

Evaluating Social Marketing Sponsorships: an analysis of Coca-Cola Canada
and ParticipACTION

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Abstract

Numerous not-for-profit organizations are developing and implementing social marketing programs that aim to address important social issues. Sponsorship has become an important tool to obtain necessary funds to run these programs. However, in today's competitive environment, organizations have to compete for very limited sponsorship opportunities. To maintain and improve sponsorship relationships, organizations need to be able to evaluate sponsorships using efficient, proven methods. Thus, evaluation of social marketing sponsorship becomes an important component for both scholars and practitioners. However, this area still remains largely under-researched, especially in an empirical setting. This thesis fills this gap by evaluating Coca-Cola Canada sponsorship of the ParticipACTION Teen Challenge program. The results indicate that partners in sponsorship have successfully achieved their shared social marketing objectives by collaborating positively in delivering the program and by creating opportunities for participants to benefit from the program. The research highlights main factors that impact effective sponsorship implementation and evaluation.

1. Introduction

Over the last two decades the social marketing field has attracted substantial interest from practitioners and scholars in North America as well as in developing and developed countries around the world. The concept that marketing practices can be used to solve social problems was developed in the late 1960s and early 1970s (Wood, 2012). There is still an ongoing debate among researchers over the definition of social marketing, its main role and characteristics, and essential areas of focus (Kotler & Lee, 2008; Andreasen, 2005; Wood, 2012; Wymer, 2011; Dibb & Carrigan, 2013). This matter is discussed further in the following section.

The definition adopted in this paper is: “social marketing is a process that uses marketing principles and techniques to influence target audience behaviors that will benefit society, as well as the individual. This strategically oriented discipline relies on creating, communicating, delivering, and exchanging offerings that have positive value for individuals, clients, partners, and society at large” (Lee, Rothschild & Smith, 2011). Social marketing has been used to develop programs such as ParticipACTION’s “Park the Car, It’s Not That Far” campaign, which aims to encourage parents to get their children physically active by changing behavior and using active transportation (walking, biking, skateboarding) to and from places such as schools or parks (“Park the Car” n.d.). Another example of social marketing program is Public Safety Canada “Get Prepared” campaign. The aim of this campaign is to encourage people in Canada to prepare themselves and their families for emergency situations by getting an emergency kit and being aware of the risks in their area (Davidge, 2013).

In recent years, there has been growing importance of new approaches to financing social marketing campaigns and programs. Among these emerging approaches is sponsorship (Lagarde, Doner, Donovan, Charney, & Grieser, 2005; Madill, O'Reilly & Nadeau, 2014). In practice, sponsorship is most often utilized in sports since more than half of all sponsorship spending in North America is in sport events and programs ("2013 Sponsorship Outlook", 2013). According to the Canadian Sponsorship Landscape Study developed by O'Reilly, Beselt, and DeGrasse (2015), the sponsorship industry in Canada in 2014 was \$1.66B, which represents a 49.6% increase compared to 2006. The study also reports that over the years, sponsorship has remained an important tool in the marketing communications mix, accounting for 25.4% of sponsors' overall marketing communications budget in 2014 (O'Reilly et al., 2015).

In today's world, sponsorship of nonprofit programs and events is growing in popularity. To develop and implement social marketing campaigns, many not-for-profit organizations are competing with each other for funding from various sources (Madill et al., 2014). Both academic papers and practitioner reports suggest that one of the ways that social marketing campaigns are frequently financed is through sponsorship or partnership (Rodgers & Bae, 2007; Lagarde et al., 2005). In examining a wide variety of social marketing campaigns in Canada, one can see that many programs are financed through partnerships. There are various examples of such initiatives, including around 300 public-private sponsorships of Health Canada's programs and Heritage Canada's Anti-Racism program (Madill & O'Reilly, 2010; Madill & Abelle, 2004).

There are also numerous community-based social marketing programs, many of which involve partnerships or sponsorships. It is important to note that the terms

partnership and sponsorship are often used interchangeably and many campaigns that meet sponsorship criteria have been called partnerships and vice versa (Madill & O'Reilly, 2010). These terms are discussed in more detail later in this thesis. The City of Ottawa and RBC Royal Bank free weekend skating program is one example of a sponsorship/partnership. The program provides free public skating in Ottawa arenas on Saturdays and Sundays, which in turn promotes healthy active living in the community (Curry, 2014). In order to maintain and improve future sponsorships, organizations need to be able to evaluate sponsorships using efficient, proven methods.

Thus, evaluation of social marketing sponsorship becomes important, not only for scholars, but also for practitioners. However, this area still remains largely under-researched, especially in an empirical setting. While the literature identifies key concepts of social marketing sponsorship and describes different methods of evaluation, it provides very few examples of social marketing sponsorship evaluation performed empirically. The purpose of this thesis is to fill this gap in the literature by focusing on evaluating the Coca-Cola Canada sponsorship of the ParticipACTION Teen Challenge program that was developed in 2008. Three main sponsorship objectives were identified, and hypotheses related to them were developed and tested in order to evaluate whether partners' key objectives in the sponsorship were achieved and to identify main factors that impact sponsorship effectiveness. Various strategies regarding how to encourage participants' involvement in the program are also discussed.

ParticipACTION is a national not-for-profit organization located in Toronto that creates and executes various programs and campaigns to support healthy and active living for Canadians. "As Canada's premier physical activity brand, ParticipACTION helps

Canadians sit less and move more through innovative engagement initiatives and thought leadership” (“Our vision” n.d.). The organization collaborates with partners from various sectors including sports organizations, corporations and the government.

Programs such as Bring Back Play, Sneak It In Week, and Longest Day of Play seek to increase physical activity levels among children and adults across the nation. One of these important programs is the ParticipACTION Teen Challenge, sponsored by Coca-Cola Canada, which is designed to help enable Canadian teens to live more healthy lifestyles by getting more physically active. The program involves over 4,000 community organizations (COs) and over 300,000 Canadian teens across the nation (“History of the program,” n.d.). A Community Organization is an organization, which is “registered with the ParticipACTION Teen Challenge program to provide teens with the grounds, facilities, equipment, expertise or other support they need to get active” (“Frequently asked questions,” n.d.). Provincial/Territorial coordinators administer the program in their respective provinces and territories and work with community organizations to deliver the program by providing them with all necessary support and guidance.

This study also recognizes a considerable controversy that surrounds this sponsorship making it different from most other sponsorships. This controversy arises from the fact that ParticipACTION is partnering with Coca-Cola Canada to deliver the program that promotes physical activity and healthy lifestyle. Some experts and fitness enthusiasts question the effectiveness of this partnership by arguing that ParticipACTION, in developing such programs as the Teen Challenge, should not engage in a sponsorship relationship with a corporation such as Coca Cola that makes sugary beverages (Freedhoff, 2012). This issue will be further discussed in this thesis along with possible implications

for the social marketing sponsorship evaluation.

This thesis is organized as follows. Section 2 provides background on social marketing research, sponsorship concepts, terminology, stakeholders, and the current state of sponsorship research. It also describes the most prominent sponsorship evaluation models in the literature and identifies the model that is used in this thesis. Section 3 explains the theoretical conceptual framework, in particular the social marketing evaluation model, which directed this study. Research methodology, data strengths and weaknesses, and performed analysis are described in Section 4. Section 5 presents research findings. In section 6 findings are summarized, conclusions are presented and discussed, strengths and weaknesses of the research are also discussed. Future research directions are proposed in Section 7.

2. Literature Review

The primary aim of this section of the thesis is to review the existing literature in social marketing sponsorship in order to understand the current state of research and discuss major research gaps in the field. Despite the rapid growth of interest in social marketing research, the existing literature in social marketing sponsorship remains scant. There are very few papers in the social marketing sponsorship field. These papers focus on defining key concepts such as sponsorship, sponsors, sponsees, and providing an initial understanding of how social marketing sponsorships are created, evaluated and maintained. This section starts with an overview of social marketing literature, followed by an introduction of sponsorship concepts and terminology, discussion concerning social marketing sponsorship as well as main stakeholder's objectives in sponsorship. Various

sponsorship evaluation models are identified and presented in section 2.4 in order to determine the most suitable model to provide a theoretical framework to guide this study.

2.1 Social Marketing research

Among the first researchers who suggested that marketing tools and methods could be used to promote social good and solve social challenges were Philip Kotler and Gerald Zaltman (1971). They question whether one can effectively apply marketing concepts and techniques to the promotion of social objectives such as safe driving, family planning etc. Kotler and Zaltman (1971) defined social marketing as “the design, implementation, and control of programs calculated to influence the acceptability of social ideas and involving considerations of product planning, pricing, communication, distribution, and marketing research” (p.5). Later, Andreasen (1994) proposed a new definition of social marketing that focuses on influencing and changing people’s behavior: “the adaptation of commercial marketing techniques to programs designed to influence the voluntary behavior of target audience to improve their personal welfare and that of society of which they are a part” (p. 110).

Dibb and Carrigan (2013) state that Philip Kotler suggested that social marketing research has undergone four major stages of transformation. Certainly these four stages of social marketing evolution will develop further since researchers and practitioners encounter more problems and solutions every day. Firstly, defining more clearly the objectives of social marketing, specifically focusing on behavior, not attitude. Kotler notes that attitude change is not the same as a behavior change. For instance, the intention to eat healthily and exercise is not the same as eating healthily and actually exercising. The paper

also suggests that we can measure success of social marketing campaign by identifying how many desired behaviors were influenced by the campaign in a short run, and how many desired behaviors were maintained for a long time. Secondly, the development of a process view of social marketing planning, which includes the following ten step model: background, purpose and focus of the planning effort, situation analysis, target market profile, marketing objectives and goals, target market barriers and benefits, positioning statement, marketing mix strategies, evaluation plan, budget, and implementation plan (Dibb & Carrigan, 2013).

The third stage emerged when Andreasen (2005) proposed to focus on influencing the peers of the target market, such as friends, relatives, and people who are able to influence an individual or a group the behavior of which we would like to change. The rapid growth of Internet and social media has changed the way social marketers can reach their target audience. Therefore, the last stage involves utilizing social media opportunities and features to better manage and implement social marketing initiatives. Scholars and practitioners are constantly looking for new and more effective ways to use digital channels to reach social marketing objectives.

Dewhirst and Lee (2011) claim that social marketing programs should start with clear target market in mind. Market segmentation is a popular approach for marketers to use to identify the audience they need. They identify four main segmentation strategies that social marketers utilize: demographic, geographic, psychographic, and behavioral segmentation.

Scholars around the world focus on different fields of social marketing such as developing strategies to implement social marketing programs, evaluating the effectiveness

of social marketing campaigns, ethical issues in social marketing, systems of influence on peoples' behavior, relationship paradigm application in social marketing and so on. One of these emerging areas of research is social marketing sponsorship, in particular evaluation of social marketing sponsorships. The discussion of important existing theoretical and practical issues of this research area is presented in the following section.

2.2 Sponsorship concepts and terminology

When sponsorship occurs, a sponsor provides financial support to a sponsee, usually in the form of cash. Sometimes that support can be in the form of products or services required for a particular event or program. A sponsee can be an organization, program, or event that needs additional financial resources to create and implement social marketing campaigns. Sponsorship can be viewed through the lens of exchange theory, which states that “(i) two or more parties exchange resources, and (ii) the resources offered by each party must be equally valued by the reciprocating parties” (Crompton, 2004, p.268). A key feature of sponsorship is that it “provides the benefits of image transfer where both the sponsor and the sponsee bring their own specific image values, which in turn can be transferred – in the minds of consumers – though the resulting associations” (Madill & O’Reilly, 2010, p.134).

In sports sponsorship, for instance, image transfer implies creating positive attitudes towards the sponsor by establishing strong associations between a sport event and the sponsor (Grohs, Wagner, & Vsetecka, 2004). Image transfer is an essential element in understanding how sponsorship functions. It is often the objective of a sponsor when seeking a partnership with a not-for-profit organization (O’Reilly & Brunette, 2013).

One of the current trends in the sponsorship literature is research that tries to understand sponsorship effects. Various researchers assume that a good fit between the sponsor and the sponsored organization or an event is a crucial component in sponsorship. Accordingly, Olson and Thjomoe (2011) argue that the fit between a sponsor and object (sponsee) is an important construct in predicting sponsorship effects. Woisetschläger and Michaelis (2012) also argue that congruence (i.e. fit) between the sponsor and the sponsored cause is critical for a change in brand image.

When properly established and managed, sponsorship can become a distinctive competence, which provides an effective way for a sponsor to differentiate itself from its competitors and achieve a competitive advantage (Amis, Slack, & Berrett, 1999; Fahy, Farrelly, & Quester, 2004). Among other benefits, sponsorship also provides an opportunity for a sponsor to obtain exclusivity and be the only sponsor of an event in their specific product category (Madill et al., 2014). While there are various reasons for companies to get involved in sponsorship, increasing brand awareness and company image are the main incentives (Grohs et al., 2004). Compared to other marketing techniques and tools, sponsorship can be used in social marketing to execute programs with small budgets (Jalleh, Donovan, Giles-Corti, & Holman, 2002).

It is important to acknowledge the difference between sponsorship, cause-related marketing, and philanthropy. Philanthropy is a contribution (gift) without any expectation of recognition or acknowledgment (Daellenbach, Davies, & Ashill, 2006). According to Kotler, Hessekiel, and Lee (2012), “typical cause-related marketing offers include one or more products that the corporation will promote, a cause that will be supported, and a charity, charities, or corporate foundation that will benefit from the effort” (p. 83).

Sponsorship on the other hand refers to situations where a sponsor receives the right to associate itself with a program, event or cause by providing a financial support to a sponsee (Cornwell & Maignan, 1998; O’Reilly & Madill, 2012).

2.3 Stakeholders’ objectives in social marketing sponsorship

With regards to the stakeholders’ objectives in social marketing sponsorship, the literature identifies the following: a sponsee is mainly concerned with raising money to implement a social marketing program or campaign, build strong relationships with sponsors, increase awareness of social issues, and change people’s undesirable behavior. A sponsor on the other hand, wants to be associated with a good cause, build brand awareness and increase its reputation, develop an association for marketing purposes, and give back to the community (Madill & O’Reilly, 2010; Jalleh et al., 2002). Table 2.1 summarizes both sponsees’ and sponsors’ objectives in social marketing sponsorship highlighted from the literature.

Table 2.1 Stakeholder objectives in social marketing sponsorship

Sponsee	Sponsor
Implement SM program	Support/Implement SM programs
Raise money for SM program	Be associated with a good cause
Build long-term relationships with sponsors	Build brand awareness
Increase awareness of important social issues	Promote health and wellness
Promote health and wellness	Give back to the community

O'Reilly and Madill (2012) note that sponsors and sponsees may enter into sponsorship agreements without clearly defined, measurable objectives. This situation can create confusion especially in the evaluation stage, since both parties may have vague ideas that have not been communicated to other parties of the sponsorship concerning their expectations of a particular social marketing event or program.

In their work "Evaluating social marketing elements in sponsorship" O'Reilly and Madill (2007) describe four potential scenarios of social marketing sponsorship. The first scenario describes a social marketing sponsorship where only the sponsee has social marketing objectives and the sponsor has none. The second scenario is vice versa, and only sponsor has social marketing objectives. In the third scenario, both the sponsor and sponsee can have social marketing objectives. Finally the last possible scenario is one where co-sponsors have social marketing objectives while the main sponsor and the sponsee may have zero, one or more than one social marketing objectives. These four scenarios illustrate that there can be quite different types of sponsorships where social marketing objectives may or may not be shared among the parties. Since this thesis identified sponsorship objectives of both ParticipACTION and Coca-Cola Canada, these four scenarios were used as a guidance to determine which scenario is appropriate for our study. This matter is further explained in the discussion section.

2.4 Sponsorship evaluation approaches

Although the research in social marketing sponsorship evaluation is limited, sponsorship evaluation in the commercial sector is a rapidly growing area. According to Crompton (2004) evaluation answers the question: What did the sponsor obtain from the

sponsorship with regards to its objectives in the sponsorship? The literature provides several models of sponsorship evaluation. The purpose of this subsection is to introduce different sponsorship evaluation models and determine which model to utilize in this thesis.

Clearly defined and tested sponsorship evaluation methods are not only important for the advancement of the sponsorship literature, but also useful for practitioners since “a lack of post-event evaluation will make it difficult for managers to determine if an adequate return on investment has been achieved and whether sponsorship relationships should be continued in the future” (Copeland, Frisby, & McCarville, 1996, p. 36). O’Reilly and Madill (2009) have summarized major sponsorship evaluation models and metrics that have been mentioned in the literature over the last two decades. In this section, a sample of those sponsorship evaluation models as well as several other approaches are described and one is selected as the most useful theoretical model for my research purpose.

2.4.1 Evaluation based on communication model

Jalleh et al. (2002) focus on evaluation of sponsorship effectiveness based on two main communication objectives: brand awareness and brand attitude. Based on the hierarchical communication model, which includes the following components: exposure, attention, understanding, acceptance, intension, trial, and success. The authors emphasize the importance of measuring sponsorship with regards to the earlier stages of the hierarchical communication model. “As with mass media promotions, sponsorship is likely to be more effective in the early stages of this hierarchy, whereas other elements of the marketing strategy and environmental factors are far more influential at the later behavioral stages” (Jalleh et al., 2002, p.38)

The researchers evaluated one health and two commercial sponsorships at each of the two major sporting events in Australia: Australian rules football and motor racing. Two independent samples were taken before and after the event to evaluate sponsorship and questionnaires were developed in two categories: brand awareness and attitude effects.

Using comparative statistics, the researchers compared the pre-event and post-event positions. After analyzing the results in terms of brand awareness and attitude change, the researchers concluded that health sponsorships were superior over the commercial sponsorships in terms of showing a significant impact on brand awareness. “That is, one of the health sponsorships was consistently superior to all four commercial sponsors, and the other health sponsor was superior to three, but not on all measures” (Jalleh et al., 2002, p. 42). Although this model is very comprehensive and considers both commercial and health sponsorships, it does not fit the purpose of our study since: a) the data used in this study does not allow us to evaluate participants perceptions before and after the event b) available data did not include questions that would allow us to measure brand awareness and attitude effects as proposed by this model.

2.4.2 Evaluation based on stock price changes

Another method of sponsorship evaluation is tracking changes in the sponsor’s stock price before and after the program. Miyazaki and Morgan (2001) used event study analysis methodology to assess the value of Olympic sponsorships. This methodology operates under the assumption that investors use public announcements of sponsorship events/programs that have a potential to impact a firm’s future valuations, analyzing the value of the company (a sponsor) in order to make a decision on how to trade a stock.

Miyazaki and Morgan (2001) analyzed stock prices of 27 firms that made official Olympic sponsorship announcements for the 1996 Summer Olympics. The researchers argue that any changes in information that markets deem to be important should have a considerable impact the stock price. “Information felt to signal a significant increase in future earnings should result in a significant stock price increase, while that felt to signal a future decrease in earnings should result in a stock decrease” (Miyazaki & Morgan, 2001, p.11). The analysis of the data showed that corporations participating in Olympic sponsorships are positively perceived by the marketplace.

The method proposed by Cornwell, Pruitt, and Clark (2005) analyzes the impact of sponsorship announcements on sponsor’s stock market prices by using the Scholes-Williams standardized cross-sectional market model. Researchers chose sponsorship announcements with five major leagues: National Football League, Major League Baseball, National Basketball Association, National Hockey League, and Professional Golfers Association. 53 official product sponsorship announcements were analyzed with sponsors’ stock prices 25 trading days prior to the sponsorship announcement and 25 trading days following it (a 51-day event window). After analyzing the results of the study, the researchers found that overall sponsorship announcements had positive impact on stock valuations and stock market returns. Furthermore, Cornwell et al. (2005) conducted a multiple regression analysis of the individual firm abnormal returns and sponsorship attributes. “Perhaps the two most notable of these finding are that a direct product linkage to the sponsored sport is an important facet of the stock market’s acceptance of an official sports sponsorship and that products with smaller market shares appear to benefit the most from their official sponsorships” (Cornwell et al., 2005, p.410).

2.4.3 Evaluation based on objectives of participants

O'Reilly and Madill (2012) developed a process model for evaluating sponsorships, which takes into account formal/explicit and informal/implicit objectives of sponsorship participants. It includes seven main steps: setting the stage, collecting data, articulating objectives, establishing metrics, identifying resources and determining metrics for shirking, collecting data and analyzing, summarizing and interpret outcomes and impacts. This process model was developed based on in-depth interviews with 14 Canadian sponsorship experts. A separate case study was also conducted to show the application of the process model (O'Reilly & Madill, 2012). One of the advantages of this process model is that it accounts all objectives that sponsorship participants might have whether they are formal or informal. Thus, by evaluating carefully identified objectives, one can determine whether a sponsorship was an effective one. The model also allows employing primary as well as secondary data recourses in order to fully understand a particular sponsorship case.

2.4.4 Sponsor awareness and image transfer

Grohs et al. (2004) analyzes obstacles to sponsor awareness and image transfer in sport sponsorship by conducting surveys before and after the Alpine Ski World Championships 2001 in St. Anton, Austria. The researchers selected 200 participants from all over Austria and asked them to evaluate the images of six brands from various industries before the event. Thus, participants did not know that these companies were main sponsors of the event. After the World Championships, the same participants were asked to rate those six brands again (in total 132 individuals responded to both questionnaires). Grohs et al. (2004) then developed scales to measure the brand image of

the six sponsors and also the event image in the second questionnaire. The researchers analyzed sponsor awareness, brand prominence, event-sponsorship fit, event involvement and exposure. Grohs et al. (2004) have also assessed image transfer in sports sponsorship by utilizing a regression model. Findings showed that pre-event sponsor image had the most effect on post-event sponsor image along with sponsor awareness that also had a positive impact. This model has several advantages since it measures pre-event and post-event sponsor image as well as gives us valuable insights regarding image transfer. It also identifies that event involvement, event-sponsor-fit, and exposure have positive impact on sponsor recall (Grohs et al., 2004). However, this model is challenging to use for the purpose of this study for the following reasons: a) it involves surveying participants before and after the event b) it also assumes that both pre- and post-event surveys should be conducted with the same participants.

2.4.5 Impact of fan identification on sponsorship outcomes

Gwinner and Swanson (2003) conducted a survey study that analyzed the impact of fan identification with a NCAA Division I football team on four important outcomes of the sponsorship: sponsor recognition, attitude toward the sponsor, sponsor patronage, and satisfaction with the sponsor. The antecedents of prestige, domain involvement, and fan associations were also examined in order to predict fan identification among sports spectators. The researchers surveyed adult spectators at university football game of a major NCAA Division I conference. A total of 881 questionnaires were obtained with participants from age 18 to 76 years (including current university students, alumni, and general spectators). The study used structural equation modeling and found that "... measures of

sponsor recognition, attitude toward sponsors, sponsor patronage, and satisfaction with sponsor to all be higher for more highly identified fans” (Gwinner & Swanson, 2003, p. 286). This study helps to address the issue of inconsistent findings by previous research regarding the effectiveness of sponsorship. The researchers argue that the results will depend on what type of fans your participants are. This model has several advantages such as measuring the impact of fan identification by focusing on sponsor recognition, attitude toward sponsor, sponsor patronage, and satisfaction with the sponsor. It also provides an opportunity to understand team identification and perceived prestige construct, and would be very useful tool for researchers investigating fan identification.

Since this model relies on social identity theory and implies analyzing fan identification, we won't be able to use it with the data we have to evaluate Coca-Cola Canada and ParticipACTION Teen Challenge sponsorship. The surveys we utilize in this study do not measure constructs such as fan association, fan identification, and perceived prestige. Moreover, the survey participants are community organizations that created and delivered their events, not sports fans.

Summary

In comparing the sponsorship evaluation models described in this section, the model that offers the greatest potential for the purpose of this research is the O'Reilly and Madill process model of Evaluating Marketing Sponsorships. This model has the advantages of identifying all objectives that participants have in sponsorship and evaluating the extent to which those objectives have been accomplished. Its components and applicability will be described in detail in the next section.

3. Conceptual Framework

In their paper “The Development of a Process for Evaluating Marketing Sponsorships”, O’Reilly and Madill (2012) report on a research project designed to develop a process model for evaluating marketing sponsorships. For their theoretical framework, they chose agency theory as it “views a business relationship as a principal-agent relationship where one individual or group (i.e., the principal) relies on another individual or group (i.e., the agent) to carry out some endeavor on behalf of the principal” (O’Reilly & Madill 2012, p.52). This theory applies to the sponsorship situation because it is specifically designed to explain relationships involving cooperation between a principal and an agent to achieve a common outcome. Participants involved in sponsorship have their own set of objectives that they seek to achieve. These objectives can be very wide ranging including simple objectives such as getting media exposure as well as very complex objectives such as building brand equity or reaching specific customers.

O’Reilly and Madill (2012) argue that when evaluating sponsorship effectiveness one should take into consideration all objectives of each participant involved in the sponsorship. “The proposed process identifies all objectives that all parties have for the sponsorship, and then develops methodological approaches to assess the extent to which each objective is achieved” (O’Reilly & Madill, 2012, p.53).

3.1 Description of the process model

The seven steps of O’Reilly and Madill process model described in detail below.

Step 1 Setting the Stage. It is important to start the sponsorship evaluation process by conducting pre-sponsorship evaluation in order to identify if the selected sponsorship meets the following criteria: i) it has to indeed be sponsorship and have all attributes related to sponsorship ii) both the sponsor and sponsee need to have sponsorship objectives iii) sponsorship participants should be willing to cooperate with a research team in the evaluation process. It is also essential at this stage to determine sponsorship attributes such as size, industry, fit etc. (O'Reilly & Madill, 2012).

Step 2 Collecting data. This step involves collecting all available secondary data such as formal sponsorship contracts, reports, marketing plans, and financial documents. It also includes scheduling and conducting interviews with key sponsorship participants (sponsor, sponsee, and intermediary).

Step 3 Articulating objectives. At this stage researchers review all collected data in order to determine all explicit and implicit objectives of the sponsorship. O'Reilly and Madill (2012) identify formal/explicit objectives as those that are precisely stated in the sponsorship contract and informal/implicit objectives are the ones that are mentioned by the sponsor, sponsee, and intermediary in the interviews or determined from secondary data sources.

Step 4 Establishing metrics. After defining clear objectives for the sponsorship, the researchers should reach out to the key players involved in the sponsorship to develop the evaluation metrics for each objective identified in the previous stage.

Step 5 Identifying resources and determining metrics for shirking. Identifying all resources that sponsorship participants dispensed to reach their objectives is one of the purposes of

this step. Another goal is to create “metrics/methods to measure the shirking behaviors and activities taking place, which potentially undermine the identified sponsorship objectives” (O’Reilly & Madill, 2012, p.59).

Step 6 Collecting and analyzing data. This step involves collecting all necessary data for previously determined sponsorship objectives and running analysis for each objective.

Step 7 Summarizing and interpreting outcomes. The final stage involves interpretation of the results, and presentation of findings and outcomes.

3.2 Advantages and disadvantages of the model

As mentioned earlier, the advantages of this process model is that it provides a comprehensive approach for evaluating sponsorship effectiveness by accounting both formal and informal objectives that participants have in sponsorship. It allows researchers to identify these objectives and evaluate to what extent each participant has reached them. Adaptability to a given sponsorship situation is another important advantage of this model. “The fact that this research is founded on the idea that each sponsorship is unique and that the process model is developed to be adaptable to any sponsorship situation is an additional contribution, both for the broad applicability of the model and future thinking in sponsorship evaluation” (O’Reilly & Madill, 2012, p. 64). For the purpose of this research, the process model is adapted to analyze data that has already been collected.

One of the weaknesses of this model is that it requires access to the data such as sponsorship contracts, marketing plans, strategy documents that are challenging to obtain. Contrary to the process model that also includes conducting interviews with key

sponsorship parties in order to evaluate sponsorship objectives, research utilizes secondary data provided by ParticipACTION.

Moreover, the thesis attempts to utilize the model to evaluate the Coca-Cola Canada and ParticipACTION sponsorship ex post facto. It was not possible to go through each step of the model in a particular sequence the model suggests during the time the sponsorship was occurring. For instance, since we have obtained the survey data from ParticipACTION, step 6 of the model (data collection) was not performed by us. We performed steps 1 through 4, which involve pre-screening sponsorship, articulating objectives and establishing metrics after obtaining the data. However, because the model is hypothesized to be adaptable, we went back and performed those steps after the data was collected. Our research is a test of how well this can work with the O'Reilly and Madill (2012) process model.

Furthermore, step 5 of the process model suggests developing methods to measure shirking behaviors that might undermine the sponsorship. In order to identify shirking behaviors one needs to review contracts related to the sponsorship as well as conduct interviews with key sponsorship participants. However, since this research focuses on testing whether the process model can be utilized in situations in which the data has already been collected, this stage would be outside the scope of this thesis. It is recognized that not all steps in the process model can be completed when utilizing previously collected data.

4. Development of hypotheses

As discussed in the conceptual framework, one of the steps that researchers need to take in the evaluation of this sponsorship is articulating sponsorship objectives and developing related hypotheses. The following three sponsorship objectives were identified utilizing websites related to the ParticipACTION Teen Challenge program as well as YouTube video interviews with ParticipACTION and Coca-Cola Canada representatives.

First sponsorship objective

One of the main objectives of the Teen Challenge program that both Coca-Cola Canada and ParticipACTION share is to motivate and support youth to get active and live a healthy life (“History of the program,” n.d.; “Coca-Cola Pledges,” 2013). In order to evaluate the sponsorship, one needs to test whether partners’ successful collaboration in delivering the program related to the increased opportunity for youth to participate in physical activity programs and increased knowledge about the importance of active living. By successful collaboration we refer to partners’ ability to effectively and productively work together to deliver the program.

O’Reilly and Brunette (2013) define collaborative partnership as “the collaboration of efforts and input, usually in the form of a longer-term commitment, from both the public and private sphere, resulting in the co-creation of mutually beneficial outcomes” (p. 209). Thus, the following two hypotheses were developed.

H1: There is a positive relationship between the partners' ability to successfully collaborate in delivering the program and increased opportunity for youth to participate in physical activity programs.

H2: There is a positive relationship between the partners' ability to successfully collaborate in delivering the program and increased knowledge among youth about the importance of active living.

Second sponsorship objective

Another important objective of the ParticipACTION Teen Challenge program that both the Coca-Cola Canada and ParticipACTION have is to provide teens with access to equipment, facilities, instruction, and transportation, thus removing barriers that they face in getting physically active (“Getting Canadian Teens Moving” n.d.; Coca-Cola Canada, 2013). Hypothesis 1 and Hypothesis 2 propose that there is a relationship between successfully leveraging the grant funds that the Coca-Cola Canada and ParticipACTION sponsorship provides, and the opportunity for community organizations to increase their capacity to mentor youth and sustain their participation in physical activity programs beyond this program.

H1: There is a positive relationship between leveraging grant funds beyond the program and increasing sustained participation of youth in physical activity programs.

H2: There is a positive relationship between leveraging grant funds beyond the program and increasing ability of COs to mentor youth.

Third sponsorship objective

ParticipACTION has the objective at encouraging involvement of community organizations in the program. “If you are part of a community organization, recreational facility, or a school that provides teens with the grounds, facilities, equipment, instructors, expertise or leadership to support a physical activity program, we want you to be part of the ParticipACTION Teen Challenge” (“Want to Get Involved?” n.d.). Continuous growth of the Teen Challenge program can be achieved by making sure that more community organizations are getting involved in the program each year. We hypothesized that there could be several factors that impact community organizations involvement in the program. These factors are the following: the availability of the Physical Activity Grants, sponsorship partners’ positive collaboration in delivering of the program, community organizations’ satisfaction from the involvement in the program, and partners’ reputation as leaders in active living. Hypotheses related to this objective are the following.

H1: There is a positive relationship between the importance of Physical Activity Grants (PAG) to community organizations and likelihood of applying for future grants.

H2: The likelihood that COs will recommend the program to others is positively related to the partners’ ability to successfully collaborate in delivering the program.

H3: Community organizations are more likely to recommend the program to others if they benefited from participating in the program.

H4: Community organizations are more likely to perceive sponsorship partners as leaders in active living if they are satisfied with their involvement in the program.

5. Research Method

The aim of this section is to introduce and discuss the data that was utilized to test hypotheses related to each sponsorship objective, and evaluate the Coca-Cola Canada sponsorship of the ParticipACTION Teen Challenge program. To achieve this, the process model for evaluating social marketing sponsorship developed by O'Reilly and Madill (2012) was utilized. This research provides a test of the process model in the social marketing sphere by utilizing secondary data. A test to whether this model can be utilized in situations in which the data has already been collected.

The following stages were followed in developing of this section. Stage 1 is to go through each step of the process model described in conceptual framework and evaluate whether that particular step can or cannot be conducted in the ParticipACTION Teen Challenge program context. Stage 2 includes describing the appropriate test to use for each of the hypotheses identified earlier in this thesis. In stage 3, we introduced logistic regression models for both sponsorship objectives one and three. The rationale behind performing logistic regression is to analyze whether one or more independent variables in our models influence an outcome, which is measured with a dichotomous variable. More detailed explanation of each regression model is provided in this section. The approach in stage 4 is to understand the sponsorship over time by using longitudinal analysis to test three hypotheses related to sponsorship partners' positive collaboration in delivering the

program, the likelihood that community organizations will recommend the program to others, and whether COs benefited from participating in the program. Finally, the fifth stage entails describing the data source as well as strengths and limitations of the data.

5.1 Application of the Model

Step 1. As described in conceptual framework, one of the main tasks of this step is to pre-screen the selected sponsorship as it “must meet definition dimensions” (O’Reilly & Madill, 2012, p.63). The ParticipACTION Teen Challenge program sponsored by Coca-Cola Canada is designed to enable teens across the country to get physically active and live a healthy lifestyle. The program is administrated by 13 Provincial/Territorial coordinators and is delivered by a network of over 4,000 registered community organizations across Canada (“Getting Canadian Teens Moving” n.d.). A community organization is an organization that works directly with teens in their local communities and provides them with facilities, equipment, and instructions necessary to get physically active and engage in sports activities. Community organizations receive support and guidance from their Provincial/Territorial coordinators. The Coca-Cola Canada and ParticipACTION sponsorship provides an opportunity for community organizations to apply for a Teen Physical Activity Grant, which provides funding of up to \$500 to establish and run physical activity programs (“Teen Physical Activity” n.d.). As one can see from this initial screening, the Coca-Cola Canada and ParticipACTION sponsorship meets definition dimensions and attributes of a sponsorship.

In regards to objectives, both the Coca-Cola Canada and ParticipACTION have sponsorship objectives in this program. One example of such objectives is “to get teens moving across the country by breaking down the barriers that prevent teens from getting

active” (“Getting Canadian Teens Moving” n.d.). Additional sponsorship objectives of both participants will be discussed in detail later in this section.

Step 2. The data was collected from the ParticipACTION Teen Challenge website as well as news releases on the Coca-Cola Canada website and video interviews found on YouTube (“History of the program” n.d.; “Getting Canadian Teens Moving” n.d.; “Coca-Cola Pledges” 2013; Coca-Cola Canada, 2013). Online press releases and news websites concerning the Teen Challenge program were also analyzed. The sponsorship objectives evaluated in this thesis were determined based on analysis of these websites and video interviews.

Moreover, ParticipACTION provided information concerning the number of community organizations registered in the program each year as well as the surveys of community organizations that were registered with the Teen Challenge program conducted from 2009 to 2014.

Steps 3 and 4. Since this research has been conducted utilizing survey data that was collected previously, sponsorship objectives identified in the previous section were based on the secondary data that was gathered in step 2 by analyzing ParticipACTION and Coca-Cola Canada web pages dedicated to the Teen Challenge program. Hypotheses related to each of these objectives were developed. The following describes hypotheses, objectives, measures as well as analyses performed in testing all hypotheses.

5.1.1 Objective one

As discussed earlier in this thesis, one of the objectives of this sponsorship is to motivate and support youth to get active and live a healthy life (“History of the program,” n.d;

“Coca-Cola Pledges,” 2013). The following are the tests for the hypotheses related to this objective.

H1: There is a positive relationship between the partners’ ability to successfully collaborate in delivering the program and increased opportunity for youth to participate in physical activity programs.

There are two variables in this hypothesis. The first variable is Coca-Cola Canada and ParticipACTION positively collaborating in delivering the Teen Challenge program. The second variable is increased opportunity for youth to participate in physical activity programs.

Both variables were measured using four-point Likert-type scales with 1 being “strongly agree” and 4 being “strongly disagree”. The hypothesis was tested using Spearman’s Correlation Coefficient. Spearman’s Correlation Coefficient is an appropriate approach to use since the two variables are measured at the ordinal level. It is commonly used to identify the strength of the relationship between two variables (Cunningham & Aldrich, 2012). Spearman’s Correlation was chosen over Pearson’s because “unlike Pearson’s product-moment correlation coefficient, it does not require the assumption that the relationship between the variables is linear, nor does it require the variables to be measured on interval scales; it can be used for variables measured at the ordinal level” (Hauke & Kossowski, 2011, p.89).

H2: There is a positive relationship between the partners’ ability to successfully collaborate in in delivering the program and increased knowledge among youth about the

importance of active living

Both variables were measured using four-point Likert-type scales. The approach to test this hypothesis is Spearman's Correlation Coefficient with two variables: whether Coca-Cola Canada and ParticipACTION collaborated positively in delivering the program and increased knowledge among teens about the importance of active living.

In addition, in regards to objective 1, logistic regression was performed to identify and describe the relationship between variables. There are two basic requirements to run a logistic regression: a) the dependent variable should be dichotomous and b) independent variables that are either continuous or categorical ("Binomial logistic" n.d.).

The regression model was developed to identify what factors have the most influence on the program's capability to make physical activity more accessible/affordable for youth. The first independent variable would be that the Coca-Cola Canada and ParticipACTION collaborated positively in delivering the program. The second independent variable is the community organizations have leveraged grant funds they received beyond their program or event. The third variable is community organizations attracted new volunteers because of the ParticipACTION Teen Challenge program.

For the purpose of running logistic regression analysis, ordinal independent variables will be treated as nominal variables. Since a dependent variable is measured on 4-point Likert type scale with 1 being "strongly agree" and 4 being "strongly disagree", it was recoded and transformed into dichotomous variable with 1 being "strongly agree" and 0 for all other responses.

5.1.2 Objective two

Second objective of the ParticipACTION Teen Challenge program is to provide teens with access to equipment, facilities, instruction, and transportation, in order to remove barriers that they face in getting physically active (“Getting Canadian Teens Moving” n.d.; Coca-Cola Canada, 2013). The tests of hypotheses for this objective are presented below.

H1: There is a positive relationship between leveraging grant funds beyond the program and increasing sustained participation of youth in physical activity programs.

Both variables were measured using four-point Likert-type scales. The approach to test this hypothesis is Spearman’s Correlation Coefficient with the two variables - the community organizations have leveraged grant funds beyond the program or event, and the program increased community organization’s capacity to sustain teens participation in programs.

H2: There is a positive relationship between leveraging grant funds beyond the program and increasing ability of COs to mentor youth.

There are two variables involved in this hypothesis. The first variable is community organizations have leveraged grant funds beyond the program or event. The second variable is that the program increased the capacity of community organizations to mentor

teens. Both variables were measured using a four-point Likert-type scale. The hypotheses were tested using Spearman's Correlation Coefficient.

5.1.3 Objective three

The third objective that was identified for this sponsorship is to encourage involvement of community organizations in the program ("Want to Get Involved?" n.d.). The analyses of hypotheses related to this objective follow.

H1: There is a positive relationship between the importance of Physical Activity Grants (PAG) to community organizations and likelihood of applying for future grants

Both variables were measured using four-point Likert-type scales. The proposed approach to test this hypothesis is Spearman's Correlation Coefficient with two variables: 1) the importance of physical activity grants to community organizations' involvement in the program, and 2) the likelihood of community organizations applying for PAG.

H2: The likelihood that COs will recommend the program to others is positively related to the partners' ability to successfully collaborate in delivering the program.

Both variables were measured using four-point Likert-type scales. The hypothesis is tested using Spearman's Correlation Coefficient with the following variables: 1) Coca-Cola and ParticipACTION collaborated positively in delivering the program, and 2) the

likelihood that community organizations will recommend the program to other organizations.

H3: Community organizations are more likely to recommend the program to others if they benefited from participating in the program.

There are two variables involved in this hypothesis. The first variable is whether community organizations benefited from participating in the program. The second variable is the likelihood that community organizations will recommend the program to other organizations. Both variables were measured using four-point Likert-type scales. The approach to test this hypothesis is Spearman's Correlation Coefficient.

H4: Community organizations are more likely to perceive sponsorship partners as leaders in active living if they are satisfied with their involvement in the program.

The hypothesis is tested using Spearman's Correlation Coefficient with the following variables: 1) whether community organizations are satisfied with their involvement in the program, and 2) community organizations' perception of both ParticipACTION and Coca-Cola Canada as leaders in active living. Both variables were measured using four-point Likert-type scales.

In addition, logistic regression was performed for this objective to determine what predictors have significant impact on whether community organizations would recommend the program to other organizations. The first independent variable is that community organizations increased their capacity to sustain participation of youth in programs because

of the ParticipACTION Teen Challenge. The second independent variable is that the program facilitates increased knowledge about the importance of physical activity among youth participants. The third independent variable is the likelihood that community organizations will apply for physical activity grants to support the event or program they created.

5.1.4 Understanding the sponsorship over time

Certain questions and variables in the surveys of community organizations were unchanged and consistent year over year. This provides an opportunity to perform a longitudinal analysis and compare differences across time (2009 - 2014).

One might expect that the sponsorship partners are gaining familiarity with each other over the course of the sponsorship. Accordingly, their ability to successfully collaborate in the delivery of the program increases over time. That is the ability to collaborate would be higher in the last year (2014) than it was in the first year (2009) of the program. Therefore, the first hypothesis is as follows:

H1: Partner's ability to successfully collaborate in the delivery of the program would increase over the course of the program

One might also expect that community organizations more likely to recommend the program to others in the last year (2014) compared to the first year (2009) and that COs' willingness to recommend it increases year over year.

H2: Community organization's willingness to recommend the program to others will increase over time

The third hypothesis states that as a result of the ParticipACTION Teen Challenge program, more community organizations would benefit from participating over the years. Thus, we expect that in 2013 the number of community organizations that benefited would be higher than in 2009. One possible reason is that while participating in the ParticipACTION Teen Challenge program, community organizations are getting more familiar with the program and improving the ways they run their events. Thus, the third hypothesis would be the following.

H3: Over the course of the ParticipACTION Teen Challenge program more community organizations would benefit from participating in the program

The variables are measured on four-point and five-point Likert type scales from 2009 to 2014, with the exception of the variable for the third hypothesis that was not included in 2014 survey. Therefore, the third hypothesis would be tested from 2009 to 2013. Since the data is at the ordinal level, the most appropriate method to use for analysis would be a nonparametric test. Moreover, the availability of 4 years of data and the ability to compare independent samples over time that may have different sample sizes, the approach to test these hypotheses is Kruskal–Wallis test.

5.2 Data source

The data utilized in this study was provided to us by ParticipACTION. Surveys were conducted from 2009 to 2014. All community organizations registered in the ParticipACTION Teen Challenge program received an email with the survey link though

their Provincial/Territorial Coordinators requesting them to participate in the survey. The survey was conducted online via Survey Monkey with no registration required. A reminder email was sent to participants about a week after the initial email, which invited community organizations to take the survey. The survey was designed to take approximately 5 minutes to complete. It started with general questions such as “Which province are you from?” “Where did you hear about the program” and moved to more specific questions asking the level of satisfaction with the program, whether the program was successful etc.

The survey contained multiple choice questions, four-point and five-point Likert-type scale questions, and open-ended questions. The questions utilized in this thesis are measured as four-point Likert-type scales. In order to encourage participation in the survey, ParticipACTION offered community organizations an incentive - everyone who completed the survey was entered into a draw to win a \$500 grant to develop/support their physical activity programs.

Since surveys were conducted in both English and French, Mann-Whitney U tests were conducted to determine whether the data could be pooled based on statistically significant differences between these two groups. Since we have non-normally distributed data and ordinal dependent variables (“Mann-Whitney U” n.d.), the Mann-Whitney U test was selected for this test. Table 5.1 summarizes the results of Mann-Whitney U test conducted for all variables used in this study.

The Mann-Whitney U test showed that the distribution of scores for both English and French were not statistically significantly different in variables tested except for the variable: Partners collaborated positively in delivering the program in 2009 ($U = 145, z =$

2.182, $p = 0.044$) and 2011 ($U = 3,221$, $z = 2.855$, $p = 0.004$). Based on Mann-Whitney U test results, the data is pooled (English/French) for all variables utilized in this thesis for 2009 - 2013, with the exception of the variable described above.

Table 5.1 Mann-Whitney U test outcomes

Variables	Year	N	Mean rank English	Mean rank French	U	z	p
Partners collaborated positively in delivering the program	2009	49	23.78	38.75	145	2.182	0.044
	2011	171	80.78	104.26	3,221	2.855	0.004
	2013	181	87.85	102.47	3,216.5	1.721	0.085
Increases opportunities for youth to participate in more physical activity	2013	179	89.48	91.88	2,803.5	0.298	0.766
Increased knowledge about the importance of active living	2013	183	88.8	103.81	3,268.5	1.734	0.083
COs have leveraged grant funds beyond the program	2013	181	92.82	84.38	2,511	-0.928	0.353
Increased COs' capacity to sustain teens' participation in programs	2013	181	91.07	90.73	2,758.5	-0.039	0.969
Increased the capacity of COs to mentor teens	2013	181	88.82	98.92	3,078	1.165	0.244
The importance of physical activity grants to COs' involvement in the program	2013	179	87.92	97.45	3,020.5	1.544	0.123
The likelihood of COs applying for PAG	2013	179	89.01	93.54	2,868	0.745	0.457
Likelihood that COs will recommend the program to other organizations	2009	49	25.4	20.5	72	-0.752	0.537
	2011	171	87.09	82.18	2,382	-0.777	0.437
	2013	181	91	91	2,769	0.000	1.000
Whether COs benefited from participating in the program	2009	49	25.87	15.25	51	-1.557	0.166
	2011	171	86.35	84.78	2,480.5	-0.211	0.833
	2013	187	92.37	99.98	3,179	0.881	0.378
Whether COs are satisfied with their involvement in the program	2013	187	93.17	97.04	3,061.5	0.432	0.67

5.3 Strengths and limitations of the data

The data has its own unique strengths and advantages, which make it valuable for this study. Both Coca-Cola Canada and ParticipACTION are well known organizations nationally and internationally, and studying this sponsorship, and in particular the sponsorship effectiveness of these organizations, adds value to the data and overall research. Another important advantage is that sponsorship data is relatively rare and hard to obtain, however, there is a great need for more empirical research especially around evaluation. Since community organizations were surveyed nationwide, it enables us to learn about a sponsorship nationwide. Moreover, this particular sponsorship provides an opportunity to address important areas of sponsorship research such as sponsorship participants' reputation and obtained images. This is achieved by analyzing the degree to which community organizations perceive ParticipACTION and Coca-Cola Canada as leaders in active living. As mentioned earlier, the data contains surveys from multiple years from 2009 to 2014 with the exception of two years, which allow the researcher to conduct longitudinal analysis as well.

Certain questions in the surveys conducted for the ParticipACTION Teen Challenge program have been paraphrased or changed from year to year. For example the 2009 question "*How likely or unlikely are you to recommend Sogo Active to other community organizations?*", then it was revised to "*How much do you agree or disagree with the following statements: I would recommend the program to other organizations*" in 2013 survey. So questions were not quite consistent over the years.

One way to address this issue is to group similar, but not quite identical questions together in order to create the possibility of longitudinal analysis. As shown in Table 5.2,

the surveys of community organizations were not conducted in 2010 and 2012. However, even with these missing years, data from multiple years allows longitudinal comparisons and analysis. The number of community organizations registered with ParticipACTION Teen Challenge program has increased significantly from 1127 in 2009 to 4267 in 2013. Compared to the first year of surveys where the response rate was 18%, the last two years response rates dropped to 8% in 2013 and 7% in 2014. Table 5.2 summarizes the response rates to the surveys by year.

Table 5.2 The rate of response to the survey by community organizations

Year	Number of community organizations registered	Number of community organizations responded		Response Rate
		English	French	
2008 - 2009	1127	167	31	18%
2009 - 2010	N/A	No Surveys	No Surveys	N/A
2010 - 2011	1720	317	87	23%
2011 - 2012	2204	No Surveys	No Surveys	N/A
2012 - 2013	2751	167	48	8%
2013 - 2014	4267	221	57	7%

One of the possible reasons for the lower response rate in the last two years of the survey might be the fact that in 2013 the name of the program was changed from Sogo Active to ParticipACTION Teen Challenge and community organizations were not familiar with the new program yet. Another possible explanation for low response rates in four years is that surveys were conducted online rather than on paper. Nulty (2008) argues that “online surveys are much less likely to achieve response rates as high as surveys

administered on paper - despite the use of various practices to lift them” (p.302). Low response rate creates a potential for nonresponse bias (Welch & Barlau, 2013). However, Holbrook, Krosnick, and Pfent (2008) argue that “Lower response rates will only affect survey estimates if nonresponse is related to substantive responses in a survey. In other words, nonresponse bias will occur if respondents and nonrespondents differ on the dimensions or variables that are of interest to the researchers” (p. 500). One way to assess whether respondents differ from nonrespondents in our study is to compare early responders and late responders. This method is based on assumption that late responders are similar to nonresponders (Lindner, Murphy, and Briers, 2001).

According to Lindner et al. (2001) late respondents are those who responded to the last stimulus. ParticipACTION sent a reminder email to COs in the week following the initial email asking to complete the survey. Therefore, our first respondents will be those COs that completed survey before the reminder email and late respondents are those that completed after the last follow-up in a week. Literature suggests the required minimum sample size of late respondents to be 30, in order to ensure that results are statistically meaningful (Lindner et al., 2001).

Community organization survey data meets the necessary minimum sample size for late respondents for all variables tested. Thus, Mann-Whitney U tests were conducted analyzing first and late responders on five key variables used in this study. Table 5.3 demonstrates the results of these tests.

We found no statistically significant difference between the early and late responders on key variables of interest. “Comparison, then, would be made between early and late respondents on primary variables of interest. Only if no differences are found

should results be generalized to the target population” (Lindner et al., 2001, p. 52). Thus, based on this method, we can conclude that there is evidence that there may be no differences between responders and nonresponders, and the research findings can be generalized to community organizations. Recommendations for ParticipACTION on how to improve response rates in future surveys are provided in the discussion section of this thesis.

Table 5.3 First vs. Late Responders on key variables

Variables	Year	N	Mean rank First resp.	Mean rank Late resp.	U	z	p
COs have leveraged grant funds beyond the program	2013	181	91.40	89.96	3,223	-.172	.863
	2014	172	83.64	90.87	3,833	.970	.332
Likelihood that COs will recommend the program to other organizations	2013	181	87.72	99.59	3,704.5	1.676	.094
	2014	168	85.66	82.75	3,266.5	-.530	.596
COs are satisfied with their involvement in the program	2013	187	90.85	101.76	4,010	1.347	.178
	2014	168	82.92	86.88	3,543	.621	.534
The program increased knowledge among youth about the importance of physical activity	2013	183	91.26	93.92	3,464	.337	.736
	2014	173	87.35	86.48	3,552	-.128	.898
Partners collaborated positively in delivering the program	2013	181	91.29	90.25	3,237.5	-.133	.895
	2014	168	81.76	88.63	3,660.5	.982	.326

A second matter concerning data quality is that certain questions in the surveys are based on four-point Likert-type scales although five-point Likert scales are most commonly used in surveys. The four-point scales have no middle point or neutral response, thus forcing the respondents to choose either a positive or a negative answer (Carey & Warner, 2004). Researchers who support a midpoint option on a Likert scale argue that having midpoints can increase the reliability of measurement (Tsang, 2012). On the other hand, Garland (1991) argues that “social desirability bias, arising from respondents' desires to

please the interviewer or appear helpful or not be seen to give what they perceive to be a socially unacceptable answer, can be minimized by eliminating the mid-point ('neither... nor', uncertain etc.) category from Likert scales” (p.4).

Overall, there are weaknesses in the data for the purpose of this thesis. These include survey questions that were changed and revised over the course of the program thus making it challenging to use certain variables in all four years. Another weakness as discussed earlier is that the measurement used was four-point Likert type scale instead of five-point or seven-point scales that are more commonly used. The implication is that the data is at the ordinal level of measurement, which restricts the nature of statistical analysis that can be performed. There are also strengths in the data, which include: relatively hard to obtain sponsorship data, nationally and internationally well-known sponsorship partners, the data is from a high quality behavior change initiative, it also provides a possibility of longitudinal analysis as well as an opportunity to contribute to the social marketing evaluation field. In summary, the data was deemed valuable for the purpose of this study.

6. Findings

The purpose of this section is to present the results from analysis for all hypotheses. The approach is to go through steps 3 and 4 of the model developed by O'Reilly and Madill (2012) as described in method section. The results are presented for each sponsorship objective and hypotheses related to them.

6.1 Description of sample

As mentioned earlier in this thesis, a community organization is an organization that is registered with the ParticipACTION Teen Challenge program, and creates and implements various physical activity programs/events for youth. "A Program (must provide an opportunity for teens to get active for at least 30 minutes at least once a week for four weeks) may be eligible for up to \$500 in funding, while an Event could receive up to \$250 in funding" ("Frequently asked" n.d.). Once community organizations are registered with the program, they also receive support from their Provincial/Territorial Coordinators that administer the ParticipACTION Teen Challenge program.

Community organization surveys conducted by ParticipACTION asked participants to specify which province or territory they are from. As shown in Table 6.1, community organizations from various provinces and territories across Canada were registered with ParticipACTION Teen Challenge program from 2009 to 2014. The table also provides the total number of respondents by year as well as the total number of respondents by each of 5 regions in Canada. Each year is divided into two groups by the level of engagement: community organizations that successfully hosted an event or program and those that

registered but did not host an event.

Table 6.1 Summary of demographics of respondents (percent)

Province/Territory	2009		2011		2013		2014	
	Hosted	Did not host	Hosted	Did not host	Hosted	Did not host	Hosted	Did not host
The Atlantic Provinces								
Newfoundland and Labrador	1	6	3	8	5	3	25	23
Prince Edward Island	2	2	13	4	6	1	13	6
Nova Scotia	7	10	11	17	-	-	-	-
New Brunswick	4	9	11	15	16	13	15	4
<i>Total for the region</i>	14 (28.6)	27 (20.3)	38 (20.5)	44 (24.3)	27 (20)	17 (21.3)	53 (41.4)	33 (51.6)
Central Canada								
Ontario	11	19	45	35	33	12	52	17
Quebec	4	22	50	42	25	16	-	-
<i>Total for the region</i>	15 (30.6)	41 (30.8)	95 (51.4)	77 (42.5)	58 (43.3)	28 (35)	52 (40.6)	17 (26.6)
The Prairie Provinces								
Manitoba	1	8	3	9	11	13	-	-
Saskatchewan	6	12	7	6	1	1	1	-
Alberta	6	14	15	21	9	-	15	12
<i>Total for the region</i>	13 (26.5)	34 (25.6)	25 (13.5)	36 (20)	21 (15.7)	14 (17.5)	16 (12.5)	12 (18.8)
The West Coast								
British Columbia	7	21	24	15	25	21	6	2
<i>Total for the region</i>	7 (14.3)	21 (15.8)	24 (13)	15 (8.2)	25 (18.7)	21 (26.2)	6 (4.7)	2 (3)
The Northern Territories								
Northwest Territories	-	6	-	4	-	-	1	-
Yukon Territory	-	4	3	5	3	-	-	-
<i>Total for the region</i>	-	10 (7.5)	3 (1.6)	9 (5)	3 (2.3)	-	1 (0.8)	-
Total	49	133	185	181	134	80	128	64

From Table 6.1, we can see that the number of participants in most provinces and territories was either consistent or increasing year over year. In Ontario, for instance, the

number of community organizations that successfully hosted an event or program has increased from 11 in 2009 to 52 in 2014 (a 3.7 times increase). In Newfoundland and Labrador that number has increased from 1 community organization to 25 over the course of four years. The Atlantic Provinces and Central Canada showed the highest increase in the number of community organizations registered with the program in the last two years with 127% and 53.5% increases respectively.

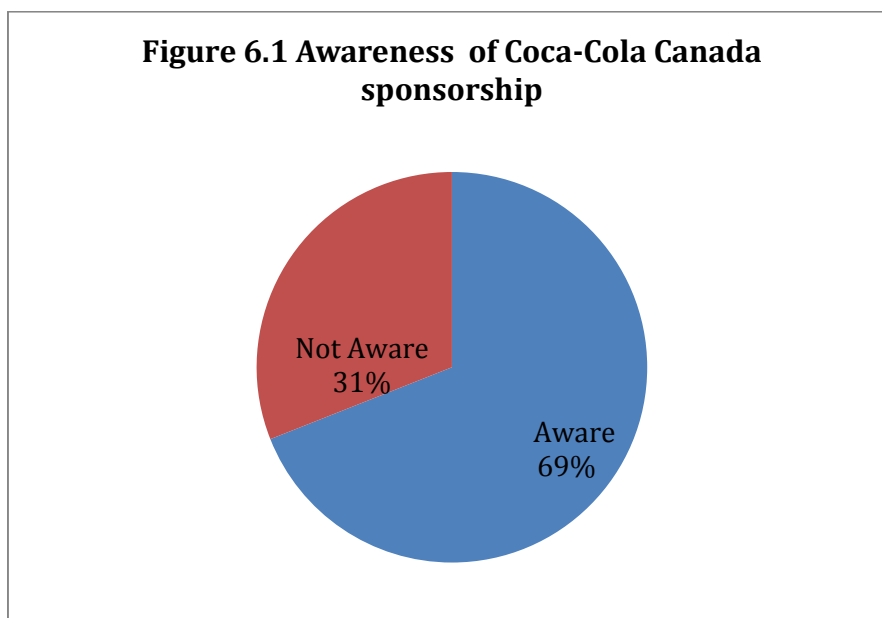
Furthermore, in 2014 survey, 128 community organizations indicated that they were successful in hosting the program, which is 79 COs more than in 2009 survey. Moreover, the ratio of unsuccessful/successful engagement in the program has also improved. In 2009, 73.7% of organizations were either unsuccessful in hosting an event or signed up but had no further involvement. In the last year of the survey (2014) this number decreased to 33.5%.

In 2014, a question was introduced to the survey asking community organizations to indicate whether they were from a major city, suburb, small town, or a rural area. Table 6.2 summarizes the response distribution. Thus, 99 respondents or 35.9% were from a major city, 30 respondents or 10.9% from a suburb, 75 organizations or 27.2% from small towns and 72 respondents or 26.1% were from rural areas.

Table 6.2 Area community organizations are located in

Area	Frequency	Percent/total
Major City	99	36
Suburb	30	11
Small town	75	27
Rural area	72	26
Total	276	100

The 2014 survey measured the level of awareness of community organizations that the program was sponsored by Coca-Cola Canada. Thus, 172 community organizations or 69% of the total number of respondents said that they are aware that the program is sponsored by Coca-Cola Canada, and 78 (31%) participants said that they are not aware of the sponsorship. (See figure 6.1).



A question measuring the importance of Physical Activity Grants to community organizations' involvement in the program was asked in 2009 – 2014 surveys (see Table 6.3). The majority of community organizations said that physical activity grants are very important to their involvement in the ParticipACTION Teen Challenge. In the first year of the program, only 42.9% of community organizations believed that these grants were important to their involvement, whereas in the last year of the survey, 2014, that number increased to 88.6%. The answer choice “Did not use” was offered only in 2013 and 2014 surveys, however, as Table 6.3 shows only few community organizations did not use

physical activity grants.

Table 6.3 Importance of Physical Activity Grant

Year	N	Frequency (response percent)				
		Very important	Somewhat important	Not very important	Not important	Did not use
2009	49	21 (42.9)	19 (38.8)	8 (16.3)	1 (2)	-
2011	171	126 (73.7)	36 (21.1)	6 (3.5)	3 (1.8)	-
2013	179	148 (82.7)	25 (14)	1.1 (2)	-	4 (2.2)
2014	167	148 (88.6)	16 (9.6)	2 (1.2)	-	1 (0.6)

ParticipACTION also measured the importance of funding for the COs beginning in the 2014 survey. Community organizations were asked to indicate whether the event they created on the website still took place even if it did not receive funding. Thus, 8 COs or 25% of respondents indicated that they still ran their event as planned, 11 participants or 34.4% said that they managed to run the event, but the event had reduced impact, and 13 COs or 40.6% respondents said that the event did not take place.

The likelihood that community organizations will apply for physical activity grants to support their program was also measured in 2013 and 2014 surveys. Table 6.4 summarized responses for the last two years. This question provides another measure of the importance of physical activity grants for community organizations. As expected, the majority of respondents indicated that they are very likely to apply for PAG with 83.2% in 2013 and 89.8% of COs in 2014.

Table 6.4 Likelihood that COs will apply for PAG

Year	N	Frequency (response percent)			
		Very likely	Somewhat likely	Not very likely	Not at all likely
2013	179	149 (83.2)	28 (15.6)	2 (0.9)	-
2014	167	150 (89.8)	12 (7.2)	5 (3)	-

6.2 Description of the data

Analysis of descriptive statistics for variables used in this study shows that most of the variables have low dispersion and are skewed. It is the result of many participants answering either “strongly agree” or “somewhat agree” to the survey questions. For instance, the variable “Likelihood that COs will recommend the program to other organizations” in 2013 has only 7 participants who answered “somewhat disagree” and 3 participant who answered “strongly disagree”. This response pattern can be observed among various variables. Table 6.5 summarizes dispersion levels for selected key variables.

One possible explanation of this response pattern might be participants’ response bias, which refers to participants answering the same way to the majority of survey questions (Jackson, 2011). One of these biases is acquiescence that refers to a situation when respondents have a tendency to generally agree rather than disagree with most of the survey statements regardless of their content (Hinz, Michalski, Schwarz, & Herzberg, 2007). Acquiescence bias can be explained by satisficing theory, which suggests that respondents “...may shift their response strategies to minimize effort while providing a satisfactory response to the survey question (known as *satisficing*). One such strategy

involves agreeing with assertions made by the interviewer” (Holbrook, 2008, p. 4). Another explanation of this response pattern could be the fact that respondents wanted to be polite and agreeable. Lastly, it is possible that this response pattern is a true reflection of respondents’ views. Recommendations to ParticipACTION as to how to manage the risk of participants’ bias are provided in the discussion section of this thesis. Although potentials for response bias were recognized, we certainly do not exclude the possibility that surveys represent actual views of community organizations regarding this sponsorship.

The initial analysis of key variables used in this study shows that the majority of community organizations had a positive experience participating in the ParticipACTION Teen Challenge program and view sponsorship partners favorably. For instance, in 2014, 88.7% of total respondents indicated that they are satisfied with their involvement in the program and 86.9% agreed that Coca-Cola Canada and ParticipACTION collaborated positively in delivering the Teen Challenge.

Surveys in 2009 and 2011 were divided into the following three groups: 1) community organizations that signed-up to host the event but had no further involvement 2) COs that tried to recruit youth for the program but were unsuccessful 3) COs successfully recruited youth for the program. Thus, COs answered questions related only to their group in the first two years of the survey. This gives us an opportunity to analyze separately survey responses of those participants who were in the third group, that is successfully recruited youth and ran the ParticipACTION Teen Challenge program in 2009 and 2011. This approach was changed in 2013 and 2014 surveys and all participants answered the same set of questions.

Table 6.5 Key variables dispersion

Variable	Year	N	Frequency (response percent)				Var	SD
			Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree		
Partners collaborated positively in delivering the program	2009	45	22 (48.9)	17 (37.8)	6 (13.3)	-	.507	.712
	2011	171	80 (46.8)	74 (43.3)	15 (8.8)	2 (1.2)	.478	.691
	2013	181	92 (50.8)	72 (39.8)	14 (7)	3 (1.7)	.496	.705
	2014	168	74 (44)	72 (42.9)	18 (10.7)	4 (2.4)	.565	.751
Likelihood that COs will recommend the program to other organizations	2009	49	29 (59.2)	15 (30.6)	3 (6.1)	2 (4.1)	.628	.792
	2011	171	137 (80.1)	30 (17.5)	4 (0.7)	-	.221	.470
	2013	181	124 (68.5)	47 (26)	7 (3.9)	3 (1.7)	.416	.645
	2014	168	132 (78.6)	27 (16.1)	7 (4.2)	2 (1.2)	.358	.599
COs are satisfied with their involvement in the program	2013	187	86 (46)	64 (34.2)	23 (12.3)	14 (7.5)	.852	.923
	2014	168	112 (66.7)	37 (22)	18 (10.7)	1 (0.6)	.501	.708
The program increased knowledge among youth about the importance of physical activity	2013	183	80 (43.7)	84 (45.9)	18 (9.8)	1 (.5)	.452	.673
	2014	173	95 (54.9)	71 (41)	4 (2.3)	3 (1.7)	.403	.635

6.3 Sponsorship objective 1

This objective is to motivate and support youth to get active and live a healthy life. The following hypotheses were tested:

H1: There is a positive relationship between the partners' ability to successfully collaborate in delivering the program and increased opportunity for youth to participate in physical activity programs.

H2: There is a positive relationship between the partners' ability to successfully collaborate in delivering the program and increased knowledge among youth about the importance of active living.

The summary Spearman’s Correlation tests is provided in Table 6.6. Since variables such as increased opportunity for youth to participate in physical activity programs were added in 2013 survey, we were able to test these hypotheses for only the last two years.

Table 6.6 Spearman’s Correlation Coefficients 2013 - 2014

Year	Language	N	Sig. (2-tailed)	r_s
<i>Hypothesis 1</i>				
2013	English/French	179	.000	0.526
2014	English	168	.000	0.366
<i>Hypothesis 2</i>				
2013	English/French	181	.000	0.305
2014	English	168	.000	0.301

**Correlations are significant at the 0.01 level (2-tailed)

To interpret a correlation coefficient’s relative strength, Cohen’s (1992, 1988) classification of relationship strengths is used. It suggests that correlation coefficient of 0.1 is small effect (weak), 0.3 is medium effect (moderate), and 0.5 is large effect (strong). “The usual interpretation of this statement is that anything greater than 0.5 is large, 0.5-0.3 is moderate, 0.3-0.1 is small, and anything smaller than 0.1 is insubstantial, trivial, or otherwise not worth worrying about” (Hopkins, 2002). To test for the possibility of the relationship in both directions two-tailed test was utilized. All correlations presented in the table 5.6 are significant at the 0.01 level (2-tailed). The test for hypothesis 1 shows strong positive correlation between partners’ ability to collaborate in delivering the program and increased opportunities for youth to participate in physical activity programs in 2013, $r_s = .526$, $p < .0005$. In 2014 the correlation is moderate positive with $r_s = .366$, $p < .0005$.

Hypothesis 2 demonstrates moderate positive correlation between partners’ ability

to successfully collaborate in delivering the program and increased knowledge among youth about the importance of active living in both 2013 ($r_s = .305$, $p < .0005$) and 2014 ($r_s = .301$, $p < .0005$).

Logistic Regression Analysis

A logistic regression was performed to determine the effects of three independent variables on the dependent variable: the program makes physical activity more accessible/affordable for youth. The independent variables are: 1) Coca-Cola Canada and ParticipACTION positively collaborated in delivering the program 2) community organizations leveraged grant funds they received beyond their program or event 3) community organizations attracted new volunteers as a result of the ParticipACTION Teen Challenge program. The dependent variable and the third independent variable used in this logistic regression were introduced to the surveys for the first time in 2014, thus we were able to test this particular regression model only for the last year of the survey.

The logistic regression model was statistically significant with $\chi^2(3) = 53.052$, $p < .0005$. The model explained 36.2% (Nagelkerke R^2) of the variance in the program makes physical activity more accessible/affordable for youth and correctly classified 72.6% of cases overall. Sensitivity was 75%, specificity was 69.7%, positive predictive value was 75% and negative predictive value was 69.7%. Predictor variables were statistically significant as shown in Table 6.7.

Table 6.7 Logistic regression results, 2014

	<i>B</i>	S.E.	Wald	<i>df</i>	<i>p</i>	Odds Ratio	95% C.I. for Odds Ratio	
							Lower	Upper
Leveraged grant funds beyond the program (1)	2.303	.648	12.633	1	.000	10.009	2.810	35.649
Partners collaborated successfully (1)	.815	.376	4.714	1	.030	2.260	1.083	4.719
Attracted new volunteers (1)	1.795	.669	7.197	1	.007	6.022	1.622	22.356
Constant	-.785	.239	10.765	1	.001	.456		

Community organizations that strongly agree that they leveraged physical activity grant funds beyond their program or event had 10.009 times higher odds of strongly agreeing that the ParticipACTION Teen Challenge program makes physical activity more accessible/affordable for youth than those who do not strongly agree. COs that strongly agree with the statement that ParticipACTION and Coca-Cola Canada collaborated positively in delivering the program had 2.26 times higher odds of believing that the program makes physical activity more accessible/affordable for teens activities compared to COs that responded otherwise. Lastly, community organizations that attracted new volunteers as a result of the Teen Challenge program had 6.002 times higher odds of strongly agreeing that the program makes physical activity more accessible/affordable for youth compare to COs that responded otherwise.

6.4 Sponsorship objective 2

This objective is to remove barriers that youth face in getting physically active. The following hypotheses were tested for this objective:

H1: There is a positive relationship between leveraging grant funds beyond the program and increasing sustained participation of youth in physical activity programs

H2: There is a positive relationship between leveraging grant funds beyond the program and increasing ability of COs to mentor youth

Spearman's rank-order correlation was run to assess the relationship between community organizations ability to leverage grant funds beyond the program and increasing sustained participation of youth in physical activity programs as per hypothesis 1. A correlation for hypothesis 2 assesses the relationship between community organizations ability to leverage grant funds beyond the program and increasing ability of community organizations to mentor youth. The summary of results is presented in Table 6.8.

Table 6.8 Spearman's Correlation Coefficients 2013 - 2014

Year	Language	N	Sig. (2-tailed)	<i>r_s</i>
<i>Hypothesis 1</i>				
2013	English/French	181	.000	0.596
2014	English	172	.000	0.387
<i>Hypothesis 2</i>				
2013	English/French	181	.000	0.535
2014	English	171	.000	0.312

**Correlations are significant at the 0.01 level (2-tailed)

The test for hypothesis 1 demonstrates that there is a strong positive correlation between the ability of community organizations to leverage grant funds beyond the program and increasing sustained participation of youth in physical activity programs in 2013 with $r_s = .596$, $p < .0005$. In 2014 this correlation is moderate positive with $r_s = .387$, $p < .0005$. Hypothesis 2 has strong positive correlation in 2013 between community

organizations ability to leverage grant funds beyond the program and increasing ability of community organizations to mentor youth with $r_s = .535$, $p < .0005$, and moderate positive correlation in 2014, $r_s = .312$, $p < .0005$. All correlations described above are significant at the 0.01 level (2-tailed).

6.5 Sponsorship objective 3

This objective is to encourage involvement of COs in the program. The following hypotheses were tested for this objective:

H1: There is a positive relationship between the importance of Physical Activity Grants (PAG) to community organizations and likelihood of applying for future grants.

H2: The likelihood that COs will recommend the program to others is positively related to the partners' ability to successfully collaborate in delivering the program.

H3: Community organizations are more likely to recommend the program to others if they benefited from participating in the program.

H4: Community organizations are more likely to perceive sponsorship partners as leaders in active living if they are satisfied with their involvement in the program.

Spearman's rank-order correlation was run for these four hypotheses. The results are presented in Table 6.9.

Table 6.9 Spearman's Correlation Coefficients 2009 - 2014

Year	Language	N	Sig. (2-tailed)	r_s
<i>Hypothesis 1</i>				
2013	English/French	179	.000	0.469**
2014	English/French	167	.000	0.526**
<i>Hypothesis 2</i>				
2009	English	45	.014	0.366*
	French	4	.423	0.577
2011	English	133	.000	0.383**
	French	38	.070	0.297
2013	English/French	181	.000	0.608**
2014	English	168	.000	0.493**
<i>Hypothesis 3</i>				
2009	English/French	49	.000	0.734**
2011	English/French	171	.000	0.368**
2013	English/French	181	.000	0.635**
<i>Hypothesis 4</i>				
2013	English/French	181	.000	0.374**
2014 (Coca-Cola is a leader in active living)	English	168	.000	0.321**
2014 (ParticipACTION is a leader in active living)		168	.000	0.468**

**Correlation is significant at the 0.01 level (2-tailed)

*Correlation is significant at the 0.05 level (2-tailed)

In hypothesis 1, there is moderate positive correlation between the importance of Physical Activity Grants (PAG) to community organizations and likelihood of applying for future grants in 2013, $r_s = .469$, $p < .0005$ and strong positive correlation in 2014, $r_s = .526$, $p < .0005$. The test for hypothesis 2 shows strong positive correlation between the likelihood that community organizations will recommend the program to others and the partners' ability to successfully collaborate in delivering the program in 2013, $r_s = .608$, $p < .0005$. In 2014 this correlation is moderate positive, $r_s = .493$, $p < .0005$. The correlation results for 2009 and 2011 French surveys are not statistically significant with $r_s = .577$, $p < .425$ and $r_s = .297$, $p < .07$ respectively.

In regards to hypothesis 3, the correlation between the likelihood that community organizations will recommend the program to others and that they benefited from participating in the program is strong positive in both 2009 ($r_s = .734$, $p < .0005$) and 2013 ($r_s = .635$, $p < .0005$). In 2011 the correlation is moderate with $r_s = .368$, $p < .0005$. In hypothesis 4, there is a moderate positive correlation between the likelihood that community organizations will perceive sponsorship partners as leaders in active living and community organizations' satisfaction with their involvement in the program in 2013, $r_s = .374$, $p < .0005$. In 2014 the question whether ParticipACTION and Coca-Cola Canada are leaders in active living was asked separately, thus there are two separate correlations for two variables. 1) Coca-Cola Canada is a leader in active living and community organizations' satisfaction with their involvement in the program has moderate positive correlation, $r_s = .321$, $p < .0005$; 2) the correlation between ParticipACTION is a leader in active living and community organizations' satisfaction with their involvement in the program is also moderate positive, $r_s = .468$, $p < .0005$.

Logistic Regression Analysis

A logistic regression was performed to test the following model: independent variables a) as a result of participating in the ParticipACTION Teen Challenge program community organizations increased their capacity to sustain participation of youth in programs b) the program facilitates increased knowledge about the importance of physical activity among youth participants c) the likelihood that community organizations will apply for physical activity grants that available to them to support the event or program they created. Dependent variable: whether community organizations would recommend the

program to other organizations. Since all variables used in this logistic regression were present in both 2013 and 2014 surveys, we were able to test this particular model in both years.

Logistic regression - 2013 survey

The logistic regression model was statistically significant with $\chi^2(3) = 43.416$, $p < .0005$. The model explained 30.3% (Nagelkerke R^2) of the variance in whether community organizations would recommend the program to other organizations. It correctly classified 73.7% of cases. Sensitivity was 96.7%, specificity was 23.2%, positive predictive value was 73.5% and negative predictive value was 76.5%. Predictor variables were statistically significant as shown in Table 6.10.

Table 6.10 Logistic regression results, 2013

	<i>B</i>	S.E.	Wald	<i>df</i>	<i>p</i>	Odds Ratio	95% C.I. for Odds Ratio	
							Lower	Upper
Sustain youth participation in programs (1)	1.498	.463	10.465	1	.001	4.471	1.804	11.077
Increased knowledge (1)	1.349	.407	11.001	1	.001	3.852	1.736	8.548
Likelihood of applying for grants (1)	1.298	.468	7.692	1	.006	3.663	1.463	9.168
Constant	-1.176	.449	6.851	1	.009	.308		

Community organizations that strongly agree the program increased their capacity to sustain participation of youth in programs had 4.471 times higher odds to strongly agree that they would recommend the program to other organizations than those participants who answered otherwise. COs that strongly believe that the program facilitates increased

knowledge about the importance of physical activity among youth participants had 3.852 times higher odds to recommend the program to other organizations than those that do not. Community organizations that are more likely to apply for physical activity grants to support their event had 3.663 time higher odds to strongly agree that they would recommend the program to others.

Logistic regression - 2014 survey

The logistic regression model was statistically significant with $\chi^2(3) = 39.169$, $p < .0005$. The model explained 32.6% (Nagelkerke R^2) of the variance in whether community organizations would recommend the program to other organizations. It correctly classified 83.2% of cases overall. Sensitivity was 97.7%, specificity was 28.6%, positive predictive value was 83.8% and negative predictive value was 76.9%. Predictor variables were statistically significant as shown in Table 6.11.

Table 6.11 Logistic regression results, 2014

	<i>B</i>	S.E.	Wald	<i>df</i>	<i>p</i>	Odds Ratio	95% C.I. for Odds Ratio	
							Lower	Upper
Sustain youth participation in programs (1)	1.880	.653	8.301	1	.004	6.556	1.824	23.561
Increased knowledge (1)	1.112	.462	5.794	1	.016	3.041	1.229	7.522
Likelihood of applying for grants (1)	1.460	.585	6.230	1	.013	4.305	1.368	13.545
Constant	-.892	.537	2.760	1	.097	.410		

Community organizations that strongly agree that the program increased their capacity to sustain participation of youth in programs had 6.556 times higher odds of

strongly agreeing that they would recommend the program to other organizations than those participants who answered otherwise. COs that strongly believe that the program facilitates increased knowledge about the importance of physical activity among youth participants had 3.041 times higher odds of recommending the program to other organizations than those that do not. Community organizations that are more likely to apply for physical activity grants to support their event had 4.305 time higher odds of strongly agreeing that they would recommend the program to others.

6.6 Longitudinal analysis outcomes

The following hypotheses were tested for the purpose of longitudinal analysis:

H1: Partners' ability to successfully collaborate in the delivery of the program would increase over the course of the program.

A Kruskal-Wallis H test was run to determine if there were differences in partners' ability to successfully collaborate in delivering the ParticipACTION Teen Challenge program between 2009 and 2014. Distributions of the variable were similar for all years. Median scores for partners' ability to successfully collaborate in delivering the program changed from 2 - "somewhat agree" in 2009 to 1 - "strongly agree" in 2014, but the differences were not statistically significantly different over the course of the program, $\chi^2(3) = 4.974$, $p = .174$ as shown in Table 6.12.

Table 6.12 Kruskal-Wallis H test outcome

	Total N	Year	Mean Rank	χ^2	<i>p</i>
Hypothesis 1					
Partners collaborated successfully in delivering the program	456	2009	239.06	4.976	.174
		2011	240.02		
		2013	209.99		
		2014	226.63		
Hypothesis 2					
COs will recommend the program to others	460	2009	283.67	28.521	.000
		2011	233.40		
		2013	231.86		
		2014	203.30		
Hypothesis 3					
COs benefited from participating in the program	340	2009	218.38	20.729	.000
		2011	168.24		
		2013	155.22		

H2: Community organization's willingness to recommend the program to others will increase over time.

A Kruskal-Wallis H test was run to determine if there were differences in community organizations willingness to recommend Teen Challenge to other organizations between 2009 and 2014. Distributions of the variable were not similar for all years. The distributions of COs willingness to recommend the program were statistically significantly different over the four years, $\chi^2 (3) = 28.521, p = .000$. Table 6.12 demonstrates the test results.

Additionally, pairwise comparisons were performed using Dunn's (1964) procedure with a Bonferroni correction for multiple comparisons. Adjusted *p*-values are presented.

This post hoc analysis revealed statistically significant differences in COs willingness to recommend the program to others between 2009 (mean rank = 283.67) and 2014 (mean rank = 203.3) ($p = .000$), between 2009 and 2013 (mean rank = 231.86) ($p = .004$), between 2009 and 2011 (mean rank = 233.4) ($p = .003$), between 2011 and 2014 ($p = .029$). The test showed no statistically significant differences between 2013 and 2014 ($p = .081$) and between 2011 and 2013 ($p = 1.00$) or any other year combination.

H3: COs' perception that they benefited from participating in the program would increase over the course of the program

A Kruskal-Wallis H test was run to determine if there were differences in whether community organizations benefited from participating in the Teen Challenge program between 2009, 2011, and 2013. Distributions of the variable were not similar for all years. The distributions of whether community organizations benefited from participating were statistically significantly different over the three years with $\chi^2 (2) = 20.729$ and $p = .000$. The summary of the results is presented in Table 6.12

Subsequently, pairwise comparisons were performed using Dunn's (1964) procedure with a Bonferroni correction for multiple comparisons. Adjusted p -values are presented. This post hoc analysis revealed statistically significant differences in whether community organizations benefited from participating in the program between years 2009 (mean rank = 218.38) and 2011 (mean rank = 168.24) ($p = .001$), and between 2009 and 2013 (mean rank = 155.22) ($p = .000$). The analysis also revealed that there is no statistically significant difference between 2011 and 2013 ($p = .530$).

7. Summary and Discussion

This section aims to interpret and explain the study results as well as provide discussion on their implications for both academics and practitioners. It starts with discussion of specific findings such as applicability of the process model, factors that impact sponsorship effectiveness, recommendations for ParticipACTION, and develops into more general discussion on contribution of this study to the literature and to theory of social marketing sponsorship evaluation. Directions for future research are also provided.

7.1 Applicability of the process model

The purpose of this research was to conduct social marketing evaluation empirically by focusing on the Coca-Cola Canada sponsorship of the ParticipACTION Teen Challenge program. The objective was to determine whether the process model for evaluating social marketing sponsorships developed by O'Reilly and Madill (2012) could be used to assess a sponsorship when the data has already been collected. In this particular case the data was collected via surveys of all community organizations that were registered with the program. The process model has seven main steps described earlier in this thesis and our approach was to test whether each step can be utilized in the study that uses secondary data.

Our findings indicate that the model is robust in the sense that it can be used not only when the sponsorship is occurring, but also when data has been collected previously. Indeed, O'Reilly and Madill (2012) state that when developing the process model, they took into consideration the fact that each sponsorship case is unique. Accordingly, the model was designed to adapt to a variety of sponsorship scenarios in order to ensure its

broad applicability. This study supports the adaptability of the process model to a specific sponsorship situation that has its own unique attributes and characteristics. The model suggests conducting pre-sponsorship evaluation to determine whether the identified sponsorship meets certain sponsorship criteria discussed earlier. Although the Coca-Cola Canada and ParticipACTION sponsorship was established before this study was conducted, we were still able to evaluate whether it meets sponsorship criteria and articulate its main objectives.

The model requires identification of sponsorship objectives and establishment of metrics in steps 3 and 4 prior to the data collection and analysis. However, since the data was already collected, step 6 (data collection) of the process model was completed before steps 3 and 4 in this particular case. The challenge created was to determine sponsorship objectives ex post facto. While challenges exist, it was still possible to go a few steps back in the model and determine the objectives that partners have in the sponsorship. This practice supports the statement that the process model can be adapted to a specific sponsorship situation with the use of secondary data. It is also important to note that sponsorship objectives that were determined and analyzed in this study are not necessarily all objectives that participants might have. We have identified three main objectives from the secondary sources discussed earlier in this thesis. However, there can be other objectives that participants have in sponsorship among which are enhancing brand image and increasing awareness, improving employees' morale etc. (Walliser, 2003; Grohs et al., 2004; Miyazaki & Morgan, 2001; Crompton, 2004). It is not possible to determine such objectives without interviewing all the parties in the sponsorship.

Conducting a study with the data that has already been collected presents certain

challenges such as inability to interview key sponsorship stakeholders in order to identify all objectives that a sponsor and a sponsee might have. Therefore, limiting the scope of the evaluation to the objectives identified from secondary sources such as sponsee's or sponsor's websites, press releases or media interviews provides an opportunity to use the process model with secondary data. For instance, for the purpose of this research, the following three objectives were identified: a) to motivate and support youth to get active and live a healthy life; b) to provide youth participants an access to equipment, facilities, and instruction, which removes barriers that they face in getting physically active; c) to encourage involvement of community organizations in the Teen Challenge program.

Application of the process model with the secondary data has certain limitations and challenges that need to be addressed. One the main limitations of utilizing the data in this study is the lack of control over the process of data collection and formulation of questions in the surveys. There were only several questions that directly asked participants about their perception of the sponsor and the sponsee and the effectiveness of their collaboration in delivering the program. For the purpose of better understanding the effectiveness of the sponsorship more specific questions should be included in surveys. Recommendations as to what type of questions might be beneficial to add to the future surveys are provided later in this section. Utilizing the process model with data that is already collected also makes it challenging to identify the shirking behaviors and practices in the sponsorship since this requires conducting interviews with sponsorship participants as well as reviewing organizations internal documents such as contracts or agreements related to the sponsorship.

7.2 Factors that impact the sponsorship effectiveness

This study revealed the following factors that affect effective implementation and execution of social marketing sponsorship: shared sponsorship objectives between the sponsor and the sponsee, successful collaboration of sponsorship stakeholders, availability of funding, importance of volunteers. These important enablers of successful sponsorship are discussed in detail below.

7.2.1 Shared sponsorship objectives

The research found that both Coca-Cola Canada and ParticipACTION have the following shared objectives in this particular sponsorship: 1) motivate and support youth to get active and live a healthy life 2) remove barriers that youth face in getting physically active. ParticipACTION also has the objective of encouraging more community organizations to be involved in the program. Finding that the sponsor and the sponsee have similar social marketing objectives in this particular sponsorship is an important contribution to social marketing field and extends the discussion of shared social marketing objectives in sponsorship proposed by Madill and O'Reilly (2010).

Our research findings were also in agreement with the sponsorship literature, suggesting that shared objectives among sponsorship partners are important for the sponsorship to have a successful outcome (Cornwell et al., 2001; Madill et al., 2014). It also provides valuable insight for practitioners who are seeking to establish effective social marketing sponsorship. Successfully identifying and evaluating shared objectives in the sponsorship will be of interest to all sponsorship stakeholders. It can be a strategic tool for

the sponsee to demonstrate to the sponsor the effectiveness of the program and sponsorship overall in order to build strong and beneficial long-term relationship. Although we analyzed only social marketing objectives in this study, sponsorship stakeholders can have various non-social marketing objectives such as image enhancement (Madrigal, 2001), improving sales and profitability (Cornwell et al., 2005), sponsor awareness and brand prominence (Grohs et al., 2004), image transfer etc. (Walliser, 2003). To evaluate social marketing sponsorship comprehensively, it is essential to identify all objectives that stakeholders have in sponsorship and then determining which of these objectives are shared ones.

7.2.2 Successful collaboration of sponsorship partners

The results for this study also suggest that one of the most important aspects of effective social marketing sponsorship is a positive collaboration of the sponsor and the sponsee in terms of successful delivery of the program to its participants, in this case community organizations. This statement is supported by our findings from logistic regression analysis indicating that community organizations that view partners' collaboration as positive agree that the ParticipACTION Teen Challenge program makes physical activity more accessible and affordable for youth.

Since ParticipACTION surveyed COs that are registered with the program, the surveys represent views of community organizations and not the sponsor and the sponsee. This provides us with another important finding that the fact that the sponsor and the sponsee collaborated positively is only one component of effectiveness. Another component would be to take actions to communicate to community organizations that

positive collaboration indeed took place in the sponsorship. One way to achieve this goal is to demonstrate to COs the importance of funding that the sponsor provides as well as the impact of sponsorship partners' positive collaboration on the program overall.

We also found that sponsorship partners' positive collaboration in the delivery of the Teen Challenge program plays an important role in whether community organizations will recommend the program to others. Since one of the objectives that ParticipACTION has is to encourage involvement of more community organizations in the program, ensuring that community organizations had a positive experience with the program and are willing to recommend the program is essential.

Sponsorship partners' positive collaboration will also ensure that community organizations benefited from participating and are satisfied with their overall involvement in the program. Another factor that contributed to COs' willingness to recommend the program to others is the fact that the ParticipACTION Teen Challenge educates youth participants about the importance of being physically active. This shows that increasing actual physical activity levels are certainly important for the community organizations and effectiveness of the sponsorship overall. However, the fact that youth participants get educated about the importance of physical activity from the program is another factor of effectiveness.

The opportunity for COs to increase their organization's capacity to sustain youth participation in their programs was one of the most influential predictors of COs willingness to recommend the program. COs can sustain youth participation in programs by utilizing the experience and expertise they gained from participating in the Teen Challenge program. This can include learning how to recruit teens for an event, managing

equipment and facilities or hiring staff that will run the event.

This study provides several important implications for nonprofit organizations that aim to establish effective social marketing campaign. Since more and more sponsees are competing for limited funding opportunities, it is a challenging task for nonprofits to raise money for social campaigns. Therefore, when an organization finds sponsors, it has to build a mutually beneficial sponsorship relationship in order to ensure financing of future projects. One way to build this relationship is to ensure that the implemented social marketing program is running successfully. Our research shows that partners' positive collaboration plays a big role in sponsorship effectiveness. Firstly, it increases youth participation in the Teen Challenge program and makes it affordable for teens to participate in other physical activity programs. Secondly, when partners collaborate positively in the sponsorship they enhance their image as supporters of active lifestyle in the eyes of community organizations.

This research also shows that partners' positive collaboration affects the likelihood that community organizations' will recommend the program to other organizations. By ensuring that participants (in this case COs) are willing to recommend the program to others, not-for-profit organizations have the opportunity to expand their programs and attract more participants year-over-year. We emphasized the following strategies that practitioners could use to achieve this goal: a) provide all necessary help and support to participants so that they feel satisfied from their involvement in the program b) create and implement a program that makes a positive impact on its target audience. In ParticipACTION Teen Challenge case the program not only contributed to the increased physical activity levels among teens, but also to their education about the importance of

physical activity.

7.2.3 Sponsorship funding

The results of this research are in line with the sponsorship literature that argues that many nonprofit organizations rely on income from sponsorship (Daellenbach et al. 2006). They also support Madill et al. (2014) finding that sponsorship is an essential source of funding for social marketing programs.

Indeed, many community organizations rely on funding from sponsorship to create and implement their events or challenges. In the ParticipACTION Teen Challenge program funding is available to community organizations in the form of physical activity grants (PAG). This study shows that the majority of community organizations that responded to the surveys indicated that physical activity grants are very important to their involvement in the program and that they are very likely to apply for these grants in future.

Tamminen, Faulkner, Witcher, and Spence (2014) conducted a qualitative study on the impact of physical activity grants on physical activity among youth in the ParticipACTION Teen Challenge context. They concluded that “community organization leaders were overwhelmingly positive about the value of the Teen Physical Activity Grants and they acknowledged the importance the funding had within their organization” (Tamminen et al., 2014, p.5). Our results provide quantitative support to their findings and confirm that community organizations deem physical activity grants important and valuable for their involvement in the program and for the increasing levels of physical activity among youth. Logistic regression further supports this finding, since leveraging grant funds beyond the program was the most influential predictor of the program’s ability

to make physical activity more accessible and affordable for youth participants.

Physical activity grants are important instruments that community organizations utilize to successfully run their events since it provides them an opportunity to purchase necessary equipment, rent facilities, hire instructors, and promote their event. The fact that in 2014 community organizations that didn't receive funding for their events reported that those events either did not take place or took place with reduced impact further confirms this statement.

Another important factor found by this study is that community organizations were successful leveraging grant funds they received beyond the Teen Challenge program. This means utilizing purchased equipment, created web site and facilities or hiring part-time or full-time instructors to run more events and engage more youth in physical activities. This created an opportunity for community organization to increase the capacity of their organization to sustain youth participation in other physical activity programs.

These findings would also be of great interest to practitioners since they highlight that by leveraging grant funds that not-for-profit organizations received from sponsors, they could further extend the impact of the sponsorship. This can be achieved by utilizing equipment or facilities they obtained from the sponsorship to implement new programs and events. The results of our research also suggest that leveraging grant funds beyond the program helped community organizations to increase their capacity to mentor youth and motivate teens to participate in various other physical activity programs.

7.2.4 Importance of volunteers

Further exploring the factors that impact the social marketing sponsorship effectiveness reveals that volunteers also play an essential role in successful implementation of the program. This study found that creating an opportunity for community organizations to attract new volunteers for their events is very influential predictor of COs perception of whether Coca-Cola Canada and ParticipACTION achieved their shared objective of making physical activity more accessible for teens. This can be explained by that fact that many COs mostly rely on volunteers to create and run their physical activity programs. “Virtually all of Canada’s nonprofit and voluntary organizations rely on volunteers to some degree, and more than half (54%) rely solely on volunteers as they have no paid staff” (Imagine Canada, 2006). Therefore, attracting new volunteers that are willing to work and deliver COs events or programs eventually provides more opportunity for youth participants to engage in these programs.

7.3 Recommendations for ParticipACTION

Community organization surveys have undergone several revisions since the start of the program. Many valuable questions for the purpose of sponsorship evaluation were added in the 2014 survey. These include asking whether community organization attracted new volunteers to their programs; if the program made physical activity more affordable/accessible for teens and so on. There are few recommendations that we would like to make in order to make future research on evaluation of the Coca-Cola Canada

sponsorship of the ParticipACTION Teen Challenge program more comprehensive.

As mentioned above, some questions were altered and changed in the surveys year over year. This makes it challenging to evaluate dimensions longitudinally. For instance, the question concerning whether community organizations benefited from participation in the program was asked from 2009 through 2013, however, it was replaced in the 2014 survey. Keeping survey questions related to the sponsorship consistent year over year will ensure more accurate evaluation of community organizations' perception of the program overall and the sponsorship in particular. It will also provide researchers with tools to produce reliable analysis and research results.

Another important factor regarding survey questions is that the majority of questions are measured on 4-point Likert type scale. We would recommend utilizing either 5-point or 7-point Likert type scales in the survey. More specific questions related to sponsorship evaluation are needed in the surveys in order for researcher to be able to answer more questions related to sponsorship effectiveness. This research helps identify several questions that would add valuable insight into evaluation of this sponsorship.

In order to have more tools to evaluate the effectiveness of the sponsorship, it would be beneficial to identify community organizations that participated more than once in the Teen Challenge program and compare their views of the sponsorship. By participating in the program we refer to those COs that were registered with the Teen Challenge, received physical activity grants and successfully ran their event. Thus, we recommend adding the following question the survey:

- *How long have you been participating (got funding) in the ParticipACTION Teen Challenge*

a) first time b) second time c) more than twice

To better understand whether community organizations are willing to come back and create an event next time the following question might be helpful.

- *How much do you agree or disagree with the following statements. I would create an event or challenge with ParticipACTION Teen Challenge next time*

Strongly agree / somewhat agree / neither agree nor disagree / somewhat disagree / strongly disagree

To distinguish community organizations by their size, the question to add would be:

- *How many people are employed in your organization (including volunteers)?*

a) 1 – 5 people b) 6-10 people c) more than 10 people

This question will help future research to assess whether size of community organization impacts the effectiveness of the program implementation. It will also give ParticipACTION an opportunity to better understand the demographics of its participants.

Furthermore, when analyzing the data we found a great need to have follow-up questions for those community organizations that “strongly disagree” with certain statements. For instance, for the purpose of the sponsorship evaluation and the program overall, it would be very beneficial to know why certain COs disagreed that Coca-Cola Canada and ParticipACTION collaborated positively in delivering the program. Thus, it is recommended to add an option to each question where community organizations that

answered “strongly disagree” can further elaborate their opinion. This will also provide an opportunity to investigate these answers using qualitative research tools.

As mentioned earlier in this thesis, the key variables in this study have low dispersion due to the fact that many participants answered either “strongly agree” or “somewhat agree” to the survey questions creating a possibility of response bias. Jackson (2011) suggested a strategy to minimize response bias by wording survey questions in a way that would reduce the likelihood of answering positively or negatively to every question. For instance, questions designed to assess COs satisfaction with the program can be worded in a way that agreement means that community organization is satisfied, whereas other questions related to satisfaction would be reversed in a way that agreement means dissatisfaction with the program.

Low response rates to surveys are also an important issue that needs to be addressed. One way to improve response rates is to follow up on nonrespondents. Although ParticipACTION sent a reminder email to participants in a week after the initial invitation to participate in survey, it would be beneficial to contact nonparticipants several times either via phone or email. Given the time constraints and limited resources to follow-up with all nonrespondents, ParticipACTION could select a subsample of them and contact them. Random sample of 10% to 20% of nonrespondents can be selected and phone or personal interviews conducted using the surveys to perform the interview (Welch & Barlau, 2013).

Since the secondary data is utilized in this study, we do not know whether the invitation to participate in the survey was personalized for each community organization. If it was not, it would be important to make the ask more personal by sending the survey to a

person in the community organization who is directly responsible for the Teen Challenge program by utilizing that person's name.

Another approach to improve the response rate would be to change the data collection method with a portion of community organizations (randomly selected) by initially conducting a telephone survey rather than sending them a link to an online survey via email.

7.4 Sponsorship controversy

ParticipACTION's partnership with Coca-Cola Canada in creating the Teen Challenge program has brought some controversy around it. This controversy revolves around fit between the sponsor and the sponsee. It should be addressed beyond the survey data that we analyzed since it provides us an additional tool to evaluate this sponsorship by accounting various views around this sponsorship. By analyzing blog posts and web articles around this sponsorship, we have found the following criticism of this collaboration. The host of the Body Break show, Hal Johnson, expressed his disappointment with this partnership on his tweet stating: "I am disappointed that ParticipACTION has partnered with Coke, it doesn't fit no matter how much money they are getting" ("ParticipACTION partnership", 2012). Freedhoff (2011) is also skeptical that the ParticipACTION and Coca-Cola Canada partnership will have a positive impact on Canadian youth health. Freedhoff (2012) also interviewed Hal Johnson on one of his blog posts regarding this partnership, on which Johnson claimed "It sends out a mixed message, and it doesn't fit with the brand and Coke gets the halo effect of the ParticipACTION brand. It's an iconic brand and they benefit from it".

From the perspective of Coca-Cola this sponsorship makes great sense since it can be seen as part of the corporate social responsibility. The company is associating itself with a good cause and positions itself as supporter of healthy lifestyles (Dorfman, Cheyne, Friedman, Wadud, & Gottlieb, 2012). From the position of a nonprofit organization, partnering with corporate sponsors provides an opportunity to fund projects and programs that aim to change people's behavior such as getting them physically active. However, the sponsee has to face considerable criticism, which might significantly affect its brand image.

Despite the fact that controversy around this sponsorship exists this study has found that from the perspective of those COs that responded to the survey the Teen Challenge program provides substantial benefits for youth participants as well as for their organizations. COs were able to increase their capacity to mentor youth, to sustain teens participation in their programs, to leverage physical activity grants beyond the program, and to attract new volunteers who help to run their events. The majority of COs that responded to survey, 89% in 2014, also view ParticipACTION and Coca-Cola Canada collaboration in delivering the program as positive and successful. However, it is important to note that COs were answering survey questions related to the program delivery and execution as well as whether they see Coca-Cola Canada and ParticipACTION as leaders in active living. These responses do not necessarily represent COs perspectives of the overall fit between the sponsor and the sponsee since they were not asked questions directly related to the sponsorship fit.

7.5 Contributions of the study

Apart from testing the process model for evaluating social marketing sponsorships,

this study contributed to the social marketing sponsorship literature by investigating the following elements of sponsorship research described earlier in this section: a) what aspects contribute to participants' positive perception of a sponsee and a sponsor effective cooperation b) what factors that impact overall effectiveness of developing and implementing a social marketing sponsorship.

Moreover, since empirical research in social marketing sponsorship still remains limited (Madill et al., 2014, Lefebvre, 2006), the empirical aspect of this study addresses this research gap by evaluating sponsorship in social marketing context. The fact that surveys of community organizations were conducted across Canada provided additional avenue to contribute to the literature by analyzing the levels of engagement of COs in the program nationally over the course of the program. This allowed us to understand COs from what regions were more active in participating in the ParticipACTION Teen Challenge.

The study also examines how participants' perceptions of partners in sponsorship has changed over the course of the program and provides an understanding of the sponsorship utilizing longitudinal approach. We found that COs perception of partners' positive collaboration did not significantly change over the course of the program. A possible explanation to this finding could be because ParticipACTION and Coca-Cola Canada successfully communicated their positive collaboration to COs at every stage of the program.

This study also makes an important contribution to the social marketing sponsorship field by providing recommendations and insights for practitioners on effective sponsorship development and evaluation, which were discussed in detail earlier in this

section. From the perspective of four scenarios of social marketing sponsorship that were mentioned earlier in this thesis (O'Reilly & Madill, 2007), Coca-Cola Canada and ParticipACTION sponsorship could be related to the third scenario, which states that both the sponsor and sponsee have at least one social marketing objective in the sponsorship. In this case it is changing behavior of youth by encouraging and motivating them to get physically active and live a healthy life.

7.6 Limitations and future research directions

This research emphasizes and focuses on social marketing objectives that both the sponsee and the sponsor have in the sponsorship. However, there could also be non-social marketing related objectives in the sponsorship that are important to explore. Madill et al., (2014) claim that these objectives are “equally important, as they may be what attracts the sponsor’s interest and investment, and need to be included as part of any evaluation effort, model or metric” (p. 35). Thus future research should focus on identifying these non-social marketing related objectives and evaluating whether key sponsorship players have achieved them. These objectives should be identified in steps 3 and 4 of the process model developed by O'Reilly and Madill (2012). Considering all objectives (social marketing and non-social marketing related objectives) would make future evaluation of social marketing sponsorships more rigorous.

Lack of control over the data collection process creates a particular challenge to utilize survey questions to evaluate the sponsorship. It limits the ability to fully assess the effectiveness of the sponsorship and in this particular case we were able to only evaluate what has been measured in the surveys.

Another limitation of this research is that sponsorship objectives evaluated are from the perspective of community organizations since they were survey participants. This limits our ability to measure the sponsor's and the sponsee's perspective on how effective this sponsorship is. To better understand this particular social marketing sponsorship, it would be beneficial to interview participants from Coca-Cola Canada and ParticipACTION who had been directly involved in creating and implementing the program. This would give researchers a valuable opportunity to identify major challenges that sponsorship stakeholders face in the sponsorship as well. Future research should analyze this sponsorship by conducting in-depth interviews with key representatives from the sponsor and the sponsee sides as well as several community organizations. It would provide an opportunity to identify complete list of sponsorship objectives that sponsorship stakeholders have as well as obtain the sponsor and the sponsee perspective on sponsorship effectiveness.

In addition, future research should further examine congruence between the sponsor and the sponsee. This area is interesting to study since congruence is essential for image transfer (Woisetschläger & Michaelis, 2012), and better understanding of sponsorship overall. It would also assist in developing of more advanced tools of sponsorship evaluation. Furthermore, it will be beneficial for future study to conduct research with sponsorship consumers to analyze how consumers perceive partners image and image transfer in social marketing sponsorship.

Since this research did not have the ability to explicitly identify potential shirking behaviors in sponsorship, future research is needed to address this issue while utilizing secondary data. To determine potential shirking behavior researchers need to review

contracts as well as interview data related to particular sponsorship.

8. Conclusion

The importance of establishing effective sponsorship evaluation methods for social marketing programs cannot be overstated. Most articles in the sponsorship evaluation literature are focused on commercial or sports sponsorship. Indeed, there are only few papers in the academic literature that focus on sponsorship evaluation in social marketing, particularly in an empirical setting. This thesis aims to address this gap and contribute to the literature in the following ways: 1) identify key objectives of the sponsorship participants in the ParticipACTION Teen Challenge program context 2) develop hypotheses related to each objective 3) test O'Reilly and Madill (2012) process model for evaluating marketing sponsorships in the social marketing context 4) provide future research directions that can further advance our understanding of social marketing sponsorship evaluations.

Findings from this research would be of particular value to organizations that seek to develop an effective sponsorship relationship in order to fund their social marketing campaigns, and provides insights on how social marketing sponsorships can be evaluated.

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