CHAPTER 1

INTRODUCTION

1.0 Background to the study

In the history of sport, sponsorship is a critical anchor in the development and growth of sport. According to Kelvin, Nesta, Graham and Sue (2000:323), sponsorship is the provision of funds or other form of support to an individual or organization in return for a commercial return. In the same vein, commercial returns are realized through advertisements. Dib, Simkin, Pride and Ferell (2001), define sponsorship as, “the financial or material support of an organization. From the foregoing, sponsorship can be explained as the assistance given to an organization or individual, either in the form of financial or other requisite resources critical for the realization of the ultimate objective of the recipient(s). Given the above, it can be discerned that sports organizations as well as individuals have always been given support from the corporate world.

According to David (2011), companies used to sponsor big events for big money in exchange for having the brand logo on boards at the sides of the playing fields. This would benefit the sponsors as a marketing strategy. In this respect, it would then become a win win situation.

According to Muzondo and Mupamawonde (2012), there is a symbiotic relationship between the corporate world and the sporting team in the course of entertaining members of the public. In this regard, around the 1970s, companies in the United States had realized that sponsorship was a good vehicle for marketing communications mix where both the sponsor and the team benefit. Arguably, the corporate world and those involved in sporting activities represent two sides of the same coin.
Muzondo and Mupamawonde (2012), further highlight that from the late 1980s right up to the 1990s, the surge in the request for sponsorship by various sporting organizations became more pronounced. They had noted the dire need by sporting organizations to adequately get sponsorship from the corporate sector.

For this reason, the corporate sector has targeted football for purposes of branding. Again, there has been a stampede by members of the corporate sector to invest in football. Heineken, a company that sponsors football in Europe specializes in alcoholic beverages and has benefited from sponsorship. Heineken and Amstel products have since expanded their market share in Europe, Africa, the Americas and certain parts of Asia. This expansion in the market share has been made possible by digital satellite television which beams live matches across the length and breadth of the globe. Thus, drawing millions of football loving fans to crave for both the Heineken and Amstel products.

In England, the Barclays Bank has been sponsoring the English Football League which has made it to be called the Barclays Premier League. English football sponsorship dates back to the early 1970s. Examples include minor competitions such as Waltey Cup and Texaco Cup.

http://news.bbc.uk.co.uk/sports2/hi/football/facup/4676576.stm It is pleasing to note that all major premier football league clubs and lower divisions in the United Kingdom have reliable sponsors. Below are examples of ten selected clubs receiving sponsorship?
### Table 1. English Premier League Clubs and their Major Sponsors

<table>
<thead>
<tr>
<th>Club</th>
<th>Main sponsor</th>
<th>Kit sponsor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manchester United</td>
<td>A I G Insurance /A O N</td>
<td>Nike</td>
</tr>
<tr>
<td>Chelsea</td>
<td>SAMSUNG (Electronics)</td>
<td>Adidas</td>
</tr>
<tr>
<td>Liverpool</td>
<td>Carlsberg(brewing)/ Standard Chartered Bank</td>
<td>Adidas</td>
</tr>
<tr>
<td>New Castle United</td>
<td>Northern Rock (finance)</td>
<td>Adidas</td>
</tr>
<tr>
<td>Arsenal</td>
<td>Emirates (airline)</td>
<td>Nike</td>
</tr>
<tr>
<td>Aston Villa</td>
<td>Acorns</td>
<td>Nike</td>
</tr>
<tr>
<td>Tottenham Hotspur</td>
<td>Mansion.con(casino poker)</td>
<td>Puma</td>
</tr>
<tr>
<td>Manchester City</td>
<td>Thomas Cook</td>
<td>Le log Sportif</td>
</tr>
<tr>
<td>Portsmouth</td>
<td>Oki(printers)</td>
<td>Canterbury</td>
</tr>
<tr>
<td>Wigan Athletic</td>
<td>JB (retailer)</td>
<td>Champion</td>
</tr>
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</table>


Another good example of a nation which has vast football corporate sponsorship is Brazil. [http://www.mmapaymnt.com/2011/08/nike-brazil-football-club-announcement-sponsored-sponsorship-mtasilva/](http://www.mmapaymnt.com/2011/08/nike-brazil-football-club-announcement-sponsored-sponsorship-mtasilva/) Volkswagen is recently said to have committed US 3.5 billion to its business in Brazil to be spread over the next 15 years sponsoring the Brazilian football team. There are synergies between Volkswagen and the Brazilian team. This is a good lesson to borrow from Brazil. The team has the opportunity to train young footballers at grassroots level, Thereby
making Brazil a powerful football nation. Regionally, South Africa is a good example where football is adequately sponsored. Below are examples of the support coming from the corporate world.

http://www.southafrica.info/about/sport.htm For instance giant companies like South Africa Breweries (SAB) and ABSA Bank injected an amount more than R500 million to the South African Football controlling board. The money will be spread over a period of five years. In another development, NedBank injected R20 million as prize money for the NedBank tournament.

http://www.nedbank.co.za/website/content/sponsorship/nedbankcup.asp?page.football

In another related matter, in 2006 and 2007 the corporate world through MTN, put in a sum of R14.2 million with a view to further boast football in South Africa. Worldwide, sponsorship has been quite common and critical in success of teams and leagues. Successful football leagues in Europe have seen the game of football becoming big business. Especially with support from companies like Barclays Bank, Fly Emirates, Castle Lager and others.

Zimbabwe, like any other country requires corporate sponsorship in order to run its football successfully. In the past, sponsorship was not very difficult particularly in the affairs of running football in Zimbabwe. They used to be such companies like Chibuku Breweries that used to sponsor Football in Zimbabwe. To this end, the Premier League became very competitive with major tournaments such as the Chibuku Trophy, Rosebowl Cup, Castle Cup as well as the Zimbabwe Football Association cup. At the turn of the 21st millennium and right up to 2014, there was a general decline in the standards of football in Zimbabwe. This was largely due to inadequate sponsorship from the corporate world. In support of this, the Sunday Mail,( 22-28
December 2012) reported that, Delta Beverages stopped sponsoring against the back up of incessant unprofessional conduct by football associations stakeholders. This impacted negatively on the running of this, major domestic tournament. Delta Beverages resumed Premier Football League sponsorship in 2011, with respect to the Castle Cup.

Another company that sponsored football in Zimbabwe was the British American Tobacco (BAT). It will be recalled that the league in Zimbabwe at one time was referred to as the British American Tobacco Football League (BAT). This branding through the British American Tobacco enhanced the status of football in Zimbabwe. However, the socio-economic situation in Zimbabwe during the past two decades witnessed an economic free fall. In this economic free fall, football in Zimbabwe suffered a major body blow. According to Kanhukamwe (2004:158), “Trying to get a sponsor in today’s economic environment on the basis of “helping sport” or on a social responsibility has no chance”. The remarks above are indicative of the state of paralysis in the management of sport in Zimbabwe. The foregoing, bring to the fore challenges being faced in securing corporate sponsorship. Evidence of this is seen when the Zimbabwe Football Association fail to pay the national team players, coaches as well as support staff.

In this respect, the Zimbabwe Football Association continues to be dogged by ineffective marketing strategies, under qualified personnel and maladministration in football. Subsequently, a number of Zimbabwe’s talented footballers left the country and joined football leagues in South Africa and beyond. Thus, further retarding the growth and promotion of professional football in Zimbabwe. The desire to establish the challenges that are faced by the Zimbabwe Football Association in securing corporate sponsorship and how they can be overcome is what motivated this study.
1.1 Statement of the Problem

The current study seeks to explore and explain the challenges that impact on the process of securing corporate sponsorship by the Zimbabwe Football Association. On many occasion, the Zimbabwe Football Association cried foul struggling to pay players allowances on time. A few years ago, Football mother body was fined and suspended by the Confederation of African Football after the national team failed to fulfill a continental fixture. Financial woes at ZIFA led to massive player exodus to countries where they offer better remuneration. The prevailing scenario cannot be allowed to continue as this destroys our beautiful game of football. This has prompted the researcher to carryout research to establish the cause and propose recommendations to improve. The central question that will guide this exploration is “What are the challenges surrounding the securing of corporate sponsorship by Zimbabwe’s football governing board and why is the Zimbabwe Football Association failing to get meaningful and sustainable sponsorship?”

1.2 Significance of the study

In carrying out the research, the researcher had the following in mind;

- The study could help in making recommendations that could benefit sport organizations particularly, the Zimbabwe Football Association on the important role played by sponsorship in enhancing individual talent, quality competition, equipment and facilities.
- It is also hoped that management at the Zimbabwe Football Association will acquire better strategies necessary to secure corporate sponsorship.
The study could help in providing answers on why the corporate world is not very much interested in sponsoring sporting activities or national associations such as the Zimbabwe Football Association.

It is also hoped that the study will act as a knowledge platform on the economic benefits of the corporate sponsorship to individual athletes and the nation at large.

The study could also help reveal the challenges facing the Zimbabwe Football Association in its attempt to secure corporate sponsorship and proffer solutions.

The study helps in establishing how the various stakeholders can assist the Zimbabwe Football Association in its quest to secure sponsorship.

The study will act as a basis for further research.

It is also hoped that the findings from this research will conscientise the government on the need to fund National Sports Associations, the Zimbabwe Football Association in particular so as to achieve effectiveness in their day to day activities.

1.3 Objectives of the Study

The study was guided by the following objectives;

- To identify the challenges encountered by the Zimbabwe Football Association in sourcing corporate sponsorship.

- To determine how the challenges facing the Zimbabwe Football Association can be overcome.

- To establish how the various stakeholders can be involved in assisting the Zimbabwe Football Association to secure corporate sponsorship.
• To establish the strategies that can be used by the Zimbabwe Football Association in securing sponsorship.

• To assess the benefits of corporate sponsorship on the development of football.

1.4 Research Questions

The researcher attempted to find answers to the following questions;

• What challenges are faced by the Zimbabwe Football Association in attracting corporate sponsorship?

• How can the challenges of failing to secure corporate sponsorship be overcome?

• How can the various stakeholders contribute towards enhancing the Zimbabwe Football Associations ability to attract sponsorship?

• What strategies can be employed by the Zimbabwe Football Association to secure corporate sponsorship?

• What are the benefits of corporate sponsorship on the development of football

1.5 Assumptions

The study assumed that;

• The Zimbabwe Football Association has already been engaging relevant stakeholders in its endeavor to secure corporate sponsorship.

• Participants would be conversant with the research title; Challenges of corporate sponsorship by the Zimbabwean sports organizations. A case study of the Zimbabwe Football Association, and would cooperate in giving honest responses.
• The Zimbabwe Football Association has challenges in securing corporate sponsorship.

1.6 Delimitations

Kroll (1971) defines delimitations as choices the perimeter makes to define a workable research problem. The study was carried out in Zimbabwe. The study was confined to the link between the administration of football in Zimbabwe vis-à-vis the corporate sponsorship. It elicited responses from senior and middle management at the Zimbabwe Football Association headquarters, senior and middle management at the Sports and Recreation Commission. It also selected football coaches and purposively selected football fans on their knowledge, experience and perceptions of the topic.

1.7 Limitations

Thomas and Nelson (1996), define limitations as possible short comings or influences that either cannot be controlled or are the results of the delimitations imposed by the investigator. The study was confined to one National Sports Association, the Zimbabwe Football Association, hence the findings may not be true of the entire Zimbabwean National Sports Associations.

Secondly, perceptions are difficult to quantify and qualify. Oppenheim (1992) argues that attitudes are part of a wider spectrum of values, beliefs and feelings hence this could lead to measuring the wrong perceptions. However, most responses could be linked to the findings obtained using the various research instruments. Thirdly, the researcher got consent from the Zimbabwe Football Association to carry out research a bit late but managed to make swift arrangements with relevant people to gather the needed data.
Not all questionnaire respondents managed to return the questionnaires. However, more than 80% responded positively. The returned questionnaires provided the required sample size.

1.8 Definition of terms

**Challenges** - are possible shortcomings hindering the effort to achieve effectiveness in this case, the Zimbabwe Football Association failing to secure sponsorship.

**Sponsorship**- is the provision of funds or other form of support to an individual or event in return for a commercial return.” Kevin, Nesta, Graham and Sue (2000:323). It is of mutual benefit of both parties.Dibb, Simkin, Pride and Ferell (2001:512) define Sponsorship as, “the financial or material support of an event, activity, person, organization or product by an unrelated organization or donor.”

**Corporate governance**- it is about who controls the organization and whose interests do they and should they serve?

**Corporate sponsorship**- is the provision of funds or other form of support for a commercial return (kelvin, et al, 2000). This is sponsorship given by partners, mainly industry or public sector which is vital for the development of football in this case.

1.9 Organization of the study

The study was organized into five chapters, each chapter providing a specific aspect of the study. Below is a brief explanation of what each chapter covered.

Chapter One is the oriented chapter providing the reader with an indication of what to expect in the research report. The chapter covers the background of the study, justification of the
study, statement of the problem, objectives of the study, research questions, assumption of the study, delimitations of the study, limitations of the study, definition of terms and ethical considerations.

Chapter Two consists of a review and analysis of related literature, which provides a theoretical framework of the study. Chapter Three discusses how the study was designed and conducted. It also justifies the research design used. Research instruments used to collect data are also described and explained.

Chapter Four presents analyses and discusses the data collected, in order to find answers to questions raised earlier in the study. Finally, chapter Five gives a summary of the whole study, draws conclusions based of the research findings and makes recommendations and suggestions for further research.

1.10 Summary

The chapter dealt with the background to the study where the notion on sponsorship was defined. The rationale of sponsorship were captured. The chapter revealed that there is a symbiotic relationship between the corporate world and sporting team or organizations, and that sponsorship is a critical anchor in the development and growth of sport. Examples of centuries where football is well sponsored were discussed.

The chapter discussed the Zimbabwean scenario on football sponsorship that triggered the researcher to carryout research on challenges of corporate sponsorship by the Zimbabwean Sports Organizations, a case of the Zimbabwe Football Association (ZIFA). Some of the noted challenges include; ineffective marketing strategies, negative publicity to mention a few.
The statement of the problem was also given and the justification of the study was explained for example, the study could help in making recommendations that could help the Zimbabwe Football Association to secure corporate sponsorship. Objectives of the study, research questions, the study assumptions, delimitations and limitations were spelt out. Key terms such as challenges, sponsorship and corporate sponsorship were defined. The next chapter discussed review of related literature.
CHAPTER 2

REVIEW OF RELATED LITERATURE

2.0 Introduction

This chapter seeks to highlight and discuss issues related to works of authorities with regard to sponsorship and its importance on the development of football. The following are covered in this chapter.

Theoretical framework, the history of sponsorship, the history of corporate sponsorship, importance of sponsorship, what sponsors want?, who receives sponsorship?, current sponsorship at the Zimbabwe Football Association, challenges of corporate sponsorship, challenges by the Zimbabwe Football Association in securing corporate sponsorship- sample Medic Articles on a Bad Image and negative publicity, overcoming challenges of securing corporate sponsorship, how to get corporate sponsorship?. How to deal with bad and negative publicity, preventing bad press coverage, and benefits of corporate sponsorship on the development of football.

2.1 Theoretical Framework

Sponsorship Management theory (by Norm O'Reilly)

Website: http://www.thesportjournal.org/article/sponsorship-management-status-report

Management theory according to Norm O’ Reilly point to the need for sponsee’s to be properly structured in order to deal with corporate sponsors who view their investment as a
marketing relationship not donation. Being structured as such, will allow the sponsee to fulfill the needs of their sponsor and work towards developing long term relationships with sponsors that will provide the resources they need, as well as improve their brand via the association. The researcher has chosen this theory because it really links with the topic understudy. For the Zimbabwe Football Association to secure corporate sponsorship, this theory clearly points out that the sponsee, in this case the Zimbabwe Football Association has to be properly structured, that is properly organized and managed in order to attract or lure corporate sponsorship. Sponsors according to this theory view their investment as a marketing relationship not just a donation. This theory brings to light the fact that an organization, the Zimbabwe Football Association in particular should have a good image so that corporate sponsors gain mileage in order to market their products.

This theory also highlights the need for the sponsee to fulfill the requirements the requirements of the sponsors that is remaining properly organized, managed if long term sponsorship deals are to be made. The author of this theory (Management theory) puts to light the fact that sponsorship is a promotional activity from the planning stages through to its activation. Sponsorship is seen as distinct from other promotional strategies such as advertising, or sales. The theory demonstrates how decision makers in organizations (both sponsors and sponsee) that sponsorship is not a form of corporate donation but a two way relationship where cash or in-kind resources are exchanged for promotional values. In this case the Zimbabwe Football Association’s management team should make proper decisions when sourcing sponsorship. Proper strategies should be used in order to have proper relationships with corporate sponsors. The Management theory supports the fact that global corporate sponsorship has improved and the growth is forecasted to continue into the future. This is a fact that prompted the researcher to carry out a research to find out why the
Zimbabwe Football Association is having challenges in sourcing corporate sponsorship whilst the world over, corporate sponsorship is improving, why is there minimal sponsorship at the Zimbabwe Football Association? The researcher hopes to establish reasons and come out with possible solutions (recommendations) to rectify the current scenario.

2.2 The History of Corporate Sponsorship

According to website: [http://blog.journals.cambridge.org/2012/08/from-the-ancient-to-the-modern-how-have-the-olympic-games-changed/](http://blog.journals.cambridge.org/2012/08/from-the-ancient-to-the-modern-how-have-the-olympic-games-changed/): Sponsorship has its roots in ancient Greece although the Greek games were less expensive. Athletes found their own accommodation and food. States made occasional costs for their athletes. Winners were given the Crown of Olive (Victors). For the prestigious games, the prize was a simple Crown, and the glory of achievement. There were games which gave cash prize or which gave valuable objects. At the Athenian Panathenaia for instance, the winners received multiple large jars of Olive oil. Vases were enough of a trophy. The contents had a considerable cash value. The brief facts above show that the need for sponsorship had its roots in Ancient Greece.

2.2.1 The History of Corporate Sponsorship

According to David (2000), the origins of corporate sponsorship dates back to the beginning of commercial Media in the United States (Media Boom) in 1970s. Corporate sponsorship exploded in the 1980s through 1990s becoming an integral part of business where countless projects from organizations requested funds to fulfill business objectives. Securing corporate sponsorship helped defraying promotion costs. Most nations used corporate sponsorship to improve the state of football.

According to Mullin, Hardy and Sutton (2000), several factors contributed to the growth of
Sport sponsorship in the late 1970s and have continued to support this growth in the 1990s. The growth of sponsorship coincided with the ban of tobacco and alcoholic drink advertising. During that time, tobacco and alcoholic drink manufacturers were forced to look for ways to promote their products other than direct advertising channels. The result compelled companies to redirect their massive advertising clout (and budgeting) to sport sponsorship, (Mullin et al, 2000).

Mullin et al (2000), posit that the 1984 Los Angeles Olympics were the first privately organized Olympics in the history and a landmark in the evolution of corporate sponsorship and promotional licensing through sport. The 1984 Olympic sponsors received significant media exposure and to some extent positive image building, whilst games generated a profit.

The above also show that sponsors got significant exposure and positive image through sponsoring sport. According to Mullin et al (2001), another factor leading to the growth of sport sponsorship has been the increased media interest in sport programming in the United States of America. An example include a new media source, Direct TV, a satellite subscription service that offers a wide array of sport viewing options for the sport enthusiast. Whatever the reasons for increased sport coverage, companies were quick on the exposure opportunities provided via sport sponsorship. (Mullin et al, 2001).

The main objectives of the corporate world was to use sport as a promotional tool. In support of the above, David (2001), posits that sponsorship in its study years in the US was really about getting exposure for brands. Big companies in Europe used to make money in exchange for having the marketing and advertising during sports competitions. In other words sport provided a platform for companies to market their products.
Corporate sponsorship eventually spread in most European countries and other continents including Africa. In Zimbabwe corporate sponsorship emerged as early as the colonial era. The early settlers enjoyed the so called “elite” games. Very few blacks were involved in sports games.

2.3 Importance of Sponsorship

According to Zvomuya et al (2000), sponsorship has helped most of the sports to survive and others to flourish thereby increasing potential for more recreation for the people. In this regard, sport has become a major employer, employing sports persons as well support staff. Zvomuya et al (2000), assert that, because of big sponsorship, some sports like basketball have turned from being an insignificant spectator sport to an expanding billion dollar sport.

The world over, spending on sport has increased in leaps and bounds, thus becoming business with multinational companies fostering branding of their products. The branding of products has seen the growth of markets all over the world. The above scenario has enormously contributed to the growth of sports.

Davis et al (1986), maintain that sport sponsorship has contributed tremendously to the growth and success of many sporting organizations in the last 20 years. A case in point the American Basketball League, the International Cricket Council, the English Premier League (EPL), the German Bundasliga, the Spanish league (Laliga), the Italian league (Serie A), the French league (League One) just to mention a few.

Sponsorship is essential as the staging of an event is enormously expensive. The recognition done in 1976 when the Olympics were done in Montreal where the number of disciplines were reduced is indicative of inadequate funding from the corporate world. The Olympic Committee
almost went bankrupt after the event. Beashel and Taylor (1997), believe that, to professional sports people and organizations, sponsorship is just another part of their income. For example, there was a time when Lever Brothers, now called Unilever South East Africa, a company that produces life buoy soap, used the most prominent Zimbabwean footballer, Peter Ndlovu to market their product, lifebuoy soap.

For amateur sports people, significant sponsorship allows them to give up their jobs and concentrate on sport full time a situation that contributes to the development of a sport. Sponsorship also allow them to pay their day to day living expenses, clothing equipment up to standard as well as paying training and competition costs.

Furthermore, Beashel and Taylor (1997), assert that amateur organizations sponsorship money can be used to fund the running of events improve facilities and organize coaching and training schedules.

2.4 What sponsors want?

Companies and organizations sponsor events as a way of marketing and advertising in order to draw customers to their products and services by creating favorable impressions. Sponsorship therefore improves the company’s reputation and widens its market base. Sponsors use sport and lifestyle marketing to send messages to a targeted audience. Davis et al (1986), maintain that there are very few sponsors who will put up a substantial amount of money merely as charitable gesture.

Companies hope to get returns in exposing advertising and promotion to such an extent that the sponsor will say “Yes, we got value for our money”. Proper and appropriate marketing plans and strategies must be put in place. Wesson et al (2000), contend that it cannot be
denied that elite sports can be promoted at the expense of the grassroots due to its ability to attract media coverage. This implies that sponsors come forward with their packages where there are already large audiences. Honeybourne (1996), asserts that most sponsorship lately has much to do with sentimental sponsors mostly prepared to provide large amounts of money to a sport in return for an attractive sporting image. Therefore, there is need to employ effective marketing strategies that ensure that the sponsor get value for their money.

Zvomuya (2000), in line with other authorities is of the view that, the major sponsor’s aim is not to aid sport per se, but achieve maximum publicity therefore sports teams and organizations must get into sponsorship deals with an open mind that seeks to enhance the sponsors’ vision and also that reaps maximum benefits from the deal in as far as sport development is concerned. There is need for a balance between promoting the sponsor, marketing opportunities and ensuring positive development for the sport.

2.5 Who receives sponsorship?

Beashel and Taylor (1997), highlighted that sponsorship is received by individual sports people, sports teams, governing bodies, coaching and achievement schemes and sporting events such as the World Cup and the Olympics. Successful and professional sports people are in great demand. Sponsors hope to limit the name of product with the elite athlete.

Trigg (1996), is of the idea that, by association it is believed their markets will become interested in the sponsor, its products or services or simply to gain a favorable awareness for the name. Beashel and Taylor (1997), say sponsorship received by the sports organizations help in meeting travelling and accommodation expenses.
2.6 What is a brand?

Kotler (2003), defines a brand as the art and cornerstone of marketing. He goes on to say a brand is a complex symbol that can convey up to six levels of meaning: that is, attributes, benefits, values, culture, personality and user. Branding is critical in order to secure corporate sponsorship. An individual team or organization should be organized, reputable so that it lures sponsors. Sponsors do not want to be associated with unreliable organization or individuals. Good public relation is a tool to securing sponsorship.

Sponsorship plays a crucial role in the development of many sporting activities and talent of athletes. Wesson et al (2000), contend that Sports provides capital while at the same time securing an appropriate image for the sponsor. For example, Coca Cola sponsors the Olympic games and the school sport, providing the much needed capital, creating a positive image for the company. Sponsorship has helped most of sports to survive and others to flourish thereby increasing the potential for more recreation for the people.

2.7 Current sponsorship at the Zimbabwe Football Association

The following information is on this section was gathered from documents at the Zimbabwe football Association; The Zimbabwe Football Association recently attracted a few sponsorship deals from the following corporate world; VW recently pledged to sponsor the Junior Masters that will help set a strong foundation for the association to establish a national Under 13 squad. 16 boys are to represent Zimbabwe at the 2012 VW junior masters in Madrid Spain. According to Kausiyo, sports reporter, the Zimbabwe Football Association paid glowing tribute to the company’s Managing Director for the positive efforts. With sponsorship at stake, junior football can be developed in all the country’s ten provinces. The Zimbabwe Football
Association is also said to have made deals on sponsorship in the two mining companies namely Mbada Diamonds and Marange Resources. If the deals come to fruition, the country will say thumps up to the President of the Zimbabwe Football Association and it’s Executive Committee.

With sponsorship at stake, the Zimbabwe Football Association hopes to reintroduce the Zimbabwe Football Association Cup equivalent to the FA Cup in the United Kingdom. More than 64 football clubs will have the opportunity to battle it out for the prestigious Cup. The National Breweries, now Delta Beverages used to sponsor the Zimbabwe Football Association Cup alas, it ceased sponsoring 16 years ago. Hence, the researcher wants to establish the main reason for the withdrawal. The Zimbabwe Football Association cup was created in 1962 as the cup of the Southern Rhodesia.

With adequate sponsorship, a sport organization is able to give satisfying incentives and remuneration to its employees and athletes leading to highly motivated group. Sports organizations, the Zimbabwe Football Association in particular can plan ahead on sports development programmes, fulfilling set goals and objectives.

The absence of significant sponsorship for the Zimbabwe Football Association as compared to regional and international countries has prompted the researcher to carry out a research to establish challenges of corporate sponsorship for Zimbabwean Football governing board the Zimbabwe Football Association.

2.8 Challenges of Corporate Sponsorship

Challenges encountered by individuals / organizations when sourcing corporate sponsorship may be due to lack of knowledge on the procedures / approach to follow. When sourcing
Sponsorship Zvomuya and Kanhukamwe (2004), say it is essential to know and understand the marketing needs of the sponsor and his product. This means that one has to understand the basic principles of marketing especially added value marketing thus, giving a competitive advantage.

The following must add up according to Zvomuya and Kanhukamwe (2004):

**Image Compatibility:** There is need to identify the specific profile of spectators and participants and then segments them into specific market categories. Once this is done there is need to match products or companies that fit.

**Cost Efficiency:** Every sponsor that is approached starts off with what is a zero based budget. This means that he has no figure in mind when he is being presented with the event. One needs to be convinced that the proposed is worth the price placed on it. The following homework is needed according to Zvomuya and Kanhukamwe (2004), is it cost efficient?, Can the company brand the event?, How good is the administration? Who is going to run the event? You? The sponsor? Who?, Who pays for what?, Is there a guarantee that media will actually cover the event?, What about naming rights? And will the media call the event by its sponsor’s name?, Does the event have quality?, Why should the sponsor pay for the event and its support instead of using direct advertising

Sponsorship, even with a lot of media exposure gives 3 A’s

\[
\text{AWARENESS = AWARENESS = AWARENESS}
\]

How can sponsorship of the event change the equations from A=A=A to A=A=s

\[
\text{AWARENESS= AWARENESS= SALES}
\]
The above homework (considerations) is critical before sponsoring an event or organization.

Below are the **Five Principal Objectives** of sponsorship according to David (2001),

Gaining publicity, Creating entertainment opportunities, Fostering favorable brand and company associations, Improving community relations and lastly, Creating promotional opportunities

**Gaining Publicity**

Sponsorship provides opportunities to create publicity in the news media. World-wide events such as major golf, football and tennis tournament supply for global media coverage. Sponsorship of such big events provided brand exposure to millions of people. Some events have a mass audience appeal while others such as golf have a more up-market profile. According to David (2001), the publicity opportunities of sponsorship can produce major awareness shifts. For example, Mbada Diamond's sponsorship of football in Zimbabwe raised awareness to their brand name to millions of Zimbabweans.

Sponsorship can also be used to position brands in the market place. Once a company or individual sponsors a sporting event, the majority of firms will get to know the products of the company or individual and get attracted to buy the products.

**Creating Entertainment Opportunities**

A major aim of much sponsorship is to create entertainment opportunities for customers and trade. (David, 2001). For example, CBZ supported musical concert at the Rainbow Hotel to provide entertainment for customers. Attendance at sponsored
events can also be used to reward successful employees. A sponsored football tournament also provides entertainment at half time to football fans especially when top Artistes like Alick Macheso, Sulumani Chimbetu entertain the crowd at half time.

**Fostering favorable brand and company associations**

The third objective of sponsorship according to David (2001), is to create favorable associations for a brand and company. For example, sponsorship of Copa Coca Cola National High School Football will reinforce its market position (Delta beverages) and its energy associations. Constant sponsorship has a major impact in establishing brands in the market segment. Both the sponsor and the sponsored activity become involved in a relationship with a transfer of values from the activity to the sponsor. The audience, finding the sponsor’s name, logo and other symbols threaded though the event learn to associate sponsor and activity with one another. The task for the sponsor is to ensure its presence is clearly associated with the activity and transfer the activity values into the brand.

**Improving community relations**

Sponsoring for example, a school with computers, sports kit and reading materials can foster a socially responsible caring reputation for a company. Sponsored items will be carrying the company’s logo thus, advertising the company’s products (David, 2001).

**Creating promotional opportunities**

Sponsored events provide an ideal opportunity to promote company brands as they carry company legs at an event. Certain brands e.g. Coca Cola drinks can be
consumed during the event. Sponsorship can also improve the effectiveness of other promotional vehicles.

2.8.1 Selection and evaluation of an event or programme to sponsor

According to David (2001), selection of event or programme to sponsor should be undertaken by answering a series of questions. Below are the areas concerned;

**Communication Objectives**

What are we trying to achieve? Are we looking for awareness or image, improvement in community relations or entertainment opportunities? Does the personality of the event match the desired brand image?. All the above answers are to be consumed before selecting, an event, team, organization to sponsor.

**Target Market**

Who are we trying to reach? Is it trade or final customers? How does the profile of our customer base match the likely audience of the sponsored events or programmed? The target group is critical when sponsoring?

**Risk**

What are the associated risks in sponsoring the selected team, event, organization? What are the chances that the event or programme might attract adverse publicity for example, football hooliganism taunting the image of the sport and implication, the sponsors? To what extent would termination of sponsorship contract attract bad publicity?
Promotional opportunities

What are the potential sales promotion and publicity opportunities? The above questions should be consumed.

Past record

If the event or programme has been sponsored before, what were the results? Why did the previous sponsors withdraw? Past record helps in mapping the way forward.

2.8.2 Does the sponsorship opportunity translate into value for money?

Having tackled the above questions, it is critical to evaluate why an event or programme is being sponsored. According to David (2001), sponsorship objectives are the first step in evaluating its success. Many orchestras, ballet, opera or theatre companies, museums and art galleries would not have survived in the face of declining government subsidies for arts had it not been for corporate sponsorship. Dibb (2001). The above assertion points to the view that for any meaningful development to be accomplished either by an individual, event or organization, there is need to have some form of sponsorship. Hence the researcher wants to find out why there are challenges of sports sponsorship with reference to the Zimbabwe Football Association (Football governing body in Zimbabwe).

Dibb (2001), et al, are of the opinion that sponsors believe that there are two key benefits to the company and its products. First and foremost, media coverage is unbridled, the company barriers, logos are displayed at tournaments. Brands are advertised during tournaments. The popularity of corporate sponsorship according to Dibb et al (2001), has grown dramatically. In support of the above assertion, the table below shows expenditures on sports sponsorship in
Table 2: Improvements on sport sponsorship in the United Kingdom

<table>
<thead>
<tr>
<th></th>
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<th></th>
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<th></th>
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</thead>
<tbody>
<tr>
<td>Market size (fm)</td>
<td>238</td>
<td>239</td>
<td>250</td>
<td>265</td>
<td>285</td>
<td>302</td>
<td>322</td>
</tr>
<tr>
<td>Number of sponsorship</td>
<td>759</td>
<td>659</td>
<td>745</td>
<td>818</td>
<td>946</td>
<td>987</td>
<td>995</td>
</tr>
</tbody>
</table>

Source: The Marketing Pocket Book 1999

The table above shows significant improvements on sport sponsorship in UK. To date figures have improved.

2.8.3 Ground rules to be considered by the prospective sponsor

Dibb et al (2001), have the following as ground rules to be considered by the prospective sponsor: The sponsor must ensure that the recipient organization, event or product is recognized by the sponsor’s target audience. That it is reputable and ethical in its dealings. (reputable partnerships), The sponsor does not want to invest to its promotional budget in activities not recognized by its own target market. The sponsor cannot risk becoming involved with an event and organization which has a ‘risque’ reputation and unprofessional management. Such a situation threatens the sponsor’s reputation and brands. For example, if Delta Beverages or CBZ sponsors an Athlete who fails a dope test or found guilty of cheating, the company’s reputation will be threatened. The recipient of sponsorship need to be wary of the donor’s image and reputation.
The implications of the above views are as follows:

The individual, team or organization that require sponsorship should be well managed, have a good reputation, professionally managed, organized and trusted. It has to be a good brand; The sponsor e.g. company’s brand will be enhanced when proper sponsee is selected; A company’s brand awareness improve when involved with an organization or an event which is organized

Overall, therefore, sponsorship recipients and donors must be certain of each other’s ethics, image and reputation. Reputable partnership are essential.

Kotler and Armstrong (2010), gave an example of the Volkswagen group China that handed over 6000 vehicles to be used during the 2008 Beijing Olympics. The event (Olympics) dramatically helped to boost the company’s profile in the market (car industry). Volkswagen’s vehicle deliveries to customers in China increased 23,3% to 531,612 units in the first half of 2008. The previous year (2007), it had sold 431,160 units in the same period. This is evidence that proper sponsorship deals improves viability in terms of selling (brands) and in holding successful events or tournaments or improving athlete’s performance.

2.9 Challenges faced by the Zimbabwe Football Association in securing Corporate Sponsorship; Media articles extracted from newspapers (Evidence)

The background on Asiagate Scandal

The so-called Asiagate Scandal allegedly occurred between 2007 and 2009. It was a match – fixing scandal in which the outcome of the matches between the Zimbabwe National Football Team and some Asian national teams were determined before the matches. This batting
syndicate allegedly involved the Zimbabwe Football Association officials and players and
some batting syndicate in Asia. Match-fixing is unethical and a crime which brings the game of football and association into disrepute. The scandal tarnished the image of the Zimbabwe Football Association. Media released negative reports on the so-called Asiagate scandal.

Below are samples of Media articles extracted from various newspapers in Zimbabwe based on Bad image and Negative publicity on the Zimbabwe Football Association. The samples are only meant to provide evidence. The discussion follows in chapter four.

**The Herald Tuesday 5 July, 2011 p12**

**Article: “life bans for Asiagate Culprits”**

The newspaper quoted FIFA President, Sepp Blatter as saying “Zimbabwe’s players and officials implicated in the Asiagate scam risk life bans from the game if they are convicted by the country’s courts and the Zimbabwe Football Association’s disciplinary machinery.” Blatter said this when he visited the country.

During the visit, Blatter commended Zimbabwe for taking strides to clean up its image in the wake of the Asiagate scandal.

**2. The Sunday mail, Harare, September 11-17, 2011 p16**

**Article: “Asiagate Suspensions”**

The paper reported that three the Zimbabwe Football Association board members were suspended while police were carrying out investigations as the “chickens come home to roost” for those implicated in the Asiagate match-fixing scandal.

The same paper reported that the Zimbabwe Football Association resolved to set up an Ethics Committee that would work with FIFA head of security, Chris Eaton as they sought to ascertain “the level of involvement of everyone who had been implicated in the scandal”

The same paper alleged that three Zimbabwean referees (names supplied) got US 24 000 for
fixing a match between Bahram and Togo in November 2009. Bahram beat Togo 5-1. The same paper alleged that the former Chief Executive Officer was given substantial amount of money.

3. The Sunday Mail September 25 - October 1, 2011.p15

Article: “Punishment in Asiagate”

The paper reported that FIFA head of security, Chris Eaton visited the country (Zimbabwe) on the 24th of September 2011 to get more information on the so called “Asiagate scandal”

Chris Eaton was quoted as saying;

“I have read some reports that suggested that we will have an amnesty for players and I would like to tell that those reports are not true. We are not going to have any kind of sympathy for anyone who took part in match fixing. We want our football to be clean because criminals have taken advantage of the sport......, we didn’t invite gambling and now, because of gambling, we have got criminals”

There is no amnesty, not today, we have zero tolerance on match-fixing and we have to understand that this is now a big problem facing sport.

The above statement is very strong and evident of the gross negative on the Zimbabwe Football Association’s image

4. The Sunday Mail, Harare, October 30 – Nov 5, 2011 p12

Article: “The Zimbabwe Football Association comes out of most fruitful meeting”

The paper reported that the Zimbabwe Football Association board reiterated its determination to take stern action against players and officials found guilty in the Asia gate Scandal. These included the former warriors Coach (Name Supplied).
5. The Daily News, Wednesday, February 8, 2012

Article: “Warriors Next Generation”

By: Nigel Matongorere (Senior Sport Reporter)

The paper reported that 82 players implicated in a multi- million dollar match fixing scandal masterminded by an illegal Asian betting syndicate between 2007 and 2009.

The above reports scare potential sponsors.


Article: “Blow for Asiagate as Eaton Resigns”

The paper quoted the Zimbabwe Football Association president, Dr. Cuthbert Dube saying “The ethics Committee is doing a tremendous job. As the Zimbabwe Football Association, we are committed to getting to the bottom of this matter and we will not be deterred by threats”.

At least the above statement showed the Zimbabwe Football Association’s commitment towards building a good image for the Zimbabwe Football Association administration.

7. The Herald, Friday 9 March, 2012 p15

Article: “FIFA demand explanation”

By: Augustine Hwata

The paper reported that the Zimbabwe Football Association Chief Executive Officer was allegedly threatened by an operative from the Central Intelligence Organization (CIO) in a bid to extort money from him using the Asiagate investigation as a bait. The same paper reported that the Zimbabwe Football Association had suspended 96 players from playing football until their names were cleared by an independent Ethics Committee. FIFA however, proved that they were behind the Zimbabwe Football Association’s effort to investigate the Asiagate
“….. We take this opportunity to confirm FIFA’s support towards the Zimbabwe Football Association and its actions in connection with the match fixing allegations”

Although the above article impact negatively to stakeholders, at least FIFA appreciates the measures being taken by the Zimbabwe Football Association to bring the culprits to the book. The long effect of it is that potential sponsors will start developing positive attitude to sponsor the Zimbabwe Football Association. (Football in general)

8. The Herald, Tuesday 3 April, 2012 p11

Article: “the Zimbabwe Football Association welcomes Eaton visit”

The paper quoted the Zimbabwe Football Association Chief Executive Officer as saying;

“The association is desirous to see finality of the Asia gate Scandal given that the Scandal has affected the moral fibre of Zimbabwean football”

In his letter to the FIFA’s man in-charge of security, Chris Eaton the Zimbabwe Football Association Chief Executive Officer proved that the association (the Zimbabwe Football Association) didn’t want any form of corrupt elements in our football.

In support of the above, the Zimbabwe Football Association Chief Executive Officer was quoted in the same paper as saying, “we are determined to introduce a clean slate to avoid a situation where the national game is mired in corruption”

Chris Eaton urged the Zimbabwe Football Association to have what he termed “Hard administration” through mainstream governance in order to stop match – fixing.
9. The Sunday mail, April 29 – May 5, 2012 p15

Article: “Asiagate: Players not happy”

The paper reported that a possible 100 players were labeled Asiagate Scandal culprits and were to be interrogated. The Asiagate Scandal took time to be cleared and it badly tarnished the image of players, the Zimbabwe Football Association and the country Zimbabwe.

10. The Sunday Mail, JUNE 3 – 9, 2012, p15

Article: Heading: “the Zimbabwe Football Association warns saboteurs”

The paper reported that the Zimbabwe Football Association officials to stop meddling in the affairs of football as this impacted negatively on potential sponsors.

The same paper quoted the Zimbabwe Football Association President Cuthbert Dube saying “the Zimbabwe Football Association was no longer handling money from corporate sponsors as was the case in the past where funds were being siphoned off from the Zimbabwe Football Association account”

The above statement, at least gives the corporate world confidence that funds are being kept by an independent board.

11. The Sunday Mail, July 29 – August 4, 2012 p15

Article: “Dude’s Asiagate Bombshell”

The Zimbabwe Football Association’s President, Dr Cuthbert Dube, was quoted saying “It’s just a few days before the bombshell is unveiled to the nation” Dube was referring to the release of Asiagate report “Our football had gone to the dogs” lamented Dube.

The above article could have scared potential sponsors though on the other hand, the
Zimbabwe Football Association took a stance to correct what had gone wrong in our football.

12. The Sunday Mail, March 27 – April 2, 2011 p16
Article: “Minister Summons entire the Zimbabwe Football Association board”
The paper reported that then Minister of Educations, Sport, Arts and Culture, David Coltart, summoned the Zimbabwe Football Association board to try and establish their never ending problems with the hope to bring the problems to an end.
The same paper also reported a spate of resignations rocked the Zimbabwe Football Association Secretariat. This included long serving Executive Secretary who had worked at the Zimbabwe Football Association office for over a decade. Also the Zimbabwe Football Association senior Accountant resigned without special reason.

Article: “Match fixing: How it evolved”
The paper reported that it had a compilation of email exchange between the jailed Singaporean match fixer Wilson ray Perumal and Sacked the Zimbabwe Football Association former Chief Executive Officer.
The above is another example of negative publicity damaging the Zimbabwe Football Association’s image.
14. The Sunday Mail, August 12 18, 2012 p15

Article: “Youngsters grounded I”

The paper reported that Zimbabwean men’s under 20 national team was facing a Us 5000 fine and a three year ban from CAF(Confederation of African Football) after failing to travel to Angola to fulfill the second round, second leg match of the Under 20 African youth championships qualifiers. According to the rules and regulations of the confederations of African Football, a team that does not fulfill an encounter, is suspended for three years. This had dire consequences to junior football in the country.

The above is a sad scenario which impacts negatively on stakeholders and the football loving fans.

15. The Sunday Mail, sport, June 16 -22, 2013 p16

Article: “BancABC saves the day”

By: Goodwill Zunidza (Sports Editor)

The paper reported that BancABC came to the rescue of Zimbabwe’s most beloved sports team, the warriors, who were in danger of failing to fulfill the away 2014 world cup qualifier in Guinea 16 June 2013.


Article: “The Zimbabwe Football Association seeks US 300 000 bail out from Ministry”

By Fatima Bulla

The paper reported that the Zimbabwe Football Association launched an application for a Us 300 000 grant from the Ministry of Education Sport arts and Culture to cover the senior national team’s trip to Egypt for their World Cup qualifying clash in Alexandria at the end of March 2013.
The above article above are clear testimony that the Zimbabwe Football Association's coffers were in the “Red”. The scenario raises a lot of questions on the Zimbabwe Football Association administrators.

17. The Sunday Mail, August 19 -25, 2012, 15

Article: “the Zimbabwe Football Association’s bankruptcy everybody’s concern”

By: Goodwill Zunidza (Sports Editor)

Zunidza was quoted in paper saying,

"we all know the Zimbabwe Football Association ‘s account has been in the red for as anybody cares to remember, well before the Cuthbert Dube administration was elected into office in March 2010"

The warriors almost forfeited their World Cup fixture against Mozambique in Maputo in 2012 but Mbada diamonds rescued them at the eleventh hour. Zunidza proposed that the Zimbabwe Football Association's worsening financial position could only be alleviated by a multi-stakeholder approach, not by individuals in the board.

The above media reports are examples of negative publicity extracted from the print media. The samples given are just but a few examples to show how seriously negative publicity tainted the image of the Zimbabwe Football Association. Headlines of such bad taste would scare potential sponsors away.

2.9.1 Bad Image

Earning and maintaining a good reputation is challenging for some organizations. When bad publicity emerge, business could be portrayed as irresponsible, dishonest or appear to be only looking for their best interests.

2.9.2 Loss of Trust

Bad publicity can come in the wake of exposed lie or inaccuracy. Sometimes advertising is used to pump up businesses capabilities and consumer’s expectations. Expectations can be carelessly overblown, revealed as false in the form of bad publicity and lead to disappointment and a loss of trust. When an organization fails to follow through with promises, customers (football fans), employees and partners are more likely to question the trustfulness of all the organizations current and future messages.


Regaining trust can be difficult and time consuming. Mistrust expressed by word of mouth and through social media can take years to repair and often can only be remedied by the number of vocal supporters eventually outnumbering critics. Bad publicity damages the long term success of an organization or company. Product accessibility can also decrease with bad publicity. In the case of the Zimbabwe Football Association, very few corporate may sponsor the Zimbabwe Football Association because of bad publicity because they will be having negative opinions. Bad publicity damages Brand equity and brand association.

Brand association refers to the deep seeded attitudes and feelings a customer (football fan) have towards a product/ company or organization. When brand association is negative, negative attitudes are more likely to come into a customer’s mind before positive ones. Bad publicity is costly as an organization like the Zimbabwe Football Association might be forced to invest in additional advertising and campaigns to correct negative attitudes.
2.10 Overcoming challenges of securing corporate sponsorship.

Sponsors are said to be looking for new, engaging ways to connect with audiences through Television and social media. Video content offers brands a new way to engage with audience and show case their sponsorship. More advertisements should be made in order to market self. In this case the Zimbabwe Football Association has to market itself aggressively so that potential sponsors can be lured to sponsor. 


2.10.1 Strategic positioning

Strategic positioning means a prospective sponsor how being associated with your property can increase their sales. If one cannot, odds are they probably won’t become a partner. Nikolic (2008:6) posits that, “Good governance is an ideal which is difficult to achieve in its totality, very few countries, societies, or organizations have even come close. However, to ensure sustainable human development, actions must be taken to work towards this ideal” 

The above statement implies that good governance is a complex issue but people should endeavor to achieve it. There are many forces that affect governance. These include an interdependent relationship between and across the political, social, cultural, technological, economic, legal ecological international and many other subsystems that influence development and human life in any given community. Public governance has to be highly informal and all encompassing. Nikolic (2008) Governance is about power, relationships and accountability. Graham, Bruce and Plumtree (2003)
2.10.2 How to get Corporate Sponsorship

http://HowtoGetCorporateSponsorshipforYourSmallBusinessSucceedAsYourOwnBoss.com.html, advises the following procedure on securing corporate sponsorship. Sponsorship is a mutual business proposition that offers something in exchange for a financial commitment from a corporation. Corporation gets a return on their financial investment, hence their profile, associate their brand with a cause or attract customers who support that cause. Sponsorship typically involves a contractual relationship between the non-profit and the corporate sponsor. In order to secure sponsorship website; Gives the following questions that must be addressed in order to secure corporate sponsorship:

- Why would a corporation want to sponsor me, my brand or my organization?,
- What does it mean for an organization or person to get sponsored?,
- What are some of the biggest challenges when seeking sponsorship?,
- Who makes funding decisions within a corporation?,
- Who should you approach?,
- How do you even reach those people?,
- How do I determine my value or what to “sell” to an organization?,
- As you craft your sponsorship offerings, what should you keep in mind?,
- What makes a great sponsorship proposal?,
- What are some examples of successful corporate partnerships?,
- What other types of benefits can an organization offer to a potential sponsor?,
- Do you have any final tips.

The following steps should be taken when sourcing sponsorship according to http://www.charitychallenge.com/pdf/corporatesponsorship.pdf; one needs to understand what sponsors are looking for and offer benefits and value that meet their needs. Sponsorship is a business relationship that does not end when you receive money you need to work hard to ensure that sponsors obtain the benefits they sought.
2.10.3 What one needs to know?

Do sponsorship arrangements have to be exclusive?

Some sponsors may require an exclusive arrangement but there is nothing wrong from having multiple sponsors.

Clarify why you need sponsorship

Analyze what type of benefits you want from the sponsorship arrangement since some sponsorship can take many different forms; Funding provides money that can cover challenges costs; Discounted or free goods or services – this type of sponsorship can help in reducing the challenge costs e.g. seeking equipment, air fares; Donations provide money for any suitable purpose. Donations offer flexibility however, in most cases the donor does not require anything in return.

Understand sponsor’s needs

Sponsors have a number of marketing and corporate objectives that sponsorship can help them to meet. When seeking sponsorship for an organization, it is important to understand the drivers that include: Selling more products by increasing the visibility of their brand.; Raising their profile by association with your challenge; Improving their corporate image by involvement in appropriate activities; Meeting corporate responsibilities by supporting good causes; Achieving product endorsement through association with a successful event.; Hospitality opportunities by inviting clients to high profile events; Improving employee relations through hospitality or association with a high profile challenge; Improving media coverage.

Assess your value to sponsor

Before approaching prospective sponsors, one should look closely to self and own challenge to identify the potential benefits for a sponsor. Key factors could include:

- Own previous record;
- Own reputation for excellence;
- The strength for own identity;
- Community involvement;
- The facilities that could be offered to the sponsor;
- Co-marketing opportunities;
- The charity aligned the challenge with

Identify a suitable sponsor

Sponsorship comes from a number of sources, including business or individuals. Preliminary approach should be addressed to a normal individual and should seek to secure an appointment for more detailed discussions.

Prepare a proposal

A sponsorship proposal should be informative and should spell out precisely what you require and what you care offering the sponsor. The proposal should be roughly four pages long and should provide details of oneself, the challenge and the charity you are supporting as well as details of sponsorship opportunities.

Purpose of sponsorship

The challenge you are intending to embark; Your goals and objectives from the challenge; How sponsorship funds would be used; The charity being supported; Time-frame for the challenge; Key benefits of the challenge; Financial projections

Benefits to the Sponsor

Links to the challenge; Association with self and self reputation

Operation of Sponsorship

Explain what the sponsor will receive in terms of coverage and facilities; Identification and acknowledgement of the sponsor by name and logo; Acknowledgement on promotional material and other documentation, Planned media coverage; Hospitality facilities

Write a personalized cover letter

The letter to state the reason for the approach should highlight the potential synergy between you and the sponsor; Demonstrate understanding of the sponsor’s business

Follow up the proposal

Follow up and request for a meeting to give more detail on sponsorship

Announce the successful sponsorship

Announce successful sponsorship in the press first level coverage

Encourage Networking

Arrange informed meetings; invite all parties to any sponsored related events.
Provide feedback to your sponsor

Good sponsorship arrangements are based on effective long term relationships. Relationships can be strengthened by providing feedback on the results of the sponsorship.

These include: copies of press releases and press cuttings featuring the sponsor.; Reports on the number of visits to own website; progress reports on the sponsored project; details of upcoming events; arrange regular review meetings with the sponsors to ensure that the arrangement continues to benefit both parties.


2.11 Strategies to secure Corporate Sponsorship

2.11.1 How to deal with negative publicity


Proposes the following solutions:

1. Creating a Response Strategy

   Turn a bad customer review into something by creating a response strategy.

2. Enhance online reputation with strategic seotactics

   The best way to handle bad reviews is to take a proactive approach with reputation management via search engine. Business should create profiles online in as many places as possible, like social media channels, directories etc, and optimize these profiles for search engines.
3. Address negative press head on

Look for trends in the bad press to aid in the continuous improvement of your business. Where possible, address the bad press and what you are doing to remedy the issue. There is no shame in making mistakes. It is what you do after the mistake that matter. Businesses that project an image of integrity and honesty are usually businesses consumes want to support.

4. Respond in a thoughtful way. The best way to deal with bad press is to simply respond to the bad review in a personal, thoughtful way. This lets the customer know you hear them and you want to correct things. In the case of the Zimbabwe Football Association, if the Chief Executive Officer constantly releases positive responses through media, football loving fans and the corporate world will appreciate the effort being taken by the Zimbabwe Football Association to improve its image.

5. Follow your customer service policy

Proactiveness is needed. A customer service policy is needed that guides employees. Negative publicity is defined as the non compensated dissemination of potentially damaging information by presenting disparaging news about a product, service business unit, or individual in print or broadcast media or by word of mouth. Reidenbach, Festernvand and Macwilliam (1987). Negative publicity can be related to either a particular product or a company in general

2.11.2 How to deal with bad publicity

Bad publicity is never welcome, but it is how you handle adverse publicity that could be the making or breaking of your business.

When your firm, company or organization is getting critical coverage in the media, respond quickly, honestly and decisively. If in the wrong, it is vital to own up and apologize.
Never say “no movement” it sends the message that you are wrong and suggest that you feel no remorse and the press may keep digging for dirt. Face up the situation and you can begin again to restore the reputation of your business. In the case of the Zimbabwe Football Association, the Chief Executive Officer has to respond to media reports and continue convincing the media of the great strides the Zimbabwe Football Association is taking in addressing the alleged challenges. Communication is key to managing bad publicity. Keep the customers, staff and stakeholders informed. Meanwhile, ensure that your staff does not talk to press without permission and field enquiries from journalists to the right person. Bad publicity can offer a chance of your business to show how decent it is.

http://corpmediapl.wordpress.com/2013/10/07/breaking-bad-turning-negative-publicity-around/

### 2.11.3 Preventing Bad Press Coverage

Planning and preparation can significantly reduce the chances of getting bad press. Make sure members of staff are ambassadors of your company / firm or organization. They should have excellent customer care and be able to handle customer complaints amicably so that a small problem does not become a big headache.

### 2.12 Benefits of Corporate Sponsorship on the Development of Football

Sport sponsorship is a requirement for an effective grassroots programme. According to O’Sullivan and Murphy (1988), At any level of football, sponsorship can help football teams to get equipment and funds for travel. Therefore, sponsorship provides the much needed funds to fuel meaningful football development programmes. It is definitely a requirement.

With adequate sponsorship at hand, the Zimbabwe Football Association will be able to
provide the necessary requirements needed for successful grassroots football programmes in the country. Below are some of the general requirements. Pannenborg (1976), states that well maintained football infrastructure at a grassroots level must be put in place if football has to take new dimension. On the same note Alegi (2007), asserts that one important aspect is that of football infrastructure training facilities, pitches, stadiums, if Africa has to change the state of football.

This clearly points out that football infrastructure are required and are more beneficial to the development of the game at a grassroots level. Proper football administration requires a specialized technical staff that can spearhead successful football development programmes. These include football coaches, medic, dieticians, psychologist, fitness trainer and other support staff. In support of the above Duquin (1998), cited in Siedentop (2004), says that qualified people are fundamental to success in all sports.

Another requirement of the grassroots football programme is the need for a vibrant administration structure. Darby (2002), urges that Sports administrators, must possess high knowledge of sport administration if sports are to be executed at a higher level. The above calls for some knowledgeable administrators in football. Poor administration hampers progress.

The implication of the above is that, with sponsorship an organization like the Zimbabwe Football Association will be able to run football professionally. Availability of sponsorship necessitates the procurement of requisite resources to achieve of effectiveness in developing football. Without adequate funds, the Zimbabwe Football Association in this case cannot manage football as expected.
Sponsorship is critical in developing grassroots football the world over. Below are examples of successful football clubs. Clubs in Africa as a result of the grassroot football development policy. These clubs had vibrant sponsorship deals necessitating them to run football programmes successfully. Asec Mimosa, an Ivory Coast football club holds the World record for unbeaten games racking 108 games without a loss between 1989 and 1994. The achievement of the above mentioned club was a result of a sound sponsorship base. The club (Asec Mimosa) tapped talent developed by Asec’s Youth Club. Today Asec’s Youth Academy has been described as the crown Jewel of African football where youth are given quality football culture. Many International stars emerged from this academy. These include Emmanuel Eboue, Solomon Kalou, Didier Zokora, Yaya Toure just to mention a few. Asec's grassroot football programmes have been effective due to adequate funding by local investors and its sponsor –Sifca-one of West Africa’s biggest Anglo business.

The funding allows excellent facilities including two well kept pitches, a full functioning school system and a dormitory for players to stay in. Basing on the information above, it is evident that the grassroot football programmes at Asec Mimosa flourished as a result of sponsorship. Another example of a successful football club in Africa is Al Ahly football club in Egypt. According to webpage Al Ahly was named in 2000 by the Confederation of African Football as the “African Club of the Century”. Grassroot football done at Al Ahly Youth Academy has impacted positively on the success of the club. The success of the club was a result of sound sponsorship deals that enabled the club to employ highly qualified coaches, administrators and fitness trainers. Sponsorship also enabled the club to construct state of the art training facilities. Players, technical staff were received their bonuses and allowances on time. Once players and coaches are motivated, performance is likely to
improve significantly

2.12.1 Grassroot Football in Zimbabwe

Junior policy dominated mostly during the 1990s before we had an economic down turn. Big football clubs had vibrant football programmes and proved to be very important as most talent emerged and was nurtured until positive results were realized. Highlanders football club had a vibrant junior policy that saw the likes of Peter, Adam and Madinda Ndlovu emerging. In support of the above, Newsday 12 August 2012 reported that, “…. Ability to unearth, develop and market talent can only remind one of the yesteryear when Highlanders were leaders in grassroot development”. The programme at Highlanders was a success story due to adequate funding during that time. A number of individuals and corporates used to sponsor football unlike today. The following information is based on personal knowledge and experience as a follower of football trends and sport in general.

Dynamos Football Club is another good example of a club which had a vibrant junior policy which also produced exciting players. Moses Chunga’s kidsnet programme in 2000 produced the likes of Norman Maroto, Eddie Mashiri, Leo Kurauvzione, Nyasha Chazika, Cephas Chimedza just to mention a few. Chunga’s project however, suffered a still birth due to various challenges that include lack of adequate funding during the late 2000s.

The examples given below are a clear testimony that with sponsorship at stake, football in Zimbabwe can improve. Administration of football will also improve because the Zimbabwe Football Association will be able to employ qualified personnel to run its affairs. Highly qualified technical staff will be employed because the Zimbabwe Football Association will be able to pay them handsomely.
Players on the other hand, will receive their bonuses and allowances on time. With sponsorship, the Zimbabwe Football Association can organize more friendly games locally, regionally and internationally. This will expose football players to better quality and are likely to improve their skills. Without adequate sponsorship, no successful football development can take place.

The provision of corporate sponsorship creates a platform for athletes to play football to their fullest potential. Below are the benefits accrued by football players when they participate in football training any competitions. These benefits are in three groups namely: Health-related, intellectual, socio-political and economic related benefits. By any measure, sport is important. Siedentop (2004), has this to say concerning sport; the statistics on the number of people who speculate and who participate are impressive. The amount of money spent on sport is enormous. The above assertion supports the fact that sport is important.

Sport heroes and heroines were in the past used by corporate world to advertise their products, examples abound, in Zimbabwe and abroad. Peter Ndlovu, Norman Mapeza and others were at one time used to advertise company brands in Zimbabwe. Didier Drogba, Essein and other African players were being used to advertise Samsung products. Events such as the World Cup, AFCON have become world celebrations. “For many people, young and old alike, sport have an almost religious significance.” (Siedentop, 2004:90).

Sport developed historically as a leisure time activity, joy and satisfaction are derived from leisure activities. Sport is also viewed as a form of play. Most scholars agree that sport is a manifestation of play and that sports are institutionalized forms of play. Sport is always a game. Siedentop (2004), asserts that sports are games that involve combinations of physical skill and strategy.
Knowledge gap

The literature reviewed was based on the works of various authorities on sponsorship issues. From this study, new knowledge gaps have been identified. Sponsorship has been there between the Corporate world and various sporting bodies but has not been made an academic issue. Usually people talk of the challenges of sponsorship but this study managed to come up with proposed solutions to the challenges of securing corporate sponsorship. The researcher has not yet come across literature based on Zimbabwean issues on sponsorship hence, has generated new literature on corporate sponsorship. Usually people talk of sponsorship challenges, in most cases without proffering solution to the challenges hence this study made an attempt to proffer solutions. This study will work as platform for further research on sponsorship issues.

2.13 Summary

The chapter discussed the theoretical framework, and issues related to the works of authorities with regard to sponsorship and its importance in the development of football. A brief history of sponsorship was discussed whose roots are in ancient Greece. The history of corporate sponsorship whose origins dates back to the beginning of the commercial media in the United states in 1970 (Media Boom) were discussed. The importance of sponsorship and the expectation of potential sponsors were discussed. The chapter also covered literature on challenges of corporate sponsorship that included bad image as a result of negative publicity and how these challenges could be overcome. Zimbabwean media articles containing evidence on negative publicity that impacted negatively on Zimbabwe Football Association's ability to attract corporate sponsors were included in this chapter. Benefits of sponsorship to players and on general football development, literature were discussed.
CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

Methodology refers to the way we approach problems and seek answers. Strauss and Corbin (2008) view methodology as a way of thinking about and a way of studying social realities. This chapter is concerned with the research methodology and the design used for the study. It begins with a discussion of the research paradigm, which is the lens to this study, followed by a description of the research design and data collection procedures. Issues regarding validity and ethical considerations were also discussed. Finally, the chapter spelt out how data gathered were to be processed, analyzed and integrated.

3.1 Constructivist Paradigm

Constructivist paradigm provides the framework within which we see and understand the problem at hand, in this case “challenges of corporate sponsorship by the Zimbabwean sports organizations: A case study of the Zimbabwe Football Association.” The paradigm within which we work determines what we look for, the way in which we construct what we observe, and how we solve emerging problems (Gipps, 1994).

Constructivists claim that truth is relative and that it is dependent on one’s perspective. The constructivist recognizes the importance of subjective human creation and is built upon the premise of social construction of reality. Searle (1995), also (Baxter and Jack, 2008). The approach enables the collaboration between the researcher and the participants while enabling the participants to tell their stories (Crabtree and Miller 1999:10, in Baxter and Jack, 2008). Furthermore, Knowledge is established through the meanings attached to a
phenomenon studied. Researchers interact with participants of the study to obtain data, inquiry changes both the researcher and the participant and knowledge is context and time dependent (Coll and Chapman 2000: Cowins 2002). The researcher has direct contact with and gets close to the people, situation and phenomenon under study. The researcher’s personal experience and insights are an important part of the inquiry and critical to understand the phenomenon (Patton, 2002). The researcher had the opportunity to get inner feelings and opinions of the participants on the topic in question based on what is on the ground.

In using this framework the researcher wanted to understand the contributions that sponsorship has on the development of football in Zimbabwe and to establish perceptions of the Zimbabwe Football Association personnel, Sports and Recreation personnel, football coaches and football fans on football sponsorship. Some people think sponsorship is a sheer waste of money and some think sponsorship is done for the sake of marketing. The general perception is that most people like football and some enjoy drinking beer and have no interest on football issues. The constructivist paradigm was used because the researcher was looking at the value given by people to football. Is sponsoring football a waste of resources? Does sponsorship have any role in promoting the development of football? These questions can be answered using qualitative research design. The researcher is going to triangulate findings obtained using in-depth interviews, Focus Group Discussions, Documentary reviews and Open-ended questionnaires. Constructivist paradigms help to establish reality. Most of the data is generated from the qualitative research design.
3.2 Research Design: The Case Study

To develop information that is accurate and interpretable on challenges of corporate sponsorship by the Zimbabwean National Sports Association, the Zimbabwe Football Association in particular, the researcher used mainly the qualitative research methodology which draws largely on the case study. Bell (1999) states that, a case study design is particularly appropriate for individual researchers because it gives an opportunity for one aspect of a problem studied in depth within a limited time scale. A single study allowed the researcher to obtain a wealth of information about sponsorship problems at the Zimbabwe Football Association. Furthermore, the Zimbabwe Football Association as an association is representative to other National Sports Associations in Zimbabwe.

Yin (1984), defines a case study as, an empirical inquiry that investigates a contemporary phenomenon within its real life context. He goes on to define a case study as, an all-encompassing method covering the logic of design, data collection techniques and specific approaches to data analysis. Hartley (2000), also defines a case study as, a heterogeneous activity covering a range of research methods and techniques, a range of coverage (from single case study through carefully matched pairs up to multiple cases) varied levels of analysis (individuals, groups, organizations organizational fields or social policies), and differing lengths and levels of involvement in organizational functioning.

This fits well with the researchers’ intention to investigate a real life issue through a variety of collecting instruments. The case study involved intensive interviewing of key participants with the use of documentary evidence such as record of current the Zimbabwe Football Association sponsors, attempts made in sourcing corporate sponsorship, income and expenditure documents, the association’s mission, vision and core values and strategic plans.
Depth of understanding was important to the researcher. Morris and Wood (1991) and Fisher (2004) suggested that the case studies are more appropriate of an in depth understanding of a particular situation. The intent of the case study is to focus on one phenomenon, which the researcher selects to understand in depth regardless of the number of sites, participants and documents for the study (McMillan and Schumacher, 1993). The case study is ideal approach when a holistic in depth investigation is needed (Tellis, 1997). It was for this reason that a case study was considered the most appropriate as the researcher was able to go deeper into challenges facing the Zimbabwe Football Association in securing Corporate Sponsorship.

The case study uses a variety of data gathering methods that lead to understanding of the case and answers to the research questions (Krauss, 2005). These methods helped to shed light on the challenges faced by the Zimbabwe Football Association in particular, in sourcing corporate sponsorship.

Multiple sources of data allowed for triangulation. Triangulation also arises from the ethical need to confirm validity of the research process (Tellis, 2005). Interviews enabled the researcher to probe and verify information from other data sources. Interviews also, gave a wealth of phenomenological data (Henning, Rensburg and Smit, 2004). Pattern (2002), posit that, to support a holistic analysis, qualitative inquiries gather data on multiple aspects of a setting understanding to assemble a comprehensive and complete picture of the situation. Assessing participants in their natural setting allowed the researcher to study how the Zimbabwe Football Association personnel try to secure corporate sponsorship so that their organization can implement its mandate without problems. Talking to the Zimbabwe Football Association and the Sports and Recreation Commission officials in-depth and allowing them to tell their own stories, provided the researcher with their world view rather than that of the
The hallmark of the case study design lies in its strength as a tool for in-depth investigation of phenomenon under study. Indeed, the case study’s unique strength is its ability to deal with a full variety of evidence documents, artifacts, interviews. (Yin, 2008). Whilst a case study design was deemed suitable for this study it has the following disadvantages, there could be some criticism in relation to the credibility of generalizations made from its findings. One needs to be careful to allay suspicions on findings. Case studies are often perceived as lacking rigour.

3.3 Methodology

Methodology refers to the way we approach problems and seek answers. Strauss and Corbin (2008), view Methodology as a way of thinking about and a way of studying social realities.

3.3.1 Qualitative Methodology

Qualitative Methodology refers to the research that produces descriptive data, people’s own written or spoken words or observable behavior (Rist, 1977). It is a way of approaching the empirical world hence it emphasizes validity. Strauss and Corbin (1998) perceive qualitative research as a type of research that produces findings not arrived at using statistical procedures or other means of qualification. The two authors agree that qualitative research does not use statistical procedures but descriptive data. The researcher chose this methodology because of the advantages stated below.

Qualitative research uses one or more strategies of inquiry as guided for procedures. In this study, the researcher used in-depth interview guides, focus groups, documentary reviews and
open-ended questionnaires as sources of data. This enabled the researcher to gain an understanding of perceptions, values, actions and concerns of participants understanding. The researcher is a co-creator of meaning (Henning, Rensburg and Smit, 2004:19). The researcher’s personal experience and insights are an important part of the inquiry and critical to understanding the phenomenon (Patton, 2002). In this respect the researcher exposed his experiences in the field of sport sponsorship as regards sport development with National Associations, the Zimbabwe Football Association in particular. The researcher systematically reflected on who he was in the inquiry and was sensitive to personal biography and how it shaped the study. This guarded against bias by the researcher because the researcher’s interpretation was shaped by the researcher’s own experiences and background.

Qualitative researchers seek to understand the context or setting through visiting this context and gathering information personally. In this particular research, the researcher visited the Zimbabwe Football Association offices, the Sports and Recreation Commission offices to collect data by way of interviews, focus group and documentary analysis. Through interviews, rich descriptions of problems faced by the Zimbabwe Football Association in sourcing corporate sponsorship were generated.

Qualitative methodology enabled the researchers to analyze data inductively (Frankel and Walter, 2000). Data are descriptive and interpretive (Thomas and Nelson, 2001). Theory is driven and emerges as part of the research process evolving from the data as they are collected (Keyton, 2000). Although qualitative research is largely criticized for approaching knowledge that may not be generalized to other people or settings, it fulfilled the purpose of study, which was to gain and provide a rich complex, textual description of how personnel at the Zimbabwe Football Association, the Sports and Recreation Commission, football
coaches and football fans perceive sponsorship issues at the Zimbabwe Football Association. Qualitative methodology allowed the researcher to get inner feelings of respondents, gathering their opinions on why the Zimbabwe Football Association is having challenges in sourcing corporate sponsorship through the use of in-depth interviews, Focus groups, document review and open-ended interview-guides. The researcher got to know employees experiences and perceptions on sponsorship issues at the Zimbabwe Football Association.

3.4 Data Collection

The researcher prepared to collect data by first seeking authority to carry out research from the Zimbabwe Open University, the Zimbabwe Football Association Chief Executive Officer, The Director General Sports and Recreation Commission and consent from football coaches and football fans.

3.5 Collecting Data

The researcher scheduled time for interviews, focus groups and documentary reviews. Data from the interviews was recorded and data obtained from the focus groups was recorded on paper. Open-ended questionnaires were distributed to relevant people that is, football coaches and football fans.

3.6 Population

Thomas and Nelson (1996) regard population as a group of persons, places or things that have at least one common characteristic. Kanhukamwe and Muswazi (2003) perceive it as an aggregate of at least the cases that to some designed set of specification. Madima and Muchengetwa (2002) also view it as a particular group of objects of a particular type under
study. In other words a population can be viewed as a particular group or type of people or animals to which the researcher intends to generalize his findings. In this study senior and middle the Zimbabwe Football Association and the Sports and Recreation Commission personnel, football coaches and football fans formed the population from which the sample was drown.

3.7 Sampling

Makura and Maunganidze (2002) define sampling as a process of using a portion of population to collect data in research. Chikoko and Mhloyi (1995) advise that if it is impossible or impractical to measure all members of a population, then portion or fraction of the population is measured which is called a sample. At the same time, Mudima and Muchengetwa (2002) claim that a sample is a subset of the universal set that is, the population under investigation. Sampling can therefore be perceived to refer to the process used to select a sample from the entire population. In other words, a sample should be representative of the population being investigated as much as possible. This allows the researcher to make inferences and generalizations and to draw conclusions about the entire population.

In this case a sample was selected from the Zimbabwe Football Association personnel, the Sports and Recreation Commission personnel, football fans and national football coaches.

3.7.1 Sampling Procedure

The researcher’s topic needed specific participants who could give valid and reliable data. Sampling is critical in research as it is often neither possible nor desirable to collect data from entire population. Best and Kahn, (1993). Purposive sampling was used at the Zimbabwe
Football Association and the Sports and Recreation Commission in order to collect required data on “challenges of corporate sponsorship at the Zimbabwe Football Association.”

“In purposeful sampling, the goal is to select cases that are likely to be “information rich” with respect to the purposes of the study” Fiall, et al (2007). The researcher selected individuals and sites that can best supply relevant information needed to answer the research questions raised (Creswell, 2008). Pattern (2002) contends that, the logic and power of purposeful sampling derive from emphasis of in depth understanding.

Football coaches were selected using convenience sampling. The researcher simply decided to use current known coaches working under the Zimbabwe Football Association who were likely to give correct and true information on the problem understudy. Football fans were purposively selected to complete open-ended questionnaires. The researcher approached known football fans who often meet to watch football matches on television at known sports clubs and gave them open-ended questionnaires. Consent was first sought and assured confidentiality.

3.8 Data Collection Techniques

The study used various research instruments, that is triangulation to establish validity and reduce uncertainty of interpretation. Manion and Cohen (1980) define triangulation as, “the use of two or more methods in data collection”. The methods used in this study are: focus group discussion, in-depth interviews, documentary reviews (qualitative) that is, previous minutes, sponsorship letters, reports on fund-raising activities etc and open-ended questionnaires (qualitative). May Kut and Morehouse (1994) state that: the data for qualitative inquiry is the most often people’s words and actions and thus requires methods that allow the
researcher to capture language and behavior? The most useful ways of collecting data are; in-depth interviews focus groups and the collection of relevant documents (documentary reviews), also open-ended questions. The researcher elected the above instruments as they served the purpose intended to. The combination of multiple methodological practices, empirical materials, and perspectives in a single study is best understood as a strategy that adds vigor, breadth, complexity, richness and depth in any inquiry (Flick, 2002).

Triangulation is defined as a validity procedure where researchers search for convergence among multiple and different sources of information to form themes or categories in a study. Creswell and Miller, (2000).

3.9 Research Instruments

3.9.1 In-depth interviews

An interview is a conversation with a purpose of gathering information (Berg, 2004). Further, as Pattern (2002) noted, face to face are

\[\text{The opportunity a short period of time to enter another person's world. This means being interested in what people have to say. You must yourself believe that the thoughts and experiences of the people being interviewed are worth knowing. In short you must have uttermost respect for these persons who are willing to share with you some of their time to help you understand their world.}\]

The above statement support the fact that interviewing is one of the commonest and most powerful ways a researcher can use to understand behavior.

Glanz, (2006) is of the view that interviews will allow the researcher to learn the complexities
of participant’s experiences from their point of view. This study used in-depth interviews as the main method for generating data from the Zimbabwe Football Association and the Sports and Recreation Commission senior and middle personnel.

Individual interviews enabled the participants to express unique or controversial perspectives regarding challenges of corporate sponsorship at the Zimbabwe Football Association. Participants participated without fear of censure or indeed, with complete confidentiality, unlike the focus group interviews (Creswell, 2008).

Confidentiality allowed participants complete freedom to describe their world and reality which also provides opportunities to understand their context. (Denzin and Lincon, 2000). In-depth interviews encouraged the capturing of respondents’ perceptions in their own words. This allowed the researcher to respect meaningfulness of experience from the respondent’s perspective. In light of the above, the perceptions of the Zimbabwe Football Association officials, the Sports and Recreation Commission officials, football coaches and football fans on corporate sponsorship were captured.

The researcher organized the interviews in such a way that relevant areas were covered concerning challenges of corporate sponsorship by the Zimbabwe Football Association. The researcher, as the interviewer was always in control of the conversation and was able to guide and bent to the research interest (Palmer, 1928). Interview guides present the following according to Pattern (2002):

- Keeps interactions focused while at the same time permitting individual perceptions and experiences to emerge, Logical gaps in data can be anticipated and closed, Serve as a basic check list during the interview to ensure that all relevant topics are covered,
Helps in interviewing a number of different people in a more systematic and comprehensive manner by delimiting in advance the issues to be explored.

In using interviews Borg and Gall (1996) highlighted the following advantages; the researcher gathers data systematically and is assured that is omitted; the in-depth interviewing promotes verbatim recording of response that provides immediate feedback and gives room for probing and clarification of issues hence the researcher can immediately cross-check data for authenticity; supplementary information could not revealed under any other circumstances which might be of future use to the researcher at the data analysis stage; the data can immediately be validated when sensing that the respondent is giving false information through non-verbal cues, including facial expression and tones of voice.

Interviewing has however, the following disadvantages; it is expensive to conduct and is easily influenced by respondent’s personal attributes and may suffer interviewer dominance; it allows for subjectivity and possible bias emerging from the eagerness to please the interviewer. Probing was necessitated by the interviews in this study. Participants were able to express themselves freely without being restricted by a predetermined response. Creswell (2003) contends that meaning are constructed by human beings as they engage with the world they are interacting.

The interviews enabled the researcher to probe further into the perceptions of the Zimbabwe Football Association personnel, the Sports and Recreation Commission personnel, football coaches and football fans on the challenges of securing corporate sponsorship by the Zimbabwe National Associations, the Zimbabwe Football Association in particular, in-depth interviews richly provided more information without influence from others.
3.9.2 Documentary Reviews

Documentary reviewing was another very useful qualitative research instrument used. It provided insights in the different modes of challenges and successes on securing corporate sponsorship at the Zimbabwe Football Association. Documents on attempts made by the Zimbabwe Football Association in sourcing sponsorship, documents on current sponsorship deals at the Zimbabwe Football Association, documents on Income and expenditure, documents on fund-raising activities and strategic planning made available providing insights in frequency and efforts made to secure sponsorship. Maree (2007), posits that document analysis means focusing on all types of written communication that may shed light on the phenomenon under investigation. Schram (2003), identifies advantages of using document reviews. Firstly, documents can be accessed at a time convenient to the researcher at minimum cost. Secondly, documents tend to contain data that is thoughtful because of adequate time and care is given to compile them.

However, document analysis may have the disadvantage that there is a possibility by the researcher to render a selective and biased understanding of a document due to its social context and identity. The researcher was quite alert not to receive documents at face value and differentiated between genuine and spurious documents in order to establish the authenticity and credibility of collected data. Triangulation of data collection techniques enabled the researcher to verify the data collected from documents.

3.9.3 Focus Group Discussion

Powell et al, (1996:499) define focus groups as: “a group of individuals selected and assembled by researchers to discuss and comment on, from personal experience, the topic
that is the subject of the research”. Focus groups are gathering of six to twelve people who share some characteristics relevant to the research (Hugh, 2004). Focus group interviews are essentially a qualitative data gathering technique that rely upon the systematic questionnaires of several individuals simultaneously in a formal or informal setting. (Denzia and Lincoln, 2000). Gall, et al (2007) contends that focus groups are essentially interviews conducted with groups of individuals who are well informed about the research topic?

Focus groups result in a collective synergy that helps to explore and clarify participants’ perceptions that may not be as readily as accessible in a one on one interview (Krueger and Casey, 2000. Cited in Gall, et al 2007). The researcher used one Focus group comprising senior management to provide the means by which to give the Zimbabwe Football Association personnel a stronger voice in the study. In addition, it was thought that the process of interactive discourse in the focus group would provide a collective strength to help empower the Zimbabwe Football Association officials to overcome reluctance to say the wrong thing or provide an acquiescent response set.

Participants were able to consider their own views on assessment in the context of others. Data quality was enabled by interactions reveal the extent to which there is relatively consistent, shared view or great diversity of view ( Pattern, 2002). The focus group was then used in subsequent interviews. The researcher made an effort to tactically give the group members chance to talk as well as to allow for free ideas and opinions, discussions and proceedings were recorded on paper.

Steps taken before conducting Focus group discussion
Participants were conveniently drawn from personnel at the Zimbabwe Football Association. The researcher made sure that there were the Zimbabwe Football Association officials with relevant work experience and on the football administration. Participants were of a similar background hence, they participated freely during discussion, Consent was sought from the Chief Executive officer and all participants involved. The researcher ensured confidentiality of opinions. Participants were asked to cooperate by keeping contents of the discussion in strict confidence, Participants were informed of their participation a day before the actual discussion day. Also the general purpose and procedures of the Focus Group Discussion was explained in order to get the consent to be involved.

Communication and interaction during the Focus Group Discussion was encouraged. A circular formation set up was implemented. A neutral setting conducive for role was to stimulate and support the discussion was sought. The researcher (facilitator)’s role was to stimulate and support the discussion not as an expert on the topic.

Participants introduced themselves with whatever names they misled to use so that they were at ease. A written list of questions for discussions were in place. These were formulated as a series of open ended questions. Questions asked were related to the research questions for example:

I. What are the challenges faced by the Zimbabwe Football Association in sourcing corporate sponsorship?

II. In your opinion how can these challenges be overcome?

III. How can the various stakeholders assist the Zimbabwe Football Association in its quest to secure corporate sponsorship?
IV. Suggest strategies that can be used by the Zimbabwe Football Association in order to secure Corporate sponsorship

The focus group discussion lasted for an hour. In using the focus group, there could be the following disadvantages; the status of the data collected maybe questionable and there could be bias on recording. In order to avoid the above, the researcher captured true responses obtained during the discussions. Good rapport between the researcher and the group members encouraged free and honest opinions.

At the end of the discussion, main issues were summarized, checking whether all agree and making additional comments. Participants were thanked and were made aware of how valuable their contributions were for research understanding.

3.9.4 Open-ended questionnaires

Cohen and Manion (1994), define a questionnaire as a sequence of questions designed to solicit information upon a subject from an informant. Kanhukamwe and Muswazi (2003), perceive a questionnaire as a document containing questions meant to obtain information appropriate for analysis. The authors share the view that a questionnaire is a document with designed questions meant to obtain information by asking rather observing their behavior. The questionnaire can therefore be viewed simply as a list of present questions usually given to participants in the same order so that the same information can be collected from every member of the sample. The questionnaire is certainly a practical way of collecting data from large quantities of people over a short period of time. Questionnaires also allow participants to remain anonymous, thus enabling him/her to provide true feelings on an issue. One advantage identified by Haralambos and Holborn (1991:781), is that questionnaires can
“produce figures which can be checked by other researches and their reliability is therefore high. The method also produces statistical data which can be analyzed and produce new theories”

Farant (1980), views a questionnaire as a set of carefully constructed questions designed to provide systematic information in particular subjects. The researcher used open ended questionnaires to solicit information regarding challenges faced by the Zimbabwe football Association in securing corporate sponsorship because the technique can be used to find out what respondents know about the subject, like and dislike and think rather than observe people, questionnaires prove to be cheap and convenient because a large number of people can be covered in a short time. Ball (1993:52), refers to questionnaires as “documents that ask the same questions to all individuals in the sample”. Leeds (1989), refers to questionnaire as, “documents containing questions designed to solicit information appropriate for analysis”. The two authors above agree with Good and Scale (1990), who define a questionnaire as a form prepared and distributed to secure respondents to certain information. They all agree that the questionnaire is designed to solicit desired information from a targeted group.

At most, questionnaires are intended to obtain information about conditions and practices of which the respondents are expected to have knowledge of or inquire into opinions and attitudes, feelings or reactions of men and women. According tom Gay (1980), a questionnaire is an objective instrument containing a multiple choice and a short answer questions. It is also an instrument that is usually made up of open ended and closed questions (Malhotra, 1996). In this study the researcher designed three sets of questionnaires, one for football fans at least to get their perceptions on sponsorship at the Zimbabwe Football Association, randomly football e.g. Delta Beverages to get their
perceptions on sponsorship and one for selected football coaches to also get their perceptions on sponsorship in general and at the Zimbabwe Football Association in particular.

In using questionnaires the researcher gave respondents time to respond giving well thought out responses. Anonymity of participants was maintained for they did not write their names on the questionnaires. Participants were likely to provide true and unbiased information. There is no way the researcher could have influenced the responses that were given. Impersonality of the questionnaires elicited more objective responses and greater uniformity in the manner questions were asked and thus, there is greater comparability of answers. However, questionnaires have their own disadvantages in the collection process. Some responses needed probing for clarification some respondents had difficulties in interpreting questionnaires as revealed by some response.

3.10 Triangulation

According to Patton (1980), Triangulation is a way of assuring the validity of research results through the use of a variety of research methods and approaches. It is a means of overcoming the weaknesses and biases which can arise from the use of only one of the methods described above. Triangulation is the act of combining several research methods to study one thing. They overlap each other somewhat, being complimentary at times, contrary at others. This has the effect of balancing each method out and giving a richer and hopefully truer account.

According to Cohen and Manion (2000), Triangulation is an attempt to map out, or explain more fully, the richness and complexity of human behavior by studying it from more than one stand point. Triangulation combines the different strengths of methods to ensure sufficient
coverage. Triangulation is a strategy for increasing the validity of evaluation and research findings. In other words, triangulation leads to a singular proposition about the phenomenon being studied. According to Miles and Huberman, (1984). Good research practice obligates the researcher to triangulate, that is, to use multiple methods, data sources and researchers to enhance the validity of research findings. It is essentially a strategy that will aid in the elimination of bias and allow the dismissed of plausible rival explanations such that a truthful proposition about some social phenomenon can be made (Campbell and Fiske, 1959).

3.11 Data Analysis Procedures

Data analysis consists of examining, categorizing, tabulating or otherwise recombining evidence to address the initial proposition of a study. (Yin, 1994). Analyzing data implies breaking it into bits and pieces which Miles and Huberman (1994), label coding and Dey (1993), refers to as, “categorizing”. Dey (1993), describes data analysis as a process of resolving data into its consistent components to reveal its characteristics, elements and structure.

The researcher used the following steps to analyze data:

Organized and prepared data for analysis that is, transcribing interviews, typing field notes and arranging data into different types depending on the sources.

Read and re-read data to get sense of the overall data and start to list broad themes that exist. Detailed analysis began with codes which was a process of organizing materials into “chunks” (Rallies, 1998). Data were coded according to details of setting types of situation observed, process, events , strategies and methods observed and social relations (Bogdon and Biklen, 1992)
Relationships among themes were looked at

Finally the researcher categorized data

Data from interviews, documentary analysis, focus groups and open-ended questionnaires were transcribed. The researcher read thoroughly data transcribed to in order to establish relationship and meaning. According to Bogdan and Biklen (1992), data should read several times in order to begin a coding scheme. Categorization of data was done.

3.12 Trustworthiness

Gay et al, (2006), defined validity as being the degree to which a test measures what it is intended to measuring a test is valid for a particular purpose for a particular group. In qualitative research it is the degree to which qualitative data accurately gauge what the researcher is trying to measure. Gay et al (2006), define reliability as, the degree to which a test (or qualitative research data) consistently measures whatever it measures. Some researchers consider the words validity and reliability to be semantically incompatible with qualitative research. The issue of validity is vital in establishing the truthfulness and creditability of findings (Neuman, 2000), likewise Briggs and Coleman (2007), content that the concept of validity is used to judge whether the research accurately describes the phenomenon that it is intended to describe.

In this study, triangulation was used and data collected through multiple sources to include interviews document analysis, focus groups and open-ended questionnaires. The use of multiple methods was employed to provide theoretical and methodological checks and balances.
According to Denzin and Lincoln (2000),

_Triangulation has raised an important methodological issue in a naturalistic and qualitative approach to evaluation in order to control bias and establishing valid propositions because traditional scientific techniques are incompatible with this alternative epistemology._

The “trustworthiness” of the conclusions established by “triangulation” was superior because they had been verified through “the use of multiple data sources” (Gay, et al, 2008)

Triangulation also involved the use of variety of informants. These included the Zimbabwe Football Association officials, the Sports and Recreation Commission officials, and football coaches and football fans. Their individual views and experiences were verified against each other and ultimately a rich picture of challenges of corporate sponsorship by the Zimbabwean sports organizations, the Zimbabwe Football Association. To further enhance creditability in this study, it was made clear that participants from the said organizations had the right to participate or withdraw from the research. Participants were genuinely involved offering data freely.

**3.13 Proposed Data Presentation, Interpretation and Analysis Procedure**

For analysis, initially the questionnaires were checked for physical competences. Research objectives were addressed through interpretation of the primary data. Responses from interviews, focus groups, documentary review and questionnaires were analyzed in relation to the research questions. Brunt (1997), states that analysis of data will be significant as it will be easy for the researcher to understand and make evaluations of the study.
3.14 Ethical and Legal Considerations

The researcher was guided by the knowledge that research ethics is an essential component of research study. Investigations were done without harming research participants (Keyton, 2004). Informed consent was sought from concerned participants that is the Zimbabwe Football Association officials, the Sports and Recreation Commission officials and football coaches and football fans. Johnson and Christenson (2004), contend that informed consent refers to procedures in which individuals choose whether or not to participate in an investigation after being informed of the purpose of the study, procedures of the study, risks and the right to ask questions, benefits of the study etc.

3.15 Summary

The chapter discussed research Methodology used in this study. Methodology was defined as the way we approach problems and seek answers. Qualitative methodology was used in this study as it enabled the researcher to analyze data inductively. The methodology was appropriate as it enabled the researcher to get inner feelings of participants gathering their opinions on why the Zimbabwe Football Association is having challenges in securing corporate sponsorship. A case study design was used because of its numerous advantages such as, giving an opportunity for the researcher to have in-depth study of the phenomenon under study within a limited time scale. The following qualitative research instruments were used; in-depth interviews, focus group discussions, documentary analysis and open ended-questionnaires. These instruments allowed for triangulation in order to reduce bias. Sampling procedures, data collection techniques, data analysis procedures, ethical issues and trustworthiness were also explained in this chapter.
CHAPTER 4

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter presents, analyses and discusses the data generated during the field study. As already shown in the methodology, it employed a qualitative research design. Chronological presentation on findings was done in relation to research objectives / research questions and I kept my statement of the problem in mind, always. The first part represents findings and the second part discusses the data.

4.1 Challenges Encountered by the Zimbabwe Football Association in Securing Corporate Sponsorship

Findings through In-depth interviews

Informant 1

A number of key informants (ten) were contacted and a time table arranged to have in-depth interviews with them. The Informants included senior and middle personnel. The first informant gave several challenges that are encountered by the Zimbabwe Football Association in securing sponsorship.

The first challenge he referred to was bad image, with respect to the Zimbabwe Football Association. He said that the bad image was a result of negative publicity through the press or people generally commenting negatively about the Zimbabwe Football Association.

The informant lamented thus

“Surely, how can the Zimbabwe Football Association get Sponsorship when almost every week the various media flight the “Asiagate Scandal
He gave examples of such issues like the famous “Asiagate Scandal which occurred between 2007 and 2009. In this issue the Zimbabwe Football Association officials and football players were alleged to have received bribes to determine the outcome of the matches that were played in Asia. These matches were not even sanctioned by the Zimbabwe Football Association. This informant said this kind of cheating and unofficial matches involving international betting syndicate was compromising the reputation of the Zimbabwe Football Association and gave it a bad image. In addition, board room wrangles further tainted the reputation of the Zimbabwe Football Association. This informant said that in his opinion no sponsor wanted to be associated with an association which has such corrupt tendencies so that they do not risk their branding. He said “who wants to lose his/her money for nothing? Nobody!”

The informant also referred to poor governance in the management of football. This can be seen in such issues like players not being paid their allowances and bonuses on time. Thus, showing lack of accountability and implementation set targets with respect to various projects. For example, the Zimbabwe Football Association Village that is yet to be completed, despite having been given money for the purpose. In another related matter, he cited the abuse of money earmarked for the FIFA Goal Project.

**Informant 2**

The second informant also highlighted the chaotic situation which continuously visited the Zimbabwe Football Association and further tainted the image of the football controlling board
(ZIFA). The bad image like the first informant he referred to the Asiagate scandal which spoiled the Zimbabwe Football Association’s image but he emphasized the issue of unqualified personnel. Financial impropriety affected the Zimbabwe’s Football Association accounting system. He said that most office bearers of the Zimbabwe Football Association were not suitably qualified for their jobs.

The informant said;

“In my own opinion, the Zimbabwe Football Association needs to employ highly qualified and knowledgeable personnel who are results oriented, for example we need people who have passion for football with previous experience as players or who have vast experience in their area of specialization”

He said that for someone to hold such a post like the Zimbabwe Football Association Chief Executive Officer he should have at least a Masters Degree in Sport Science or Management. He proffered former players who had advanced themselves in Sports Management like Kalusha Bwala of Zambia. He was a former captain of the National Team (Zambia) and had enough experience both as a player and manager. He said for those who occupied high post in the Zimbabwe Football Association should have football background. He said it is not surprising that there is poor governance at the Zimbabwe Football Association because office bearers are not well qualified for the job. It could be that they got the positions through nepotism or bought votes during the elections. He said because of this poor execution of the duty which led to the mismanagement of the Zimbabwe Football Association no sponsor may want to give the Zimbabwe Football Association as an association its money.
Informant 3

The third informant made reference to the free fall of the economy. He argued that because the Zimbabwe Football Association could not meet most of its set targets due to lack of funding. He added that there was increasing fatigue on the part of the sponsors. There are not coming forward due to lack of trust regarding the management of football in Zimbabwe. Meanwhile the companies are now focusing on core business. Resultantly, the Zimbabwe Football Association had its projects failing to take off. He said that even if the Zimbabwe Football Association try to do fundraising activities they do not yield much because of the generally poor performance of the Zimbabwean economy, he said,

“The Zimbabwe Football Association has been spared by the economic challenges bedeviling our country. It has been seriously affected; Companies that might be willing to sponsor are crippled and cannot spare a cent to external organizations. The current economic situation is quite disturbing”

Informant 4

The fourth informant echoed the same opinion as informant 1 and 2. He cited bad image. He said that this was due to corruption at the Zimbabwe Football Association. He said corrupt tendencies could be seen in a vote buying spree and even selection of the players and officials for the national team. He even said that at one time players from one big club dominated the National team. This he said was reflective of corrupt tendencies. Kick backs took centre stage and players had to bribe the coach or top officials to get selected into the national team. He also said that he was suspicious about the way the FIFA Goal Project funds had been implemented. The Zimbabwe Football Association Village was not completed and it became a still birth. The informant said that once the potential sponsor senses that there is
corruption they do not want to give the Zimbabwe Football Association their support because they fear that their money will be abused. Thus, the Zimbabwe Football Association lost out on sponsorship because of corruption. He emphasized,

“*The Zimbabwe Football Association is its own enemy. No sponsor would like to assist an association which is so rotten that everyone talks badly about it. There is very little positive about the Zimbabwe Football Association*”

The informant said that the Zimbabwe Football Association had to clean itself up so as to attract sponsorship.

**Informant 5**

The fifth informant also made reference to issues of bad image. This he said was a result of general maladministration at the Zimbabwe Football Association. She said no sponsor would like to give an association run by corrupt officials value of his money. She made reference to lack of accountability and transparency at the Zimbabwe Football Association. She said that a lot of money was just being used for unclear purposes no one has ever asked how this was done or has explained how the money is spent. Explanations given by the Zimbabwe Football Association are not satisfactory. Given the lack of transparency as highlighted above the appointment of personnel has tended to be ad hoc. She said that the sponsors are not satisfied with the appointment process and so the appointment process has always been done in secrecy. The informant lamented,

“The goings on at the Zimbabwe Football Association are so unclear and hidden that no one ever trusts it. It’s like the Zimbabwe Football Association is operating in cave. Who would like to give money to people in a dark cave?”
Informant 6

The sixth informant echoed opinions of informants 1, 2 and 3. He said that the issues of bad image which resulted in bad publicity also led to lack of sponsorship. He also referred to corruption as another cause of lack of sponsorship. His point of emphasis was sanctions induced challenges. For example, companies like the British American Tobacco and G and D have since withdrawn their sponsorship in the affairs of football in Zimbabwe. It should be noted the companies in question had strong links with metro poles in their mother country Britain. Hence, the sanction induced regime saw the closure of certain operations. Thus, diminishing the prospects of sponsorship. This was euphonically referred to as scaling down of operations. He argued that, some foreign companies that had the potential to sponsor the Zimbabwe Football Association could not do this because their countries had targeted Zimbabwe for sanctions. They therefore could not be allowed to invest in Zimbabwe. He identified companies from Britain and Western countries which had no good relations with Zimbabwe. He said politics came to play a role in terms of determining sponsorship targets by international companies. As a result, the Zimbabwe Football Association and other Zimbabwean organizations could not get assistance from Western countries.

Informant 7

The seventh informant also made reference to issues of bad image and negative publicity. This he said was a result of the infamous “Asiagate Scandal” which was publicly condemned by football followers in the country. He said that on many occasions, the media published screaming headlines about the Asiagate scandal and this, according to him scared potential sponsors. He lamented, thus,

“Honestly, how can any normal person or company pour money to an
organization which lacks professionalism and accountability” he continued, “the Zimbabwe Football Association has to put its house in order first so that the Corporate World can gain or develop confidence to sponsors the Zimbabwe Football Association”

The above sentiments are clear testimony that bad image and negative publicity are a challenge to the Zimbabwe Football Association’s ability to lure corporate sponsorship.

**Informant 8**

The informant echoed opinions of informants 1, 2, 3, 4, and 5. He said that issues of bad image, poor governance, lack of accountability and transparency impacted negatively on the Zimbabwe Football Association’s ability to secure Corporate Sponsorship. He said that the current Chief Executive Officer is trying to improve the image of the Zimbabwe Football Association by taking stern measures on all alleged officials and players. He went on to castigate the Zimbabwe Football Association’s poor governance as a loophole that caused the Asiagate Scandal. According to the informant, the Zimbabwean players and officials that travelled to Asia could have avoided that trip. The informant said that the Zimbabwe Football Association should put to rest all pending cases about the Asiagate Scandal.

> “His emphasis was on showing potential sponsor’s willingness to get things right. At least this would make the sponsor to have a positive attitude towards it”

While the foregoing is a truly expression of indignation regarding the case under review, it can be a miscamage of justice thereof if the perpetrators of corruption are set scot free.
Informant 9

The informant echoed opinions of the previous informants. She said that the Zimbabwe Football Association’s bad image was due to mainly poor governance. She cited lack of transparency and accountability as the major challenges impacting negatively on the Zimbabwe Football Association’s ability to secure Corporate Sponsorship. The informant had the following sentiments:

“With poor governance in place, no sponsor on this planet can part with his/her money sponsoring an Association like the Zimbabwe Football Association. Football commands more fans and has a large following in the world over. The Zimbabwe Football Association should rebrand so that the corporate world can have confidence in its operations”

The above statement shows that there are challenges of the Zimbabwe Football Association that needs to be addressed as a matter of urgency. Unless these challenges were sorted out the Zimbabwe Football Association will continue to suffer because of lack of sponsorship.

Informant 10

The tenth informant cited negative publicity that were caused by the infamous “Asiagate scandal”. He said that the Zimbabwe Football Association needs to put the case to finality so that its image improves to attract potential sponsors. He emphasized the need to involve all stakeholders including the media so that positive developments are highlighted frequently by the media. The media has the potential to make a difference to the image of the Zimbabwe Football Association. Naturally it can destroy or uplift an organization like the Zimbabwe Football Association. He said that failure to change its image, no sponsor is likely to commit large amounts of money to the affairs of football in Zimbabwe. The Zimbabwe Football Association also needs to employ highly qualified personnel with vast experience in the
following areas; finance, marketing, coaching administration and football development.

He said, “With the wrong people in office the Zimbabwe Football Association should not be expected to do right.” In other words he was calling for the Zimbabwe Football Association, the right of personnel at strategic positions.

After synthesizing responses from the ten informants at the Zimbabwe Football Association the following emerged as the main challenge affecting the Zimbabwe Football Association’s ability to secure corporate sponsorship. Bad image caused by negative publicity especially the Asiagate scandal that occurred between 2007 and 2009. Ninety percent of the informants acknowledged that bad publicity negatively affected the Zimbabwe Football Association for attracting corporate sponsorship. More than seventy percent also cited poor governance as the Zimbabwe Football Association as the second major challenge affecting the Zimbabwe Football Association in its quest to attract corporate sponsorship. A few cited economic down turn as major challenge affecting the Zimbabwe Football Association’s prospects for attracting corporate sponsorship.

4.1.1 Focus Group; responses on challenges faced by the Zimbabwe Football Association in securing corporate sponsorship

The focus group at the Zimbabwe Football Association which lasted for an hour, cited bad image as a major challenge. They cited the Asiagate Scandal as an example of a negative development that compromised the image of the Zimbabwe Football Association. This saga was reported as a sign of rampant corruption and untrustworthiness at the Zimbabwe Football Association. This made the image of the Zimbabwe Football Association get knock. One informant pointed out that,

“No sponsor can risk his/her money by assisting an association that has such
bad practices; the Zimbabwe Football Association is a very bad partner in as far as sponsorship is concerned”

The group also identified poor corporate governance in the previous the Zimbabwe Football Association administration. Examples cited were lack of accountability and lack of transparency. They said that main loopholes in the Zimbabwe Football Association were related to maladministration. The example they gave was, funds disappearing and officials of the national team travelling without being sanctioned by the Zimbabwe Football Association. The group said that there was a lot of unprofessionalism in the way the Zimbabwe Football Association conducted itself. All this was indicative of poor corporate governance. They accused the Zimbabwe Football Association of failing to meet its target on the accommodation of the Zimbabwe Football Association Village. They also castigated the Zimbabwe Football Association for lack of talent development policy. The group also expressed dismay on the way the Zimbabwe Football Association hired or fired coaches.

One informant lamented thus;

“The process of hiring and firing of coaches at the Zimbabwe Football Association is a cause of concern. Most coaches cannot motivate players who on many occasions don’t receive their allowances. Again lack of funds inhibits proper football development projects; we can continue firing coaches yet it is not their fault. Funds are needed for more friendly matches locally and internationally”

All this cited above were said to contribute to the bad image the Zimbabwe Football Association now has. This discourages sponsorship. The group also accused the Zimbabwe
Football Association of failure to come up with an aggressive marketing plan. They said that the Zimbabwe Football Association failed to market itself which compromises publicity. They said that this was caused by lack of proper knowledge on how to source for sponsorship. One of the group members said that the Zimbabwe Football Association needed to lure the Corporate World into partnerships with it. In order to get the deserved funding of its programmers. One participant reported,

“Sponsorship does not come so easily. The Zimbabwe Football Association should sweat so as to win it. It should prove that it is worth it”

4.1.2 Data obtained from documents on challenges faced by the Zimbabwe Football Association in securing corporate sponsorship

I also got information from reports and documents pertaining to the operation of the Zimbabwe Football Association. The facts from the following documents; sponsorship reports and responses, income and expenditure reports, fund-raising letters, memos indicated that some companies ignored the letters written to them by the Zimbabwe Football Association seeking sponsorship. Those that responded made reference to the poor economic conditions in the country which made them operate at a loss. Those companies that decided to give something only managed to give insignificant assistance. One document cited lack of perennial sponsors as in the case with other national Sports associations like the Zimbabwe Cricket, and Zimbabwe Rugby Union.

Ironically, the Zimbabwe Football Association kept a file containing sponsorship letters. However, it was reported that some information was not readily available but the reasons were not provided.
4.1.3 Responses from coaches on challenges faced by the Zimbabwe Football Association in securing corporate sponsorship

The coaches equally cited challenges that the Zimbabwe Football Association had in attracting sponsorship. Among other things, they cited bad image of the Zimbabwe Football association. This impacted negatively on development at the Zimbabwe Football Association. Scandals such as the Asiagate have continued to haunt management of football in Zimbabwe. They also cited corruption and generally maladministration of football in the country. They said that the Zimbabwe Football Association lacked transparency with regard to the selection of coaches, use of funds and placement of staff in offices.

One participant remarked,

“The corporate world tend to be attracted by best practices in management. If an association is always labelled as poor because the national team is performing dismally potential sponsors will shy away. The Zimbabwe Football Association should learn to create a conducive environment for better performance. This would then motivate players and coaches so that the team picks up a winning formula, which then attract sympathizers some of whom are potential sponsors”

One coach said “The Zimbabwe Football Association lacked an effective fundraising policy and that there is a lot of politicking at the expense of fund-raising initiatives”. In such circumstances the coach becomes an easy target for blame. There is high staff turnover with respect to the coaches. As a result there is lack of continuity in that development.
4.1.4 Responses from the Sports and Recreation Commission on challenges faced by the Zimbabwe Football Association in securing corporate sponsorship

A number of key informants were contacted and a time table arranged to have in-depth interviews with the Sports and Recreation Commission middle and senior management on challenges faced by the Zimbabwe Football Association in securing corporate sponsorship.

**Informant 1**

The first informant who happened to be a senior member gave several challenges that are encountered by the Zimbabwe Football Association in securing corporate sponsorship. The first challenge he referred to was the bad state of the economy in the country;

He said;

“Honesty, the current economic status of the country has impacted negatively to the ability of the Corporate World to sponsor football in the country. Football is the most supported sport but companies that have a positive attitude towards football are not in a position to sponsor. The current situation is quite disturbing”

The informant expressed sadness concerning the bad state of the economy. The second challenge he referred to was negative publicity by the country’s media organizations. He lamented thus;

“The Zimbabwe Football Association’s image has been marred by negative publicity especially the ‘Asiagate scandal’ ”

He said that the spate of negative publicity by the media has scared away potential sponsors. According to this informant, no sponsor can part with his or her money sponsoring an organization whose image is not reputable.
Naturally, the corporate world want to be associated with organizations and individuals whose background is clean.

The third challenge he referred to was poor corporate governance. He said that the current Zimbabwe Football Association administration is trying to put its house in order, unlike the previous the Zimbabwe Football Association administration.

In his opinion, the Zimbabwe Football Association’s administration (previous) was not accountable and transparent in its dealings with football issues in the country. He cited a number of instances when the national team players and officials were not paid their allowances and bonuses. This informant said that in his opinion, no sponsors want to be associated with an organization which lacks good governance.

He also echoed the following sentiments:

“The Zimbabwe Football Association is killing itself by failing to follow the principles of good governance. They ignore even the basis of management like auditing, accounting and transparency”

He also said,

“Football attracts the largest followers in the country. The Zimbabwe Football Association has failed to take advantage of this. Instead it has betrayed the nation by its bad practices. The damage the Zimbabwe Football Association has done to itself require a lot commitment to redress.”

Informant 2

The second informant also made reference to bad image like the first informant. He referred to the Asiagate Scandal which spoilt the Zimbabwe Football Association’s image but he emphasized the issue of poor governance. He said;
“The Zimbabwe Football Association’s image has been dented by poor governance. On many occasions players and technical officials were not being paid their allowances and bonuses on time showing lack of good governance”

He also cited corruption within the organization. In his opinion, corruption was rife at the Zimbabwe Football Association because funds were not being handled well. He said that funds were being abused and not accounted for.

**Informant 3**

The third informant echoed the same opinion as informant 1 and 2. She cited bad image as the main challenge facing the Zimbabwe Football Association in its attempt to source Corporate Sponsorship. She said that whilst the Asiagate scandal worsened the situation on bad image, the Zimbabwe Football Association had a bad image before the scandal. In her opinion the Zimbabwe Football Association was failing to run football affairs professionally. She said;

“Football administration at the Zimbabwe Football Association has never been good. I think we need well qualified and focused football administrators if our football is to improve”

The informant expressed bad feelings on the way football is being administered in the country from the time we got our independence.

**Informant 4**

The informant echoed opinions of the previous informants. He said that the Zimbabwe Football Association’s bad image was due mainly to negative publicity. He cited lack of transparency and accountability as a challenge impacting negatively on the Zimbabwe
Football Association’s ability to secure sponsorship. The informant had the following sentiments;

“When sponsors give money aimed at promoting the development and administration of football, they expect proper well managed accounting systems to be in place. Once they suspect any form of abuse of funds they cease to assist. Surely, is it fair to abuse other peoples’ money”

The informant stressed the need for transparency and accountability at the Zimbabwe Football Association.

**Informant 5**

The fifth informant also made reference to bad image and negative publicity. She also cited the poor state of the economy as a major challenge. In her opinion, most individuals and the corporate world love watching football. Most companies are struggling to survive and there is no they way they can sponsor football meaningfully; instead companies are concentrating on their core business.

The informant emphasized the need to improve the country’s economic status first so that the corporate world would be able to sponsor football. She also said that the Zimbabwe Football Association alone cannot run football successfully without a helping hand from the central government. She made reference to the way football is being run in other countries especially in Europe where she said governments fund football. In her opinion she said the following;

“Running football is not a joke. Football administration is very expensive; hence the government should fund football and other sport disciplines”
Informant 6
The sixth informant made reference to bad image and negative publicity. He however expressed concern on how the Zimbabwe Football Association administers football in Zimbabwe. He said that professionalism was lacking at the Zimbabwe Football Association. He said that the Zimbabwe Football Association should run football professionally so that the Corporate World can associate their brands with football. He lamented thus;

“A professionally run organization creates vast opportunities for securing corporate sponsorship. Individuals and corporates want to be associated with well managed organizations so that their products receive better mileage”

This informant emphasized the need for the Zimbabwe Football Association to be accountable and to be transparent in the way it manages football matters. This according to him, will help the Zimbabwe Football Association to lure corporate sponsorship.

Informant 7
The seventh informant echoed opinions of informants 1,2,3 and 5. He said that issues of bad image impacted negatively on the Zimbabwe Football Association’s ability to secure corporate sponsorship. He also referred to lack of qualified personnel at the Zimbabwe Football Association as a challenge. In his opinion, the Zimbabwe Football Association does not have properly qualified personnel. He emphasized the need to employ former football players, knowledgeable and skilled officers to run football in the country. In his opinion, the Zimbabwe Football Association should conduct thorough interviews and employ knowledgeable football administrator. He gave an example of Zambia’s Football Association whose President is Kalusha Bwala is a former player with experience and knowledge about football. He said;

“Former players have the love for football and can dedicate themselves to football development unlike chancers who only want to make quick money”
He went on to express the need to engage the responsible Ministry to monitor the affairs at the Zimbabwe Football Association so that the country’s football administrators can improve.

**Informant 8**

The informant also echoed opinions by the previous informants but stressed the need for the Zimbabwe Football Association to have an aggressive strategic and marketing plan. He said he said that the Zimbabwe Football Association lacked a proper strategic plan and vibrant marketing strategies. In regard, football commands the biggest audience in the world but the Zimbabwe Football Association lacks knowledge on how to lure corporate sponsorship. He said:

“No organization can lure sponsorship as long as it lacks a vibrant marketing plan and strategic planning; the Zimbabwe Football Association should be proactive so that it markets itself to lure corporate sponsorship.”

The informant said that the corporate world is always ready to sponsor football but the Zimbabwe Football Association is not proactive.

**Informant 9**

The ninth informant made reference to the unstable economy. He indicated that the Zimbabwe that individuals and companies could not afford due to the current poor state of the economy. In his opinion the corporate world wants to gain mileage by supporting football. He said once the economy improves the Zimbabwe Football Association would secure meaningful sponsorship. He lamented, thus;

“Once the economy improves, the Zimbabwe Football Association can secure sponsorship. The Zimbabwe Football Association should also put its house in order so that sponsors develop confidence in the Zimbabwe Football Association’s
He also said that the Zimbabwe Football Association should engage the new Ministry of Sports, Arts and Culture in its entire attempt to secure corporate sponsorship.

Informant 10

The tenth informant echoed most of the opinions by previous informants. He said that the Zimbabwe Football Association should improve its corporate governance so that it attracts corporate sponsorship. He said that the Zimbabwe Football Association's image needs to be spruced up as a matter of urgency. In his opinion, the Zimbabwe Football Association has the potential to secure sponsorship once it addresses all the current challenges that have spoilt its image. He gave an example of the Asiagate Scandal as a major case to be resolved before the corporate world and individuals change their attitude towards the Zimbabwe Football Association.

4.1.5 Opinions of football fans on challenges faced by the Zimbabwe Football Association in securing corporate sponsorship

The football fans agreed that the Zimbabwe Football Association had challenges on securing sponsorship. These challenges were a result of poor management, corruption, untrustworthiness and use of qualified personnel. They also accused the Zimbabwe Football Association of lack of accountability. All these had given the Zimbabwe Football Association a very bad image.

One fan even said, “The whole Zimbabwe Football Association board should be fired and a new energetic team should come forward to run the Zimbabwe Football Association’s affairs.
In his opinion the Zimbabwe Football Association is not performing to the satisfaction of the football-loving Zimbabweans. In contrary one soccer fan said;

“The current Chief Executive Officer is trying his best to come up with a number of positive changes in developing football management in Zimbabwe as comparison to the previous Chief Executive Officer”

4.2 How the challenges facing the Zimbabwe Football Association can be overcome

Responses from the Zimbabwe Football Association informants

Informant 1

4.2.1 On bad image

The first informant said that the Zimbabwe Football Association can minimize the effect of bad image by improving its image. It has to return confidence to the stakeholders and potential sponsor. All officials who were involved in the scandal that spoilt its image should be removed from the Zimbabwe Football Association. It should renew its management team. The informant said that the Zimbabwe Football Association should get rid of all corrupt tendencies. It should not ignore the calls to put its house in order. The informant also said the Zimbabwe Football Association should make clear how it intends to deal with issues of transparency and convince potential sponsors.

Informant 2

The second informant echoed suggestions made by the first informant. He said that the Zimbabwe Football Association had to improve its image. It should move all the staffers who are fingered in corruption. It should attend to all issues raised by stakeholders that highlight shortcomings that have tendered to undermine the confidence of the corporate world. He also said that the Zimbabwe Football Association should be
transparency in its operations.

**Informant 3**

The third informant emphasized consultation as a critical component in management of sport. He said the Zimbabwe Football Association should work closely with stakeholder so that it gets the desired advice and financial assistance. He said that the challenges at the Zimbabwe Football Association requires a collaborative approach. The corporate world needs to be seriously romped in and other technocrats in terms of image improvements should be involved. It should involve auditors. News reports if positive can bring back sponsor confidence. The Zimbabwe Football Association should ensure that the corporate world takes centre stage in the affairs of football.

**Informant 4**

The informant echoed what other informants had given. He suggested improving of image, consulting technocrats in sports management and involvement of the corporate world in its day to day life. He emphasized the fact that the Zimbabwe Football Association should stop politicizing issues. The example he gave was the selection of National team players and even office bearers because they are critical with regard to coming up with a winning approach. The corporate world expects football administration to be done professional.

**Informant 5**

The fifth informant made reference to issues of improving the image of the Zimbabwe Football Association and further fostering a work ethic consistent with the core values football board. He emphasized the fact that the Zimbabwe Football Association should conclude the
unresolved “Asiagate Scandal”. Once these issues are addressed, this would go a long way towards fostering at the Zimbabwe Football Association. Sanity brings confidence to the corporate world.

**Informant 6**

This informant emphasized the need for the Zimbabwe Football Association to be professional in its activities. It should endeavor to practice good governance so as to improve its image. It should be accountable and transparent in its dealings with employment and financial matters. He said that potential sponsors are encouraged by best practices in the management of football.

**Informant 7**

The informant made reference to the need for the Zimbabwe Football Association to improve its public image. As what other informants said, this can be done by resolving issues like the “Asiagate Scandal”. It should come out open on how it will deal with corrupt players and officials. Sponsors always want to assist where they are assured of proper use of their money.

**Informant 8**

The eighth informant echoed the sentiments made by informants 1, 2 and 3. He emphasized the need for the Zimbabwe Football Association to work on improving its image as a strategy to lure corporate sponsorship. He said that issues like the “Asiagate Scandal” that are still pending in courts should have been dealt with once and for all. He said that the media should be used to release positive news on all positive actions that the Zimbabwe Football
Association is going to embark in its quest to have a good image. He said once that is done, quite a number of sponsors will chip in to support the most loved Sport (football).

**Informant 9**

The ninth informant echoed what the majority of the informants alluded to. He emphasized the need for the Zimbabwe Football Association to immediately change its image by rebranding. He also said the Zimbabwe Football Association has the potential to secure Corporate Sponsorship as long as it (the Zimbabwe Football Association) improves corporate governance. He emphasized the need to run the Zimbabwe Football Association affairs professionally hence the need to employ highly qualified and experienced personnel.

**Informant 10**

The tenth informant stressed the need for the Zimbabwe Football Association to put its house in order first. He lamented thus,

“A complete overhaul of the current the Zimbabwe Football Association administration is needed. Once this is done, the Zimbabwe Football Association should be able to lure corporate sponsorship. Preference should be given to former football players like Peter Ndlovu, Sunday Chidzambwa, Alois Bunjira, Felix Tangwarima, who can be used to convince the corporate world to sponsor football in the country”

The main idea highlighted by the above informant is that former players have love for the game, they have experience, and they have good names in football and therefore can successfully assist the Zimbabwe Football Association in securing Corporate Sponsorship.

The common findings on challenges faced by the Zimbabwe Football Association in securing
corporate sponsorship as revealed by the informants from the Zimbabwe Football Association, Sports and Recreation Commission, soccer coaches and soccer fans are mainly bad image caused negative publicity and poor governance.

4.2.2 Focus Group; suggestions on how to overcome challenges faced by the Zimbabwe Football Association in securing sponsorship

The focus group gave various suggestions that could be used by the Zimbabwe Football Association. They said the Zimbabwe Football Association should improve its image. It should redress corruption issues in which some of its officials are fingered. It should resolve burning issues such as the Asiagate Scandal. They said that the Zimbabwe Football Association should be transparent and trustworthy so as to lure sponsorship. They said that the Zimbabwe Football Association should be fair and objective when it employs its staff or select for national teams.

4.2.3 Coaches: Suggestions on overcoming challenges faced by Zimbabwe Football Association

Coaches suggested that the Zimbabwe Football Association should be transparent its use of money and hiring of coaches. They also suggested that the Zimbabwe Football Association should clearly spell out how it intends to involve all stakeholders in it is programmes. It should also prove that it will work towards fulfilling all its obligations. The Zimbabwe Football Association should show commitment in developing football at all levels so that potential sponsors appreciate it.
4.2.4 Football Fans: Suggestions on overcoming challenges faced by the Zimbabwe Football Association

Football fans came up with several suggestions on how to overcome challenges in securing sponsorship. They echoed most suggestions by informants, focus groups and coaches. They emphasized the renewal of the Zimbabwe Football Association administration. They argued that these administrators had failed to meet expectations of stakeholders. The Zimbabwe Football Association should prove that they are committed to developing football in Zimbabwe and fulfill its mandate. They said the Zimbabwe Football Association should convince the sponsors and come up with clear policies on the use of funds.

4.2.5 The Sports and Recreation Commission: Suggestions for overcoming challenges faced by Zimbabwe Football Association

Informants from the Sports and Recreation Commission echoed what all the other informants had said. They however, emphasized the need to be accountable in terms of the use of funds, employment, selection of players that it is committed to completing all its hanging projects like the Zimbabwe Football Association Village. The Zimbabwe Football Association should also do a lot in terms of consulting knowledgeable people for advice.

4.3 Strategies that can be used by the Zimbabwe Football Association to secure sponsorship

Informant 1

The informant suggested the need to have a good marketing strategy. This should be directed at the potential sponsors. The Zimbabwe Football Association should sell its programme and objectives to the corporate world so that it appreciates it. This should involve the people who
have the technical know-how on marketing.

**Informant 2**
The second Informant emphasized the need to strike partnerships with the corporate world. This means working together in planning and implementing ideas together. The sponsors want to invest or assist where they are involved and recognized. Thus, respecting its partners and do what they will have agreed. Once that is done, sponsors will be attracted.

**Informant 3**
The third Informant emphasized the idea of engaging the government especially the newly created Ministry of Sports Arts and Culture. This Ministry would assist in linking the Zimbabwe Football Association with the Corporate World by issuing supporting letters.

**Informant 4**
The fourth Informant emphasized the need to employ well qualified people in specific offices of the Zimbabwe Football Association for example, in the accounts office, there should be someone with at least a first degree in accounting and vast experience in handling funds for a big national sports organization like Zimbabwe Football Association. It should also employ people with experience in marketing particularly those from the business world. This will enable the Zimbabwe Football Association to market its programme meaningfully.

**Informant 5**
This informant emphasized the need for the Zimbabwe Football Association to increase the use of Committees. There should be sub-committees responsible for the various issues, for
example finance, marketing and general administration. This will ensure that work is done effectively in that respect.

**Informant 6**

The informant emphasized the need for strategic planning. He said that the Zimbabwe Football Association needed to do a lot of strategic planning in all respect. This should also focus on attracting corporate sponsorship. A strategic plan works as a guide on what needs to be done within a given time-frame. A convincing strategic plan can convince potential sponsor.

**Informant 7**

This informant emphasized the need for the Zimbabwe Football Association to rebrand. He said that the Zimbabwe Football Association should be given a new outlook so that the old outlook that discouraged sponsors is removed. The new Zimbabwe Football Association outlook should be improved in all respect even in the way it deals with sponsorship issues. This informant stressed the need for good corporate governance.

He also said the following

> "Football is a universal and a unifying sport, add transparency and good governance to that, it becomes a massive corporate brand which every company worth its salt will want to partner. Quite a number of Zimbabweans love football, but for as long as people keep saying that football is disorganized it will remain difficult to attract sponsorship. Pouring money in a disorganized entity would be money down the drain."

The above sentiments are clear indication of the need for good corporate governance,
creating a platform to attract corporate sponsorship.

**Informant 8**

This informant echoed the same sentiments as informants 1, 2, and 4. He stressed the need for the Zimbabwe Football Association to have a vibrant marketing strategy. He said that with good marketing strategy, the Zimbabwe Football Association will attract meaningful corporate sponsorship. He also made reference to the need for the Zimbabwe Football Association to partner with private companies who have the potential to sponsor certain programmes at the Zimbabwe Football Association. For example, football development programmes, that include, training and talent identification. He also made reference to the need for the Zimbabwe Football Association to employ qualified, knowledgeable and experienced personnel. According to this informant, once the above is done, there is no reason why the Zimbabwe Football Association fail to secure corporate sponsorship.

**Informant 9**

This informant emphasized the need for the Zimbabwe Football Association to have a strategy plan which is convincing. He said an organization that does not have a meaningful strategic plan can not convince potential sponsors. He also mentioned the need for the Zimbabwe Football Association to improve its image in order to build investor confidence.

**Informant 10**

The 10th informant echoed what was said by informants 1, 2, 3, 4, 5 and 7. He stressed the need to take the necessary steps now, so that football regains its status locally, regionally and internationally. He also made mention of the need for the Zimbabwe Football Association to
engage the government in its endeavor to secure corporate sponsorship.

4.3.1 Coaches: Strategies that can be used by the Zimbabwe Football Association on securing corporate sponsorship

Coaches also made their suggestions that included employing the rightful people in sourcing sponsorship from the corporate world and also emphasized the need to rebrand the Zimbabwe Football Association and use former football players in linking the Zimbabwe Football Association with the corporate world.

4.3.2 The Sports and Recreation Commission personnel on strategies to secure corporate sponsorship

The informants at the Sports and Recreation Commission also echoed the fact that the Zimbabwe Football Association should rebrand so that it adopts a new outlook so that it will appeal to the Corporate World. This change should convince the corporate world so that they offer assistance without fear of their money being misused. They emphasized the need for the Zimbabwe Football Association to have strategic planning in terms of marketing which will lure Corporate World.

4.3.3 Fans: Strategies that can be used by Zimbabwe Football Association in securing corporate sponsorship

The fans also said that the Zimbabwe Football Association has to prove its marketing strategy. It should involve some knowledgeable people in sourcing for Corporate Sponsorship. They argued that they also can be involved in some of the committees since they are a very
important stakeholder.

4.3.4 Focus Group on Zimbabwe Football Association’s strategies to secure corporate sponsorship

The groups suggested a number of ways that the Zimbabwe Football Association can employ in order to secure sponsorship. They echoed informants suggestions of coming up with strategic planning. They also said the Zimbabwe Football Association should rebrand and adopt an improved outlook in all respect. They also emphasized the need for the Zimbabwe Football Association to strike partnerships with the Corporate World. It should also rekindle its relationship with former players who can come forward to assist in sponsorship. These can work as the Zimbabwe Football Association ambassadors to the Corporate World.

4.4 Stakeholder Participation in enhancing the Zimbabwe Football Association’s ability to secure Corporate Sponsorship

In order to attract sponsorship the Zimbabwe Football Association cannot work as an entity. It should partner with the various stakeholders. These include football followers, the corporate world, the recently formed Ministry of Sport Arts and culture, the Sports and Recreation Commission (SRC) and National Sports Association’s including the Zimbabwe Olympic Committee. The above stakeholders should have a part to play as explained below:

The Ministry of Sport Arts and Culture

The Ministry of Sport Arts and Culture which oversees matters to do with all sporting activities in the country has a budget allocation from treasury and has the mandate to
fund sport especially national teams. The Ministry can fund football teams and can persuade and convince the corporate world to sponsor football in the country.

**The Sports and Recreation Commission**

This is an organ created by an act of parliament to run sport in the country. The researcher interviewed personnel at the Sports and Recreation Commission. It was established that the Sports and Recreation Commission can assist the Zimbabwe Football Association and other national sports associations, by issuing letters confirming their authenticity in order to secure sponsorship. Letters from the Sports and Recreation Commission would also help organizations like the Zimbabwe Football Association to sought out cabinet authorities for outside trips / assignments.

**The Zimbabwe Olympic Committee**

The Zimbabwe Olympic Committee helps in identifying talent and would give the necessary assistance at times to national sport associations. The Zimbabwe Olympic Committee can assist in developing junior soccer and training of personnel in sports administration. When consulted the Zimbabwe Olympic Committee can assist with material and financial resources.

**Soccer Fans**

These are critical in football development. A number of individual football fans could make meaningful donations in cash or kind. Support given by the fans during football matches is vital. Last year, the Zimbabwe Football Association is reported to have hiked gate takings in an attempt to beef up the Zimbabwe Football Association coffers.
The support given by football followers is critical. The fact that soccer fans go and watch live matches help in beefing up the Zimbabwe Football Association’s coffers. There are also some individuals who can assist by persuading their Chief Executives at their work place to sponsor football in the country.

The corporate World

The corporate world has to date played a significant role in developing football in the country. For example, “The Sunday Mail, August 19-25, 2012 reported that the Warriors almost failed to travel and play against Mozambique in Maputo in 2012 but Mbada Diamonds rescued at the eleventh hour”. Again the Sunday Mail, June 16-22 2013 reported that, “BancABC came to the rescue of the Zimbabwe’s most beloved sports team, the Warriors, who were in danger of failing to fulfil the away 2014 World Cup qualifier in Guinea on 16 June 2013”. Had it not been of the assistance rendered by the corporate world on many occasions, football teams could have suffered by failing to fulfil international assignments.

The above examples are clear testimony that the corporate world has a greater role to play in the administration and management of football in Zimbabwe and the world over. The Commercial Bank of Zimbabwe also sponsors football in Zimbabwe. Delta Beverages, Nyaradzo Funeral Services and other corporates support footballs in the country.

4.5 Benefits of Corporate Sponsorship on the development of soccer

Findings from the informants at the Zimbabwe Football Association, the Sports and Recreation Commission, soccer coaches and soccer fans revealed that sponsorship is a
critical anchor in developing football from grassroots level the world over. The following were cited as the benefits of corporate sponsorship. With adequate finances, grassroots soccer development programmes would be put in place. Identified talented athletes can camp together and receive expert training at football academics. Qualified soccer coaches and other technical officials can be employed in all country’s districts to improve soccer in the country. With sponsorship at stake, more workshops, seminars, coaching clinics can be organized to capacity – build both technical staff and football players. Friendly matches can be organized locally, regionally and internationally thus, creating a platform for players to learn experience and have exposure on some of the current scientific ways of playing football. With adequate sponsorship, coaches and player's allowances would be availed and lure them to remain in the country not resorting to securing opportunities in foreign countries where it is lucrative.

The findings also revealed that sponsorship enable football administrators to run soccer professionally. Naturally, football is an expensive game because it is a team game. Travel allowances for players and their up keep is a challenge in the absence of sponsorship. Dietary and training needs of athletes require substantial amount of money. The foregoing is a clear testimony that sponsorship is an anchor to the development of football.

4.6 Discussion of Data

What challenges are faced by the Zimbabwe Football Association in attracting corporate sponsorship?

4.6.1 Bad image and negative publicity

Information from in-depth interviewing was strongly corroborated by data from other methods like Focus Group Discussions (FGDs) as detailed in the discussion below;
Evidence from the focus group show that the Zimbabwe Football Association is facing challenges that are related to bad image and negative publicity. This is also echoed by informants who were interviewed. They said that the Zimbabwe Football Association’s efforts to seek corporate sponsorship was compromised by the bad image and negative publicity. The same was said by the Sports and Recreation Commission personnel, coaches and football fans. They all concurred that the Zimbabwe Football Association had problems and challenges in sourcing corporate sponsorship, because of its image that had been tarnished by such negative developments as the “Asiagate Scandal”

The so called “Asiagate Scandal” was a match fixing scandal in which the outcome of the matches between the Zimbabwe national football team and some Asian national teams were determined before the matches. This batting scandal allegedly involved the Zimbabwe Football Association officials and players and some batting syndicates in Asia. Match - fixing is unethical and a crime which brings the game of football and association into disrepute.

The above evidence is also supported by reviewed literature. Dibb et al (2001) posit that, the sponsor cannot risk becoming involved with the event or organization which has ‘risque’ reputation and unprofessional management. Such a situation according to Dibb et al (2001) threatens the sponsor’s reputation and brands. The Zimbabwe Football Association President Cuthbert Dube was quoted saying, “Our Football had gone to the dogs”. He said this referring to the Asiagate scandal that had rocked the country’s football.

The so called “Asiagate - match - fixing - scandal” which allegedly occurred between 2007 and 2009 impacted negatively and tarnished the Zimbabwe Football Association’s image. This can be seen therefore that no sponsor can associate with an organization whose image threatens it branding. The image of the Zimbabwe Football Association is also tarnished by
reporters on corruption in the appointment of coaches, team selection and staffing. There also have been reports of misuse of funds.

The string of poor performances of the national team has not augured well for the Zimbabwe Football Association. The team has never qualified for the World Cup 34 years after independence. The warriors only qualified twice since 1980 for the Africa Cup of Nations. This has painted a very bad picture for the Zimbabwe Football Association. As a result, potential corporate sponsors have been discouraged from releasing their money, some even withdrew sponsorship.

The problem of bad image and negative publicity can be overcome by the following gathered from the research study; interviewees, questionnaire respondents, focus group discussion. Data generated from the above indicated the need for the Zimbabwe Football Association to change its image. The Zimbabwe Football Association spoilt its image by such developments as the “Asiagate Match-fixing Scandal.”

Evidence from the research study point to the fact that the Zimbabwe Football Association should work hard to change its tainted image, by taking stern measures on all culprits implicated in the “Asiagate - match - fixing -scandal”. In support of this, The Herald, Tuesday 3, April 2012 quoted the current the Zimbabwe Football Association Chief Executive Officer saying, “The association is desirous to see finality of the affected normal fibre of Zimbabwean Football”. The same paper quoted the Zimbabwe Football Association Chief Executive Officer saying “the Zimbabwe Football Association didn’t want any form of corrupt elements in our football; we are determined to introduce a clean slate to avoid a situation where the national game is mired by corruption.”
The statement above show the effort being taken by the Zimbabwe Football Association in its
effort to improve its image. The Zimbabwe Football Association Chief Executive Officer said
this in his letter to FIFA’s man in-charge of security as he was updating him of the frantic effort
that the Zimbabwe Football Association was doing to the implicated football players, technical
officials and referees. On the same case (The Asiagate scandal), the Zimbabwe Football
Association President was quoted by the Sunday Mail, March 4-10 as saying, “The Ethics
Committee is doing a tremendous job. As the Zimbabwe Football Association we are
committed to getting the bottom of this matter and we will not be deferred by any threats.”
The above statement is clear testimony that the Zimbabwe Football Association is trying to
build a good image contrary to the negative reports by the media.

Hard administration through mainstream governance is needed at the Zimbabwe Football
Association to put its house in order. Bad image and negative publicity discourages
sponsorship from the corporate world. The Zimbabwe Football Association had been carrying
out investigation on alleged match-fixing scandal since 2010 and reportedly suspended
three of its board members who were involved in the scam.

In other words, the image of the Zimbabwe Football Association can be improved by taking
corrective measures on all guilty players and officials. The Herald, Friday 9 March 2012
reported that the Zimbabwe Football Association had suspended 96 players from playing
football until their names were cleared by an Independent Ethics Committee. In support of the
above statement, the same paper quoted an official from the world’s soccer governing body
FIFA saying,

*We take this opportunity to confirm FIFA’s support towards the Zimbabwe*
The above statement assists in building confidence to the generality of football fans and the corporate world. The current the Zimbabwe Football Association administration is commended for having taken measures to cleanse the corrupt tendencies by players and officials who allegedly involved in the match-fixing scandal.

Having analyzed responses from the interviewees and questionnaire respondents and information obtained from literature review, one gets to appreciate the efforts being taken by the Zimbabwe Football Association in its quest to clear its image and negative publicity. When allegations are raised, action should be taken so that those who read the news will be convinced by the actions taken and they develop confidence to align themselves with the organization (the Zimbabwe Football Association in particular).

4.6.2 Unstable Economy

Unstable economy emerged as one of the challenges faced by the Zimbabwe Football Association in its thrust to secure corporate sponsorship. Quite a number of responses cited economic retardation in the country as a barrier to sponsorship. Data generated from interviewees, questionnaires respondents and focus group, show that the unstable economic situation affected sponsorship opportunities. Responses from questionnaires cited economic turn down as a challenge to securing corporate sponsorship. Responses from the focus group conducted at the Zimbabwe Football
Association showed an agreement that unstable economic situation affected sponsorship opportunities at the Zimbabwe Football Association. Interviewed personnel at the Zimbabwe Football Association also cited economic turn down as a challenge. Kanhukamwe (2004:158), posts that, “trying to get a sponsor in today’s economic environment on the basis of helping sport or on a social responsibility obligation has no chance.” The above statement supports the fact that it is difficult to secure sponsorship when the country’s economy is not performing well.

Companies operating in an unstable economy like the prevailing situation in Zimbabwe are facing viability challenges. These are operating at a loss, so they concentrate in their core business as they struggle to survive. What this means is that, they cannot have extra resources to sponsor football in the country. The Zimbabwe Football Association may not be able to secure sponsorship from the companies whose owners are from countries that imposed sanctions on Zimbabwe.

4.6.3 Lack of transparency and accountability

From the data obtained from interviewees, focus group, questionnaire respondents, it is evident that the above is a challenge that impacted negatively on the Zimbabwe Football Association’s effort to secure sponsorship. From the evidence gathered, responses from the focus group at the Zimbabwe Football Association and from questionnaire responses (football fans) and interviewees at the Sports and Recreation Commission they cited lack of transparency and accountability as a challenge.

Bunjira, quoted by the Sunday Mail, September 8-14, 2013 said, “It is such lack of
transparency at times that scare away potential sponsors”

No sponsor would put his money where transparency and accountability is lacking. A professionally run organization should be transparent on how it makes its decisions for example, the way board members are elected into office should be open to all. The above challenge can be overcome by number of ways:

Good governance is needed at the Zimbabwe Football Association. All income and expenditure records should be updated and free to be audited at any time (transparency). In support of the above statement, the Sunday Mail June 3-9, 2012 quoted the Zimbabwe Football Association president saying, “The Zimbabwe Football Association was no longer handling money from corporate sponsors as was the case in the past where funds were being siphoned off from the Zimbabwe Football Association account.”

The above statement supports the fact that the current the Zimbabwe Football Association administration is trying to involve an independent Committee manage the Zimbabwe Football Association finance sourced from the corporate world. This approach builds confidence on corporate who might want to sponsor football (the Zimbabwe Football Association).

The Zimbabwe Football Association should also be transparent in the selection process office bearers, such football coaches, officials accompanying football teams (away trips) and national team players. The Zimbabwe Football Association should always maintain detailed and up-to-date Income and Expenditure statements. Records should be made public so that corporate world and football fans start building
confidence in the Zimbabwe Football Association’s administration.

4.6.4 Lack of funding from the government

Responses from interviewees, focus group, questionnaire responses support the fact that there was no regular funding from the government. In most cases, ad-hoc funding on request were provided for the national team. Evidence from the focus group at the Zimbabwe Football Association and the Sports and Recreation Commission support that there was no funding from the government.

Evidence from Interviewees at the Zimbabwe Football Association also pointed to the same point that there was no funding from the government. Only adhoc support was given at times on request. For instance, The Sunday Mail, March 17-23, 2013 reported that the Zimbabwe Football Association launched an application for a US $ 300 000 grant from the Ministry of Education, Sport Arts and Culture to cover the senior national team’s trip to Egypt for their World Cup qualifying clash in Alexandria at the end of March 2013.

Without funding from the government, football administration becomes a difficult task. In most countries, football is being sponsored by respective governments. Sibanda, quoted in the Herald Friday 13 September 2013 had this to say, “There should be collaboration between government and private sector to support football and sport in general. In other words, the government alone cannot sustain the sponsorship required of football.” Football administration is very expensive, hence, the Zimbabwe Football Association cannot sustain proper football management without the support of the government and the corporate world.
4.6.5 The challenge on poor governance

Poor governance at the Zimbabwe Football Association emerged as a challenge to securing corporate sponsorship. Evidence obtained showed that there was poor corporate governance at the Zimbabwe Football Association. Evidence obtained from the questionnaire responses (football fans) showed an agreement to the fact that there was poor governance at the Zimbabwe Football Association. Evidence from the Sports and Recreation Commission pointed to the same point. Evidence from interviewees at the Zimbabwe Football Association support the fact that poor governance is a challenge. In support of the above, the Sunday Mail, 8-14 December 2013 reported that the country's football leadership was summoned to appear before a parliamentary Portfolio Committee on Sport, Arts and Culture twice to provide oral evidence on the goings on at the debt ridden football association which has suffered a barrage of criticism, over the manner it is administering the game. The above is a disturbing statement which shows how badly football has being administered in the country. In football administration, there are a number of factors that should be considered. Below are some of these factors:

- **Qualified human personnel (the Zimbabwe Football Association)**

Qualified and knowledgeable personnel are needed so that they do their work professionally. From the bio-data obtained during the study, the majority of the interviewed personnel have attained tertiary qualifications and only attained secondary education. Some of the interviewed informants did not have requisite qualification on football administration per se.
- **Work experience**

Evidence obtained under bio-data of the interviewees at the Zimbabwe Football Association had work experience ranging between 6-10 years. In terms of experience, the researcher felt that employees had adequate experience on football administration.

### 4.6.6 The challenge on misconceptions on football

The challenge on negative perceptions on football sponsorships also emerged as a challenge. Responses obtained from the questionnaire respondents (football fans) revealed that the corporate world negatively perceive the idea of sponsoring football in Zimbabwe. Interviewees at the Zimbabwe Football Association cited negative perception by the corporate world in sponsoring football, due to lack of confidence in the manner funds were being handled at the Zimbabwe Football Association. The above scenario is quite unfortunate because companies that sponsor events or football benefit each time they provide sponsorship to an organisation or event. Kotler, Armstrong, Saunders and Waung, (1999) perceive sponsorship, as a vehicle through which corporations gain public relations exposure. The foregoing show that when companies sponsor events they gain mileage. David (2001:514), posts that, “Sponsorship in its study years was really about getting exposure for brands.”

Big companies used to sponsor big events for big money in exchange for having the brand logo on boards at the sides of the ground. The above statements support the
fact that sponsorship provides a platform for companies to market their brands provided they partner with reputable organisations. No sponsor wants to put his money where good corporate governance is exercised.

4.6.7 The challenge on lack of vibrant marketing and publicity department

Evidence obtained from the collected data show that the Zimbabwe Football Association lacks a vibrant marketing and publicity department. The researcher however, established the presents of the marketing and publicity department at the Zimbabwe Football Association. The cause of concern is probably the effectiveness of the department.

The challenge on lack of a vibrant Marketing and publicity can be overcome by employing highly qualified knowledgeable and motivated marketing and publicity personnel who should market the Zimbabwe Football Association as a brand. In support of this, Zvomuya and Kanhukamwe (2004:158), say, “it is essential to know and understand the majority needs of the sponsor and his product”. This means that one has to understand the basic principles of marketing especially added value marketing thus, giving a competitive advantage: Davis et al (1986), say that, “proper and appropriate marketing plans and strategies must be put in place.” The above assertions point to the fact that marketing and publicity should be done by knowledgeable personnel. Effective marketing strategies should be employed to ensure that the sponsor get value for their money. (Honeybourne, 1996). In marketing, good public relations is a tool to securing sponsorship. (Kotler, 2003). The Zimbabwe Football Association should try and build positive linkages with the various media
organizations so that its programmes are positively published thus, building a positive image.

4.7 Overcoming Challenges on Sponsorship

4.7.1 The challenge of unstable economy can be overcome by the following ways:

- Involving multiple partners so that they can contribute what they can afford. The more the sponsors, the bigger the sponsorship package. In a situation where the economy is low, a few will be operating at a low level and cannot sponsor. People should work together to support football in the country.

4.7.2 The challenge on misconceptions by the corporate world on sponsoring football can be overcome by the various ways and strategies:

- The Zimbabwe Football Association in partnership with the Ministry of Sports Arts and Culture should organise all stakeholder massive workshops on the role of sponsorship. It should be made clear that both the sponsor and sponsee would benefit.

  “Through sponsorship, companies hope to get returns in exposing, advertising and promotion to such an extent that the sponsor will say yes, we got value for our money” according to Davis et al. (1986:421)

- The Zimbabwe Football Association should also put its house in order, run football professionally, in order to attract corporate sponsorship.

- The Zimbabwe Football Association should be a reputable organisation. Kotler (2003), asserts that, an individual team or organisation should be organised, reputable so that it lures sponsors. Sponsors do not want to be associated with
unreliable organisations or individuals. Good relations is a tool to securing sponsorship.

4.7.3 The challenge on lack of funding by the government can be overcome by the following ways:

- The government recently formed a new Independent Ministry of Sports Arts and Culture which oversees sports issues in the country. As a Ministry, it will start accessing funds from treasury that could be used by national sports associations (including the Zimbabwe Football Association). The Zimbabwe Football Association can engage the Minister of Sport Arts and Culture, in its drive to secure corporate sponsorship. Once the government start funding football, the corporate world would follow suit.

- The Zimbabwe Football Association should come up with a number of income generating activities such as requesting for a farm from the government. A farm, if used well can generate the much needed revenue.

- The government can introduce football levy in schools to boast funds for football in this country. Income generating projects like the “Dollar for football” project which was endorsed by the Deputy Minister of Sports, Arts and Culture in 2013 is a viable project that can raise funds for the Zimbabwe Football Association.
4.7.4 The challenge on poor governance can be overcome by the following ways and strategies:

- The Zimbabwe Football Association should employ highly qualified, knowledgeable and motivated personnel who can make the organisation vibrant and ticking.
- The Zimbabwe Football Association should staff develop its workers on current football administration skills.
- The Zimbabwe Football Association should be accountable, transparent and strategic in its dealings with football issues.
- The Zimbabwe Football Association should put its house in order so that it becomes reputable and run football professionally.
- The Zimbabwe Football Association should follow codes of ethics as stipulated by the international football governing board FIFA and should follow all laid down statutes.

4.8 Summary

This chapter presented data on the challenges encountered by the Zimbabwe Football Association in securing corporate sponsorship. The data generated through in-depth interviews, focus groups, documentary analysis and open ended questionnaires was presented qualitatively in line with research questions. The qualitative data was then discussed and a synthesis of data generated as indicated above. The discussion also included information established through review of related literature.
5.0 Introduction

The aim of the study was to investigate the challenges being faced by the Zimbabwe Football Association in securing corporate sponsorship. This was done with reference to the Research questions and objectives. The chapter dealt with the summary, conclusions and recommendations.

5.1 Summary

This study was on the challenges encountered by the Zimbabwe Football Association in securing sponsorship. The study sought to establish the challenges faced by the Zimbabwe Football Association in securing corporate sponsorship. This was done with reference to research questions and objectives as outlined: The study employed a “constructivists paradigm and a qualitative research approach was used specifically as a case study design. The following qualitative instruments were used to generate data; in depth interviews, focus groups, documentary review and open ended interview guides.

The study revealed that the Zimbabwe Football Association has a number of challenges which should be ironed out in order to enable it to secure corporate sponsorship. The challenges were mainly; negative publicity, poor corporate governance, lack of accountability and transparency, lack of qualified personnel, lack vibrant strategic plan, negative perceptions by corporate world and individuals.

It emerged from the study that nothing is insurmountable and the various stakeholders can contribute towards enhancing the Zimbabwe Football Association’s ability to attract sponsorship. A number of strategies can be employed by the Zimbabwe Football Association.
to secure corporate sponsorship. Recommendations aimed at improving the current state of affairs at the Zimbabwe Football Association have been brought to the fore with a view to attract corporate world.

5.2 Conclusion(s)

The study managed to answer the research questions. It emerged from the study that the Zimbabwe Football Association had challenges in securing corporate sponsorship that could be overcome. In overcoming these challenges key stakeholders can be involved to assist the Zimbabwe Football Association in its efforts to secure corporate sponsorship; because it cannot overcome these challenges, as a single entity. The future of the Zimbabwe Football Association’s chances of securing sponsorship is largely bright provided the current Zimbabwe Football Association administration takes the necessary steps to improve its image and start implementing good corporate governance and run its affairs professionally so that it can attract sponsorship. This research revealed that the Zimbabwe Football Association has the ability to attract sponsorship from the corporate world once existing challenges are dealt with.

The establishment of a new and an independent Ministry of Sport, Arts and Culture is a positive development that is likely to see the Zimbabwe Football Association getting funding from the Government to ease its financial woes. The study established that there were great efforts that the Zimbabwe Football Association was focusing upon to improve its budgetary constraints. For example, projects such as “Dollar-for-football”, farming and mining activities. In addition, fundraising activities have been incorporated into the Zimbabwe Football Association’s strategic plan. Football administration requires the effort of all stakeholders.
People should desist from pointing fingers to the Zimbabwe Football Association board members and coaches then instead work as a team to improve development and management in Zimbabwe. New insights have been made from this research. Literature based on Zimbabwean issues has not been established from the reviewed literature but this researcher generated new knowledge specific to Zimbabwe. Sponsorship has been there between the corporate world and sporting bodies but has not been made an academic issue. Literature on challenges on corporate sponsorship was reviewed but this study proffered solutions to the Zimbabwean situation. This study will provide a platform for further research on sponsorship issues. Given the foregoing, it can be argued that the Zimbabwe Football Association had the opportunity to bring sanity to the affairs of football to Zimbabwe.

5.3 Recommendations

The researcher recommends the following steps aimed at improving sponsorship at the Zimbabwe Football Association and ultimately football itself.

- The Zimbabwe Football Association should work towards the improvement of its management style in order to attract sponsorship from the corporate world.
- The Zimbabwe Football Association should manage football professionally in order to lure corporate sponsorship.
- The Zimbabwe Football Association should be transparent and be above board in its operations.
- The Zimbabwe Football Association should bring Asiagate Scandal to finality.
- The Zimbabwe Football Association should engage the corporate world and convince them of the need for sponsorship.
• The Zimbabwe Football Association should also engage the Government through the Ministry of Sport, Arts and Culture, with a view to alleviate its budgetary constraints.

• The Zimbabwe Football Association should have an aggressive strategic planning in place.

• The Zimbabwe Football Association should call for a Multi - Sectorial Approach to secure sponsorship.

• The Government of Zimbabwe, through the Ministry of Sports Arts and Culture, should assist all football national teams, that is, under 17, under 23, the Mighty Warriors and the Warriors.

• The Zimbabwe Football Association should, from time to time, convene all-stakeholder workshops involving captains of industry.

• The Zimbabwe Football Association's financial management should improve so that projects such as the “Dollar- for- football” project would be a success story that will boost the Zimbabwe Football Association's coffers.

• The Zimbabwe Football Association should employ highly qualified, knowledgeable and motivated Marketing and Publicity officers who can market the Zimbabwe Football Association.

• The Zimbabwe Football Association should partner with foreign clubs such as those from South Africa and Europe so that it benefits administratively and financially.
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The Times, 2-8th May 2009


In-depth Interview Guide for the Zimbabwe Football Association Personnel

My name is, Simbarashe Magonde. I am a candidate of the Master of Philosophy in Physical Education and Sport with the Zimbabwe Open University. I am carrying out a study to establish “the challenges faced by the Zimbabwe Sports Organizations, A Case Study of the Zimbabwe Football Association”

The purpose of this questionnaire is to find out from you, your perceptions on soccer sponsorship at ZIFA. The challenges of Sourcing Corporate Sponsorship have a bearing on soccer development and management hence, your contribution, suggestion and recommendations will be utilized meaningfully in this research. Information obtained will be used for academic purposes only. Your honest opinion will be treated with strict confidence.

Section A

Biographic Data

1. Age: Below 20

2. 20 – 30

3. 31 – 40

4. 41 - 50
2. Marital Status:

   Single
   
   Married

   Divorced

   Widowed

3. Level of Education:

   Primary

   Secondary

   Tertiary

   (college or university)
4. Religion

Christianity □
Moslem □
Other (specify) □

5. Work Experience

0 – 5 yrs □
6 -10 yrs □
11 – 20 yrs □
Above 20 yrs □

SECTION B: THE CONCEPT ON SPONSORSHIP

1. What do you understand by the term sponsorship?

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........................................................................................................................................
2. Do you know the requirements for corporate Sponsorship?

3. How does Sponsorship promote the development of soccer in Zimbabwe?

4. How is Sponsorship used as a marketing tool?

5. How can ZIFA prepare itself to secure corporate sponsorship?

SECTION C: CURRENT SPONSORSHIP DEALS AT ZIFA

6. Does ZIFA have any sponsorship?
7. It is possible for ZIFA to secure corporate sponsorship?

8. How do you compare the current sponsorship at ZIFA with other National Sports Associations?

SECTION D: CONSTRAINTS IMPACTING ON CORPORATE SPONSORSHIP AT ZIFA

9. How are your day to day operations affected by lack of sponsorship?

10. Do you receive any funding from the government? If so, is it adequate?

11. What are the main challenges that your associations face in trying to secure corporate sponsorship?

12. In your opinion, how can the various stakeholders assist the Zimbabwean
13. How does the corporate World perceive the idea of sponsoring football in Zimbabwe?

14. Is there any reason why a number of Zimbabwean soccer players join soccer clubs abroad?

15. What strategies can be employed by ZIFA in its attempt to source corporate sponsorship?

16. What are the expectations of the corporate World on Sport Sponsorship?

17. Which department is responsible for the marketing and fundraising for your
18. Are there any Banks and Companies sponsoring individual players and soccer teams in Zimbabwe?

19. How does good management attract sponsorship?

SECTION F

20. What is the role of the government in sourcing sponsorship?

21. How do you compare soccer sponsorship trends in Zimbabwe and other countries regionally and globally?
22. Are they any differences? If any, what could be the reason in your own opinion?

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In-Depth Interview Guide: For Middle and Senior Management at the Sports and Recreation Commission

SECTION A

Biographic Data

1. Age:    

   □ Below 20

   □ 20 – 30

   □ 31 – 40

   □ 41 – 50

   □ Above 50

2. Marital Status:

   □ Single

   □ Married
Divorced

Widowed

3. Level of Education:

Primary

Secondary

Tertiary
(College or university)

4. Religion

Christianity

Moslem

Other (specify)

5. Work Experience

0 – 5 yrs
SECTION B

Perceptions on Sport Sponsorship

1. What is your understanding of sport sponsorship?
   ………………………………………………………………………………………………
   ………………………………………………………………………………………………

2. Do you believe in Corporate Sponsorship as a vehicle to Development? If Yes
   Explain
   ………………………………………………………………………………………………
   ………………………………………………………………………………………………

3. Does the Sports and Recreation Commission have any Role in assisting
   National Sports Associations secure Corporate Sponsorship?
   ………………………………………………………………………………………………
   ………………………………………………………………………………………………
4. Do you think the Corporate World is aware of the benefits accrued from sponsoring sport in Zimbabwe?

……………………………………………………………………………………………
……………………………………………………………………………………………

5. How do you compare sponsorship at ZIFA and other National Sport Associations such as Cricket and Rugby?

……………………………………………………………………………………………
……………………………………………………………………………………………

6. Do National Sports Associations receive any funding from the government? If so, it is adequate.

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……………………………………………………………………………………………

7. How can National Sports Associations, ZIFA in particular prepare itself to secure Corporate Sponsorship?

……………………………………………………………………………………………
……………………………………………………………………………………………

8. In your view, what are the main challenges faced by National Sports Associations, ZIFA in particular in securing Sponsorship?

……………………………………………………………………………………………
9. In your opinion how can the various stakeholders assist the Zimbabwe football Association to secure corporate sponsorship

10. How does good management of a club or organization attract Sponsorship?

11. Can you suggest strategies that should be put in place by Zimbabwe Football Association in order to secure corporate sponsorship?
My name is Simbarashe Magonde. I am a candidate of the Master of Philosophy in Physical Education and Sport with the Zimbabwe Open University. I am carrying out a study to establish “the challenges faced by the Zimbabwe Sports Organisations; A Case Study of the Zimbabwe Football Association.

The purpose of this questionnaire is to find out from you, your perceptions on soccer sponsorship at ZIFA. The challenges of Sourcing Corporate Sponsorship have a bearing on soccer development and management hence, your contribution, suggestion and recommendations will be utilized meaningfully in this research. Information obtained will be used for academic purposes only. Your honest opinion will be treated with strict confidence.

Section A

Biographic Data

1. Age: Below 20


20 – 30


31 – 40
2. Marital Status:

- Single
- Married
- Divorced
- Widowed

3. Level of Education:

- Primary
- Secondary
- Tertiary
  (College or university)
SECTION B: write your responses below each question.

1. What is your understanding of sponsorship?

…………………………………………………………………………………………………
…………………………………………………………………………………………………

2. In your opinion, it is necessary for a sport organization to have sponsorship?

…………………………………………………………………………………………………
…………………………………………………………………………………………………

3. Do you know of any Companies, Banks or individuals sponsoring football in Zimbabwe?

…………………………………………………………………………………………………
…………………………………………………………………………………………………

4. Does ZIFA have any sponsorship, why if yes, name them

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…………………………………………………………………………………………………

5. In your own opinion, why is ZIFA failing to secure meaningful sponsorship?

…………………………………………………………………………………………………
…………………………………………………………………………………………………

6. How do you compare current sponsorship at ZIFA with other National Sports
Associations such as Rugby, cricket etc?

7. How can ZIFA prepare itself to secure meaningful sponsorship?

8. Suggest strategies that should be used by ZIFA to secure Corporate Sponsorship.

9. Why is it that a number of soccer players are leaving the country to join leagues in such countries as South Africa, UK etc

10. Comment on the Current status of football administration in Zimbabwe
OPEN ENDED INTERVIEW GUIDES FOR SOCCER COACHES

My name is, Simbarashe Magonde. I am a candidate of the Master of Philosophy in Physical Education and Sport with the Zimbabwe Open University. I am carrying out a study to establish “the challenges faced by the Zimbabwe Sports Organization, A Case Study of the Zimbabwe Football Association.

The purpose of this questionnaire is to find out from you, your perceptions on soccer sponsorship at ZIFA. The challenges of Sourcing Corporate Sponsorship have a bearing on soccer development and management hence, your contribution, suggestion and recommendations will be utilized meaningfully in this research. Information obtained will be used for academic purposes only. Your honest opinion will be treated with strict confidence.

Section A

Biographic Data

4. Age: Below 20 □
   20 – 30 □
   31 – 40 □
   41 - 50 □
   Above 50 □
5. Marital Status:

   Single

   Married

   Divorced

   Widowed

6. Level of Education:

   Primary

   Secondary

   Tertiary

   (College or university)

7. Work Experience

   0 – 5 yrs

   6 -10 yrs
SECTION B: write your responses below each question.

1. What is your understanding of sponsorship?

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2. In your opinion, it is necessary for a sport organization to have sponsorship?

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3. Do you know of any Companies, Banks or individuals sponsoring football in Zimbabwe?

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4. Does ZIFA have any sponsorship, if yes, name them

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11 – 20 yrs

Above 20 yrs
5. In your own opinion, why is ZIFA failing to secure meaningful sponsorship?


6. In your opinion how can the various stakeholders assist ZIFA, in securing sponsorship?

7. How do you compare current sponsorship at ZIFA with other National Sports Associations such as Rugby, cricket etc?


8. How can ZIFA prepare itself to secure meaningful sponsorship?


9. Suggest strategies that should be used by ZIFA to secure Corporate Sponsorship.


10. Why is it that a number of soccer players are leaving the country to join leagues in such countries as South Africa, UK etc
11. Comment on the Current status of football administration in Zimbabwe