

Structural Business Model Based on Cooperation between Sports Organizations and Sponsors

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Direct government investments in sports infrastructure influence general development of the sports business sector. However, governmental funding is usually not able to equip fully the sports sector. In order for the sports sector to be less dependent on government politics and finance, it is necessary to find ways, how sports organizations could themselves create possibilities for the development of their work. To achieve it, there is a need to analyze the cooperation peculiarities of the sports organizations and sponsors and prepare new cooperation management models.

The efficiency of the sports organizations depends on the popularity of certain products within the market, target audience as well as business partners or sponsor organizations. To attract more sponsors and make effective and beneficial cooperation for both sides, it is essential to analyze the options for the creation of cooperative business relationship model which would lead to the development of more effective cooperation.

The sports organizations and sponsors cooperate in order to strengthen the image of sponsors and reinforce certain social values through consumers caused by associations. The products of the sports organization, its target audience and the scale of product use, determines the outcome of sponsors and the size of the sponsorship program.

This topic is significant in the following three problematic aspects: first – the reduction of corruption in the sports sector, second – the need for the sports organizations to be able to support themselves within the development of sports products and to strengthen the competitiveness of the sponsors, third – the development of the sports organizations' activities in order to maximize their potential opportunities. However, as the effective cooperative model has not been constructed yet, it is still difficult to achieve these goals. In order to implement these and other decisions, the article proposes to form a structured business model that is based on the major business elements and their links that ensure the effectiveness of this cooperation for the development of common products for the general market. The model includes the combination of the sports organizations and sponsors potentials at one general activity. The cooperation between the sports organizations and sponsors is underway in order to create symbiosis and synergy effects. This type of cooperation efficiently helps to exploit the potential of the sports organizations for their own benefit and the creation of greater value.

Keywords: *sport organization, sponsors, sponsorship, business, structural model.*

Introduction

By using collected management knowledge, organizations these days form new attitudes and new competences that encourage them not only to respond to the current situation in the market, but also use their potential in order to be attractive to other organizations and jointly make an influence to the market. The particularity of the sports organizations management is that almost every sport organization needs additional funding to organize its activity. To achieve this purpose, the production of the sport organization has to become attractive for other organizations that can cooperate in the field of sponsorship.

This topic is actual in *three problematic aspects*: first – the reduction of corruption in the sports sector, second – the need for the sports organizations to be able to support themselves within the development of sports products and to strengthen the competitiveness of the sponsor organizations (further referred to as sponsors); third – the development of

the sports organizations' activities in order to maximize their potential opportunities.

Many scientists note that sports sector is not fully developed and it has a tendency to grow (Shank, 2004; Chelladurai, 2005; Slack *et al.*, 2005; Parks *et al.*, 2007; European Commission, 2007; Tsiatsou, 2011). Therefore, it is important to anticipate the prospects of this sector in order to provide its further development.

The European Commission recognizes that sport governance is mainly responsible for the sport governing bodies and social partners (European Commission, 2007). Therefore, in order to gain the autonomy from the state support and to become able to achieve the same resources using the new management techniques, it is important to promote the development of sports organizations. Meanwhile, the promotion of sports organizations for sponsors is the exclusive marketing communication strategy tool (Meenaghan, 1983; Walliser, 2003).

For these and other decisions that are implemented, it is proposed to form a structured cooperation business model, which includes sports organizations and sponsors in a potential merger, purposefully cooperative and acting towards purposefully targeted audience.

The object is the cooperation aspects between the sport organizations and sponsors. *The aim of the article* is to analyze the peculiarities of the sports organizations and sponsors cooperation and to prepare the structural business model based on cooperation between sports organizations and sponsors.

Objectives: 1. Substantiate the assumptions of the cooperation between the sports organizations and sponsors. 2. Set the cooperation between sports organizations and sponsors in features. 3. Substantiate the benefits of the cooperation between sports organizations and sponsors. 4. Prepare the structural business model based on the cooperation of sports organizations and sponsors.

Research methodology used in the article is the comparison analysis of the scientific literature, systematic analysis, generalization, simulation.

The Assumptions of the Cooperation between Sports Organizations and Sponsors

At present more different organizations work and create products and services for the market together in all over the world (Slack & Parent, 2005). Cooperation between organizations is inevitable because of the globalization process and the change of consumer demands at the recent market conditions. The development of sports sector depends on its members'/organizations' ability to develop general project-based works. Sports organizations must find various methods how to enhance their competitive ability and have an influence for the development of the sports sector. The sports sector opportunities for extension must be relevant not only for profit-making organizations but also for non profit-making organizations, in other words, for all sports members operating within the sector.

The sponsorship of sports organizations is important condition for the development of the entire sports sector (Meenaghan, 1991; Amis *et al.*, 1999; Shank, 2004).

Several authors (Meenaghan, 1991; Grant, 1991; Crimmins & Horn 1996; Amis *et al.*, 1999; Cornwell, 1995; Meenaghan & Shipley, 1999; Nigel & Kevin, 2000; Walliser, 2003; Shank, 2004) analyze the benefits of the sponsorship within the general market and attempt to find ways to develop more efficient sport business by invoking sponsors on creating common products. It is known that sponsorship effects organizations' efficiency, but it is not clear which elements are the most important in cooperation.

The processes of globalization concern the sports sector and this situation leads to the increasing competitive level of the sports organizations (Ratten & Tsiatsou, 2010).

The entrenchment of all organizations in the market place and their amount of activity determine the information and its advisable management, the specific nature of new knowledge (Abimola & Vallaster, 2007), and the new ways of working (Daugeliene & Marcinkeviciene, 2009). Thus, it is necessary to re-form strategic and tactical decisions of the development of the sport sector and activity methods, which would have

influence not only on lucky sports sector production at local market, but also would let to improve sports infrastructure of any particular country and attract more investments from the other countries, for example, during organizing international sports events.

Attractive sports facilities and high level of professional sport events in any country are formatting the image and attractiveness of the particular country. The latter factors are very important for foreign investors. Economic growth of the country depends upon well-formed infrastructure (Dilys & Antanaitis, 2011) and sustainable development (Ciegis & Gineitiene, 2008). Economic development is conditioned by the following factors: education, research, innovation and cooperation (Daugeliene & Marcinkeviciene, 2009). This topic covers all three factors, learning from practice and theoretical context of existing initiatives; from accomplished studies; and from the offer of new and innovative solutions in the area of the cooperation between organizations.

The modern business environment leads to the radical business activity changes of their structures and management. The rapid development of technologies, knowledge and economics has an influence on the emergence of peculiar cooperation forms between various economic actors (Hoponiene *et al.*, 2009). According to the authors, the new trends in the market are forming new business types, systems, and other collaborative business combinations. In order to effectively develop sports organizations activities and strengthen a competitive advantage, it is required to perform a rational selection of activity partners/sponsors.

The new form of business occurs through the new competences using the latest scientific knowledge and applying them to the economic development process.

Changes in the global market determine the universality of market participants and peculiarity of the development of certain activities. This is the coordination and cooperation of the market participants for structuring the new type of systems and raising new strategic goals. In order to approach this, it is required to organize information about the effects of innovation and progress in the social sciences. Changes in the market determine the specifics of organizations' alternation and coordination (Mikalauskas *et al.*, 2004). According to Sudzius (2007), the result of organization's development efficiency of activity depends on expedient cooperation with customers. In this case, the organizations which are potentially able to be sponsors should be seen as clients. The principles of marketing communications could in this case help to maintain effective cooperation.

The important aspects in the marketing of communications are the organization's nature, culture, image, etc. Organization's activities and characteristics of the internal environment determine the formation of positive image and reveal the values of particular organizations (Abimola & Vallaster, 2007); Alexandris *et al.*, 2008), which allow other organizations to decide to cooperate with the sports organizations or not.

In the current market conditions it is necessary to achieve long-term competitive advantage, which is implemented by meeting consumer needs better than competitors (Virvilaite *et al.*, 2009).

In general, organization's success depends on direction of use of resources and how a company is introduced on the market (Butkeviciene *et al.*, 2008; Burinskienes & Rudzikienes, 2007).

In the market, which is saturated with different products, organizations need to improve their quality and increase customer loyalty. This, according to Shank (2004), can be achieved by selecting strong sponsors who are able to maintain and generate high-quality products, which have a significant and crucial influence in the battle of competition. High quality sports products and the image of sports products determine the organization's image which determines sports organization's opportunities to have more sponsors.

Nigel & Kevin (2000) claim that cooperation between sports organizations and sponsors is based on pursuing to establish or change the organizations' image in the market. Also, it helps to create the attractiveness of sports organizations and sponsors products. According to Urbanskiene *et al.*, (2008), close cooperation between organizations with common goals can better meet consumers needs.

Peculiarities of the Cooperation between Sports Organizations and Sponsors

Sustainable organization's competitive advantage can be achieved by using purposeful marketing communication through advertisement and promotion (Shank, 2004; Chelladurai 2005). These marketing functions are formatting attractiveness of sports organizations and they also help to start relationships with other organizations (Meenaghan, 1983). Sponsorship at the sport organizations events is a part of sponsor marketing communication strategy which could guaranty directed and effective communication with target audience (Raney & Bryant, 2006). Promotion is a long-term function. Communication between sports organizations and audience must be developed all the time, because society needs are dynamic and continuously changing. Therefore, permanency and long term goals have to be prioritized. The functions of promotion are: to inform, change opinion or behavior, communicate and make better relationships with society and other participants in the market.

Meanwhile advertising time is used for sports organizations, presentation of their products and in order to stimulate usage of consumers (Shank, 2004). The functions of advertising are to: position products or create position into the consumer minds that stimulates attitude towards the particular sport product (Raney & Bryant, 2006).

Advertising, promotion and all marketing complexes are directed to format the attractive image of the sports organizations. The image of any sports organization is one of the factors that influence the sponsorship for the sports organizations. (Virvilate & Dilys, 2010; Alexandris *et al.*, 2008). According to Vincent *et al.*, (2007), image of organizations is being formatted through values that must coincide with the aspects of symbolic activity (Vincent *et al.*, 2007).

The main goal of all sports organizations is to enter to cooperation with other organizations or, in other words, with sponsorship programs. Sponsorship programs allow

sponsors to reach the objectives through the sport product, for example, through sport events. Specialists of sport marketing have to be acquainted with the specific of sport phenomena and new tendencies of sport manifestations. It could help to develop more effective and a wider range sponsorship programs (Parks *et al.*, 2007).

Sponsorship of the sports products is like a tool for the sports organizations' and sponsors' products presentation (Pitts *et al.*, 1994).

The aim of sponsors is to create an added value for consumers through sports organizations and the images of their products. The image of the sports organizations is important for sponsors, because it is an effective tool to create competitive advantage. To reach competitive advantage by using sports organizations image, the sponsorship becomes process of communication which makes influence on the target audience with specific values (Navickas & Malakauskaite, 2007). It also contributes to the implementation of sponsor positioning strategy (Meenaghan & Shipley, 1999). According to Walliser (2003), the sponsorship is perceived as a means of communication, which is considered as a commercial investment. At that time, communication takes place through induced associations which have been created by organization images.

For organizations that made a decision to start a sponsorship program, the first step is to define the organizational goals of that program. The second step is to identify sponsorship opportunities and develop an action plan. The third step is to develop a sponsorship program. The fourth step is to make accountability and provide future actions in the sponsorship program and determine opportunities of the sponsorship development (Shank, 2004). The sponsorship process can be expanded to more detailed stages, but it depends on the collaboration of organizations' features, sponsors' activities specifics, sponsorship program size, and so on., (Cornwell, 1995).

Shaping of the sponsorship program is necessary to provide operational scale and market size. The size of any planned event can help to determine it. Sport events can be divided into: global, international, national, regional and local (Shank, 2004). The impact of the sport events is shown in model, Figure 1.

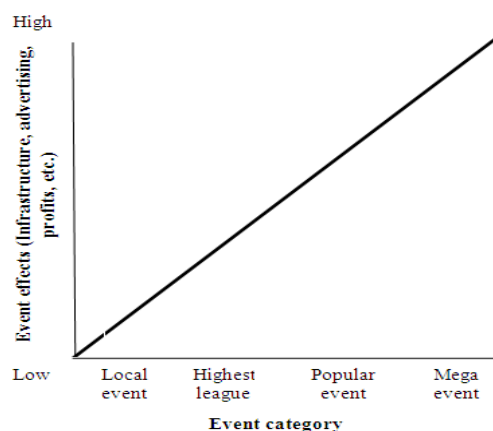


Figure 1. Event-scale categories

Adapted by source: Bowdin, G., Allen, J. (2006). Events management. UK.

The event of the sport organization shows the scale of the sport organization activities and can predict what kind and size of audience can be reached through the event. The target size of the market determines what level of sponsorship is required to develop the sports products – events. Consumption scale of the sports organizations products and images is the subject of discussion in order to begin the sponsorship program (Shank, 2004).

The image of the sports organizations and the capacity to achieve a certain target audience can be described as a scheme of the sports sponsorship. Therefore, the activities of the sports organizations are directed to form their attractiveness:

- for consumers;
- for sponsors;
- for organizations that may become sponsors (Virvilaite & Dilys, 2010).

The type of cooperation between sports organizations and sponsors is business to business.

Sponsoring organizations may choose to use a variety of techniques for their own purposes to realize their marketing strategy. Therefore, the purpose of the sports organizations is to be attractive to other organizations and develop such sports products that would be attractive and economically beneficial for sponsors. Therefore, sport organization's aspiration is to build a valuable cooperation proposal, which would allow sponsors to achieve their objectives more effectively than it could be done without sponsoring. Thus, sports organizations must ensure and offer competitive, exceptionally valuable and cost-effective business proposals.

In Figure 2, the price and the audience dependence is presented. It shows when it is useful for potential sponsors to work with the sports organizations.

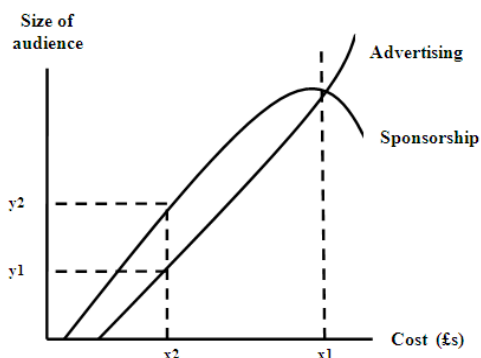


Figure 2. Cost and size of audience comparison between sponsorship and advertising

Source: Waite, N. (1979). *Sponsorship in Context*, unpublished PhD thesis, Cranfield Institute of Management.

Sponsorship and advertising are interlinked and mutually reinforcing. Therefore, both elements should be used together for the sake of the organizations' effective marketing strategy (Crimmins & Horn 1996; Walliser, 2003). In the process of developing sport products, the sports organizations must decide which organization is better to cooperate. Sponsors have their own objectives and cooperation mechanism in producing, for example, such sport product as an event can help to reach them.

The objectives of sponsors are different and they depend on various factors, such as the sponsored place, activity or object of sponsored industry and organizations size (Walliser, 2003; Copeland *et al.*, 1996).

Bodwin *et al.*, (2006) distinguish the following organizations objectives during the sport event (Figure 3).

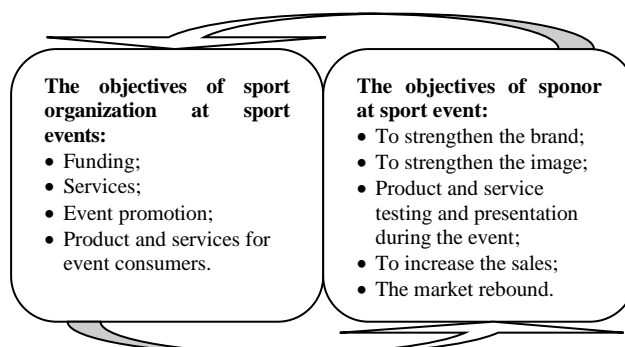


Figure 3. Objectives of cooperation between organizations at sport events

Source: Bowdin, G., Allen, J. (2006). *Event management*. UK.

The form that sports organizations will be sponsored and the status that sponsors will be assigned depends on the organization's sponsorship objectives and agreement with the sports organizations. The commercial status of any sponsor is the object of the offer: *what to sponsor* – organization activity, sportsman, sport event, etc., and *how to sponsor* – in what ways. The participation of sponsors in joint decision making depends on the sponsorship contributions.

The Benefits of the Cooperation between Sports Organizations and Sponsors

The sponsorship of sport is an effective and growing organizations marketing strategy that creates not only valuable benefits, but also promotes the growth of business (Tsiatsou, 2011).

The cooperation between sports organizations and sponsors in business is based on the systematic pursuit of common objectives and mutual benefits. These objectives are achieved through exchange process. Sponsors in exchange process give financial support, goods, services, or provide other assistance for sports organizations to reach their objectives. Meanwhile, sports organizations give an opportunity for the sponsors to dispose the elements of the sports products (Ukman, 1995; Busby, 1997).

The sports products', such as events, benefits are measured at many levels, but perhaps the most important of them is the social impact. Past event which gave a strong and positive social impact formulates the social unity of the environment where the event took place. The social unity is very important for stakeholders. In addition, it should be noted that the value of the event is easier perceived when it supports as many of its society members as possible. At that time, the synergistic effect for strengthening organizational values is obtained.

Classical advertising and sponsorship program complement each other and create a relationship between the sponsor and the sponsored object; it also creates the logical associations into consumer minds (Crimmins & Horn, 1996). According to Walliser (2003), the sponsorship is implemented to show sponsors social responsibility. According to Meenaghan (1983), the sponsorship is used for sponsors' marketing communication to form a good opinion of themselves. By cooperating, organizations combine their values symbiotically and help each other to anchor these values for the target audience. During the process of cooperation, sponsors generate a certain target associations that they support and that confirms certain dominant values in the sport. A sport as a phenomenon creates the characters, images and associations that are attractive for organizations which are or can become a sponsor.

The associations which are created at the time of the sponsorship influence the attractive image of the organization (Shank, 2004; Virvilaite & Dilys, 2010) and obtain a stronger psychological effect for consumers.

The sponsorship creates bigger value of the sponsor brand and through associations helps to stabilize the sponsors' competitive advantage. Sponsorship has an influence on brand image positioning into the market and it also helps to strengthen the brand's social benefits for a target audience and implements the *halo effect* (Raney & Bryant, 2006).

Cooperation between sports organizations and sponsors is due to the pre-agreed objectives but without substantial changes in the activities of nature (Shank, 2004). This cooperation is based on the connection of the power of two organizations into a single system, which is the essence of the business efficiency. The systematic approach to sponsorship allows analyzing what benefits create a system and what benefits are created for each participant of that system (Walliser, 2003).

According to Ferrand & Pages (1996), the effective cooperation between sports organizations and sponsors can mostly happen in a long-term cooperation. Long-term cooperation between organizations creates a mutual trust (Marcinskas & Kirlaite, 2001). Long-term cooperation of organizations becomes like a single object for consumer subconscious and develops products as well as creates systematical values. At the time of sponsorship the organizations become a single business system and jointly achieve their objectives.

Structural Business Model Based on the Cooperation between Sports Organizations and Sponsors

In order to develop the sports organizations and sponsors structured cooperation business model, it is required to pursue that sport will be developed systematically. Therefore, Karpavicius & Jucevicius (2009) propose to unite the participants of sports and combine them into a single business system.

Business systems are organizational structures which operate in different social and institutional environment. Business systems can be various forms of individual organizations reunion, organizational networks and other business forms of cooperation. One of the preconditions

for the emergence of business systems is the efficiency of organization's activity. Cooperation of members in business systems is based not only on physical but also on valuable aspects (Valiukonyte & Zabotkaite, 2005).

According to Walliser (2003), new studies show that it is needed to analyze sponsorship from the point of view of the network perspective that allows understanding it as a systemic activity. This type of approach to the organization's sponsorship helps to understand the peculiarities of the exchange process and makes it more effective. According to Hossein *et al.*, (2011), there are five approaches to measure organizational effectiveness of sport organization: the goals model, the system resources model, the process model, the multiple - constituency model and the competing values approach.

The organization's activities through the goals achievement appears when organizations react to the market and adapt their activities. Resource system includes sports organization's ability to attract resources from the external environment. This is implemented by combining sports organizations' and sponsors' activities in order to achieve maximum benefits from their resources. The activity of the sports organizations that is focused on the process is related with the coordination of internal and external environment. At that time, customer satisfaction affected by the products of the organization becomes the main goal. Sports organization's activities focused on multiple - constituency seek closer relations with the human resources on creating the value of the organization (Hossein *et al.*, 2011).

The sport organizations' activity, based on competing values consists of three-dimensions. The first dimension is organizational focus: an internal (micro focus on the development of people in the organization) versus an external focus (macro focus on the development of the organization itself). The second dimension is related to organizational structure: a concern for flexibility versus a concern for control. The third dimension is related to organizational outcomes: a concern for means (important processes) versus a concern for ends (final outcomes). Each dimension represents the values that influence the criteria used in assessing effectiveness. Each criterion in the construct of organizational effectiveness reflects various combinations of these values (Hossein *et al.*, 2011). For organizational effectiveness, Hossein *et al.*, (2011) suggest the following competing values model of organizational effectiveness which includes the above-mentioned dimensions (Figure 4).

Organization's competing values model shows that if sports organizations want to create a business system with sponsors, they need to develop external system using sports organizations flexibility. In practice the sports products - events are organized by official regulations. Other decisions related with the enhancement of sports organizations value and to attract additional funds or resources become the purpose of the sports organizations. Moreover, the non-profit sports organizations surviving on the grants and increasing their ability to initiate high-quality products need to use sports organization's flexibility (Hossein *et al.*, 2011).

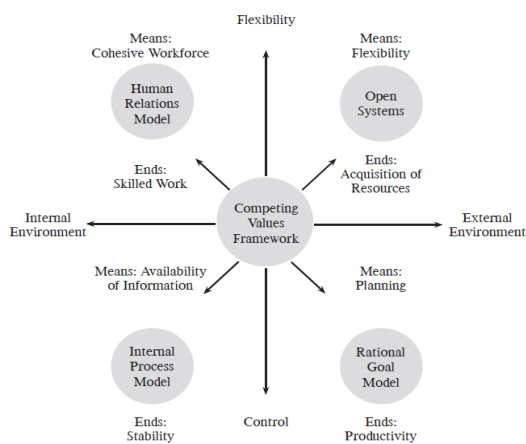


Figure 4. Competing values model of organizational effectiveness

Adapted by source: Hossein, E., RamezaniNeghad, R., Yosefi, B., Sajjadi, S. N., Malekakhlagh, E. (2011). *Compressive Review of Organizational Effectiveness in Sport. Sport Management International Journal*, 7(1), 14.

In general, all organizations usually cooperate in order to have wider opportunities to develop products and to exploit the potential of the organizations better. In a dynamic environment, organizations are trying to work together in order to manage complex systems. For the specific individual activities the network structures are created (Bagdoniene & Hoponiene, 2005).

Good use of the flexibility of the organizations' potential allows providing varied forms of sports products to the market. It requires that resources have to be strategically purposeful (Grant, 1991) and used creatively (Fasan & Agoro, 2007).

The sports organization's strategy is to implement clear identifiable conception of the organization's activity. While tactical operations using flexibility must be free, creative and innovative. This can be applied in accordance with the strategic concept that has a purpose to influence the market through the particular products, images, values and associations. The above-mentioned elements form the organization's attractiveness to target audiences and other organizations which are or could be potential sponsors.

Structural business model based on cooperation between sports organizations and sponsors is presented in Figure 5.

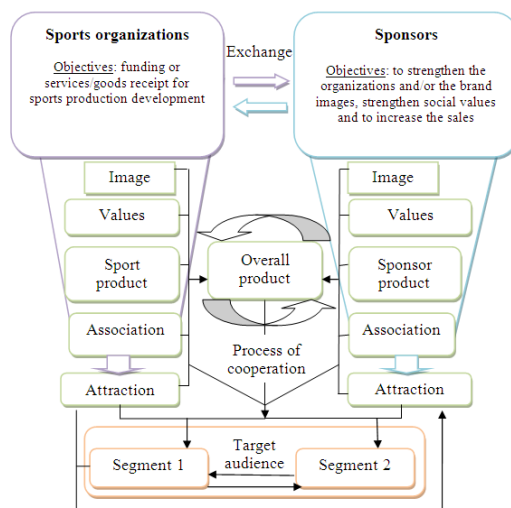


Figure 5. Structural business model based on cooperation between sports organizations and sponsors

Conclusions

- Sports organizations and sponsors cooperate in order to achieve their goals more effectively. Sports organizations seek funding or services/goods to develop their sports production, whereas, sponsors are trying to strengthen the image of their organization and/or brand, foster positive social values and increase their sales.

- Sports organizations and sponsors cooperate on the basis of exchange values that with the help of various sport associations form the attractiveness of organizations' products. This is implemented by combining the organizations' and sponsors' images, their values and products in creating overall products.

- The benefits of cooperation between sports organizations and sponsors result in the competitive advantage that can be achieved more effectively than it would be possible to accomplish by acting separately. The cooperation between sports organizations and sponsors must be developed purposefully. This type of the cooperation is one of the ways to reinforce the impact on the target segment of the sponsors and to reach new segments through the sport organizations and vice versa.

- Business structural model is based on the cooperation between sports organizations and sponsors and reveals the major business elements and their links that ensure the effectiveness of this cooperation for the development of common products for the general market.

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Mantas Dilys, Audrius Gargasas

Sporto ir rėmėjų organizacijų bendradarbiavimu paremtas verslo struktūrinis modelis

Santrauka

Sporto rinkos plėtrą lemia šalies investicijų kiekis ir tikslingumas į šalies sporto infrastruktūrą. Tačiau visapusiškai aprūpinti sporto sektorių šalies biudžetas ne visada gali. Siekiant, kad sporto sektorius būtų kuo mažiau priklausomas nuo valstybės politikos bei finansavimo, reikia, kad sporto organizacijos galėtų pačios kurti galimybes veiklai plėsti ar tobulinti. Sporto organizacijų veiksmingumas priklauso nuo sukuriamos produkcijos kokybės, jos populiarumo, tikslinės auditorijos bei verslo partnerių – rėmėjų organizacijų. Straipsnyje sporto produkcija suprantama kaip visuminis sporto organizacijos veiklos rezultatas – sportininkų rengimas, sportininkai, sporto renginiai, sporto paslaugos, prekės ir pan. Siekiant sporto organizacijoms pritraukti kuo daugiau rėmėjų, bendradarbiavimo veiksmingumo bei abipusio naudingumo, reikia analizuoti bendradarbiavimo ypatumus ir, remiantis analize, sukurti bendradarbiavimu paremtą verslo struktūrinį modelį.

Atlikus mokslinės literatūros analizę išsiaiškinta, kad sporto organizacijos ir rėmėjai dažniausiai bendradarbiauja siekdami stiprinti rėmėjų įvaidžiūsius bei įtvirtinti socialines vertybes per vartotojams sukeltas asociacijas. Rėmėjai bendradarbiauja su sporto organizacijomis ir jas remia dėl sporto produkcijos sukuriamos socialinės, kultūrinės vertės. Per sporto organizacijos produkciją yra formuojamas palankesnis vartotojų požiūris ir į sporto, ir į rėmėjo produkcijos vartojimą. Bendradarbiavimo metu, dalyvaujant rėmimo programose, organizacijos viena kitą sustiprina sinerginiu efektu.

Rėmėjų reikalingumą sporto organizacijai kuriant sporto produkciją, lemia organizacijų tikslai ir veiklos lankstumas bei kūrybiškumas. Sporto organizacijos kūrybiškumas yra suprantamas kaip inovatyvus produkcijos kūrimas, kuris būtų patrauklus ir kitoms organizacijoms, ateityje įsitrauksiančioms į sporto produkcijos kūrimo procesą. Todėl sporto organizacijos savo veiklą turi organizuoti taip, kad gauta nauda iš veiklos būtų patraukli potencialiais rėmėjais galinčioms tapti organizacijoms. Sporto organizacijos produkcija, jos tikslinė auditorija bei vartojimo mąstai numato kas bus rėmėjai ir kokio dydžio bus rėmimo programa. Rėmimo programos dydis ir rėmėjo įsitraukimas rengiant sporto produkciją yra vienas iš pagrindinių derybų objektų. Siekiant geriau suprasti rėmimą vadybiniu požiūriu, reikia suvokti, kad tai yra ne faktinė, momentinė organizacijų susitarimo išraiška, o nuolatinis ir abipusiai naudingas procesas. Bendradarbiavimo per rėmimą veiksmingumas priklauso nuo kryptingo rėmimo programos įgyvendinimo veiksmų pasidalijimo ir darnaus organizacijų įsitraukimo. Geriausi bendradarbiavimo tarp sporto organizacijų ir rėmėjų rezultatai gaunami kaip ilgalaikio bendradarbiavimo pasekmė.

Nors mokslinės literatūros analizė atskleidė, kad komercinis bendradarbiavimas yra abipusiai naudingas ir didina organizacijų vertes, tačiau kartais tokio tipo bendradarbiavimas yra siejamas su neskaidriomis finansinėmis operacijomis. Tai yra jaučiama tiek šalies, tiek tarptautiniu lygiu. Tam turi įtaką sporto organizacijų vadybos žinių ar metodų trūkumas siekiant numatyti sporto produkciją, kuri būtų patraukli tiek vartotojams, tiek verslo sektoriui.

Sporto rinka linkusi plėstis, nes sporto produkcija tampa vis populiarese. Sveika gyvensena ir aktyvus socialinis, kultūrinis gyvenimas vartotojiškai visuomenei tampa vis madingesniu. Investicijos į sporto infrastruktūrą skatina naujų sporto organizacijų steigimą. Sporto produkcijos sukuriama nauda turi vis didesnę įtaką ir šalies ekonomikos augimui. Be to, pasiekiami rezultatai sporte dažnai siejami su konkrečios šalies ekonomine, technologine bei žinių pažanga. Todėl aktualu išsiaiškinti kaip veiksmingiau panaudoti sporto organizacijų sukuriamą vertę kitų organizacijų naudai.

Organizacijų kooperacija leidžia sukurti aukštesnės kokybės produkciją, nekeisdama organizacijų veiklos pobūdžio bei panaudodama jų produkcijos vertes, sujungdama jas į bendro produkto tobulinimą.

Ši tema yra aktuali trimis problemineis aspektais: pirma – korupcijos mažinimas sporto rinkoje, antra – sporto organizacijų poreikis jas remti bei rėmėjų konkurencingumo stiprinimas, trečia – sporto organizacijų potencialų panaudojimo galimybių plėtimas. Tačiau tai įgyvendinti nėra tinkamai parengto bendradarbiavimo modelio. Daugelis mokslininkų teigia, kad sporto rinka turi tendenciją plėstis (Shank, 2004; Chelladurai, 2005; Slack ir kt., 2005; Parks ir kt., 2007; Europos Komisija, 2007; Tsiotsou, 2011). Todėl įžvelgiant šios rinkos perspektyvas yra svarbu numatyti tolimesnes jos plėtos galimybes ir rengti veiklos modelius, padedančius plėsti sporto rinką per sporto ir verslo organizacijų bendradarbiavimą.

Tyrimo objektas – bendradarbiavimo ypatumai tarp sporto organizacijų ir rėmėjų.

Straipsnio tikslas – išanalizuoti sporto organizacijų ir rėmėjų bendradarbiavimo ypatumus ir parengti verslo struktūrinį modelį, paremtą sporto organizacijų ir rėmėjų bendradarbiavimu. Tikslui pasiekti yra keliami šie uždaviniai: 1) pagrįsti sporto organizacijų ir rėmėjų bendradarbiavimo prielaidas; 2) išanalizuoti sporto organizacijų ir rėmėjų bendradarbiavimo procesą. 3) pagrįsti sporto organizacijų ir rėmėjų bendradarbiavimo naudą. 4) remiantis atlikta teorine analize, parengti bendradarbiavimo struktūrinį modelį.

Tyrimo metodai: mokslinės literatūros analizė, sisteminė analizė, modeliavimas.

Atlikus mokslinės literatūros analizę išsiaiškinta, kad dabartiniu metu organizacijos formuoja naujas pažiūras, t. y. naują organizacijos kompetenciją, kuri skatina organizaciją ne tik reaguoti į rinkoje susiklosčiusią situaciją, bet panaudodama savo potencialą, būtų patraukli kitoms organizacijoms, su kuriomis veidama kartu, darytų įtaką rinkai. Todėl sporto organizacijos turi tapti patrauklios kitoms, bendradarbiauti galinčioms organizacijoms – rėmėjoms. Sporto organizacijos patrauklumas rėmėjams yra formuojamas per sporto produkciją. Sporto organizacijos, plėtodamos savo veiklą turi numatyti galimybes integruoti rėmėjus į bendras veiklas. Rėmimo programų plėtra yra sporto organizacijų ir rėmėjų tikslų sujungimas į vieną kryptingą sistemą, kuri remiasi abipusiai naudingais mainais tobulinant bendrus produktus. Organizacijų įvaizdis bei vertybės yra vieni iš svarbiausių veiksnių, lemiančių produkcijos populiarumą. Sporto organizacijos ir rėmėjai plėtodami bendrus produktus, integruoja stipriąsias savos produkcijos savybes, kad įgytų didesnį konkurencinį pranašumą. Kiekvienas produktas rinkoje turi tam tikrą identifikuojamą simbolinę išraišką bei sukelia tam tikras logines asociacijas vartotojų pašamonėje, kurios yra sąlygotos minėtų veiksnių. Tinkamai suformuotos asociacijos vartotojams sukuria patrauklumą produkcijos vartojimui. Be to, tokio tipo bendradarbiavimas padeda daryti įtaką ne tik konkrečiam segmentui, bet daug veiksmingiau leidžia pasiekti ir naujus segmentus.

Išnagrinėjus sporto organizacijų ir rėmėjų bendradarbiavimo ypatumus, bendradarbiavimo veiksmingumui užtikrinti yra parengtas sporto organizacijų ir rėmėjų bendradarbiavimo parentas verslo struktūrinis modelis, kuris apima sporto organizacijų ir rėmėjų galimybių sujungimą į vieną bendrą veiklą. Sporto organizacijų ir rėmėjų bendradarbiavimas yra vykdomas siekiant (simbiozės bei sinergijos) efektais veikti tikslines auditorijas ir gauti iš rėmimo didesnę naudą, nei tai būtų galima padaryti be rėmimo. Tokio tipo bendradarbiavimas padeda veiksmingiau išnaudoti organizacijų potencialus ir sukuria didesnes organizacijų vertes.

Atlikus mokslinės literatūros analizę ir pagrindus sporto organizacijų ir rėmėjų bendradarbiavimo prielaidas, taip pat nustačius bendradarbiavimo proceso ypatumus ir naudą bei parengus teorinį sporto organizacijų ir rėmėjų bendradarbiavimo parentą verslo struktūrinį modelį, galima daryti tokias išvadas:

- Sporto organizacijos ir rėmėjos bendradarbiauja, kad veiksmingiau pasiektų savo tikslus. Sporto organizacijos siekia finansavimo ar paslaugų/prekių gavimo sporto produkcijai plėsti, rėmėjai siekia stiprinti organizacijos ir/ar prekės ženklo įvaizdį, įtvirtinti socialines vertybes bei tikisi rinkos suaktyvėjimo ir didesnių pardavimų.
- Sporto organizacijos ir rėmėjai bendradarbiauja remiantis vertybiniais mainais, dėl kurių per asociacijas yra formuojamas patrauklumas organizacijų produkcijai. Tai yra įgyvendinama sujungus sporto organizacijų ir rėmėjų įvaizdžius, vertybes bei jų produkciją į bendrą visumą.
- Bendradarbiavimo metu tarp sporto organizacijų ir rėmėjų gaunama nauda yra veiksmingesnis konkurencinio pranašumo įtvirtinimas, nei tai būtų galima padaryti veikiant atskirai. Bendradarbiavimas tarp sporto organizacijų rėmėjų plėtojamas kryptingai, siekiant sustiprinti įtaką tiksliniam vartotojų segmentui ir siekiant naujų segmentų.
- Sporto organizacijų ir rėmėjų bendradarbiavimo parentas verslo struktūrinis modelis atskleidžia pagrindinius elementus bendradarbiavimo veiksmingumui užtikrinti, kuriant bendrus rinkai produktus.

Raktažodžiai: *sporto organizacija, sporto produkcija, rėmėjai, rėmimas, verslas, struktūrinis modelis.*

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