to identify sponsors objectives toward sponsorship of Sudanese sports federations. The researcher reviewed the theoretical approach of the sponsor's objectives in general, then reviewed the official websites of main Sudanese sponsors, which shows the sponsorship and social responsibilities objectives. Used the sponsor's objectives as a benchmark to match with national sports federations that already won sponsorship deals through their competitive advantages. To assert the competitive advantages of SSFS, the researcher applied the Readiness and Structural Assessment Tool (RAT) which has 78 elements representing eight pillars that can be the competitive advantages for SSFs.

### **3.1.1. Case Selection**

The total number of the sports federations in Sudan around 43 federations 20 of them are Olympic federations. Three federations were selected from this quota to conduct the study; the selection criteria depended on the federations that have already sponsorship deal within the last eight years. Some other federations they gain some sponsorship deals too, but not regular or long-term deals. Usually, most of the federations get sponsorships on the event's base. The collection of the data was not a difficult task as the researcher has strong networks in the sports field in Sudan, as well as most of the federations, appreciated the academic work. In addition to that, the number of sports sponsors in Sudan is small since the sports industry itself growing slowly and not that big.

### **3.1.2. Data Review**

Primary and secondary data of Sudanese sports federations were reviewed. Document analysis is a systematic procedure for reviewing or evaluating documents—both printed and electronic (computer-based and Internet-transmitted) material (Bowen, 2009). The researcher used a Google form to collect the necessary information of the federation including who will provide the researcher with information and to identify the primary assets and competitive advantages of SSFs, the eight pillars that contain 78 elements.

The Readiness Assessment Tool RAT analyzed the collected data through the graph and showed the higher and lower pillars of the federations. In addition to that, the researcher conducted interviews with some of the sponsors' leaders to gather more information. The mentioned methods were used whether with the sponsors or the Sports Federations.

### **3.2. Readiness Assessment Tool (RAT)**

A structure that has emerged from a program of mixed methods research carried out with those within the Olympic Movement familiar with the essential activities undertaken by NFs. The research carried out between 2008 and 2009, comprised focus groups, workshops and scenario testing with senior sports administrators and managers from the Oceania region. (Robinson & Minikin, 2012). RAT used in The Oceania region, which is very similar to this research area in term of low performance at the Olympics, poor sports industry, and generally funded by governments or wealthy individuals. This suggests that the NFs in this region do not have the systems in place to create athletes of international standard or dost use efficient use of their resources, not to develop the players only but all the NSFs as well which can be applied to Sudan case as well. However, The Oceania National Olympic Committees (ONOC), one of the five Continental Olympic bodies that look after the interests of 17-member nations from the Pacific Region. ONOC has

now developed a Readiness Assessment Tool (RAT), which is a Web Application that will Assess, Compare and Monitor the current elements that make up an NF. In the context of the Pacific Region and compare it to the elements that are expected to be in place, for a specific activity or program to be able to function. (Readiness Assessment Tool (RAT), 2018).

The RAT was made up of eight pillars of performance, which contain several organizational elements that become increasingly complex as an organization develops. The research identified eight 'Pillars,' of NFs within the context of the Pacific sporting environment. According to (Minikin, 2009)

These include: -

1. Governance: Rules and regulations, policies and strategic planning.
2. Management: organizational structure, roles, and practices.
3. Physical Resources: access to and availability of equipment and facilities.
4. Human Resources: type, diversity, planning, and management practices.
5. Finance: record keeping, accounting, and planning.
6. Communication: methods used and technology available.

7. Sport activity: competition, athlete preparation, development programs

, and training.

8. Values: cultural, attitudinal and behavioral.

according to (Minikin, 2009) the figure (1) below shows the Common responses as to what elements make best identify the stage of development of a sports organization across eight Key Result Areas.

Pillar	Level of Development of the Sport Organisation			
	Basic	Moderate	High	Elite
Management	Community Interest	Affiliate to NOC	Established Competition Management	Professional Organisation
	Organise Teams	Organised Teams	Operational Planning	Full Affiliation
		Clubs Formed	Risk Management	
Governance	Volunteer Administration	Basic Strategic Planning	Specific Planning	Long Term Strategic Planning
	Basic Sport Rules	Constitution in place	Adopt IF Rules	EB has portfolio
		Affiliate to IF		
Sport Activity	Informal Games	Regular informal competitions	National Championships	International Competitions
	Play	Take part in National Games	Regional Championships	Compete at OG/WC
			Host Events	
Communication	Word of Mouth	Radio Announcement	Basic Web Site	Web Platform
	Contact Person	Written Notices	Newsletter	Magazine
		Phone/Fax	Email	TV and Media
Finance				Communicate with high responsiveness
	Fund Raising	Budget	Olympic Solidarity Support	Regular sponsorship
	Personal Contribution	Basic Book Keeping	IF funding	Financial independence
Physical Resources	Bank Account	Consistent member fees	Formal fundraising	Diverse income stream
	Playground	Standard sports equipment	Office/HQ	International standard venue
	VIK support	Shared club venue	Computer	IF regulated uniforms
Human Resources	Personal Resources	Donated Equipment	ICT	Commercial sponsors
		Reliable sponsor	Standard Venue	
	Volunteer Administration	Coaches	Coaching Accreditation	CEO deployed
Cultural Values	Friends	Officials	Officials Accreditation	Full time office staff
	Village Groups	Training Programmes	Elite athletes	Specialist professionals
		Specialist volunteers	Support personnel	
Cultural Values	Fun	Community Values	Work Ethic	Excellence
	Participation	Respect for others	Sportsmanship	Olympic Values
	Family values	Commitment	Discipline	Medal Winning Honour

Figure 2 level of development of the sport organization



Table (1) below showing the stage of the elements and pillar, For each of the eight Pillars, the focus groups were able to identify a list of elements that characterize the development of a sports organization as it moves through four levels of development from primary, through moderate to high and elite (Minikin, 2009).

**Table 1 pillars and elements of RAT**

Level of development	Governess	Management	Sport activities	communication	Finance	Physical resources	Human resources	Values
stage 4 professional and specialized level of development	Elected/ selected Board of directors.	Comprehensive operation plan.	The athletes get Professional Coaching.	NF has a sophisticated and interactive web-based communication system.	NF graded and categorized membership fees structure.	NF develop own High standard equipment.	CEO employed.	Self-Sacrificing.
	Annual Congress held incorporates education and workshop activities.	Program is managed professionally.	Competitions graded standards and ages group.	Notice distribute electronically and are interactive to enable members to respond.	The events and activities are highly profitable.	International equipment and uniform sponsorship.	Professional coaches.	Respect.
	Constitution supported by law.	Comprehensive risk management Framework.	National competition framework including tournaments and qualifying events.	NF has a Social network site, which is branded and restricted to subscribing member.	The NF has a comprehensive fundraising marketing plan.	Investment property.	Professional athletes.	Alliance to NF and the national team.
	Individuals Affiliated to another relevant body.	The events follow the four recognized parts of the event management cycle.	Success at major international events.	NF produce Organization magazine of publication quality.	Branded merchandise. Commercial contract.	Own headquarter.	Comprehensive HR framework.	Dedicated to the organization and its brand.
	Affiliation to non-IF.	High quality written Report published.	Graded seasonal competition structure.	Branded internet service and extranet.	Royalties for participation in IF events.	Modern office furniture and technology.	Equal opportunity employer.	Believe in the process to achieve success.
	Document strategic planning.	Separate management team.	SFD is considered a part of the core business of NSF.	Information strategy is driven by professionals.	OC grants fund through OS.	Access to the international standard facility.	Implement comprehensive educational framework.	Win by being excellent.
	Contractual code of conduct.	Reports from a specialist will be included in the meeting.	The NF has Hall of fame.	Interactive web platform.	The Government provides a comprehensive grant fund.	Own full serviced club facility.	More than 50% paid staff.	Achieving excellence.
	NF active		Full-time national team.		The NF produce	Own a complete IT system.	Association and group of clubs.	The NF fully Integrated as a sporting community and proud of it.
						Own vehicles that meet our land transport needs.	All volunteer and paid jobs have a documented job description and	

	<p>involved in international sport.</p> <p>Comprehensive M&amp;E framework.</p> <p>There is a high level; of delegation to specialist volunteers and staff</p>	<p>Well Structured Formal archive.</p> <p>Comprehensive operation manual.</p>	<p>Hosting international events.</p>	<p>Media strategy and dedicated staff that provides information about services and activities to all key media outlets.</p> <p>Key report professionally produced.</p> <p>Regular TV stories and features</p>	<p>Formal audited financial reports that aligned to organization plan.</p> <p>The NF has an investment portfolio.</p>		<p>person specification approved by the board.</p>	
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Stage 3 high level of development in place	Board with assigned specific responsibilities.	Operational plan.	The athletes get frequent coaching from knowledgeable coaches.	Post notice on a website and use social media.	The NF have an annual membership fee.	Using IF recommended equipment.	Specialist volunteer or paid Administrative officer.	There are strong Work ethics drives the organization.
	AGM with agenda. Approved.	Program managed by paid staff. NF has a Document risk management plan.	Age appropriate competition graded by ability or significant physical criteria.	Most of the notice are distributed electronically using an internet-based system.	Significate income from the activities and events.	Insist on IF regulated uniforms for all competitions.	The specialist coach either volunteers or receive some support to coach.	Respect for officials is paramount.
Stage 3 high level of development in place	Accepted constitution by IF & NOC.	Basic planning cycle events.	Annual national championship.	The NF has a specific page for social networking.	Formal fundraising program that is made up of regular activities.	Own or lease simple facilities for administration or sport.	NF has specialized official trained to If standards.	The members' alliance to their district and club.
	Individual belong to clubs.	Written report of the meetings and activities.	Compete regionally and some success internationally.	Produce member publication paid for by subscription.	Merchandise associated with specific activities.	Have a dedicated office facility.	The athletes are committed and chose the sport over other activities.	The member dedicated to their club or team only.
Stage 3 high level of development in place	Affiliated with NOC.	Some tasks are delegated to specialist volunteers.	Regular seasonal and formal competitions.	Dedicated internet provider and internet.	Sponsors who provide regular cash or in-kind support.	Own or lease a good range of office equipment.	The NF has an HR policy.	The attitude of members towards competition strive for improvement after failure.
	Document annual plan.	Formal meeting with agenda and supporting documents.	The NF initiates programs of SFD that are based on their sport.	Subcommittees for communication.	The IF provides some funding based on international ranking and activities.	Have a dedicated facility that we use when we want.	NF gender equity Selection on merit base.	Pursue persistence and determination to achieve success.
Stage 3 high level of development in place	Detailed code of conduct.	All the Record are filed.	Annual sports awards.	The NF website provides regularly updated information.	Target communications about key activities at some form of media.	We lease our own sports club.	NF run training and education programs.	Competing with honor and integrity.
	NF involved in the national sports system.	Specialist volunteers and paid staff to implement operating procedures.	National training squad.	Occasional feature TV stories.	Systematic, regular support for participating in the Olympics.	Lease web-based communication assets.	Less than 50% of the staff are paid.	NF proactively encourage the integration of all types of people in the organization.
Stage 3 high level of development in place	Internally established KPI.	Hosting national and regional events.	Hosting national and regional events.	The NF has a house style and desktop publications.	Receiving financial support for some elite athletes based on performance.	Lease vehicles as appropriate, such as team bus.	The membership is a combination of individuals, teams, and clubs.	
	Delegation beyond the board.				The NF produce a formal audited financial report.		All voluntary and paid jobs are derived from a comprehensive task and skills audit that is regularly updated.	
Stage 3 high level of development in place					The NF manages its finances through cost centers that are controlled by different parts of the organization.			
	NF has a committee	NF has a simple operation plan,	The member provides occasional	Using social media platform to	The member pays a small fee to	NF has equipment that meets s all of	The board member assigned to manage	Small core of people who

Stage 2 moderate level of development in place	made up of elected officials.	but not it is not necessarily used.	coaching.  Organize age-appropriate activities.	communicate with and between members.  NF has dedicated notice board for members and a dedicated slot on the radio for reaching remote locations.	register with the NF.  Grantee regular profits from the activities and events.  Some regular fundraising that plan by NF.	the immediate needs.  Own basic sports equipment and some office equipment.  Share the office facility with other organization.	tasks.  Some trained coaches look after team on a volunteer basis.  NF trained volunteer officials who work with an officer's commission.	take responsibility for the sport.  Respect for the rules enforced.  Member alliance To their community.
	Formal AGM according to the constitution.  NF has a basic constitution.  Individual seek direct membership to NF.  Affiliation to international federation.  Basic organization plan prepared for external stakeholders.  Basic code of conduct covering supervision of activities and behavior.  Community and school network.  Use criteria imposed on NF by external sources.  NF has elected committee that takes charge of all operation.	NF program managed by board members.  NF identify risk for all activities and programs undertaken.  The events are seasonal and manage by Committee.  NF has basic not filed written reports of meetings and activities.  Work is managed by elected board members.  NF has basic meetings that have a chair and an agenda.  Notes of meetings and events are filed but without cataloging.  NF board agrees on working procedures, and these are documented for use on specific activities	Competition between districts.  Attending regional events or games and are offered wild card entry to international events.  Organize formal competition when required.  Involved in programs initiated by external agencies.  Incentives for keen volunteers.  Select squads no more than three months before an event.  NF stage local events.	Attending regional events or games and are offered wild card entry to international events.  A regular newsletter is produced and distributed by mail.  Shared internet provider.  The secretary of the board is responsible for communication.  A simple website that is regular y updated.  NF has a simple website that is regularly updated.  NF react to specific circumstances and opportunities.  NF reports have a simple organizational report format and are printed as word documents.  Occasional TV news report.	NF encourage members led social network among groups, such as players and coaches.  A regular newsletter is produced and distributed by mail.  Shared internet provider.  The secretary of the board is responsible for communication.  A simple website that is regular y updated.  NF has a simple website that is regularly updated.  NF react to specific circumstances and opportunities.  NF reports have a simple organizational report format and are printed as word documents.  Occasional TV news report.	Sell sport related items.  Receiving some value in kind from local products.  The IF program provides cash that supports specific things determined by them.  NF receive specific program support for activities as determined by the NOC.  NF occasionally receive small grants for development activities that are in line with government initiatives.  Produce simply documented budgets and balance sheet.  The NF has multiple accounts to service each operational area.	Have own or lease basic office equipment.  NF has access to sport-specific facilities when available.  Have shared access to a well-established sports club.  Share access to computer and internet connection.  NF hire transport when needed.	NF have regular participation who work with an officer's commission.  Established Job description for basic roles but rely on volunteers to fill the positions.  NF has made attempts at affirmative action.  Training provided by external sources such as the NOC.  Some professional support is sought when funds permit.  Individual members who pay fees.  Some attempt has been made to identify specialist jobs that are assigned to appropriately skilled people.
	NF has an informal committee.	NF react to opportunity without	Unsupervised activities.	NF use phone network to pass messages along and	NF receive some donations and contributions from	Have basic equipment for activities.	Everyone looks after his or her activities.	The general attitude ply for fun.

<p>Stage 1 basic level of development in place</p>	<p>NF hold informal meetings as and when required.</p> <p>NF has regulations developed on a hoc basis that deal with specific activities.</p> <p>NF has a casual membership base.</p> <p>NF has some plans for specific activities.</p> <p>NF has an unwritten agreed standard/ duty of care that is understood by those affected.</p> <p>NF hold social gatherings of friends and families.</p> <p>NF note the success or failure of activities.</p> <p>The NF has a person who is the main point of contact for the organization.</p>	<p>documented procedures.</p> <p>NF has some program driven by interest and opportunity.</p> <p>Basic duty of care is considered.</p> <p>Keen members conduct the event at short notice.</p> <p>Simple verbal reports are provided to inserted members.</p> <p>Work is undertaken by interested volunteers who turn up on the day.</p> <p>Informal procedure and events but are not filed.</p> <p>Informal operating procedures are decided by the person responsible.</p>	<p>Organize ad hoc events.</p> <p>Hold district or urban area competition.</p> <p>Aspire to compete internationally.</p> <p>Hold informal competitions when required.</p> <p>Some activities in this organization are SFD but are not labeled as such.</p> <p>Offer ad hoc prize on activity days.</p> <p>Repressive teams may be picked if needed.</p> <p>They are informal gatherings.</p>	<p>post notices on board.</p> <p>All of NF notices are written and posted on community notice on board or community radio.</p> <p>NF has social networks among friends and family.</p> <p>Newsletter is sometimes produced and distributed by hand.</p> <p>Use of public internet provider.</p> <p>Interested people take responsibility.</p> <p>The NF has simply a website that is occasionally updated.</p> <p>NF does not deal very often with the media.</p> <p>The strategy is handwritten and informal.</p> <p>Occasional TV news.</p>	<p>members.</p> <p>Grantee some profit usually via donations or fundraising activities.</p> <p>Held some fundraising activities unrelated to the sport itself.</p> <p>Sell non-sport related items at activities NF held.</p> <p>Receive donation from friends and relatives.</p> <p>In kind, support is received for education programs and some equipment.</p> <p>The NOC generic education or access to activities sponsored by OS.</p> <p>Occasionally NF receives small grant usually to cover access to facilities.</p> <p>Verbal reporting is provided as required.</p> <p>NF put the entire fund into a single bank account.</p>	<p>Member uses own clothing and agreed colors.</p> <p>NF assets belong to interested members.</p> <p>Use of committee members' equipment.</p> <p>NF make use of nonspecific sports facilities when available.</p> <p>NF has shared access to existing sports facilities.</p> <p>Have access to member personal equipment.</p> <p>NF make use of the member assets.</p>	<p>Untrained volunteers coach team out of interest.</p> <p>Interested volunteers help.</p> <p>NF has interested recreational participants.</p> <p>NF recruit and select by word of mouth and through personal contact.</p> <p>It is naturally biased and traditional.</p> <p>Incidental learning on the job.</p> <p>100% volunteer management, most of which is done by committee members.</p> <p>Interested but casual with no commitment.</p> <p>Most jobs are carried out by committee members and interested volunteers.</p>	<p>The member's respect for others is encouraged.</p> <p>The members' alliance with their family.</p> <p>NF dedicated members by driven by peer pressure.</p> <p>The attitude of members towards competition play with friendly competitiveness .</p> <p>Encourage fair play over winning.</p> <p>Member motivates by Participation with friends.</p> <p>NF tend to be a bit insular and gravitated to the ethnic and cultural groups.</p>
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The validity of the pillars and the elements are tested and proven through the academic research process within some of the sports leaders. After three exercises involving around ninety well-credentialed sports administrators, the lists of elements for each of the eight Pillars listed above, appear to represent the progression of what is expected at the various stages of development of a sports organization. (Minikin, 2009).

## Chapter 4. Finding

This chapter presents the findings of the study, in the beginning I mentioned the main characteristics of the investigated federations, followed by the explanation of the limitations of the research, then showing in detail the research result of three Sudanese Sport federations, which coded A, B, and C for keeping the privacy of their information. The researcher collected the data for RAT from the top management of these federations, followed up by reviewing of the federations' constitutions, other related documents, some media reports using google form, emails, WhatsApp, in addition to that the researcher has previous visits to these federations facilities at different events and occasion.

**Table 2** The main characteristics of SSFs that involved in the research.

<b>Characteristics</b>	<b>Federation A</b>	<b>Federation B</b>	<b>Federation C</b>
<b>The person in charge to give data</b>	The Treasurer	The Treasurer	The President
<b>Number of sponsors during last 8 years</b>	3 sponsors	8 sponsors	5 sponsors
<b>Federation date of Establish</b>	1956	1976	2001
<b>Federation date of affiliation into IF</b>	1964	1996	2002

## **4.1. The Results**

In this part the results will be presented on two parts, the first part is the Sudanese Sports Federations perception toward the sponsorship activities (The competitive advantages) that identified according to readiness assessment tool (RAT) by assessing the eight pillars. In the second part, I discussed the sponsors' objectives which located through literature reviews, interview of some of the sponsor's company, and technical reviews, at the websites of three main Sudanese sponsors.

### **4.1.1 Sudanese Sports Federations perception towards the sponsorship activities.**

Through using the readiness assessment tool to identify the perception toward the sponsorship activities (competitive advantages) of three Sudanese sports federations. That already won several sponsorships deals within the last eight years and still keeping some of these sponsors. From the results and according to the federations perceptions s these three federations have competitive advantages that met some of the sponsors' objectives which convinced them to have the sponsorship contracts and sustain it. Especially having long-term sponsorship or expensive one deals in Sudan is not an easy task because of the small size of the sports business in Sudan and other factors as well. For the research purpose and the

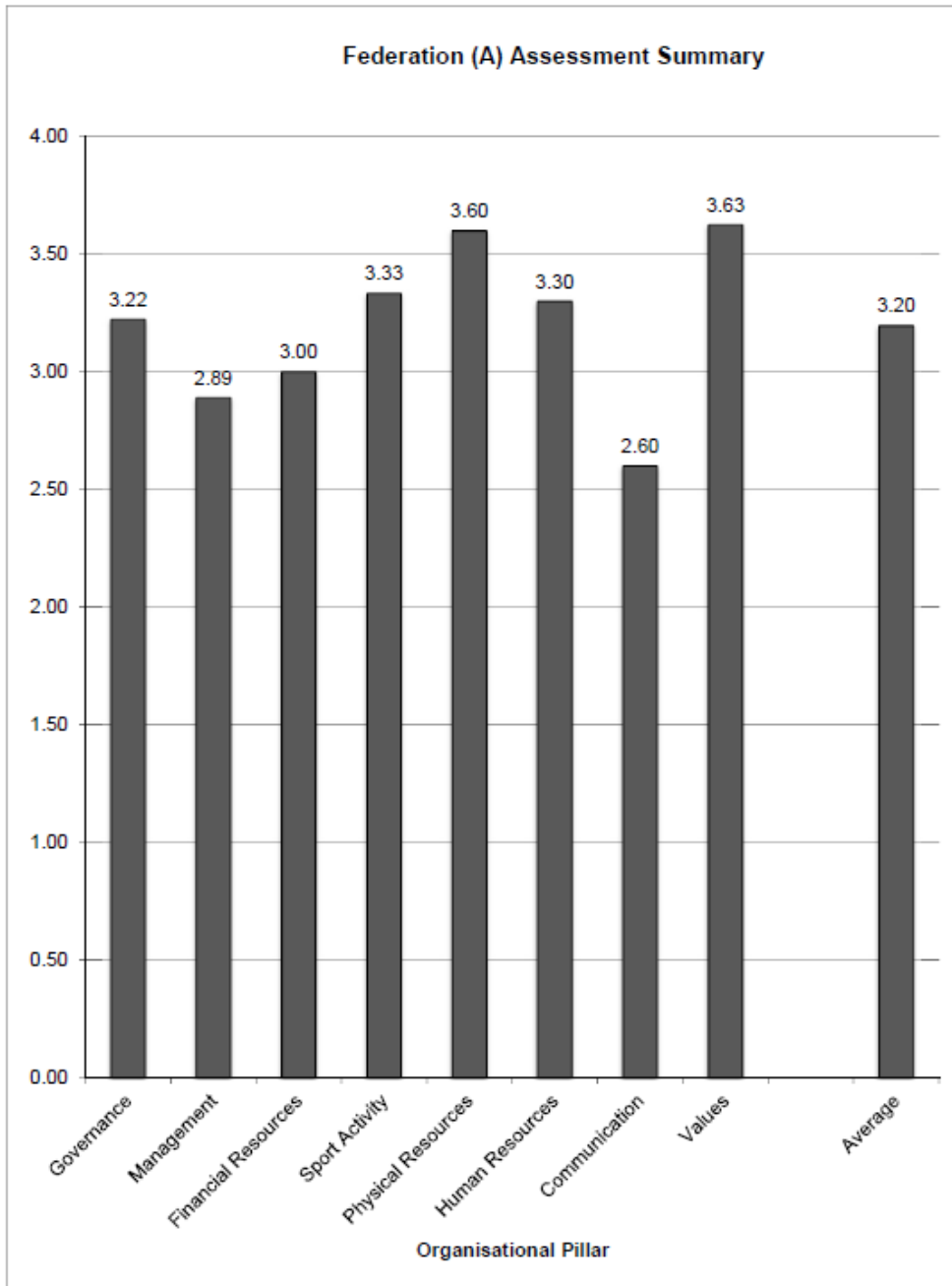


confidentiality of the federations' data. The researcher coded the federation into A, B, and C, with the keeping of the original name and data as a reference whenever, is needed.

For the assessment results of the federation, A, the finding showed that the highest ranked among all the eight pillars is the values of the Federation with the rate of 3.63 out of 4.00 so According to RAT scale, the values considered as the most significant competitive advantage for this federation. The reason made federation A have strong values, that the members have a strong alliance into the national team and Dedicated to the federation and its brand. Also, the attitude of members towards competition they believe in the process to achieve success. Another critical factor that the members approach success and winning by being excellent in everything they do together with the motivates of the members the most to Achieving excellence. The attitude of members to the diversity of membership is fully integrated as a sporting community and they proud of it.

The physical resources of the Federation (A) ranked second at the competitive advantages with a rate of (3.60), in the analyzing of the physical resources of the federation on RAT shows that the federation owns his headquarters and office with full access to computing, internet, and copying equipment. Besides, the federation A has access to international standard

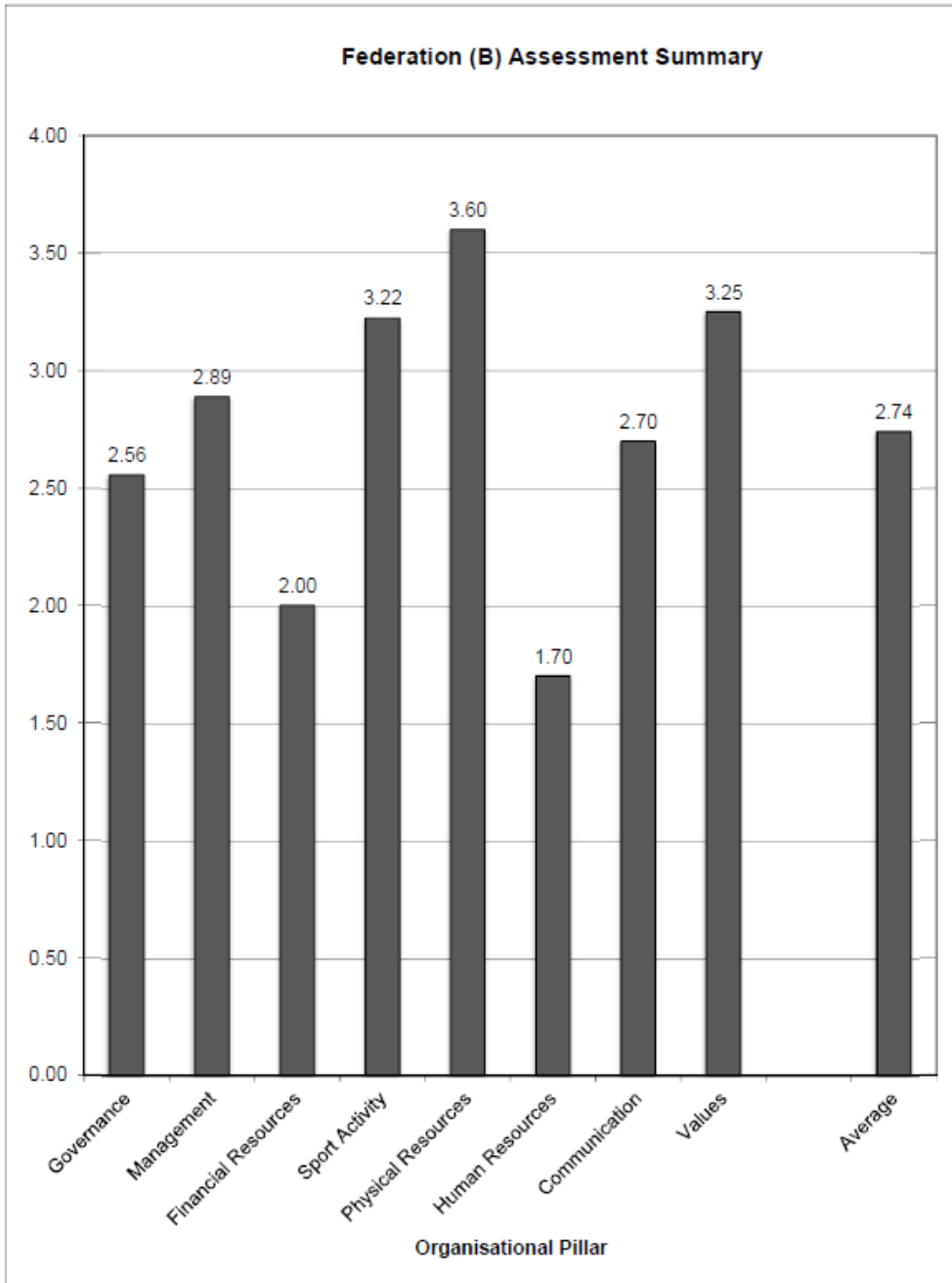
sports facilities. Moreover, owning a fully serviced club facility that all their affiliates can use. Also, they have an investment property and own vehicles that meet the land transport needs.



**Figure 3 Federation (A) Assessment summary**

The Federation B the highest-ranking competitive advantage is the physical resources with the rate of (3.60), the strength of the physical resources of the federation B has built according to RAT by; developed own high standard equipment. Have sponsored uniforms and training equipment at IF standard. Besides, they have an investment property. The own federation headquarters and an office with full access to computing, internet, and copying equipment. As well as have access to international standard sports facilities a. Finally, federation B own a fully serviced club facility that all the affiliates can use.

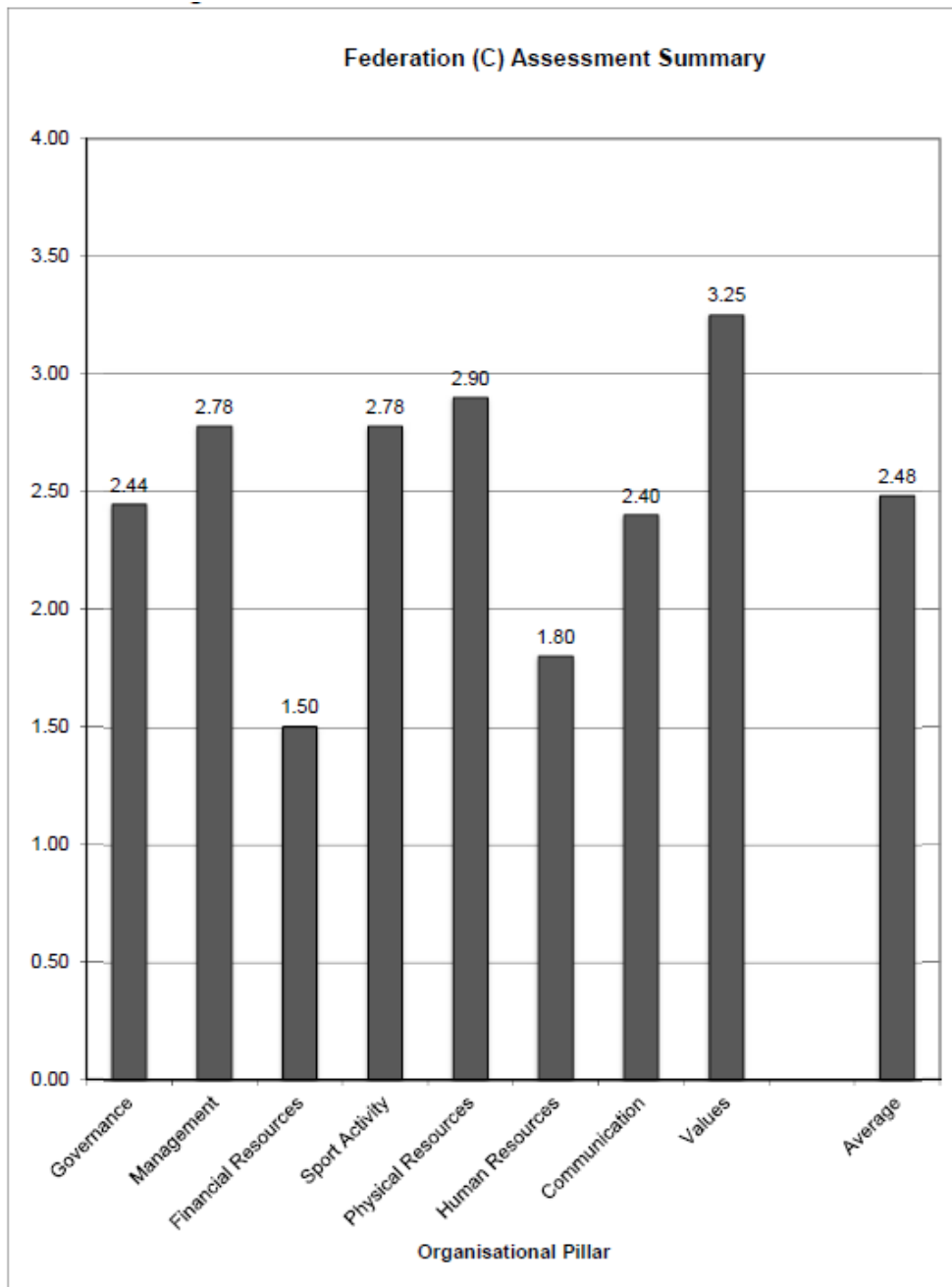
The values of the federation B ranked on the second stage with the rate of (3.25), the strength of the values came through, Respect for the team underlines of respect for everything. A strong work ethic drives their federation to promote the sport. Strive for improvement after failure. Pursue persistence and determination to achieve success. Competing with honor and integrity. The federation proactively encourages the integration of all types of people in the federation.



**Figure 4 Federation B assessment summary**

The Federation (C) The values were ranked as the top of the competitive advantage with rate of (3.25) followed by the physical resources with rate of (2.90), through RAT analyzing the values of the federation was developed mainly because of a general attitude towards sports Self-sacrifice for the sport and the organization is the norm among the members. Respect for the team underlines the federation respect for everything to the federation and the national team. Achieving excellence.

While for the physical resources of the federation (C), owns or lease simple facilities for administration or sport.in addition they have a dedicated office facility. The federation owns a fully serviced club facility that all affiliates can use.



**Figure 5 Federation C assessment summary**

#### **4.1.2 The Sponsors Objectives**

The researcher identified the sponsors' objectives through reviewing the theoretical literature about sponsors objectives and find out the leading theories about objectives, then apply these theories at Sudanese sponsors objectives by the look into the websites of the two main Sudanese sponsors, and interviews with other two different Sudanese top managers of two sponsoring companies. The results of the process of recognizing the objectives of the sponsors and linking to the theories, the researcher listed as follows: -

- Sponsorship of sports, arts, and causes has become a mainstream marketing communications tool (Bettina, Clinton, & Donald, 2005).
- Sponsorship is used to increase brand awareness by exposing the brand to as many potential consumers as possible using on-site signage, identification on printed promotional materials, and media coverage (Madrigal, 2000).
- Specific target groups can be reached through sports sponsorship in a more direct and cost-efficient manner than traditional forms of mass advertising (Tony Meenaghan, 1991).
- The emotions and feelings occur during sports event have a positive influence toward sponsorship objectives; sport often generates



considerable excitement and emotional attachment among its consumers (Robert, Wendy, & Ron, 1996).

- The image of products, services, or brands can be enhanced when a company aligns itself with the positive characteristics of a sports event or successful sports athletes (Bettina, Clinton, & Donald, 2005).
- The critical benefit derived from sponsorship is the opportunity for a company to link itself to an object that constitutes part of a consumer's extended self (Madrigal, 2000).
- As the demonstration of corporate goodwill through mega event sponsorship becomes increasingly challenging, sponsors often, link their sponsorship to corporate social responsibility (CSR) activities (Thomas, Martin, & Sebastian, 2016).
- From an associative network perspective, sponsorship is adding a unique and potentially strong link to the brand in memory (Bettina, Clinton, & Donald, 2005).

To finalize the answer questions of this research the researcher tries to match the identified the competitive advantages of Sudanese sports federations with the sponsors' objectives which studied through this research at the table (3) below: -

**Table 3** Matching between federation perceptions (competitive advantages) & the sponsor's objectives

No	The sponsor objective	Federation competitive advantage
	Marketing communications tool	Sports Activity - Physical Resources
	Increase brand awareness	Sports Activity - Physical Resources
	Specific target groups can be reached	Sports Activity – values
	The emotions and feelings occur during sports event has a positive influence toward sponsorship objectives	Values
	The products, services, or brands can be enhanced when a company aligns itself with the positive characteristics of a sports event or successful sports athletes	Sports Activity – values
	Opportunity for a company to link itself to an object that constitutes part of a consumer's extended self	Sports Activity – values
	As the demonstration of corporate goodwill through, link their sponsorship to corporate social responsibility (CSR) activities	Sports Activity – values - Physical Resources.
	The sponsorship is adding a unique and potentially strong link to the brand in memory.	Sports Activity – values

The below table no (4) shows the ranking of the competitive advantages of the Sudanese sports federations (perceptions) according to RAT assessment.

**Table 4** Compression of the Federations A\B\C

<b>Pillars</b>	<b>Federation A</b>	<b>Federation B</b>	<b>Federation C</b>
1	Values (3.63)	Physical resource (3.60)	Values (3.25)
2	Physical resources (3.60)	Values (3.25)	Physical resources (2.90)
3	Sport activities (3.33)	Sport activities (3.22)	Sport activities (2.78)
4	Human resources (3.30)	Management (2.89)	Management (2.78)
5	Governance (3.22)	Communication (2.70)	Governance (2.44)
6	Financial resources (3.00)	Governance (2.50)	Communication (2.40)
7	Management (2.89)	Financial resources (2.00)	Human resources (1.80)
8	Communication (2.60)	Human resources (1.70)	Financial resource (1.50)
<b>Average</b>	<b>3.20</b>	<b>2.74</b>	<b>2.48</b>

#### **4.2. Summary of the Results**

As the summary of this research results, the main competitive advantages of Sudanese sports federations (perception) according to the investigated federations using the readiness assignment tool based on SSF perception are;

- ❖ The Federation values which represent the culture of the Federation and the attitude of the members, athletes, coaches and the followers as well, also the environment inside the federation in general.

- ❖ The physical resources of the federation, the stadium or the venue for the competitions and training also the equipment and how is match with the international standards.
- ❖ The sports activities that conducted by the federation or participated in such as the competitions whither is local, regional or international. Also training program and the preparation of the athletes and coaches as well.

The identified perceptions (competitive advantages) of Sudanese sports federations can match with general Sudanese sponsors objectives, which are most of the cases sponsoring the properties under the umbrella of social responsibility (CSR). SSFs with these competitive advantages can be the best platform to receive CSR since they provide values, activities, and place. (Smith & Westerbeek, 2007), stated that corporate social responsibility (CSR) should require organizations to consider the interests of all stakeholders including investors, suppliers, consumers, employees, the community and the environment in discharging their profit-directed activities. Implicit in this perspective is the assumption that both sport and corporate influence on social trends must be considered from multiple angles. Such a viewpoint encourages an examination of the overlaps between the social responsibilities of the sport and corporate worlds.

## **Chapter 5. Conclusion**

To discuss and conclude the results through comparing three investigated federations, the researcher realized that the perception of Sudanese Sports Federations toward the sponsorship activities for federations (A & C) is the values of the federation, while for the federation (B) the top competitive advantage is the physical resources. In the second level of competitive advantages, the Federation (A & C) they have the physical resources of the federation as the second competitive advantage, while for the federation (B) the values rated second. On the Third stage of the competitive advantages, all three federations equalized on sports activities as a competitive advantage.

Regardless of the ranking of the top three pillars, the three federations have similar competitive advantages (pillars) that needed by most of the sports federations. The three competitive advantages are; first, the physical resources which are access to and availability of equipment and facilities. Secondly, Sports activity represents the competitions, athletes' preparation, development programs, and training. Finally, the third is the Values of the federations cultural, attitudinal and behavioral.

## **5.1. Limitations of the Research**

The RAT is a self-assessment tool, and thus there is a possibility that the assessment may have been more positive than it should be. (Readiness Assessment Tool (RAT), 2018). However, the researcher tries to identify examples of where this perceived to may have occurred. By Reviewing the SSFs constitutions and Sudan sports law as well, also check and follow up the activities of the federations, the researcher previous visits for the SSFs facilities and attending some of their events. This process helped to minimize the biased; however, the assessment using RAT does allow an overview of the level of resources and capabilities available to the NSFs, which make up the competitive advantages for Sudanese Sports federations to be considered.

The results offered have been identified within the limitations expressed above and within the context and environment of the sports industry in Sudan, particularly the relation between Sudanese sports federations and the sponsors.

One of the limitations of using RAT that is not easy to measure the ratio of the accuracy and full relation of the elements and the pillars with the results. It was however noted that elements within each pillar might have either a direct or indirect influence over the elements at a similar level of the other pillars (Minikin, 2009).

## **5.2. Implication & Future Research**

With considering the situation of the sports industry in Sudan in general, and Sudanese sports federations particularly, of lacking the academic researches to facilitate the federations assessment, which usually is not able to identify their weakness and their strengths. Many methods can be used including This research can be replicated in other contexts to check the reliability of the findings. Thus, the same research methodology can be applied but reversely to identify the weakness of the Federation for example. By identifying the weak points of the eight RAT pillars and then help to develop it to help the national federations to have more competitive advantages.

This research is limited to finding out the competitive advantages of Sudanese sport federations using the readiness assessment tool (RAT), which depended at 78 elements to measure eight pillars, however, these 78 elements can be developed in future research together with the eight pillars to assess the competitive advantages and weak pillars more reliably or to measure different objectives even.

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# Appendix

## Appendix1: DTM letter to assist in collecting thesis data



SEOUL  
NATIONAL  
UNIVERSITY



DREAM  
TOGETHER  
MASTER  
Global Sport Management  
Graduate Program

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September 6, 2018

To whom may it concern,

This letter serves to confirm that Mr. Ali Hussien is a student in Global Sport Management Graduate Program at Seoul National University.

As a requirement of the program, the student is expected to accomplish individual thesis research project. Mr. Hussien is currently in the process of carrying out his project titled *Understanding the competitive advantages of Sudanese Sports Federations and Benchmarking with sponsors' objectives* by conducting a survey. I write to request for your assistance to enable his to undertake the research for the master's thesis.

Kindly note that findings will be shared and all information collected will be treated in confidence and solely for academic purposes. I hope you find this in order and assist accordingly.

Best Regards,

Joon-ho KANG

Director & Professor, Dream Together Master  
Global Sport Management Graduate Program  
Seoul National University



## Appendix 2: (RAT) Pillars elements (Governance)

SSFs		Self Assessment Sheet			
	<b>Governance</b>	<b>Stage 1</b> Basic Level of Development in Place	<b>Stage 2</b> Moderate Level of Development in Place	<b>Stage 3</b> High Level of Development in Place	<b>Stage 4</b> Professional & Specialized Level of Development
1	How is your Committee or Board structured?	We have an informal committee.	We have a committee made up of elected officials.	The NF has a Board with assigned specific responsibilities.	Board members are selected/elected on the basis of their specific skills and competencies.
		○	○	○	○
2	How would you describe your annual general meeting (AGM)?	We hold informal meetings as and when required.	We hold a formal annual meeting (AGM), according to our constitution.	We hold an AGM around the same time each year and have an established agenda.	We hold an Annual Congress that incorporates education and workshop activities.
		○	○	○	○
3	How formal are the rules governing your association?	We have regulations developed on an ad-hoc basis that deal with specific activities.	We have a basic constitution that reflects the standards dictated by the IF and the NOC.	Our constitution has been accepted by the IF and the NOC.	Our constitution is supported by by-laws and statutes approved by the membership.
		○	○	○	○
4	How are individuals affiliated to your Federation?	We have a casual membership base who donate time and resources as they feel they want to.	Individuals seek direct membership to the NF which usually requires payment of a fee.	Individuals belong to clubs that affiliate to the national body.	Individuals belong to clubs that affiliate to the national body via associations or sanctioned leagues.
		○	○	○	○
5	What are your main organisational affiliations?	We have casual affiliations with social and community groups.	Affiliated to International Federation.	Affiliated to the NOC.	Affiliated to non IF International sport groups or corporate groups/franchises
		○	○	○	○
6	What does your organisational plan look like?	We have some plans for specific activities.	We have a basic organisational plan prepared for external stakeholder requirements.	We have a documented annual plan prepared by the Board.	A documented strategic plan has been prepared for a four year period.
		○	○	○	○
7	What kind of Codes of Conduct do you have?	We have unwritten agreed standards/duty of care that are understood by those affected.	We have basic codes of conduct covering supervision of activities and behaviour.	We have detailed codes of conduct for all aspects of the organisation's activities.	We have contracted agreements that set out the required conduct expected of athletes, coaches and officials.
		○	○	○	○
8	What organisational networks do you have?	We hold social gatherings of friends and families.	We have community and school networks.	The NF is actively involved in the national sport system.	The NF is actively involved in international sport.
		○	○	○	○
9	How do you monitor and evaluate activities?	We note the success or failure of activities.	We use criteria imposed on us by external sources.	We monitor and evaluate against KPIs established internally.	We have a comprehensive M&E framework that guides activities.
		○	○	○	○
10	How would you describe the leadership of the organisation?	The NF has a person who is the main point of contact for the organisation.	We have an elected committee that takes charge of all of our operations.	There is some delegation beyond the Board.	There is a high level of delegation to specialist volunteers and staff.
		○	○	○	○

### Appendix 3: (RAT) Pillars elements (Management)

SSFs

Self Assessment Sheet

	Management	Stage 1 Basic Level of Development in Place	Stage 2 Moderate Level of Development in Place	Stage 3 High Level of Development in Place	Stage 4 Professional & Specialized Level of Development
1	Describe how you carry out operational planning.	We react to opportunities without documented procedures.	We have a simple operational plan, but it is not necessarily used.	We have an operational plan that covers our regular activities.	We have a comprehensive operational plan for all activities and procedures, which is approved by the membership.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	How are programmes managed by the organisation?	We have some programmes driven by interest and opportunity.	Our programmes are managed by Board members.	All of our programmes are managed professionally, mainly by paid staff with some specialist volunteers.	All of our programmes are managed professionally, mainly by paid staff with some specialist volunteers.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	What risk management procedures do you have?	Basic duty of care is considered.	We identify risks for all activities and programmes undertaken.	We have a documented risk management plan and risks are considered as part of the strategic planning process.	A comprehensive risk management framework is in place and approved by the membership.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	How do you manage your events?	Our events are conducted at short notice by keen members.	Our events are seasonal and managed by a committee.	Our events follow a basic planning cycle in line with organisational objectives.	Our events follow the four recognised parts of the event management cycle and are managed by paid staff or agents.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	How do you report on activities that you organise?	Simple verbal reports are provided to interested members.	We have basic written reports of meetings and activities, but they aren't filed.	We have written reports of all meetings and activities, which are filed systematically.	We produce high quality written reports that are suitable for publication.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6	How are essential tasks managed by the organisation?	Work is undertaken by interested volunteers who turn up on the day.	Work is managed by the elected Board members.	Some tasks are delegated to specialist volunteers not on the Board.	We have a management team that is separate from the Board.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7	How would you describe your meetings?	We have informal procedures with no agenda.	We have basic meetings that have a chair and an agenda.	Our meetings are formal and follow a structured agenda, circulated with support documents in advance.	Our meetings are supported by sub-committee reports and input from specialist managers or management groups.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8	How are records kept by the organisation?	Some notes taken of meetings and events but are not filed.	Notes of meetings and events are filed but without cataloguing.	All of our records are filed and catalogued for easy retrieval.	We have a well structured and formal archive in place.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9	How do you implement operating procedures?	Informal operating procedures are decided by the person responsible.	Our Board agrees on working procedures and these are documented for use on specific activities.	Specialist volunteers, or paid staff, document and implement procedures for their area.	We have a comprehensive Operations Manual in place covering all aspects of the organisations activities and procedures.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Appendix 4: (RAT) Pillars elements (Sport Activity)

SSFs		Self Assessment Sheet			
	Sport Activity	<u>Stage 1</u>	<u>Stage 2</u>	<u>Stage 3</u>	<u>Stage 4</u>
		Basic Level of Development in Place	Moderate Level of Development in Place	High Level of Development in Place	Professional & Specialized Level of Development
1	How do you prepare your athletes?	We have unsupervised activities.	Our members provide occasional coaching.	Our athletes get regular and frequent coaching from knowledgeable coaches.	Our athletes get specialised professional coaching by paid and trained professionals.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	What junior competitions do you hold?	We organise ad-hoc events.	We organise age appropriate activities.	We stage age appropriate competitions that are graded by ability or significant physical criteria.	Our competitions are graded by standard and age group that presents a clear pathway from junior to senior elite competition.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	What national competitions do you hold?	We hold district or urban area competition.	We have some competition between districts.	We hold an annual national championship.	We have a national competition framework including tournaments and qualifying events.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	What is your involvement in international competition?	We aspire to compete internationally.	We attend regional games or events and are offered wild card entry to international events.	We compete regionally with some success and qualify for international championships.	We have success at major international events.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	What type of competition framework do you have?	We hold informal competitions when required.	We organise formal competitions when required.	We hold regular seasonal and formal competitions.	We hold graded seasonal competitions supported by tournaments/events and national championships.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6	What is your approach to sport for development (SFD)?	Some activities in this organisation are SFD but are not labelled as such.	We are involved in programmes initiated by external agencies.	The NF initiates programmes of SFD that are based on their sport.	SFD is considered a part of the core business of the organisation.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7	What recognition and incentives do you offer?	We offer ad-hoc prizes on activity days.	We have incentives for keen volunteers.	We have an annual sports awards.	We have a Hall of Fame.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8	What national teams and squads does the NF have?	Representative teams may be picked if needed.	We select squads no more than three months prior to an event.	We have a national training squad.	Our national team is full time.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9	How would you describe your events?	They are informal gatherings.	We stage local events.	We host national and regional events.	We host international events.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Appendix 5: (RAT) Pillars elements (Communication)

SSFs		Self Assessment Sheet			
	Communication	<u>Stage 1</u> Basic Level of Development In Place	<u>Stage 2</u> Moderate Level of Development In Place	<u>Stage 3</u> High Level of Development In Place	<u>Stage 4</u> Professional & Specialized Level of Development
1	What is the preferred method of communication within the organisation?	We use a phone network to pass messages along and post notices on a board. <input type="radio"/>	We use a social media platform to communicate with and between members. <input type="radio"/>	We post notices on a website and use social media to attract members to our site. <input type="radio"/>	Our NF has a sophisticated and interactive web based communications system that is uniquely branded, such as an extranet. <input type="radio"/>
2	What format do your notices take?	All of our notices are written and posted on a community notice board or on community radio. <input type="radio"/>	We have a dedicated notice board for members and a dedicated slot on radio for reaching remote locations. <input type="radio"/>	Most of our notices are distributed electronically, using an internet based system. <input type="radio"/>	All of our notices are distributed electronically and are interactive to enable members to respond. <input type="radio"/>
3	How is social media used in organisation?	We have social networks among friends and family. <input type="radio"/>	We encourage member led social networking among groups, such as players and coaches. <input type="radio"/>	The NF has specific pages for social networking and monitors these. <input type="radio"/>	We have established a social networking site which is branded and restricted to subscribing members. <input type="radio"/>
4	What form does your printed communication take?	Newsletters are sometimes produced and distributed by hand. <input type="radio"/>	A regular newsletter is produced and distributed by mail. <input type="radio"/>	We produce a member publication paid for by subscription. <input type="radio"/>	We produce an organisation magazine of publication quality. <input type="radio"/>
5	How does your organisation access the internet?	Use of public internet provider <input type="radio"/>	Shared internet provider <input type="radio"/>	Dedicated internet provider and Intranet <input type="radio"/>	Branded internet service and Extranet <input type="radio"/>
6	Who takes responsibility for communicating information?	Interested people take responsibility. <input type="radio"/>	The Secretary of the Board is responsible. <input type="radio"/>	Sub committees are responsible for communicating about their activities. <input type="radio"/>	We have an information strategy, driven by a specialist volunteer or paid member of staff <input type="radio"/>
7	What type of web presence does the NF have?	The NF has a simple website that is occasionally updated. <input type="radio"/>	We have a simple website that is regularly updated. <input type="radio"/>	The NF website provides regularly updated information on its full range of activities and services. <input type="radio"/>	The NF has an interactive web platform that allows two way communication with membership and incorporates other features such as a membership database. <input type="radio"/>
8	What is your strategy for working with media?	We don't deal very often with the media. <input type="radio"/>	We react to specific circumstances and opportunities. <input type="radio"/>	We target communications about key activities at some forms of media. <input type="radio"/>	The NF has a media strategy and dedicated staff that provide information about services and activities to all key media outlets. <input type="radio"/>
9	What form do your major written reports take?	Hand Written and Informal <input type="radio"/>	Our reports have a simple organisational report format and are printed as word documents. <input type="radio"/>	The NF has a 'house style' and desk top publishes its publications. <input type="radio"/>	The NF has its key reports, such as annual reports, professionally produced. <input type="radio"/>
10	What presence does your organisation have on	Occasional TV news items <input type="radio"/>	Occasional TV News Reports <input type="radio"/>	Occasional feature TV stories <input type="radio"/>	Regular TV stories and features. <input type="radio"/>

## Appendix 6: (RAT) Pillars elements (Finance)

SSFs

Self Assessment Sheet

	<b>Finance</b>	<b>Stage 1</b> Basic Level of Development In Place	<b>Stage 2</b> Moderate Level of Development In Place	<b>Stage 3</b> High Level of Development In Place	<b>Stage 4</b> Professional & Specialized Level of Development
<b>1</b>	What income do you receive from membership fees?	We receive some donations and contributions from members.	Our members pay a small fee to register with the NF.	We have an annual membership fee.	The NF has a graded and categorised membership fee structure that generates significant income.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>2</b>	What profit is generated by activities and events?	We generate some profit usually via donations or fundraising activities.	We generate regular profits from our activities and events.	We generate significant income our activities and events.	Our events and activities are highly profitable with an expectation of growth annually.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>3</b>	How would you describe your NF's approach to fundraising?	We hold some fundraising activities unrelated to the sport itself.	We have some regular fundraising activities that we plan for, such as an annual dinner.	We have a formal fundraising programme that is made up of regular activities that target a range of funding sources.	The NF has a comprehensive fundraising programme based on a marketing plan.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>4</b>	What revenue is made from sale of merchandise?	We sell non sport related items at activities we hold.	We sell sport related items to our members that helps us to raise money.	We sell merchandise associated with specific activities, such as event t-shirts.	We have branded merchandise that is sold on an ongoing basis.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>5</b>	What sponsorship support does the NF get?	We receive donations from friends and relatives.	We receive some value in kind from local producers, members or friends of members.	We have sponsors who provide regular cash or in-kind support.	The NF has established commercial contracts that support our key brands and activities.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>6</b>	What funding do you receive from your International Federation?	In-kind support is received for education programmes and some equipment.	The IF program provides cash that supports specific things determined by them, such as coach education and athlete preparation.	The IF provides some funding based on our international ranking and activity.	We receive royalties for participation in IF events.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>7</b>	What funds do you receive from Olympic Solidarity?	The NOC provides generic education or access to activities sponsored by OS.	We receive specific programme support for activities as determined by the NOC.	We receive systematic regular support that reflects our participation in the Olympic Games.	We work closely with our NOC to use OS grants to fund development in order to represent our country at the Olympic Games on merit.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>8</b>	What funding do you receive from Government?	Occasionally we receive small grants usually to cover access to facilities.	We occasionally receive small grants for development activities that are in line with government initiatives.	We receive financial support for some of our elite athletes based on performance.	The government provides a comprehensive grant for our development and performance objectives.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>9</b>	How do you report on your finances?	Verbal reporting is provided as required.	We produce simple documented budgets and balance sheets.	We produce formal audited financial reports.	The NF produces formal audited financial reports that are aligned to organisational plans.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>10</b>	How do you manage your money?	We put all of our funds into a single bank account.	The NF has multiple accounts to service each operational area.	The NF manages its finances through cost centres that are controlled by different parts of the organisation.	The NF has an investment portfolio to help maximise its revenue.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



## Appendix 7: (RAT) Pillars elements (Physical Resources)

SSFs

Self Assessment Sheet

	Physical Resources	<u>Stage 1</u> Basic Level of Development in Place	<u>Stage 2</u> Moderate Level of Development in Place	<u>Stage 3</u> High Level of Development in Place	<u>Stage 4</u> Professional & Specialized Level of Development
1	What sports equipment do you have?	We have basic equipment for activities. <input type="radio"/>	We have equipment that meets all of our immediate needs. <input type="radio"/>	We have and use IF recommended equipment. <input type="radio"/>	We develop our own high standard equipment. <input type="radio"/>
2	What uniform code do you have?	Members use own clothing and agreed colours. <input type="radio"/>	We own basic sport equipment and some office equipment. <input type="radio"/>	We insist on IF regulated uniforms for all competitions. <input type="radio"/>	We have sponsored uniforms and training equipment at IF standard. <input type="radio"/>
3	What physical assets does the NF have?	Our assets belong to interested members. <input type="radio"/>	We own basic sport equipment and some office equipment. <input type="radio"/>	We own or lease simple facilities for administration or sport. <input type="radio"/>	We have investment property. <input type="radio"/>
4	What office facilities do you have?	Use of committee members house <input type="radio"/>	We share a facility with other organisations. <input type="radio"/>	We have a dedicated office facility. <input type="radio"/>	We own our headquarters. <input type="radio"/>
5	What office equipment do you have?	We use a member's personal equipment. <input type="radio"/>	We have our own or lease basic office equipment. <input type="radio"/>	We own or lease a good range of office equipment. <input type="radio"/>	We have an office with full access to computing, internet and copying equipment. <input type="radio"/>
6	What is the standard of training venues that you have access to?	We make use of nonspecific sport facilities when available. <input type="radio"/>	We have access to sport specific facilities when available. <input type="radio"/>	We have a dedicated facility that we use when we want. <input type="radio"/>	We have access to international standard sport facilities. <input type="radio"/>
7	What competition facilities do you have access to?	We make use of nonspecific sport facilities when available. <input type="radio"/>	We have access to sport specific facilities when available. <input type="radio"/>	We have a dedicated facility that we use when we want. <input type="radio"/>	We have access to international standard sport facilities. <input type="radio"/>
8	What amenities do you have for your members?	We have shared access to existing sports facilities. <input type="radio"/>	We have shared access to a well established sports club. <input type="radio"/>	We lease our own sports club. <input type="radio"/>	We own a fully serviced club facility that all our affiliates can use. <input type="radio"/>
9	What communication assets do you have?	We have access to a member's personal equipment. <input type="radio"/>	We share access to a computer and internet connection. <input type="radio"/>	We lease web based communication assets. <input type="radio"/>	We own a complete IT system that covers all our communication needs. <input type="radio"/>
10	What transport assets do you have?	We make use of our members' assets. <input type="radio"/>	We hire transport when needed. <input type="radio"/>	We lease vehicles as appropriate, such as a team bus. <input type="radio"/>	We own vehicles that meet our land transport needs. <input type="radio"/>

## Appendix 8: (RAT) Pillars elements (Human Resources)

SSFs

Self Assessment Sheet

	Human Resources	Stage 1 Basic Level of Development in Place	Stage 2 Moderate Level of Development in Place	Stage 3 High Level of Development in Place	Stage 4 Professional & Specialized Level of Development
1	Who is responsible for the administration of the association?	Everyone looks after their own activities. <input type="radio"/>	Our Board members are assigned to manage tasks. <input type="radio"/>	We have an administrative officer who is either a specialist volunteer or paid person. <input type="radio"/>	We employ a CEO to manage the administration of the organisation. <input type="radio"/>
2	What coaching staff do you have?	Untrained volunteers coach teams out of interest. <input type="radio"/>	Some trained coaches look after our teams on a volunteer basis. <input type="radio"/>	Specialised coaches either volunteer or receive some support to coach. <input type="radio"/>	Qualified professionals take care of our coaching needs. <input type="radio"/>
3	What technical officials do you have?	Interested volunteers help out. <input type="radio"/>	We have trained volunteer officials who work with an officials commission. <input type="radio"/>	We have specialised officials trained to IF standards. <input type="radio"/>	We have fully qualified professionals who carry out our officials' duties. <input type="radio"/>
4	What type of athletes do you have?	We have interested recreational participants. <input type="radio"/>	We have regular participants who will train at least 2 times per week. <input type="radio"/>	Our athletes are committed and choose our sport over other activities. <input type="radio"/>	We have professional athletes for whom the sport is their life. <input type="radio"/>
5	What human resources(HR) management activities take place?	We recruit and select by word of mouth and through personal contact. <input type="radio"/>	We have established job descriptions for our basic roles, but rely on volunteers to fill positions. <input type="radio"/>	We have an HR policy in place and recruit, select and induct our volunteer and paid staff. <input type="radio"/>	We have a comprehensive HR framework to manage all aspects of HR. <input type="radio"/>
6	How would you describe the NF's approach to gender equity?	It is naturally biased and traditional. <input type="radio"/>	We have made attempts at affirmative action. <input type="radio"/>	We encourage selection on merit not personal characteristics. <input type="radio"/>	We are an equal opportunity employer. <input type="radio"/>
7	What education support do you provide?	Incidental learning on the job. <input type="radio"/>	Training provided by external sources such as the NOC. <input type="radio"/>	We have training and education programmes, which we run. <input type="radio"/>	We have implemented a comprehensive educational framework. <input type="radio"/>
8	What is the ratio of volunteers to professional staff employed?	100% volunteer management, most of which is done by committee members. <input type="radio"/>	Some professional support is sought when funds permit. <input type="radio"/>	Less than 50% of staff are paid. <input type="radio"/>	More than 50% of staff are paid. <input type="radio"/>
9	What type(s) of membership do you have?	Interested but casual with no commitment. <input type="radio"/>	Individual members who pay fees. <input type="radio"/>	A combination of individuals, teams and clubs. <input type="radio"/>	We are a Federation of associations and groups of clubs. <input type="radio"/>
10	Describe the job structure of the NF.	Most jobs are carried out by committee members and interested volunteers. <input type="radio"/>	Some attempt has been made to identify specialist jobs that are assigned to appropriately skilled people. <input type="radio"/>	All voluntary and paid jobs are derived from a comprehensive Task and skills audit that is regularly updated. <input type="radio"/>	All voluntary and paid jobs have a documented job description and person specification approved by the board. <input type="radio"/>

## Appendix 9: (RAT) Pillars elements (Values)

SSFs		Self Assessment Sheet			
	Values	Stage 1	Stage 2	Stage 3	Stage 4
		Basic Level of Development in Place	Moderate Level of Development in Place	High Level of Development in Place	Professional & Specialized Level of Development
1	What is the general attitude towards sport?	We play for fun	We have a small core of people who take responsibility for the sport.	There is a strong work ethic that drives our organisation to promote the sport.	Self sacrifice for the sport and the organisation is the norm among our members.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	How do members exhibit respect?	Respect for others is encouraged.	Respect for the rules is enforced.	Respect for officials is paramount.	Respect for the team underlines our respect for everything.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	To whom do members hold allegiance?	To their family.	To their community.	To their district and club.	To the NF and the national team.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	How dedicated are your members?	Driven by peer pressure.	Dedicated to their own communities.	Dedicated to their club or team only.	Dedicated to the organisation and its brand.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	What is the attitude of members towards competition?	Play with friendly competitiveness.	Understand winning and losing.	Strive for improvement after failure.	Believe in the process to achieve success.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6	How do your members approach success and winning?	Encourage fair play over winning.	Believe that consistency will win the day.	Pursue persistence and determination to achieve success.	Win by being excellent in everything that we do.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7	What motivates your members the most?	Participation with friends.	Acquiring skills.	Competing with honour and integrity.	Achieving excellence.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8	What is the attitude of members to diversity of membership?	We tend to be a bit insular and gravitate to our ethnic and cultural groups.	We are comfortable with being open to all groups of people.	We proactively encourage integration of all types of people in our organisation.	We are fully integrated as a sporting community and proud of it.
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 추상

스폰서 활동에 대한 수단 스포츠 연맹의 인식 검토

서울 대학교 교육 대학원

글로벌 스포츠 매니지먼트

알리 술리 만 알리 후세인

연구원은 일반 스폰서의 목표와 활동을 담은 3 개의 수단 스포츠 연맹 (SSF)을 조사하여 RTS (Robinson & Minikin, 2012)를 사용하여이 SSF 의 중요한 인식 (경쟁 우위)을 파악했습니다. 스폰서의 목표를 충족시키는 프로필을 만들 수 있습니다. 조직의 경쟁 우위는 조직 내에있는 리소스와 기능으로 인해 발생합니다. (Robinson & Minikin, 2012).

수단 스포츠 연맹 (SSF)은 전반적으로 연맹의 이익을 위해 사용되거나 추가적인 재원을 창출하거나 스폰서 십을 끌어들이는 수단으로 이해되고 발견되어야하는 제한되거나 식별되지 않은 자원을 가지고 있습니다. 스폰서 십 거래를 얻으려면 SSF 는 경쟁 우위를 보여줌으로써 스폰서의 목적을 달성하고 서로 경쟁하게됩니다.

이 조사는 SSF 가 관중의 기본 볼륨 이외의 스폰서를 유치할 수있는 수단 스포츠 연맹의 주요 자산 및 기능을 비롯한 몇 가지 질문에 답하는 데 도움이되었습니다. 준비성 평가 도구 (RAT)는이 연구를 수행하기위한 주요 도구입니다. RAT 는 전국 연맹의 구조와 활동에 관한 8 개 기둥 78 개 요소를 측정하는 도구입니다. RAT 는 오세아니아 국가 올림픽위원회가 NF 의 구조와 개발 특성을 더 잘 이해하고, 특히 개발이나 활동

프로그램을 수행 할 준비가되었는지 평가할 수있는 방법이 있는지를 결정하는 데 도움을주기 위해 선정되었습니다 (Minikin, 2009). 8 개의 기둥은; 거버넌스 관리, 스포츠 활동, 커뮤니케이션, 재무, 체육, 인적 자원 및 가치와 관련하여 이러한 기둥은 SSF 의 주요 자산으로 간주 될 수 있습니다.

키워드 : 스폰서 목적, 경쟁 우위, 수단 스포츠 연맹, 준비

태세 도구 (RAT)

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