

Marketing Sports for Corporate Sponsorship: A Descriptive Literature Review of Sports Marketing by Sports Associations

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Abstract: *National Sports Associations (NSAs) in developing countries such as the Philippines have long been known to be too reliant on government funding support making sports projects specific to city or province. To go beyond government boundaries, many sports associations have been encouraged to reach out to the private sector to seek financial assistance. In other words, the NSAs were being pushed to market their sports to possible benefactors especially the corporate world. Sports marketing is thus studied. This investigation is a descriptive review of sports marketing studies found in online academic search engines covering the period from 2000–2019. The system of analysis included themes – 1) describing sports marketing, 2) institutional support ensuring success of sports marketing, 3) benefits on the practice of sports marketing, and 4) recommendations on the practice of sports marketing. The result of this research concluded the gaps on sports marketing studies involving its practice especially by the national sports associations.*

Keywords: Sports marketing, Corporate sponsorship, Sports ecosystem, Sports associations, Club publicity

1. Introduction

Sports in developing countries such as the Philippines is still a neglected sector in society consistent with the revelation by a Philippine Lawyer Jolly Gomez, Executive Director of the Philippine Sports Commission in 2015 that the government only allocates USD 4 million annually as compared to its ASEAN neighbours such as the USD 595 million in Thailand, USD 410 million in Singapore, USD 206 million in Indonesia, USD 70 million in Brunei, and USD 23 million in Malaysia. The extent of implementing programs, therefore, is not expected to generate results compared to other countries in the region given the measly budget provided by government as implemented by the national sports associations.

A number of national sports associations (NSAs) in the country, however, have been resourceful enough to source out funds from outside the government to finance projects that intends to propagate their sport around the country. But such practice to seek out funds is not embraced by all NSAs due to their continued reliance on government support. This premise is still a theory though. An assessment therefore needs to be done

if there are studies and researches proving that there is such the exercise of NSAs to market their sport eventually securing financial assistance from outside of government, that is, the private sector. This is the reason why a review and an assessment of articles and studies was done on sports marketing in the country as allegedly exercised by the national sports associations for period 1986 to 2019. The post-EDSA year 1986 is an approximation of the start on the use of sports marketing since there was the abolition of the sports program of then President Ferdinand Marcos called “Gintong Alay Program” whereby there was a clear funding for grassroots to professional development of sports. Proof of effectiveness of Gintong Alay were the consistent medals in athletics, weightlifting, bowling, boxing, billiards, and basketball our country got from overseas competitions.

1.1 The Sports Market

According to Company (2019), quoted from the website of ResearchAndMarkets.com, the sports market is segmented according to the type of engagement which is spectator sports and participatory sports. Spectator sports are segmented into sports teams, clubs, racing, and individual sports. On the other hand, participatory sports is segmented into fitness and recreational sports centers, golf courses and country clubs, marinas, bowling centers, and skiing facilities. They revealed that the global sports market grows at a compound annual rate of 4.3% from 2014 to 2018 and is growing to 5.9% from 2019 to 2022. Further, they confirmed that in monetary terms it accounts to about \$488.5 billion in 2018 and could be nearly \$614.1 billion by 2022.

In the Philippines, the sports market is in the infancy stage except for basketball and volleyball sports. Basketball has achieved a feat reaching the status of professional leagues where both the spectator market and the participatory market has emerged to be income generating. On one hand Volleyball is following its tracks with the establishment of a new professional league. Though new in the spectator market, it is gaining ground in the participatory market the reason it is becoming attractive to corporate sponsors. Other sports are yet to develop their grassroots to elite and professional leagues. However, all are in the right direction having to establish the national sports associations, the governing body of a sport in a country.

1.2 Sports Marketing as Defined

Schwarz and Hunter (2008) defined in practice sports marketing as the process of developing and doing activities that includes production, pricing, distribution, and making public of a sports products. Further they identified products in sports as the tickets and the sporting event itself, clothing worn and drinks consumed by sport stakeholders.

Mason (1999) expands the products in sports more than the team uniforms and other team merchandise that includes media companies purchasing the right to show games as their program, club facilities use open for public use, and big companies purchasing teams to sponsor them thus increasing the value of the team. The latter on corporate sports sponsorship is what challenges teams and sports associations to be able to sustain its projects such as clinics, trainings and competitions, and programs.

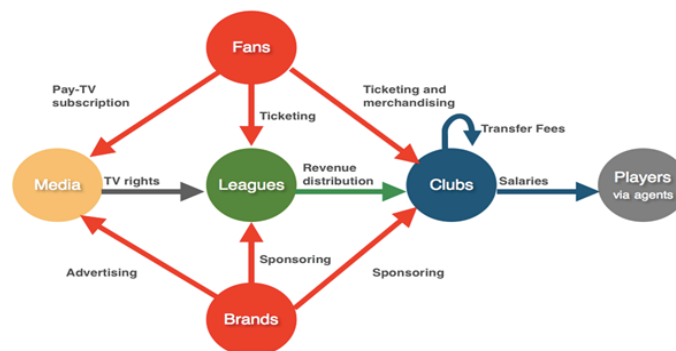
Ratten & Ratten (2011), Rundh & Gottfridsson (2015), and Da Silva & Casas (2017b) as all quoted by Da Silva & Las Casas (2017a), made a clearer picture on the practice of marketing such that they said sports could be marketed as a product, as an event or entertainment. Sports, however, could also be used a medium to reach and communicate to clients of a sponsoring company. A classic example here is the use of sports to highlight the power of an energy drink, the comfort of an apparel while playing, a feeling of confidence of a shoes worn of stars, and the like.

1.3 Theoretical Underpinnings

One theory stands out in the practice of sports marketing, this is Relationship Theory due to the nature of the sports product to be offered for sale as well as its use as a marketing medium. Marketing sports is more difficult compared to traditional products since as emphasised by Schwarz and Hunter (2008) the principal sport product is perpetually intangible, subjective and variable. This is therefore the relevance of relationship Theory.

Compounding the importance of the theory anchored on this study, we refer to Yu and Trail (2011) who presented a conceptual framework where he concluded that consensus dictates of sports businesses can benefit on the use of sports marketing, precisely because there is now a market for sports.

Figure 1: Sports Ecosystem



Source: Collignon & Sultan (2014)

As to the clients of sports, Sheth (2002) confirms that sports business inevitably has discussions with customers that eventually creates and sustains relationships. Such discussion is relationship building. Then with Bee and Khale (2006) expanding the premise above, he said clubs, organizations, fans and athletes have relationships within each another that is anchored on managing it successfully, means that if done by sports marketing with these customers in mind, this could lead success.

In the practice of marketing, Collignon and Sultan (2014) have generated the sports ecosystem in Fig.1 that reflects a realistic view on how the theory of sports marketing has to be appreciated.

Collignon and Sultan's (2014) sports ecosystem was developed based on the flow of money between the clubs, leagues, media, players, and fans. They have emphasised in the system these five critical elements in giving revenues to sports clubs.

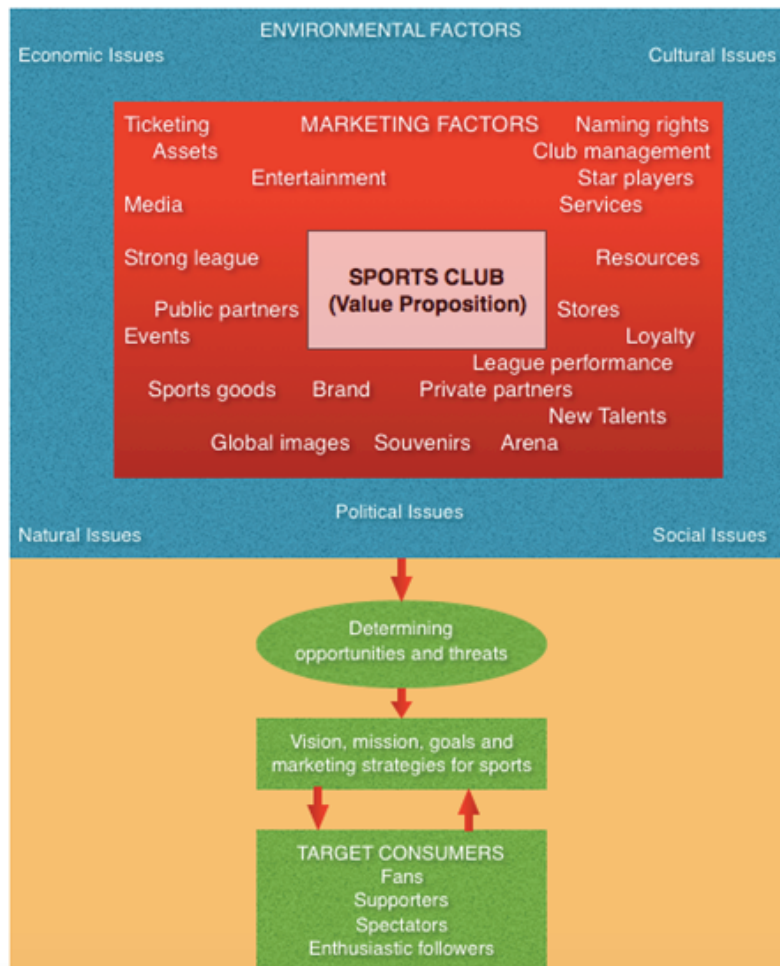
The clubs are highlighted to be the most crucial player in the sports ecosystem. This means according to Collignon and Sultan (2014) that sports clubs need to create excitement in the form of putting up league games, winnings of the clubs in those leagues, tickets to club leagues and other sporting events, merchandise like shirts of clubs, as well as the lure of fans being members of sports associations and clubs. With such excitement, a sports brand by the club is established. This is when media will be attracted, using them as a medium to have exclusivity in sports matches, thereby increasing the value of the club, the sports itself, and eventually introducing sports heroes to the spectators. Fans will eventually be attracted to give out money to patronize the sports, the association and club, the sports itself, and the sports heroes that spectators want to watch.

Expanding the sports ecosystem framework was done by Da Silva and Las Casas (2017a) as exhibited in Fig.2 thereby developing a Theoretical Sports Marketing Model where they added in the overall picture issues on economic, cultural, social, natural, and political. At the center of the model is the value proposition by the sports club for which several marketing factors were to be used to ensure that opportunities and threats are addressed by the vision, mission, goals and marketing strategies for sports that would appeal to as many fans.

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Figure 2: Theoretical Sports Marketing Model



Source: Da Silva & Las Casas (2017a)

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2. Methodology

2.1 Procedure

This research used accessible academic literatures from each academic search engines such as Google Scholar Online articles, Research Gate, Microsoft Academic, CORE academic search engine and BASE for Bielefeld Academic Search Engine covering the period 2000 to 2019 to assess the literary consensus of sports marketing being exercised by National Sports Associations.

The accessibility criterion was set since it is encouraged that active sports association can readily open and find time referring to literatures by using specific keywords “sports marketing and national sports associations or sports clubs” allowing them to practice sports marketing. Likewise, an assortment of scholarly databases was also included in the search for articles and studies.

2.2 Data Analysis

Analysis of all secured literature was structured according to the system presented in Figure 3. The review included 30 articles from sport management and business journals and presented and written in article format.

This study descriptively reviewed the exercise of sports marketing by national sports associations. Referring to the sample of 51 articles accessed and available and selected from the online search engines covering the period 2000 to 2020, the results were analyzed (Fig.3) based on: 1) how sports marketing is described, 2) institutional support ensuring success of sports marketing, 3) benefits on the practice of sports marketing, and 4) recommendations on the practice of sports marketing. Excluded in the review were articles and studies that dwell on general marketing that is not applied, adopted, or used in sports.

The detailed guide in analyzing the systematic review of the studies on sports marketing follows Fig.3 diagram below that the researcher developed:

Figure 3: System of Analysis



Note: The Schematic Diagram was developed by the Author in order to Exhibit the Flow of the Study.

Studies were grouped into four themes: 1) describing sports marketing, 2) institutional support ensuring success of sports marketing, 3) benefits on the practice of sports marketing, and 4) recommendations on the practice of sports marketing. These categories allows the study to be guided by a system of focusing on sports marketing of sports groups, clubs and associations excluding however, factors that will involve the macro sector introduced by Da Silva and Las Casas' (2017a) Theoretical Sports Marketing Model in Fig.2.

3. Results and Discussion

3.1 Studies Describing Sports Marketing

Several studies have described and offered ways on how to understand sports marketing. Common to the studies are that sports is entertainment and such attracts or appeals commercialization, a business to produce merchandize, ticket sales, star athletes, and the like, thus resulting to getting revenues from such various sources. Sports is thus marketed more as an entertainment.

There might be little to no studies that will describe sports as a health and fitness source for physical strength sustenance. However, it is a known trend that Zumba is done in as many corners around the world. And if we try to appreciate it, one will see that it is a merger of as any sports drills and exercise to develop a specific part of the body needed by a particular sport.

From the existing studies and the lack of some, marketing a specific sport as a health solution provider being a source for fitness and energy boost, therefore needs more attention these days.

Table 1: Studies Describing Sports Marketing

Author/s and Year	Title of Study	Results: Describing Sports Marketing
Masterman, 2004	Strategic Sports Event Management: An International Approach	Sporting entertainment and commercial success are now seen as two sides of the same coin
Clark, 2011	Changing the Game: Outlook for the Global Sport Market to 2015	Sports marketing understood using 4 perspectives: 1) based on sporting events & experiences sports club performance and its star athlete, loyal fans and its ticket sales, and food & drinks sold in the sporting venue, 2) based on sponsorships on products or companies associated with a team, 3)

		based on media right fees paid to show sporting events on tv, 4) based commercialization of sports products such as team apparels, league logos and intellectual property.
Ratten & Ratten, 2011	International Sport Marketing: Practical and Future Research Implications	Sports is seen as sort of an entertainment appeal as cited by Da Silva & Las Casas (2017a).
McHugh, Bronson, & Watters, 2015	The future of sports: Reports. futureof.com.	Attention be given where sports be offered as an entertainment, thereby a source of business as cited by Da Silva & Las Casas (2017a).
Maltese & Danglade, 2014	Marketing du Sport et Événementiel Sportif [Marketing of Sports and Sporting Events]	Convergence of sports and entertainment are closer than ever before

Note: The Studies Describing Sports Marketing were clustered by the Author to generate Focus.

3.2 Studies on Institutional Support Ensuring Success of Sports Marketing

Existing studies reveal the need for institutional support such as having a marketing department for big clubs, marketing specialist for smaller associations, and making a marketing plan as important requirements for a sports club to have a successful practice of sports marketing.

Table 2: Studies of Institutional Support Ensuring Success of Sports Marketing

Author/s and Year	Title of Study	Results: Ensuring Success of Sports Marketing
Olkkonen, 2001	Case study: The network approach to international sport sponsorship arrangement.	Management and evaluation of corporate event sponsorship and advertising through sport still requires better understanding
Farrelly, 2002	A predictive model of sport sponsorship renewal in Australia	Event sponsorship and advertising using sports still requires better understanding in managing and evaluating it
Lawson, 2002	Struggling to put the runs on the board.	ROI from sports sponsorships needs better understanding due to complexity of corporate marketing and televised events

Cliffe & Motion, 2005	Building contemporary brands: A sponsorship-based strategy	Management and evaluation of corporate event sponsorship and advertising through sport still requires better understanding
Seguin, Teed, & O'Reilly, 2005	National sports organizations and sponsorship: An identification of best practices	Best practices were presented in terms of: (a) The Sponsor and its Objectives; (b) Leveraging Activities; and (c) Sponsorship Evaluation
Smolianov and Aiyeku, 2009	Corporate Marketing Objectives and Evaluation Measures for Integrated Television Advertising and Sports Event Sponsorships	The study was able to identify one of four criteria to increase corporate sales using televised sport which are exposure, processing, communication effects, and consumer action.
Greenhalgh, 2010	An examination of professional niche sport sponsorship : sponsors' objectives and selection criteria	Decision-makers require their sports sponsorship to have (a) cost effectiveness, (b) company image fit within the target market of the sport property, (c) flexibility of the sport property, (d) spectator demographics, and (e) company product/service image fit with the sport image.
Kosik, 2011	Marketing Strategy in Connection with Sport. Innovative Marketing	Big sports clubs create marketing departments while small clubs hire marketing specialists as cited by Da Silva & Las Casas (2017a).

Note: The Studies about Institutional Support were grouped in order to Capture Appreciation of the Studies.

There are other reasons though worth exploring to ensure the success of the practice. At the moment, literature accessed showed in Table 1 that there exist no other study that deals with the following among others: 1) having to link with a marketing group or planner to do the selling of the club's brand, 2) institutionalizing an inventory of the sports club's winnings, stars in the making, thriftiness, charitable cause, and the like as a baseline ingredient in the sports marketing effort, and 3) establishing a booking and marketing office for the club's publicity efforts. These are worthwhile exploring.

3.3 Studies on Benefits of Practicing Sports Marketing

When sports is marketed and generates a significant number of followers, several benefits would be generated.

Existing studies exhibited in Table 3 revealed that it was easy to get viewers especially through the internet. And getting such number of people watching sports allows a business, practicing sports marketing, to extract insights on their watcher-followers who are their target buyers. Revenues have been a good result of more people watching the sports being marketing.

Table 3: Studies on Benefits of Practicing Sports Marketing

Author/s and Year	Title of Study	Results: Benefits from the practice of Sports Marketing
Gardner & Shuman, 1987	Sponsorship: An Important Component of the Promotions Mix	Use of sponsorship is due to expected name exposure and image enhancement
Irwin and Sutton, 1994	Sport sponsorship objectives: An analysis to their relative importance for major corporate sponsors	Use of sponsorship is due to expected name exposure and image enhancement
Thwaites, 1995	Professional Soccer Club Sponsorship – Profitable or Profligate	
Cornwell, 1995	Sponsorship-Linked Marketing Development	Use of sponsorship is due to expected name exposure and image enhancement
Lough, 1996	Factors Affecting Corporate Sponsorship of Women's Sport	
Milne and McDonald, 1998	Sport Marketing: Managing the Exchange Process	
Meenaghan, 1991	The role of sponsorship in the marketing communication mix	
Irwin et al., 1994	A model of screening sport sponsorship opportunities.	Foster favourable image of the sponsor's brand and image of the company
Javalgi et al., 1994	Awareness of sponsorship and corporate image: an empirical investigation	
Apostolopoulou & Papadimitriou, 2004	Welcome Home”: Motivations and objectives of the 2004 Grand National Olympic sponsors	The most commonly cited objective in the practice of the sports sponsorship by companies is the increased public corporate awareness.

Author/s and Year	Title of Study	Results: Benefits from the practice of Sports Marketing
Chadwick & Thwaites, 2004	Advances in the management of sports sponsorship: Fact or fiction? Evidence from English professional soccer	
Mansourpour, 2007	An investigation into the use of sports sponsorship as a marketing tool	It is a tool adopted by companies to create awareness, alter attitudes and attempt to influence consumer behaviour patterns
Shilbury, 2009	Strategic Sport Marketing, 3rd ed	Uses sports as a medium to gain increasing levels of insights into their target markets as cited by Da Silva & Las Casas (2017a).
Pipponen, 2011	Enhancing Customer Relations in Team Sport Business. Thesis (Master in Marketing)	Increased number of people watching sports through the internet thus globalizing sports as cited by Da Silva & Las Casas (2017a).
Javalgi, Traylor, Gross, and Lampman, 2013	Awareness of Sponsorship and Corporate Image: An Empirical Investigation	The results suggest that corporate sponsorship can improve corporate image, but its effects differ among companies.
Amorim & Almeida, 2015	The Effect of Simultaneous Sponsorship of Rival Football Teams	Revenue source of sports clubs that included 1)acquiring players, 2)ticket sales, 3)naming rights of venues and clothing, 4)media rights, and 5)club memberships and fans investments to get discounted seats and ticket entries as cited by Da Silva & Las Casas (2017a).
Madushani & Gunawardane, 2020	Role of Sports Sponsorships in Developing Brand Equity	The sports sponsorship measured on status of the event, personal liking of the event, event sponsor fit and attitude towards sponsor were found to have a positive relationship on the brand equity.
Witcher, Craigen, Culligan, & Harvey, 1991	The links between objectives and function of organizational sponsorship.	The most commonly cited objective in the practice of the sports sponsorship by companies is the increased public corporate awareness.

Greenwald & Fernandez-Balboa, 1998	Trends in the sport marketing industry and in the demographics of the United States: Their effect on the strategic role of grassroots sport sponsorship in corporate America	
Ludwig & Karabetsos, 1999	Objectives and evaluation processes utilized by sponsors of the 1996 Olympic Games	
McCarthy & Irwin, 2000	An examination of the rationale and motives for corporate purchase of stadia and arena naming rights	The most commonly cited objective in the practice of the sports sponsorship by companies is the increased public corporate awareness.
Thjomoe, Olson, & Bronn, 2002	Decision-making processes surrounding sponsorship activities.	
Seguin, Teed, & O'Reilly, 2005	National sports organizations and sponsorship: An identification of best practices.	The most commonly cited objective in the practice of the sports sponsorship by companies is the increased public corporate awareness.
Lamont & Dowell, 2007	A process model of small and medium enterprise sponsorship of regional sport tourism events	
Papadimitriou, Apostolopoulou, & Theofanis, 2008	Event sponsorship as a value creating strategy for brands	

Note: The Studies on Benefits of the Practicing Sports Marketing are grouped in this Table by the Author.

3.4 Studies of Recommendations on the Practice of Sports Marketing

Sports marketing is seen to have benefits as showed in Table 3. It is therefore but appropriate to know how the practice of Sports Marketing should be done. Studies were accessed along this line of inquiry. The ultimate intention in this section of investigation is to identify existing studies that have recommended requisites such that the

practice of sports marketing will be beneficial (Chowdhury et al., 2020; Hossain et al., 2019a; Hossain et al., 2019b; Hossain et al., 2020; Jahan et al., 2020; Khalil et al., 2020; Nahar et al., 2021)

Table 4: Studies of Recommendations on the Practice of Sports Marketing

Author/s and Year	Title of Study	Results: Recommendations on the practice of Sports Marketing
McCarthy, 1998	Marketing sport to Hispanic consumers	Due to increased Hispanic population in the US, they are expected be a huge sport customers in the future
Lough & Irwin, 2001	A Comparative Analysis of Sponsorship Objectives for Women's Sport and Traditional Sport Sponsorship.	They recommended that women sports require a different approach to sponsorship sales than sports for men.
Yang, 2005	Sport sponsorship in China: a strategic investment	Sports marketing is used to procure brand equity and relationship of the sponsoring company in China where relationship is a resource that can be exploited as an intangible asset to strengthen competitive advantage of the sponsoring company.
Jurak, Bednarik, and Kovac, 2009	Sponsorship Potential of Slovenian Sport	The study revealed that appearance of the name and the logo of sponsoring company, inclusion of company in social environment and improvement of public opinion about the company are the most important goals for sponsoring Slovenian sport.
Farrelly, 2010	Not Playing the Game: Why Sport Sponsorship Relationships Break Down	In avoiding termination of sports sponsorship, the study investigated major sport organizations and their sponsors spanning four years revealed changing perceptions of value, opportunity, and responsibility are the causes of termination.
Nufer & Buler, 2010	How effective is the sponsorship of global sports events? A comparison of the FIFA World Cups in 2006 and 1998	Success in sports sponsorship is anchored on productive relationship between the sports organization and sponsoring group.

Renard & Stitz, 2011	Maximizing sponsorship opportunities: A brand model approach	Established a new approach in sports as a brand away from the classic perspective.
Collignon & Sultan, 2014; Collignon, Sultan, & Santander, 2011	The Sports Market: Major Trends and Challenges in an Industry Full of Passion [Report]	Need to create marketing strategies model for non-profit sports club organization to transport it into a business marketing-oriented model by 1) structuring marketing channel networks, 2) professionalizing the sports clubs, 3) create good relations with stakeholders, 4) deal with actors to generate resources, and 5) use media to manage sports brand reputation on targeting spectators as cited by Da Silva & Las Casas (2017a).
Komskiene & Bobinaite, 2014	Sport Sponsorship As a Strategic Tool	The study defined the scope of effect of sport sponsorship on sponsors and reveal the sports sponsorship opportunities and links in sponsors' strategic planning

Note: The Studies on the Recommendations to Practice Sports Marketing are identified in this Table by the Author.

4. Conclusion and Recommendations

The review revealed relevant understanding on the field of sports marketing, especially its practice and adoption by sports clubs and associations.

Existing literature describes sports marketing as a focus on entertaining people (Maltese & Danglade 2014; Ratten & Ratten, 2011) with commercial success (Masterman, 2004), understanding it in the perspective of experiences of athletes, loyal fans, and food consumed in sports arenas (Clark, 2011), and a source of business because it entertains (McHugh, Bronson & Watters, 2015).

It is worthy to note that the description of sports marketing from the literature has little to do with sports as a health and fitness source. While there is significant actual practice of it about having a healthy lifestyle, there is little attention given to study it as its focus of marketing. It is long this line in describing sports marketing that future studies could be done.

Sports marketing as a practice will require institutional support to ensure its success.

The literature revealed the requirements that there should be management and evaluation (Olkkonen, 2001; Farrelly, 2002; Cliffe & Motion, 2005), sponsor and its objectives, leveraged activities and evaluation (Seguin et al., 2005), emphasis on ROI should be understood (Lawson, 2002), focus on exposure, processing, communication effects, and consumer action (Smolianov & Aiyeku, 2009), and requirements of decision-makers of sports sponsorship such as cost effectiveness, image fit of the company, service fit, and demographics of spectators (Greenhalgh, 2010).

The results revealed that institutional support were only about the decision-makers, company financial concerns, exposure, communication effect, and the corporate image agenda. There has been no attention provided to another institutional support not concerning the decision-makers but the field sports marketing specialists who talk to sports organizations whose efforts should be towards what the corporate executives think. On the other hand, while it is understood that financial merit is given much in the conduct of marketing sports, no literature was available on the psychic effect of sports to the company. Further, an attention should also be given to sports marketing convenors whose business is solely to link between the sports organizations and the would-be corporate sponsor. Enhancing institutional support should therefore include these that should be explored in future researches.

Benefits in the practice of marketing are aplenty. The literature revealed that benefits in the practice of sports marketing were more focused on corporate image and increasing awareness. Attempt to change spectator-consumer behaviour as well as global exposure due to sports marketing and popularity gained provides revenue to both the sports organization and the corporate sponsor had little research attention. These should be explored further. Other benefits worth exploring are sports marketing effect on creating a fan base for the NSA-Corporate image, a sports culture established and the cohesive community for which sports marketed to them by a company has gained rooted loyalty to corporate products.

Studies that provided recommendations on the practice of sports marketing included having to determine the huge customers such as the increased Hispanic population in the United States (McCarthy, 1998), recognize that a different approach be done on sports sponsorship for women sports as against men sports (Lough & Irwin, 2001), acknowledge that relationship is a resource that could be exploited as an intangible asset to strengthen competitive advantage of the sponsoring company (Yang, 2005), in a country such as Slovenia opinions on appearance of company name and logo are most important goals for sponsoring sports (Jurak, Bednarik & Kovac, 2009), in avoiding sponsorship termination remember not to change perceptions of value, opportunity, and responsibility of the sports organization (Farrelly, 2010), nurture a productive relationship between the sports organization and sponsoring group (Nufer & Buler 2010), create a

new approach of sports as a brand leapfrogging from the classic perspective of sports (Renard & Stitz, 2011), make a sports organization become a business marketing oriented model (Collignon & Sultan; Collignon, Sultan & Santander, 2011), and remember that opportunities arise from the sponsor's strategic planning content (Komskiene & Bobinaite, 2014).

Recommendations in the practice of sports marketing by sports clubs as revealed by the studies start with identifying who the clients are, different approaches by gender, see to it that company appearance is protected, thus creating a bond between the sponsoring company and the sports organization, but install in the relationship that the sports club is a marketing oriented and that the value of the sports organization's client is the corporate sponsor.

A significant variable not covered in the suggestions were the value of the spectators on the sports itself that needs to be capitalized that ensures huge number of followers who in turn becomes the target of the sponsoring company about their product offers. There has been no study so far that is within this area. This should be explored.

Finally, literature direction in future studies should be geared towards focusing on how sports association start-ups practice sports marketing because we found prevalent in the studies sports associations which have established already their name or have been in existence for quite a few number of years already. Should literature in the future be established towards this direction, developing countries' sports associations which are gaining ground like that of the Philippines and perhaps countries such as Bangladesh, Sri Lanka, Vietnam, among others will have a guide to follow, as exhibited in the future direction of sports marketing literature.

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