

VILNIUS UNIVERSITY

MANTAS DILYS

**MANAGERIAL FACTORS OF SUSTAINABLE COOPERATION  
BETWEEN SPORTS ORGANIZATIONS AND SPONSORS**

Summary of Doctoral Dissertation  
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VILNIAUS UNIVERSITETAS

MANTAS DILYS

**SPORTO ORGANIZACIJŲ IR RĖMĖJŲ DARNAUS  
BENDRADARBIAVIMO VADYBINIAI VEIKSNIAI**

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## SUMMARY OF DOCTORAL DISSERTATION

### INTRODUCTION

**The relevance of the topic.** Dynamic and progressively globalizing market requires the organizations to search for the new and more innovative ways to form the attraction. One of the ways in order to find innovative and attractive to the market solutions is inter-organizational cooperation that allows studying from the operational partners and strengthens organizations opportunities to reach the largest part of the market. Organizational cooperation in contrast to competing is more useful. Organizational cooperation through mutually beneficial exchange allows to optimize the organizational activities. The studies have shown that long-term and mutually agreed - harmonious organizational cooperation – is most useful to the organizations participating in the cooperation process and the environment where the activities are performed. Therefore it is important to analyze the determinants of harmonious organizational cooperation.

In the dynamic and competitive market the organizational success is determined by harmonious interactions with the environment and its subjects. To implement these interactions the newest purposive knowledge of social sciences, their systematic coordination and innovative application are necessary. Stable and long-term competitive organizational advantage can be achieved through the purposive cooperation with other organizations. Sustainable cooperation allows the organizations to create greater organizational value and expand organizational capabilities, strengthens the relationship with the interested parties. Therefore the organizations shall form their operational strategies so that they would be attractive not only to their customers, but also to other organizations that could potentially become their operational partners. Strategic organizational cooperation allows the organizations to focus on their business and improve operational performance, share knowledge, techniques and risk. In order to use these cooperation's benefits the properly selected operating partners who not only comply with the

organizations values, but also match the values of the social environment where the organizational activities are performed, are required.

Perceiving the sport market's growth prospects and benefits not only to the sports organizations, but also to their partners - sponsors and the environment, the public, it is important to analyze the further opportunities of this phenomenon development. As well as sports phenomenon can be used in the sustainable development context, the sports organizations, during their performance, forms the responsible and healthy usage' habits to the society, increases public social activity and solidarity.

Cooperation between the sports organizations and business organizations – sponsors are often identified with philanthropic activities and is seen as donation. Though such activity is possible, too, but along with the growth of sports marketing and commercialization of the organizational relationship, sports organizations sponsorship has become an interactive marketing tool for the business organizations. Sports organizations sponsorship is based on commercial, mutually valuable exchange, both in economic and social values and mutual relationship-raising sense. Most scientists analyzed the sports organizations sponsorship as a mean to achieve the goals of the organizations sponsors. However, the problem of the development of sponsorship process and factors affecting the sustainable long-term cooperation is not sufficiently disclosed, there is too little systematic research on the subject.

### **The scientific problem and its justification**

It should be noted that the sustainable development mainly focuses on the macro-economic aspects, in order to develop strategies to identify the methods and measures for sustainable development. In the field of research dominates the research related to the organizations restructuring, the activity's optimization using the resources and the most part of the research is focused on the environmental protection issues. However, little attention is paid to the social aspects, that is, how to enable other directly related interest groups and involve them in joint activities in order to contribute to sustainable

development strategy implementation. In the scientific literature the following aspects are important: how to raise public awareness stimulating social activity that is important in the context of European Union and how to form the attractiveness by choosing environmentally friendly products. At this point there is a lack of ways and means how non-profit organizations that are responsible for educational, cultural activities, causing public awareness to be responsible in the sense of consumption, could contribute to the sustainable development. Non-profit organizations are a bridge between business organizations and public, as well as between government agencies and public, between public and business organizations. Considering the fact that non-profit organizations is a bridge between the government organizations policy, the sustainable development strategy's implementation policy as well as public and business organizations, it is still not clear how this bridge has to be used. Often the non-profit organizations created value is attractive to the business organizations. Therefore it is necessary to find the ways to involve and exploit non-profit, cultural and sports organizations created value and contribute to the sustainable development.

Sustainable development cannot be achieved by linear activities and individual organizations. It requires inter-organizational cooperation, based on the exchange of information and permanent interaction. This action creates the new solutions of emerging problems.

Many scientists note that the sports market is still insufficiently developed and has a tendency to grow (Shank, 2004; Chelladurai, 2005; Slack et al., 2005; Parks et al., 2007; European Commission, 2007; Laurinavičius and Čingienė, 2011 ; Tsiatsou, 2011), there is a need to modernize the sports organizations to adapt them to the current conditions of the dynamic market, also to use the benefits of the sports phenomenon developing the country's well-being and contribute to the sustainable development. The dimensions of sports management modernization in the theoretical aspects were analyzed by Mikalauskas et al., (2004).

Sports organizations efficiency depends on the sponsorship (Tsiatsou, 2011). The benefits of sports sponsorship through sponsorship were analyzed by many authors (Cornwell, 1995; Ukman 1995; Crimmins & Horn, 1996; Erickson & Kushner, 1999; Amis et al., 1999; Nigel & Kevin, 2000; Walliser 2003, and so on.). Sports organizations sponsorship is used for various reasons. Mr. Piquet (1998) analyzed the sponsorship as the sponsor's means of communication with the market, studied the sports organization's production the benefits of sports events through cooperation with the sponsors. Many authors analyzing the sponsorship justify that this is one of the ways to strengthen the sponsor's image through the sponsored object and make the purposeful impact on the users (Nigel & Kevin, 2000; Miyazaki & Morgan 2001, Chelladurai, 2005; Slack et al., 2005; Tsiatsou, 2011).

Walliser (2003) who performed international analysis of sponsorship suggested to look at the sponsorship systematically and to determine not only benefits generally created by the sponsorship, but also the benefits to each organization participating in the sponsorship program. Though the conducted research reveals that the sports and sponsors cooperation is useful to both parties, but it is not clear which methodology shall be used for the development of cooperation that it would be sustainable and long-term. Moreover, except for the existing incompatibility of needs, business organizations want to get the return for a short period of time, while the sponsorship of sports organizations production is mostly efficient in the long-term activity's prospect.

The subject of sustainable cooperation between the sports organizations and the sponsors *is relevant in four problematic aspects: first* – the effective realization of the sports phenomenon has a direct impact on the region's image and economic growth. Sports as a phenomenon strengthens the public sociality, refines the region's history and culture, forming the habits of healthy lifestyle; *second* – insufficient non-profit sports organizations sponsorship limits the possibilities to organize high-level, high-quality, attractive to the market sports products that affect the country's image and economics growth; *third*, the value of sports organizations production and the audience to be reached are attractive



to the other market's participants, therefore they are interested in sponsoring the sports organizations initiatives and forming the various forms of the cooperation through the sponsorship; *fourth*, big and dynamic competition in the market requires from the business organizations to use new and interactive forms of communication with consumers who would be able to get the organization's credibility and to create a stable long-term competitive advantage. When these aspects are combined, the following **problematic questions** of the thesis are raised: *what managerial factors determine the sustainable cooperation between the sports organizations and the sponsors? How they are used in the procedural system in order to make the cooperation sustainable and long-term?*

**The object of the thesis** – managerial factors of the sustainable organizations cooperation.

**The aim of the thesis** – to identify managerial factors determining the sustainable cooperation between the sports organizations and the sponsors.

**The following tasks have been set:**

1. To analyze the theoretical aspects of the sustainable organizations cooperation.
2. To reveal the conceptual essence of the sustainable cooperation between the sports organizations and the sponsors.
3. To analyze the process of cooperation between the sports organizations and the sponsors and its objectives.
4. To develop the structural model of the sustainable cooperation between the sports organizations and the sponsors revealing managerial factors of the sustainable cooperation.
5. Empirically to check the structural model of the sustainable cooperation between the sports organizations and the sponsors and to identify the areas for improvement.

### **The structure of the thesis:**

*The first part of the thesis* deals with the justification of relevance of the organizations cooperation in fast-changing, competitive environment where the sustainable interaction with the environment is more and more emphasized. When managerial factors that determine the organizations cooperation are disclosed and summarized, the conceptual essence of the organizations sustainable cooperation is revealed. Also this section reveals the uniqueness of sports phenomenon and the benefits to environment and those who are interested and the relevance of the cooperation between the sports organizations and business organizations-sponsors is justified. When features of sports organizations activity and their dependence on the sponsors' involvement in joint activities are analyzed, the analysis of the cooperation process between the sports organizations and the sponsors and its objectives is conducted. Theoretical analysis of the sustainable organizations cooperation with the sponsors ends with the analyzed concepts integration into the structural model of the sustainable sports organizations cooperation with the sponsors.

*The second part of the thesis* deals with the brief overview of the trends that affect the development of management science through the analysis of the organizations processes interacting with the environment and its active participants. The necessity of the procedural analysis is revealed. In order to achieve the objective of the study the positivist study's approach is applied. In this section the methodological study's approaches as well as the selection of study's area are justified and the methodology of the sustainable cooperation's between the sports organizations and the sponsors study is described.

*The third section of the thesis* presents the results of the empirical study of the sustainable cooperation between the sports organizations and the sponsors and their comparison. The structural model of the sustainable cooperation between the sports organizations and the sponsors and its application features are presented.

### **The study methods applied in the thesis:**

The analysis of the scientific literature, on its basis the relevance of the organizations cooperation and theoretical managerial factors of cooperation are revealed, sports organizations cooperation is conceptualized over their sponsorship. After the analysis of the scientific literature the objects of the sponsorship process are classified by the categories.

The methods of the comparative, generalization, theoretical modeling, inductive and triangulation studies are also applied in the thesis.

To conduct the empirical research in order to check the structural model of the sustainable cooperation between sports organizations and the sponsors based on the scientific literature the case method is used that is carried out by analyzing the secondary data and using partially structured interviews. The structured interview's method is applied to the sports organization and its sponsor.

### **Scientific novelty and theoretical significance of the thesis:**

- To identify the managerial factors that determine the sustainable organizations cooperation: harmonization of objectives, the images match, the values match, the target audience match, mutual trust and commitment, learning, control, protection, overall performance, total benefits and long-term operational perspective (strategic compliance), benefits to the environment / society, synergy effect (strengthening value), symbiosis effect (values complementarity).
- The process of the sustainable cooperation between the sports organizations and the sponsors revealing managerial factors used in the process at the different stages is disclosed.
- When the analysis of the scientific literature is performed, the objectives raised during the cooperation through the sponsorship are summarized and classified to the categories.
- A matrix of the sponsorship objectives that allows to determine which functions of the cooperation need more attention, depending on the chosen sponsorship strategy, is prepared.

- It has been revealed that the social partner's inclusion into the sport organizations and sponsors cooperation increases the interested parties involvement into organizations towards sustainable cooperation.

**Practical use of the thesis:**

- To reveal the sustainable cooperation factors that will help shape the long-term, mutually beneficial action strategies between non-profit, cultural and sports organizations and business organizations.
- A structured organizations sustainable cooperation model is developed which will help to effectively organize the work between different activities of organizations. Also, to effectively implement the organization's existing resources, to reduce production costs of the delivery market and to exclusively create reliability and attractiveness to other parties of interest.
- The recommendation of the dissertation allows sports organizations exploit more effectively the sports production and in this way create value in the market and thus attract the resources necessary for the realization of sports products. Sports products must be commercialized and be attractive to the market. For sustainable cooperation which is necessary to promote proactive long-term potential sponsor activated forms, which are relevant in the context of sustainable development.

**Defendable statements:**

- Organizational cooperation sustainability depends on from cooperating partners values matching, harmonization of objectives in organizational activities and level of involvement in the situation. It overall allows organizations to discover new principles of operation and operational problems.
- Sustainable organizations cooperation is reached by long-term strategic activities. For sustainable organizations cooperation, cooperating organizational values compliance needs to be met as well as it should have strategic compatibility by activating the means to deliver organizational values. Here, the most impact on the negotiation process

and the choice of a social partner as values establisher, have the most impact.

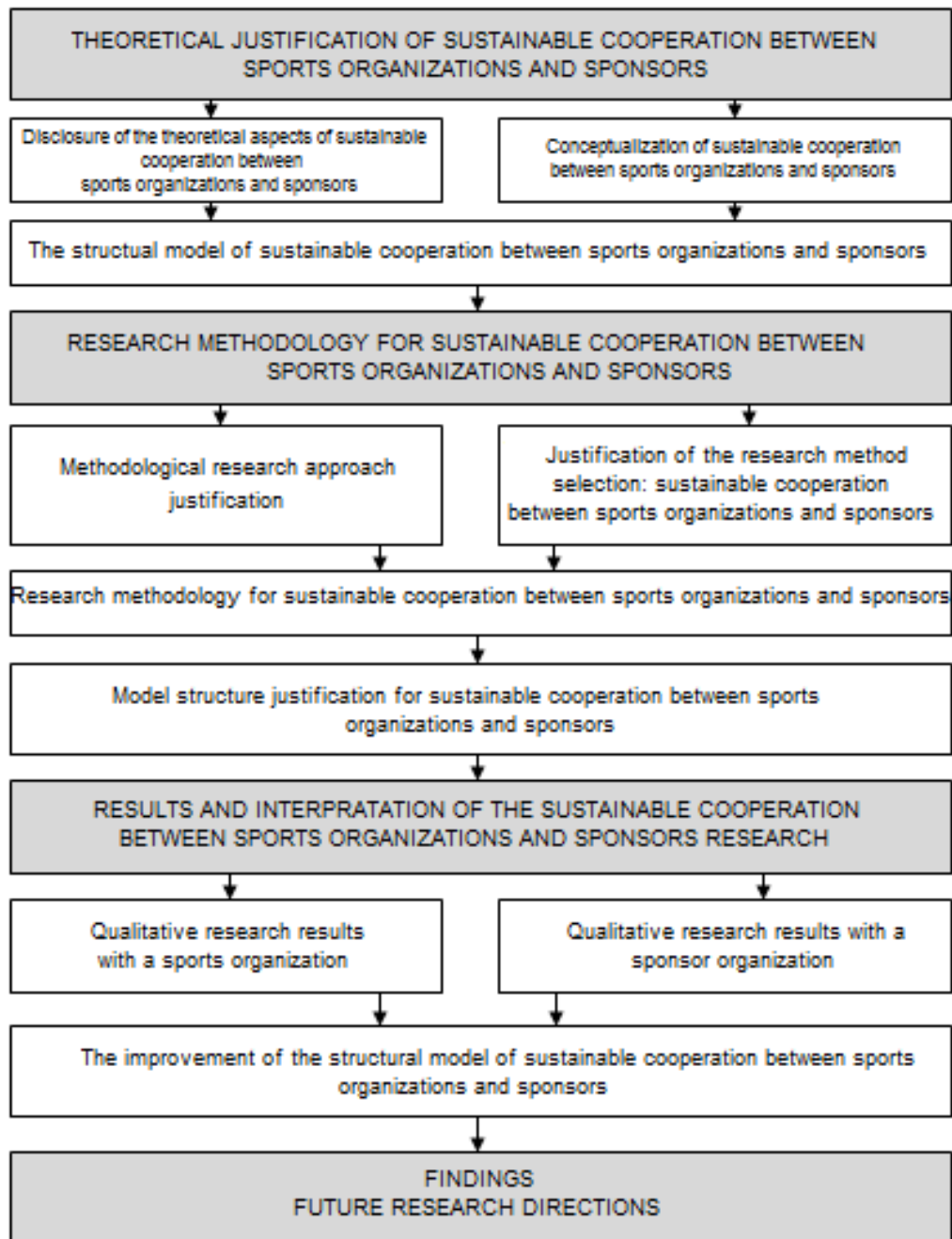
- The sustainable cooperation between the sports organizations and the sponsors is implemented through the mutually beneficial exchanges that create the greater benefits than acting individually, is beneficial not only to the organizations involved in the process of cooperation, but also to the society and the environment where they act.
- The model of the sustainable cooperation between the sports organizations and the sponsors is one of the means to optimize the activity of cooperating organizations and to resolve the social and environmental problems.

**Limitations of the study:**

One of the main limitations is the limited time of thesis preparation. It is difficult to determine all factors of the sustainable cooperation between the sports organizations and the sponsors and their impact on the cooperation process stages in short term. The other one limitation is that sustainable cooperation depends on various commercial agreements and activation context, so the proactive activities assessment is difficult.

**The structure of thesis:** the thesis consists of the introduction, theoretical, analytical and research sections, conclusions, references and annexes. The scope of the thesis is in page 157, including 17 tables and 22 pictures, 195 reference sources are used.

**Logic scheme of research organization:**



Source: compiled by author

**Fig. 1. Logic scheme of research organization of sustainable cooperation between sport organization and sponsor**

# **1. THEORETICAL JUSTIFICATION OF SUSTAINABLE COOPERATION BETWEEN SPORTS ORGANIZATIONS AND SPONSORS**

This section provides in relevance and benefits of organizations cooperation, as well as reveals the essence of essence of sustainable cooperation and the conceptual and managerial factors influencing it. Sports phenomenology is disclosed and justification is provided for the relevance on this phenomenon and befits are provided for those parties interested. A summary is provided on the sport and sponsorship concepts, as well as an analysis is made on organizations cooperation objectives through sports sponsorship process structure.

## **1.1. Theoretical aspects of organizations sustainable cooperation**

Industrialized countries experience shows that innovative organizations are increasingly involved in cooperation with other organizations and forms partnership strategies. According to Vasiljevas (2007) this is done by setting out strategic priorities for its long-term operational perspective. According to the author, in cooperation with interested organizations it is possible to develop closer relationships with other organizations, to optimize performance, increase social capital and improve the business environment. Organizational cooperation may be based on various forms, but it depends on the organizations objectives pursued, the level of involvement in activities and reliance on organizations with which the cooperation is carried out. One of the most effective forms of cooperation between organizations is considered to be a strategic partnership. Such organizations cooperation form includes aim for common objectives, division of responsibility, which is based on a long-term business outlook. According to Schweiger & Very (2001) the organizations cooperate in order to bring together their strengths and in order to gain a competitive advantage by being able to use new methods and opportunities to achieve economies of scale, in order to share the risk with partners (Bertoncelj

& Kavčič, 2011). The search for organizational partners, engagement, merger, or other forms of cooperation in joint activities are due to the desire to obtain a stable, or in other words a sustainable, competitive advantage and to stabilize the economic situation of organizations in a dynamic environment (Phoocharoon et al., 2001; Farelly et al., 2003; Bertoncej & Kavčič, 2011; Kim, et al., 2012; Mason & Mouzas, 2012). In addition harmonious interaction between organizations strengthens the organizations values (Schaeffer & Loveridge, 2002).

The organization seeks to develop new ways of cooperation with partners in the forms or shapes and new views of the new joint inter-organizational strategies for the development of joint activities. Organizations as potential partners for coordination of activities allows to optimize the realization of products with potential partner, then formed new product sales channels and building are the organization's credibility.

According to Atkočiūnienė (2013) organizations cooperation advantage - competitive strategy, which creates "win-lose" scenarios and the cooperation strategies encourage "win-win" situations through a symbiotic relationship. Therefore, it is important to analyze how to develop inter-organizational cooperation that gives a value to the benefit of all in joint activities engaged parties. An inter-organizational cooperation is most effective when it is based on a long-term strategic partnership (Farrelly & Quester, 2003; Papadimitriou, 2008).

Minguela-Rata et al., (2009) states that this type of cooperation between organizations is based on knowledge and the knowledge method ("Know-how"), and is confirmed by Phoocharoon et al., (2001). Atkočiūnienė (2013) argues that this cooperation, which is characterized by knowledge-sharing culture, sharing competencies, continuous learning and innovations allows to achieve a sustainable competitive advantage.

Bagdonienė & Hoponienė (2005), state, that organizations cooperate to have wider opportunities to develop products that are still under development and to exploit the potential of the organization more



appropriately. In a dynamic environment, organizations are trying to work together to manage the complex organizational units and systems. Organizational derivatives are held as complex social, cultural, economic and technological inter-organizational system. For sustainable cooperation of the organizations and for ensuring long-term relationship between the interested parties has formed a partnership strategy. (Bagdonienė & Hoponienė, 2005; Ginetienė, 2005; Luo, 2008; Jucaitytė & Maščinskienė, 2011; Tolmay, 2012). Partnership strategies allows organizations to strengthen their position in the market (Griesienė, 2014) and strengthen links with other market participants (Day, 1995; Farelly et al., 2003; Davy, 2004a).

Grunda (2011) states, that merging of organizations and close cooperation is not determined solely by the organization's strategic success, but also allows to optimize costs and develop a sustainable business. Organizations sustainable development principles are becoming the cause of increase in overall competitiveness. In addition, sustainable development opens up new business opportunities. The merging of organizations and the development of joint activities is understood as an organization purposeful engagement in a systemic activity that's effectiveness depends on the sustainable interaction with other stakeholders. Each organization in its systemic activity, according to Burgis & Ribačonka (2009) must have a complementary strengths for each other, as it is useful organizational union that ensures the success of organizations in rapidly changing conditions. This enables organizations to improve competitiveness through cross-organizational interactions (Griesienė, 2014).

In the words of Seiliūtė (2013) - for the organizations to deal with strategic issues and strategic goals can only be achieved by focusing on new strategic opportunities and by consistent realization of them, and a necessary condition for it - constructive interaction with the environment and the various stakeholders. Therefore, it is appropriate for organizations to look for interested parties who are willing to cooperate and engage in a partnership strategies, which is as well confirmed by Susnienė & Vanagas (2007).

Strategic partnerships with those interested parties, in the scientific literature, is identified as one of the most effective forms of cross-organizational cooperation, but developing them still remains, problematic with such outstanding questions about: trust of the partner, partner selection, knowledge transfer between cooperative businesses, complementarity and synergy between the partners. This puts out a scientific debate and requires deeper analysis in order to investigate inter-organizational cooperation processes. (Todeva & Knoke, 2005).

Jonker et al., (2009) argues that new models of organizations cooperation's are formed to discover and develop a closer relationship with the public. To achieve this is necessary to set common organizations activities, which inevitably leads to the transformation of organizations - the transition from a closed to an open type of organization. This type of organization can freely share knowledge and support for faster adaptation to the changing environment by means of knowledge and practice sharing with partners. When analyzing the organization cooperation specifics, it was discovered that cooperation is more effective between organizations which strategically focus on it. In sustainable development, the new type of operation is relevant, which is innovative and sustainable. The dissertation attempts to combine these areas - sustainability and innovation through inter-organizational cooperation. Through the formation of strategic partnerships in order to create a multifaceted benefits. The dissertation author's position is that alone organizations are not able to solve problems and require cooperation, while in the context of sustainable development, there is a need for sustainable innovation and proactive initiatives by exploiting the advantages of different sectors.

Creation of sustainable innovations is especially important in the sustainable development context. Scientists and politicians acknowledge that sustainability challenges cannot be solved by traditional linear knowledge applications (Cornell et al., 2013). The growing relevance of solving economic,

social and environmental problems is increasing interest in pro-active and innovative development.

Business organizations performance coordination in fields of environmental problem solving is being added to organizations activities list and forms a socially responsible look. Social responsibility can be engaged through involvement in social, environmental and economic activities. Walliser (2003) states that sponsorship towards cultural, artistic, sporting organizations can be used as a tool to sponsor the formation of social responsibility. According to Hemsley (2009) organizations seeking to develop and strengthen social responsibility are increasingly used to sponsorship programs. Consolidation of social responsibility through sports sponsorship is implemented for two main reasons. *Firstly*, sport can really change people's lives. Also, the development of sports is a broad spectrum, so the sponsor can get involved in idea formation and integrate own ideas into the overall activities spectrum and allow extend the realization of ideas. *Secondly*, it can be asserted, that sports sponsorship, is a flexible platform for social responsibility formation and consolidation. Through sports sponsorship, targeted influence on communities can be achieved, in which they operate and for the lifestyle - a consumerist culture created. Here, sport takes is used as an educational function and allows formation of a socially responsible user preferences.

During the development of social responsibility programs, organizations should take into account the interests of all stakeholders, including investors, suppliers, customers, employees, communities, depending on what the targeted use of profits is. Sports sponsorship helps solve business problems, this is an intermediate link between the social and economic gaps. Sponsorship programs for business development reinforce moral values and lead to improved quality of life, the environment in which they operate, as well as enhances social solidarity.

When the sponsorship for sports organizations becomes social environment support, becomes a sponsored of values, the consumers accept the

organization sponsor more easily, that support other organizations and that has an impact on social communion and its well-being. In addition to, the sponsor of organizations is perceived as a competitive advantage shaping tool (Walliser, 2003). It is implemented through the coordinated and mutually beneficial organizations in general social initiatives. Thanks to it, the target consumers' subconscious associations are formed, the initiative's creators are allowed to be distinguished from other market participants for social participation and involvement in social issues. Organizations exclusivity is created through symbolic and valuable social initiatives that are relevant to the public.

## **1.2. Sports organizations and sponsors sustainable cooperation conceptualization**

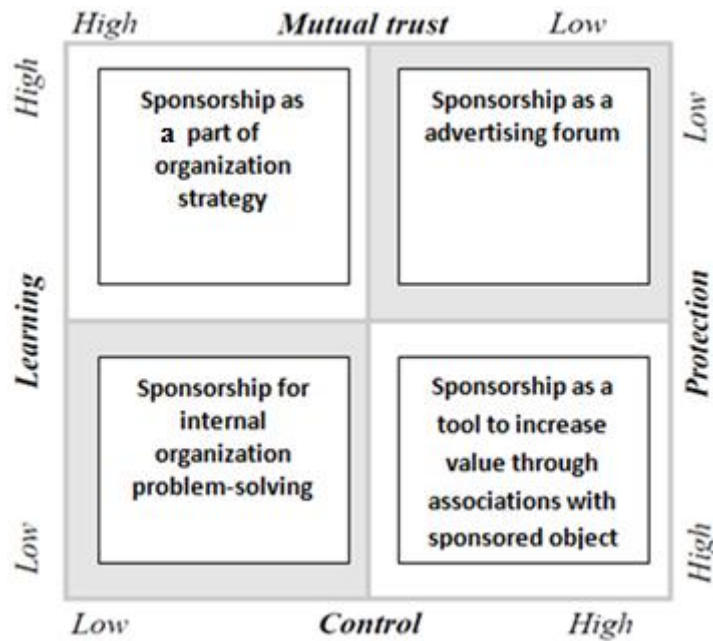
Sports services market is one of the largest and fastest growing industries in the world (Tsiatsoau, 2012). Sports events, as a product is attractive to the parties because of the size of the audience reached, such as the 2004 Athens Olympics - it attracted an audience of 3.9 billion through television. (Horne, 2007). According to official data of the International Olympic Committee London 2012 Olympic Games audience reached 4.8 billion viewers (IOC marketing: media guide. London 2012). Therefore, it can be said that sport is an exceptionally attractive phenomenon and a bigger growing audience can be reached through it - the popularity of the sports event determines it. Sports phenomenon by audience reached creates a value and is attractive to business organizations, so they tend to cooperate and sponsor sports organizations in their initiated activities.

According to Cornwell & Maignan (1998) there are scientists who are not in favor of the promotion strategies and criticize them, arguing that it is one of the many forms of advertising aimed at the personal benefit of the sponsor. Meenaghan (2001) separates the usual advertising and advertising through sponsorship arguing that through advertising is a direct and clear benefit of selfish ambition. Meanwhile, in the sports promotions, it is done indirectly and not selflessly to achieve benefit, as the objectives are not always disclosed. The

author also points out another difference, advertising is more controlled than sponsoring. Of course, that raises a debate on the possibilities to manipulate the current situation, but it should be emphasized that these activities are quickly detectable by consumers and evaluated negatively. Therefore, long-term benefits are governed by the principles of the ethical conduct. There are a number of studies that have confirmed that sponsorship ensures sports and cultural development through interaction with the sponsored organizations and have a positive impact on public welfare. Sponsorship benefits are generated from various interest groups. Sponsorship strategy through the social environment support creates social benefits - increased public social activity. Sports organizations sponsor the development conditions with sponsors are based on higher value creation. Purposefully selected object of sponsor enhances the value of a financial sponsor. (Miyazaki & Morgan, 2001; Kiim, 2010; Reiser et al., 2012).

After analyzing the proposals and sports organizations sponsorship models it can be revealed that they share common features: first, the models reflect the procedural interaction; secondly, harmonization of objectives is common; thirdly, the measurement of sponsorship benefit. To achieve coherent long-term benefits, sponsor involvement is needed - it is the sponsor's identity and links with the activation of joint efforts in realization of the activities.

In the sponsorship process, the goals vary and often depend on the sponsor's involvement term to sponsor the selected object and its participation in the sponsorship process. Therefore, for the sponsorship goals, after a thorough scientific literature research, to control the inter-organizational processes through sponsorship management, a dependency matrix table has been prepared (Figure 2). The matrix represents 4 main categories in order to reveal the integrity level in the sponsorship processes, depending on the objectives pursued through this type of cooperation.



Source: adapted by Bertoneclj & Kavčič (2011)

**Fig. 2 Sponsorship objectives and interactions with sports organization dependency matrix**

The author believes that for the start of sports organizations and sponsors substantial cooperation, when the basis is considered long-term business prospects vision - a strategic compliance, which includes compliance with moral values and organizational behavior must be in place. For sustainable cooperation, objective synchronization is required, that is: how and what will be achieved. However, the mere strategic and objective matching does not make the cooperation substantial. To achieve this it requires mutual trust between organizations and the obligations entered into. In cooperation, organizations symbiosis and synergy effects can be achieved when organizations dimension images for the target audience match and are in line with each other. It is therefore very important factors in sports organizations and sponsors substantial cooperation to achieve the current/forming images and target audiences match. Image compliance reinforces the values for the consumer through organizational cooperation and creates values, which are formed through the activation of marketing tools. Sponsorship tools activation through interaction with the sponsor of the object forms associations to

targeted consumers subconscious. Target audience compliance leads to greater unity through interaction and complementarity formed credibility. Sports organizations and sponsors harmonious cooperation is seen as mutually agreed performance for the benefit of economic and social values and awareness-building sense. The environmental aspect in sustainable sports organizations and sponsors cooperation depends on the donor's nature and sports organizations initiation.

When analyzing sports sponsorship models it has been made clear that the activities necessary to ensure the effectiveness of the objectives is harmonization of pursued dimensional image matching and total involvement in activities by interacting and constantly checking the selected performance measures. The sponsorship process may not be determinable, it is a constantly evolving process. In sponsorship, can exclude only the following general sports organizations and sponsors substantial cooperation in underlying factors, such as the harmonization of objectives, the images match, the values match, the target audience match, mutual trust and commitment, learning, control, protection, overall performance, total benefits and long-term operational perspective (strategic compliance), benefits to the environment / society, synergy effect (strengthening value), symbiosis effect (values complementarity).

Sports organizations and sponsors substantial cooperation is based on strategic cooperation. Sports organizations and sponsors cooperate to enhance the organizational value. Sponsors can help strengthen both financial and social values. Sponsorship process can be based on both financial, commercial and mutually beneficial barter - sharing resources, knowledge and services necessary to develop its activities. The largest benefit is obtained through the promotion of cooperation and is mutually beneficial in the long-term business perspective.

When analyzing the theoretical aspects of cooperation between organizations it is noted that the environmental coordination takes a growing role. In the light of its processes it is seen that contribution to environmental

and social problems resolving is needed. It is done by working together with other stakeholders. Organization through inter-organizational cooperation allows to strengthen the values and develop a closer relationship with its customers and to attract more activity partners in joint activities. Scientific literature research suggests that the increased credibility is created when it is sponsored by as many sponsors as possible. Sports sponsorship is a commercial business and not always is implemented from altruistic incentives and associated with philanthropic activities of the organizations. Commercial sports products sponsor is developed not as a one-time grant, but developed for commercial purposes involving business organizations in joint activities to improve the image of the sponsor organizations, and so on. Even though consumers do realize that this is one of the forms of advertising, they still give priority to those goods or services that are sponsored by various forms of social initiatives and those that contribute to social well-being.

## **2. RESEARCH METHODOLOGY OF SUSTAINABLE COOPERATION BETWEEN SPORTS ORGANIZATIONS AND SPONSORS**

This chapter presents the research object, goal, objectives and structure of empirical research. Empirical research methods selection is justified as well as selection motives of sports organizations and the sponsor are justified.

**Scientific research object** - sports organizations and sponsors harmonious cooperation.

**The aim of the research** - based on a structural model to explore the sports organizations and sponsors sustainable cooperation process determinants.

### **Research objectives:**

1. To set the sports organizations and sponsors sustainable cooperation process steps.
2. To identify the sports organizations and sponsors sustainable cooperation problem areas.



3. To set the sports organizations and sponsors integrity underlying reasons for the harmonious cooperation.

#### **Empirical research organization.**

After the analysis of scientific literature, empirical study is constructed, which will be implemented in VII phases.

Phase I: Study objectives and targets.

Phase II: Framing of defending allegations.

Phase III: Implementation of the study with a sports organization, which included the secondary analysis of the organization's data and interview. The study aims to determine the forming of attractiveness of sports organizations to sponsors, to identify the factors influencing the choice of sponsors, factors that determine coherence of cooperation as well as functions that have effects on it.

Phase IV: Conduct of the study with a sponsor, which included the secondary analysis of the organization's data and interview. The study aims to determine the forming of attractiveness of sports organizations to sponsors, to identify the factors influencing the choice of sponsors, factors that determine coherence of co-operation as well as functions that have effects on it..

Phase V: Results of the research. Comparison of the results with a study carried out with the sports organizations.

Phase VI: Sports organizations and sponsors sustainable cooperation structural model validation and supplement.

Phase VII: Presentation of findings and recommendations.

#### **Justification of the research method selection:**

Empirical studies can be described as different forms of obtaining information by contacting the researcher and the research object. However, this is not quite a simple process. As an intermediary between the researcher and the object of study is a research method that limits or altogether isolates the impact of the researcher. It is no coincidence that there are high requirements for the research methods (Kardelis, 2002 P.62).

The research results showed that the effects of sports sponsorship are directly related to the sponsor's involvement in the process of cooperation and

cooperation durability in order to get the most benefit. However, what managerial factors lead to the promotion of the development, which would be useful in the light of the above findings are not elucidated. The peculiarities of organizational communication are directly associated with their specific areas of activity, so is difficult or virtually impossible to determine how the universally investigated organizations cooperate through sponsorship due to differences in the process, organization image differences at different time points, different tools used in sponsoring, etc. However, the analysis of one or more cases may develop a model for the formation of new initiatives according to the concept of sustainable cooperation and based on it, to set criteria for the way it should be developed, by researching a specific factor along with its intended purpose and the tools used to achieve it.

This study aims to analyze the integrity of mutual cooperation processes in the development of high-quality and large-scale sports products, which have a positive impact on not only the organizations, but also the environment that are activated for the public and other interested parties as well. According to Horne ir Manzenreiter (2006) big sports events have a significant impact on the social environment, has a positive impact on the region's economy, politics and culture. Reiser et al., (2012) having analyzed the sports sponsorship influence for the sponsor organizations value and having researched the sponsorship effects generally, emphasize that when analyzing the sports sponsorship processes in the future, it is appropriate to investigate the sponsorship processes without separation of causality, that is, regardless of the sponsorship objectives, and to investigate why the national reach is better than the international reach amongst the geographic target group sponsors and reach of sponsors as a starting point. Following review of scientific literature and analysis of studies it was found that sports organizational use sponsorship spectrum is increasing, so can be analyzed as a research object from five perspectives. Sports organizations sponsor as a research object from different perspectives is provided.

The main reason for organizations to cooperate is to optimize the activities of organizations and to develop more effective than before cooperation. According to Hossein et al., (2011) organizational effectiveness is depending on organizational behavior. Organizational effectiveness is one of the key constructs in management and organization theory. What features distinguish effective from ineffective organization has been analyzed for a long time. However, despite the academic interest in this topic, it still remains a geeky scientific debate what is the organizational effectiveness and how it should be measured. For versatility in conceptualizing organizational effectiveness it should be noted that the organizational effectiveness term means different things to different people. However, if the organization effectiveness is a problematic organizational theory construct, this construct is even more troubling for the not-for-profit organizations. According to the author of the dissertation it is even more difficult to assess the effectiveness of cross-organizational cooperation. Therefore, the author takes the view that clarifying the sustainable cooperation determinants can allow to construct a model for analyzing the components of a sustainable cooperation by adapting it to different contexts. After analyzing the sponsorship process research and its results, it was noted that in order for sponsorship to be effective, it needs to be long-term and mutually balanced taking into account the interests of the organizations involved in the process, external environmental problems and the context in which sponsorship is applied. Given that sports sponsorship is useful for the activities and is not fully exhausted, according to the author of the analysis, sports sponsorship can be a means of contributing to sustainable development by making it through interaction with others, through empowerment and other counterparts and through exceptionally attractive, for social environment, values.

According to Walliser (2003), sponsorship was mainly analyzed in an international and global context. While sponsorship is activated at events in specified regions, according to Horne and Manzenreiter (2006) it is necessary to examine the national context as it is adaptable.

In order to analyze the factors that determine the harmonious cooperation of organizations through sponsorship, which benefits both economic and social and environmental terms, a specific investigation of the case is required which would be purely conceptual.

**Research method:**

The case method is used to study a particular phenomenon in time and is carried out in natural environment. The method is implemented in several data collection methods, such as interviews, observation, recording and secondary data analysis. The case study method is applied based on positive idea to check a theory or to interpretatively form a new conceptual framework. This method is more popular in business research and less applied in other social science disciplines (Bhattacharjee, 2012). The case method is used to highlight the analyzed construct revealing it through the interaction with the social environment. One case study allows researchers to see new empirical and theoretical connections (Dyer & Wilkins, 1991).

The triangulation method attempts to look at the process from several positions. To assess the situation in the investigated objects from different positions. According to Bitinas et al., (2008), the case method consists of three activities: first, the reduction of the data, the process starts before the data collection, there is a clear object of study and decisions regarding the selection of informants, to be subjected to an interview, and a place where you should go for interviewing; Second, the presentation of data, qualitative data is large, so there is a risk that the researcher will have to provide partial and unfounded conclusions; Third, the formulation of this is done through data collection and after collection. Conclusions must be regularly checked - the reliability and availability of data.

The case method was used for the sports organizations and sponsors sustainable cooperation structural model empirical verification and was done using secondary data (internal and external) analysis, interviews and observation. A case method has been applied to check empirically a structural model of sustainable cooperation between sports organizations and sponsors.

The secondary (internal and external) data analysis, interview, triangulation and observation methods have been applied. The reliability of research results is conveyed by analyzing if a prepared theoretical model has functioned in realistic environment for three years. It is also examined if two analyzed concepts – sustainable cooperation and cooperation through sponsorship – can be compounded therefore suggesting how such operation should be model and what factors influence such operation.

**Justification of motives for the selection of the empirical research:**

The analysis of the prospects for sponsorship growth and works of scientists from different fields, economic growth through sports is noticeable more often. In order to implement it, there is a necessary proactive and sustainable business model to be created, which would help attract sponsors in joint activities and create conditions to enhance economic growth and reinforce social inclusion, as well as increase the development of responsible consumption and development principles. Sports phenomenon creates benefits not only for the profitability of the sponsors, but also influences the change of cultural consumption. It contributes towards the solutions of social problems: social inclusion, employment, social activity and healthy lifestyle. It reinforces positive social values. It also shapes social environment solidarity, strengthens social capital, increases social inclusion and makes contribution to sustainable development.

There are three basic reasons for the choice of the study area: first, it is necessary to ensure the smooth operation of the organization of sports development, the production of which has a direct impact on the sports market growth and the country's economy; secondly, it is important for the sponsors to strengthen its position in the dynamic market in exceptional ways, through attractive public social initiatives and by building market attractiveness; Third, sponsor programs are most effective when they are based on long-term operational perspective, thus there is a need to form a sustainable model of cooperation, which would allow co-benefits by reducing costs and enabling

activities to enhance concentration on value creation and forming market attractiveness.

For the qualitative study, the case method approach was chosen. Not in order to quantify the influence of factors, but to check whether the findings in scientific literature analysis can be adaptable in practice, in a real environment, by analyzing the process - sponsorship - to develop it harmoniously. The work consists of two connected scientific fields which are being checked on how they could be implemented - the sponsorship concept and how it can be compatible with sustainable development.

The research units in the structure study can be the organizations (Bitinas et al., 2008). For the determination of the study sample the criterion-selection is used. Criterion-selection applies when sample units are selected from a population in accordance with the criteria set by the investigator. The main criteria were that one organization operates in accordance to social problems using its business model. Meanwhile, another organization would represent a business and was socially responsible. Criterion-selection method is effective because it helps collect quality data. (Bitinas, ir kt., 2008). For determining the sample, the eligibility method is used when the elements that are available to the researcher are selected. The fundamental disadvantage - greater chance of systematic errors (Pukėnas, 2009). Organizations sustainable cooperation model verification was conducted with the manager of the Public Enterprise "Kauno maratono klubas", who organizes an annual, international, Kaunas marathon and is a sponsor of JSC "Autotoja". The company presents its sponsorship through the "Toyota" hybrid, environmentally friendly cars.

According to Hand (1999), it is necessary to investigate the group of respondents that are aware of the specifics of the research specifics and have an adequate level of knowledge and skills to be able to objectively evaluate the object under investigation. Therefore, interviews were conducted with „Kauno maratono klubas“ marketing manager, head of the company and JSC "Autotoja" marketing manager who is responsible for the development of sponsorships.

### **3. RESULTS AND INTERPRATATION OF THE SUSTAINABLE COOPERATION BETWEEN SPORTS ORGANIZATIONS AND SPONSORS RESEARCH**

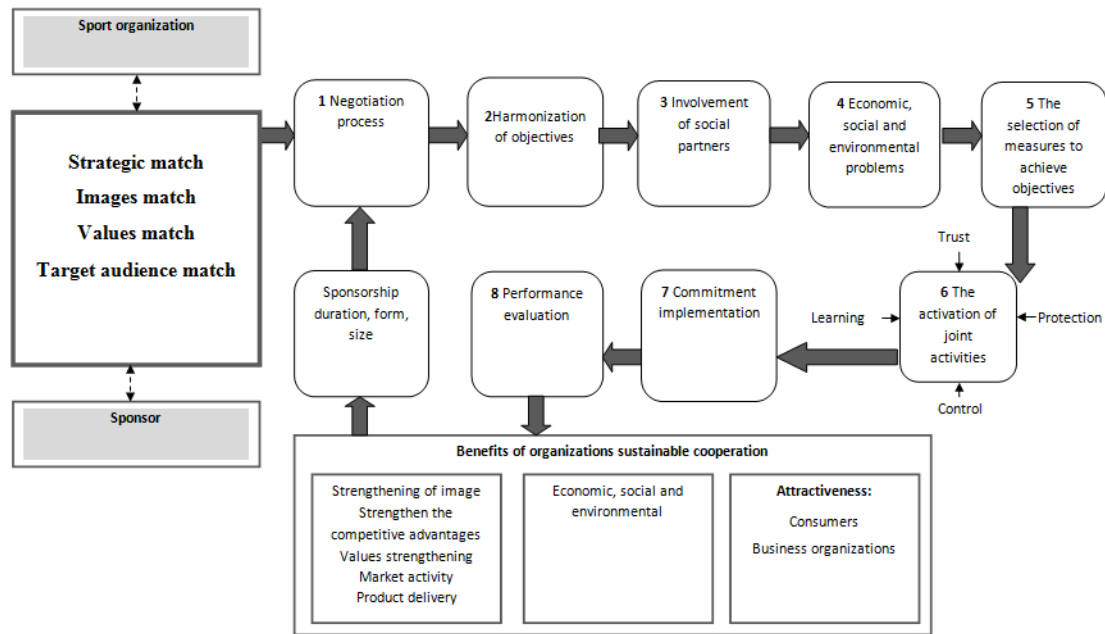
The structured sports organizations and sponsors sustainable cooperation model, based on scientific literature analysis included three key blocks. *The first block* revealed the factors that generally encourage organizations. This block is eliminated in the enhanced model in order to concentrate on the analysis of the object. The aim is to simplify the model in specific cases. *The second model block* was narrowed to the key managerial factors influencing sports organizations and sponsors sustainable cooperation: *strategic match, the images match, the values match and matching the target audience*. These key factors are the sort of ground factors when the organization would like to start a category 4 cooperation: *sponsorship as a part of organizations strategy*. *The third block* includes sports organizations and sponsors sustainable cooperation procedural progress, where this type of cooperation specifics are highlighted according to the specifics of a sustainable cooperation.

Sports organizations and sponsors sustainable model of cooperation areas that have been improved are related to the practical applicability of the model. During the study, further reveal of important factors for sustainable cooperation have been identified. Also, factors identified are *negotiation process* and *a social partner*. Even though the negotiation process for cooperation, according to the scientific literature, does not attributed to sustainable cooperation co-factors, the empirical study identified, that this is one of the most important factors that determines the course of further cooperation, it is like the success guarantee for the sports organizations and sponsors sustainable cooperation. Meanwhile, the social partners have a role as the value enhancers.

The identification of these new factors allows supplement sports organizations in the process of harmonious cooperation, as these factors in the

scientific analysis has not been discovered as sustainable cooperation determinants.

The improved structural sports organizations and sponsors sustainable cooperation model is provided below (Figure 3).



Source: compiled by the author.

**Fig. 3 The improved structural sports organizations and sponsors sustainable cooperation model**

The following are managerial factors influencing sports organizations and sponsors sustainable cooperation that are included in this type of cooperation development.

*1<sup>st</sup> factor process. The negotiation process.* Sports organizations and sponsors sustainable cooperation model's first principle of operation is the determining factor of the negotiation process. The process of negotiation can be considered as the basis for further cooperation development. This stage is the longest-lasting and most affecting further managerial actions. Particularly for sponsorship measures selection and activation, respectively 5 and 6 of the process factors. Here, the statuses of organizations cooperation change - the transition from the curious status to a common activity partner status.



*2<sup>nd</sup> factor process. The harmonization of objectives.* At this stage, it is important that both the sports organization and the sponsor will strive to cooperate in a long-term business perspective, based on a strategic partnership - 4th cooperation through sponsorship category.

*3<sup>rd</sup> factor process. Involvement of the social partners.* This is a newly discovered factor that increases the organization's involvement in joint activities. Social partner carries out joint activities approval. A reliable social partner for the social public plays the role of values establisher that shows that the basis the activities based on cooperation are organized and activated as important to the social environment in which it is exposed. The social partner, in sports and sponsors sustainable cooperation process is focused on as the value enhancer. He is required in the cooperation process to shape the operational reliability, since institutional trust is usually lesser than personal. The inclusion of a known and trusted social partner in sustainable cooperation process strengthens organizations to exert greater influence on the market by combining the values. This increases the organization's integrity in a cooperation process. The willingness to identify themselves similar to a well-known human image is a unique opportunity to communicate with the target audience. In the dissertation author's opinion, this is more a management object of psychology, so here the social partner's credibility as a leader and his followers interacting, according to the LMX theory (LMX - *Leader member exchange theory*) is not analyzed.

*4<sup>th</sup> factor process. Economic, social and environmental problems are added.* The most difficult managerial factor is quite hardly manageable, since the sustainable development dimensions are pretty hard to reconcile in one place. This is a more systematic and synergic operation, seen from the perspective of sustainable development. However, cooperation between organizations in a dynamic market and global economy is relevant aspect to most organizations. Therefore, effective organizations operate according to business models that are economically useful and innovative. Due to that sustainable development cannot be achieved by one or several institutions, thus

it is requiring for co-development partnerships. At this point an important role is the division of areas when addressing the emerging sustainable development challenges, because one organization cannot solve all (dimensions of sustainable development) problems. It requires coordinated activities of cooperation, so that appropriate measures would be selected for sustainable cooperation.

*5<sup>th</sup> factor process. Selection of measures to achieve the objectives.* This factor is mainly dependent on the values of the organization and separate from the common goal of personal objectives pursued. The overall objective is defined for economic, social and environmental benefits to be obtained. However, in order to achieve that, the organization chooses to have different impact areas and measures. Here, the detalization of managerial decisions and tactical goal settings, according to organization's positioned values are applied - who is going to be responsible for which field, for ensuring that the common goal is reached.

*6<sup>th</sup> factor process. The activation of joint activities.* During the activation stage, the most difficult parts are the managerial functions reconciliation, responsibility and sense of participation control. The biggest role is played by mutual trust. Sponsor focuses on management and the security function, this type of performance is needed for the competitors not to take advantage of it. Meanwhile, for the sports organization it is important to focus on control, for the sake of operations to be strategically focused. Meanwhile, far less attention is paid to the learning function. In the dissertation author's opinion, learning using the "know-how" method, is still relevant, but its use is decreasing in relevance due to existing information sources are constantly changing and operations of increasing innovative adaptation by creative works are emerging.

*7<sup>th</sup> factor process. Commitment implementation.* This sports organizations and sponsors substantial cooperation factor is one of the most relevant to the strategic long-term business prospects. Inability to fulfill obligations in decreasing the trust in organization when in pursuance for

sustainable cooperation. Here, compliance with one's obligations in time is very important. This is important for both the sports organization and the sponsor.

*8<sup>th</sup> factor process. Performance evaluation.* If the objectives pursued gave results. This is determines the continuation of further cooperation. The target is that the process of cooperation received by the sponsor outweighs the benefits that were expected. This can lead to business continuity and the sponsorship amount. If the objectives pursued by organizations are implemented and are beneficial, which affects not only organizations. This allows organizations to enhance mutual cooperation relations which affect the duration of the sponsorship, its amount and form. However, the form of sponsorship for the sponsors is not as important as to the sports organization.

## CONCLUSIONS AND TRENDS OF FUTURE STUDIES

After the theoretical and empirical sports organizations and sponsor sustainable cooperation research, the following conclusions have been formulated:

1. Organizations sustainable cooperation is based on mutual long-term economic benefits through mutually beneficial coordinated activities that can contribute to social and environmental problems resolving. This type of cooperation forms a long-term competitive advantage.

1.1. Organizations cooperation governing factors: increasing competitiveness, problem solving, synergy, operational strength, risk division, learning of new methods, trust (confidence) formation, appreciation, harmony with the environment.

1.2. In the context of sustainable development activities, a large role is played by the organization's reliability in the social and environmental aspects. The objective is not only to encourage organizations to contribute to sustainable development, but also to promote the search for sustainable cooperation opportunities.

1.3. Cooperation allows organizations to share spheres of influence in the market, this type of operation is forms win-win principles by reducing operational costs. Activities and areas affected by the division allows to concentrate on innovative and high-quality performance, which increases the efficiency and allows to achieve synergy in joint activities.

2. Sports organizations and sponsors sustainable cooperation is based on the activities of different organizations conjoined into a single, mutually beneficial, coordinated operations, which benefit not only in cooperating with each other, but also has an impact on society and the environment.

3. Sports organizations and sponsors cooperation process in each case is unique and dependent on their objectives and measures to achieve the objectives and context of where and how sponsorship is activated.

3.1. Sports organizations and sponsors cooperation process cannot be determinable on the market dynamics change in the value system. In each case, the process is commercially unique because due to sponsorship it is aimed to proactively participate in the market.

3.2. The set goals in the sports organizations and sponsors cooperation process are dependent on market dynamics and internal organizational goals. For long-term strategic goals through sponsoring, general objectives based on partnership is formed.

4. The prepared sports organizations and sponsors sustainable cooperation model reveals the structural core of sustainable cooperation managerial factors that constitute a starting point for this type of cooperation: strategic match, the images match, the values match and matching the target audience. Other 8 managerial factors are attributable to the process: the negotiation process; harmonization of objectives; inclusion of a social partner; economic, social and environmental problems inclusion; selection of measures to achieve objectives; commitment implementation; performance evaluation.

5. Sports organizations and sponsors a structural model of sustainable cooperation is based on a procedural system which is cyclical. Sustainable cooperation process cycle - continuity depends on the organizations involvement in the process of mutual trust, the fulfillment of the obligations and benefits received after the activation of the sponsor measures. Sports organizations and sponsors sustainable cooperation model has been tested and runs for three years. However, for it to be affecting the sustainable development, traditions and sustainable development ideas in consumer minds should be achieved.

*Future research directions:*

- To identify what role of proactive action for the intentions to engage in sustainable cooperation activities for other interested groups.
- It is appropriate to examine the reactions of the target audience, as it responds to the activated sponsorship measures - what associations are caused by the sponsor object.

- It is also appropriate to analyze numeric/statistical expression to determine whether the objectives pursued through sponsorship are achievable and what activation measures affected it.
- It is appropriate to continue to analyze whether a sustainable cooperation between sports organizations and sponsors influence consumers' consumption change in order to: be socially responsible, be physically and socially active, lead a healthy (pre-emptive by the government healthy lifestyle), to engage in social and environmental problems and become responsible in consumption.
- To explore what kind of sponsorship is the most attractive form of activation in order to increase consumer awareness of organic products or to engage in social problems resolve.

## DAKTARO DISERTACIJOS SANTRAUKA

**Temos aktualumas.** Dinamiška ir vis labiau globalėjanti rinka iš organizacijų pareikalauja ieškoti naujų ir vis novatoriškų patrauklumo formavimo būdų. Vienas iš būdų siekiant atrasti novatoriškus ir rinkai patrauklius sprendimus yra tarporganizacinis bendradarbiavimas, kuris leidžia mokytis iš veiklos partnerių bei sustiprina organizacijų galimybes pasiekti didesnę rinkos dalį. Organizacijų bendradarbiavimas priešingai nei konkuravimas duoda didesnės naudos. Organizacijų bendradarbiavimas per abipusiai naudingus mainus leidžia optimizuoti organizacijų veiklas. Ilgalaikis ir abipusiai suderintas – darnus organizacijų bendradarbiavimas – turi daugiausiai naudos organizacijoms dalyvaujančioms bendradarbiavimo procese bei aplinkai kurioje veikiama. Todėl aktualu yra analizuoti organizacijų darnų bendradarbiavimą lemiančius vadybinius veiksnius.

Dinamiškoje ir konkurencingoje rinkoje organizacijų veiklos sėkmę lemia darni sąveika su aplinka ir joje veikiančiais subjektais. Šios sąveikos darniam įgyvendinimui reikalingos tikslinės socialinių mokslų naujausios žinios, jų sisteminis derinimas bei novatoriškas pritaikymas. Stabilus ir ilgalaikis organizacijų konkurencinis pranašumas gali būti pasiektas per tikslingą bendradarbiavimą su kitomis organizacijomis. Darnus organizacijų bendradarbiavimas leidžia sukurti didesnes organizacijų vertes bei praplečia organizacijų veiklos galimybes, stiprina santykius su suinteresuotaisiais. Todėl organizacijos formuodamos savo veiklos strategijas turi būti patrauklios ne vien savo vartotojams, bet ir kitoms organizacijoms, kurios potencialiai gali tapti veiklos partneriais. Organizacijų strateginis bendradarbiavimas leidžia koncentruotis ties savo veikla ir didinti veiklos našumą, dalintis žiniomis, veiklos metodais bei rizika. Siekiant pasinaudoti šiais bendradarbiavimo privalumais reikalinga tinkamai parinkti veiklos partnerius, kurie atitiktų ne tik organizacijų vertybes, bet ir derėtų su tos socialinės aplinkos vertybėmis, kurioje vykdoma organizacijų veikla.

Išvelgiant sporto rinkos augimo perspektyvas bei gaunamą naudą ne vien sporto organizacijų veiklai, bet ir jų partneriams – rėmėjams bei aplinkai, visuomenei, aktualu yra analizuoti tolimesnes šio reiškinių plėtojimo galimybes. Taip pat kaip sporto fenomenas gali būti panaudotas darnaus vystymosi kontekste. Sporto organizacijos per savo veiklos rezultatus formuoja visuomenei atsakingo ir sveiko vartojimo įpročius, didina visuomenės socialinį aktyvumą bei solidarumą.

Sporto organizacijų bendradarbiavimas su verslo organizacijomis – rėmėjais dažnai yra tapatinamas su filantropine veikla ir neretai suprantamas kaip dotacija ar parama. Nors tokio tipo veikimas taip pat yra galimas, tačiau augant sporto rinkai ir komercilizuojantis organizacijų santykiams, sporto organizacijų rėmimas tapo interaktyvia rinkodaros priemone verslo organizacijoms. Sporto organizacijų rėmimas yra grindžiamas komerciniais, abipusiškai vertingais mainais, tiek ekonomine, tiek socialinių vertybių bei tarpusavio santykių stiprinimo prasme. Dauguma mokslininkų sporto organizacijų rėmimą analizavo kaip priemonę organizacijų rėmėjų tikslams pasiekti. Tačiau, rėmimo proceso vystymas, veiksmų, įtakojančių darniam ir ilgalaikiam bendradarbiavimui problema yra nepakankamai atskleidžiama, mažai atliekama sisteminių tyrimų šiuo klausimu.

### **Mokslinė problema ir jos pagrindimas.**

Pažymėtina, kad darnaus vystymosi tematikoje daugiausiai koncentruojamasi į makroekonominius aspektus, siekiant parengti strategijas, nustatyti būdus, priemones darniam vystymuisi. Tyrimų lauke dominuoja tyrimai susiję su organizacijų restruktūrizavimu, veiklos optimizavimu panaudojant išteklius, didžiąją dalį tyrimuose yra koncentruojamasi į aplinkosaugos problemų sprendimą. Tačiau, mažai yra skiriama dėmesio socialiniams aspektams, tai yra, kaip įgalinti kitas, tiesiogiai susijusias interesų grupes ir jas įtraukti į bendras veiklas siekiant prisidėti prie darnaus vystymosi strategijos įgyvendinimo. Mokslinėje literatūroje svarbūs akcentai yra: kaip pagilinti visuomenės sąmoningumą – skatinant socialinį aktyvumą, kuris svarbus Europos sąjungos kontekste bei kaip formuoti patrauklumą pasirenkant



gamtai draugiškus produktus. Šioje vietoje pasigendama būdų ir priemonių kaip prie darnaus vystymosi galėtų prisidėti ne pelno siekiančios organizacijos, kurios yra atsakingos už švietėjišką, kultūrišką veiklą, keliančios visuomenės sąmoningumą būti atsakingiems vartotojišką prasme. Ne pelno siekiančios organizacijos yra tarpinė grandis tarp verslo organizacijų ir visuomenės, taip pat tarp vyriausybinių organizacijų ir visuomenės, bei visuomenės ir verslo organizacijų. Įvertinant tai, kad ne pelno siekiančios organizacijos yra tarpinė grandis tarp vyriausybių organizacijų politikos, taip pat ir darnaus vystymosi strategijų įgyveninimo politikos, ir visuomenės bei verslo organizacijų, vis dar nėra aišku kaip ta grandis turi būti panaudojama. Neretai ne pelno siekiančių organizacijų sukuriama vertė yra patraukli verslo organizacijoms. Todėl reikalinga yra ieškoti būdų, kaip įtraukti ir išnaudoti ne pelno siekiančių, kultūros ir sporto, organizacijų sukurtas vertes ir prisidėti prie darnaus vystymosi.

Darnus vystymasis negali būti pasiektas linijiniu veikimu ir pavienių organizacijų. Siekiant darnumo reikalingas tarporganizacinis bendradarbiavimas, kuris grindžiamas informacijos apsikeitimu ir nuolatinio sąveikavimu. Toks veikimas sukuria naujus iškylančių problemų sprendimus.

Nors atlikti tyrimai atskleidžia, jog sporto ir rėmėjų bendradarbiavimas yra naudingas abiem pusėms, tačiau, kokia metodika vadovautis vystant bendradarbiavimą per rėmimą, kad jis būtų darnus ir ilgalaikis, pasigendama. Negana to, kad egzistuoja poreikių nesuderinamumas: verslo organizacijos nori gražos iš rėmimo trumpuoju laikotarpiu, o tuo tarpu sporto organizacijos sukurtos produkcijos rėmimas veiksmingiausias ilgalaikės veiklos perspektyvoje.

Sporto organizacijų ir rėmėjų darnaus bendradarbiavimo tematika yra *aktuali keturiais probleminiais aspektais: pirma* – sporto reiškinių veiksmingas realizavimas turi tiesioginės įtakos regiono įvaizdžiui bei ekonomikos augimui. Sporto, kaip reiškinių dėka yra stiprinamas visuomenės bendruomeniškumas, taurinama regiono istorija bei kultūra, formuojami sveikos gyvensenos įpročiai; *antra* – nepakankamas ne pelno siekiančių sporto organizacijų

finansavimas riboja galimybes organizuoti aukšto lygio, kokybiškus, rinkai patrauklius sporto produktus, kurie turi įtakos šalies įvaizdžiui bei ekonomikos augimui; *trečia*, sporto organizacijų produkcijos sukuriama vertė, bei pasiekiami auditorija yra patraukli kitiems rinkos dalyviams, todėl jie yra suinteresuoti remti sporto organizacijų iniciatyvas ir formuoti bendradarbiavimo įvairias formas per rėmimą; *ketvirta*, didelė ir dinamiška konkurencija rinkoje iš verslo organizacijų pareikalauja naudoti naujas ir interaktyvias komunikacijos formas su vartotojais, kurios gebėtų įgauti organizacijos patikimumą ir sukurtų ilgalaikį bei stabilų konkurencinį pranašumą. Sujungus šiuos aspektus disertacijoje keliamai **probleminiai klausimai**: *kokie vadybiniai veiksniai lemia sporto organizacijų ir rėmėjų darnų bendradarbiavimą? Kaip procesine santvarka jie panaudojami, kad bendradarbiavimas būtų ilgalaikis darnus?*

**Mokslinio darbo objektas** – organizacijų darnaus bendradarbiavimo vadybiniai veiksniai.

**Mokslinio darbo tikslas** – nustatyti sporto organizacijų ir rėmėjų darnų bendradarbiavimą lemiančius vadybinius veiksnius.

#### **Darbo uždaviniai:**

1. Išanalizuoti organizacijų darnaus bendradarbiavimo teorinius aspektus.
2. Atskleisti sporto organizacijų ir rėmėjų darnaus bendradarbiavimo konceptualiąją esmę.
3. Išanalizuoti sporto organizacijų ir rėmėjų bendradarbiavimo procesą bei jame keliamus tikslus.
4. Parengti sporto organizacijų ir rėmėjų darnaus bendradarbiavimo struktūrinį modelį atskleidžiantį darnaus bendradarbiavimo vadybinius veiksnius.
5. Empiriškai patikrinti sporto organizacijų ir rėmėjų darnaus bendradarbiavimo struktūrinį modelį ir nustatyti tobulinimo sritis.

#### **Darbo rengimo struktūra:**

*Pirmojoje disertacijos dalyje* pagrindžiamas organizacijų bendradarbiavimo aktualumas greitai kintančioje, konkurencingoje

aplinkoje, kurioje vis labiau akcentuojamas darnios sąveikos su aplinka užtikrinimas. Nustačius ir apibendrinus organizacijų bendradarbiavimą lemiančius veiksnius yra atskleidžiama organizacijų darnaus bendradarbiavimo konceptualioji esmė. Taip pat šiame skyriuje yra atskleidžiamas sporto reiškimo unikalumas bei nauda aplinkai, suinteresuotiesiems bei pagrindžiamas sporto organizacijų ir verslo organizacijų – rėmėjų bendradarbiavimo aktualumas. Išanalizavus sporto organizacijų veiklos ypatumus ir jų priklausomybę nuo rėmėjų išitraukimo į bendrą veiklą, analizuojamas sporto organizacijų ir rėmėjų bendradarbiavimo procesas bei jame keliami tikslai. Teorinė sporto organizacijų darnaus bendradarbiavimo su rėmėjais analizė baigiama analizuotų konceptų integravimu į sporto organizacijų darnaus bendradarbiavimo su rėmėjais struktūrinį modelį.

*Antrojoje disertacijos dalyje* trumpai apžvelgiamos tendencijos, turinčios įtakos vadybos mokslo plėtrai analizuojant organizacijų procesus sąveikaujant su aplinka ir joje veikiančias dalyviais. Atskleidžiama procesinės analizės būtinumas. Siekiant išsikelti darbo tikslo yra taikoma pozityvistinė tyrimo prieiga. Šioje dalyje yra pagrindžiamos metodologinės tyrimo priegos, taip pat pagrindžiamas tyrimo srities pasirinkimas bei aprašoma sporto organizacijų ir rėmėjų darnaus bendradarbiavimo tyrimo metodika.

*Trečiojoje disertacijos dalyje* pateikiami sporto organizacijos ir rėmėjo darnaus bendradarbiavimo empirinio tyrimo rezultatai bei jų palyginimas. Pateikiamas empiriškai patikrintas sporto organizacijų ir rėmėjo darnaus bendradarbiavimo struktūrinis modelis bei jo taikymo ypatumai.

### **Disertaciniame darbe taikyti tyrimo metodai:**

Mokslinės literatūros analizė, remiantis ja atskleidžiamas organizacijų bendradarbiavimo aktualumas bei teoriniai bendradarbiavimo vadybiniai veiksniai, konceptualizuojamas sporto organizacijų bendradarbiavimas per jų rėmimą. Atlikus mokslinės literatūros analizę yra suklasifikuoti į kategorijas rėmimo procese keliami tikslai.

Disertacijoje taip pat taikyti lyginimo, apibendrinimo, teorinio modeliavimo, indukcinio, dedukcinio bei trianguliacijos tyrimo metodai.

Empiriniam tyrimui atlikti siekiant patikrinti mokslinės literatūros pagrindu parengta sporto organizacijų ir rėmėjų darnaus bendradarbiavimo struktūrinį modelį, naudotas atvejo metodas, kuris įgyvendintas analizuojant antrinių duomenis bei naudojantis iš dalies struktūruotu interviu. Struktūruotas interviu metodas taikytas tiek sporto organizacijai, tiek jos rėmėjai.

#### **Mokslinis darbo naujumas ir teorinis reikšmingumas:**

- Nustatyti organizacijų darnų bendradarbiavimą lemiantys vadybiniai veiksniai: tikslų suderinamumas, vertybių atitikimas, tikslinės auditorijos atitikimas, abipusis pasitikėjimas, įsipareigojimų vykdymas, mokymasis, kontrolė, apsauga, bendra veikla, bendra nauda, ilgalaikė veiklos perspektyva (strateginis atitikimas), nauda aplinkai/visuomenei, simbiozės efektas (vertės papildomumas), sinergijos efektas (vertės stiprinimas).
- Atskleistas sporto organizacijų ir rėmėjų darnaus bendradarbiavimo procesas, kuris atskleidžia procese panaudojamus vadybinius veiksnius skirtinguose etapuose.
- Atlikus mokslinės literatūros analizę yra apibendrinti ir suklasifikuoti į kategorijas bendradarbiavimo metu per sporto rėmimą keliami tikslai.
- Parengta rėmimo tisklų matrica leidžianti nustatyti kokioms funkcijoms bendradarbiavime reikia daugiau skirti dėmesio priklausomai nuo pasirinktos rėmimo strategijos.
- Atskleista, kad socialinio partnerio įtraukimas į sporto organizacijų ir rėmėjų bendradarbiavimą didina suinteresuotų organizacijų įtrauktį darnaus bendradarbiavimo link.

#### **Mokslinio darbo praktinė nauda:**

- Atskleisti darnaus bendradarbiavimo vadybiniai veiksniai padės formuoti ilgalaikes, abipusiai naudingas veiklos strategijas tarp nepelno siekiančių, kultūros ir sporto, organizacijų ir verslo organizacijų.

- Parengtas struktūrinis organizacijų darnaus bendradarbiavimo modelis padės veiksmingiau organizuoti darbą tarp skirtingų veiklos sričių organizacijų. Taip pat veiksmingiau realizuoti organizacijų turimus išteklius, sumažinti produkcijos pristatymo rinkai sąnaudas, išskirtinai formuoti patikumumą bei patrauklumą kitiems suinteresuotiesiems.
- Disertacinio darbo rekomendacijos leidžia sporto organizacijoms veiksmingiau išnaudoti sporto produkcijos sukuriamas vertes rinkai ir tokiu būdu pritraukti būtinus išteklius sporto produkcijos realizavimui. Sporto produktas turi būti komercializuojamas ir turi būti patrauklus rinkai. Siekiant darnaus bendradarbiavimo, kuris yra ilgalaikis reikalinga skatinti proaktyvias potencialių rėmėjų aktyvavimo formas, kurios yra aktualios darnaus vystymosi kontekste.

#### **Ginami teiginiai:**

- Organizacijų bendradarbiavimo darnumas priklauso nuo bendradarbiaujančių organizacijų siekiamų vertybių atitikimo, tikslų veikloje suderinimo bei įsitraukimo lygio į bendrą veiklą. Bendra organizacijų veikla leidžia atrasti naujus veikimo principus, veiklos problemų sprendimus.
- Darnus organizacijų bendradarbiavimas pasiekiamas ilgalaikės, strateginės veiklos perspektyvoje. Siekiant darnaus organizacijų bendradarbiavimo reikalingas bendradarbiaujančių organizacijų vertybinių nuostatų atitikimas bei strateginis suderinamumas aktyvuojant priemones siekiant pristatyti organizacijų vertybes. Šioje vietoje daugiausiai įtakos turi derybų procesas bei tinkamo socialinio partnerio pasirinkimas, kaip vertybių įtvirtintojas..
- Darnus organizacijų bendradarbiavimas įgyvendinimas per abipusiai naudingus mainus, kurie sukuria didesnę naudą nei veikiant atskirai, duoda naudos ne vien organizacijoms dalyvaujančioms bendradarbiavimo procese, bet ir visuomenei bei aplinkai kurioje veikiama.
- Sporto organizacijų ir rėmėjų darnus bendradarbiavimo modelis yra viena iš priemonių bendradarbiaujančių organizacijų veiklos optimizavimui bei socialinių ir aplinkos problemų sprendimui.

### **Tyrimo apribojimai:**

Pagrindiniu atlikto tyrimo apribojimu laikomas ribotas disertacijos rengimo laikas. Trumpuoju laikotarpiu yra sudėtinga yra nustatyti visus sporto organizacijų ir rėmėjų darnaus bendradarbiavimo veiksnius bei jų įtaką bendradarbiavimo proceso etapams. Taip pat vienas iš apribojimų yra tai, kad darnus bendradarbiavimas yra priklausomas nuo skirtingų komercinių susitarimų bei aktyvavimo konteksto, todėl kiekybiškai įvertinti proaktyvias veiklas yra sudėtinga.

**Darbo struktūra:** darbą sudaro įvadas, teorinė, analitinė bei tiriamoji dalys, išvados, literatūros sąrašas ir priedai. Darbo apimtis yra 157 p., darbe yra pateikta 17 lentelių ir 22 paveikslai, naudotasi 195 literatūros šaltiniais.

## **IŠVADOS**

Atlikus teorinius ir empirinius sporto organizacijos ir rėmėjo darnaus bendradarbiavimo tyrimus, suformuluotos šios išvados:

1. Organizacijų darnus bendradarbiavimas remiasi abipusės ilgalaikės ekonominės naudos gavimu per abipusiai suderintą naudingą veiklą, kuri gali prisidėti prie socialinių bei aplinkosauginių problemų išsprendimo. Tokio tipo organizacijų bendradarbiavimas formuoja ilgalaikį konkurencinį pranašumą.
  - 1.1. Organizacijų bendradarbiavimą lemiantys veiksniai yra konkurencingumo didinimas, problemų sprendimas, sinergija, veiklos koncentracija, rizikos pasidalijimas, naujų metodų mokymasis, pasitikėjimo (patikimumo) formavimas, vertės didinimas, darna su aplinka.
  - 1.2. Darnaus vystymosi kontekste organizacijų veiklai didelį vaidmenį vaidina organizacijos patikimumas socialiniu bei aplinkosauginiu aspektu. Šis siekinys skatina organizacijas ne tik prisidėti prie darnaus vystymosi, bet ir skatina ieškoti darnaus bendradarbiavimo galimybių.
  - 1.3. Organizacijų bendradarbiavimas leidžia pasidalinti įtakos sritimis rinkoje, o tokio tipo veikimas formuoja laimėjimo-laimėjimo principus

ir mažina veiklos kaštus. Veiklos bei įtakos sričių pasidalijimas leidžia koncentruotis ties novatorišku ir kokybišku veikimu; tai didina veiklos našumą, bei leidžia pasiekti bendros veiklos sinergiją.

2. Sporto organizacijų ir rėmėjų darnus bendradarbiavimas grindžiamas skirtingų organizacijų veiklos sričių sujungimu į bendrą, abipusiai naudingą suderintą veikimą, kuris duoda naudos ne tik tarpusavyje bendradarbiaujančioms organizacijoms, bet ir turi įtakos visuomenei bei aplinkai.
3. Sporto organizacijų ir rėmėjų bendradarbiavimo procesas kiekvienu atveju yra unikalus ir priklausomas nuo siekiamų tikslų, priemonių tikslams pasiekti bei konteksto, kur ir kaip rėmimas yra aktyvuojamas.
  - 3.1. Sporto organizacijų ir rėmėjų bendradarbiavimo procesas negali būti determinuojamas dėl rinkos dinamikos vertybinės sistemos kaitos joje. Kiekvienu atveju procesas yra komerciškai unikalus, nes rėmimo dėka siekiama proaktyviai veikti rinkoje.
  - 3.2. Sporto organizacijų ir rėmėjų bendradarbiavimo procese keliami tikslai yra priklausomi nuo rinkos dinamikos ir vidinių organizacijos tikslų. Siekiant ilgalaikių strateginių tikslų per rėmimą, formuojami bendri, partnerystės pagrindu grįsti tikslai.
4. Parengtas sporto organizacijų ir rėmėjų darnaus bendradarbiavimo struktūrinis modelis atskleidžia pagrindinius darnaus bendradarbiavimo vadybinius veiksnius, kurie yra pagrindas pradėti tokio tipo bendradarbiavimą: strateginis atitikimas, įvaizdžių atitikimas, vertybių atitikimas, tikslinės auditorijos atitikimas. Kiti 8 vadybiniai veiksniai yra sietini su proceso valdymu: derybų procesas, tikslų suderinimas, socialinio partnerio įtraukimas, ekonominių, socialinių, aplinkosauginių problemų sprendimo įtraukimas, priemonių tikslams pasiekti parinkimas, priemonių aktyvavimas bendroje veikloje, įsipareigojimų vykdymas, veiklos vertinimas / matavimas.
5. Sporto organizacijų ir rėmėjų darnaus bendradarbiavimo struktūrinis modelis grindžiamas procesine santvarka, kuris yra ciklinis. Darnaus

bendradarbiavimo proceso cikliškumas – tęstinumas priklauso nuo organizacijų, dalyvaujančių procese, abipusio pasitikėjimo, įsipareigojimų įvykdymo bei gautos naudos po rėmimo priemonių aktyvavimo. Sporto organizacijų ir rėmėjų darnus bendradarbiavimo modelis yra patikrintas ir veikia jau trejus metus. Tačiau tam, kad jis turėtų įtakos darniam vystymuisi, reikalingos tradicijos bei darnaus vystymosi idėjų įtvirtinimas vartotojų sąmoningume.

#### **Ateities tyrimų kryptys:**

- Nustatyti, kokį vaidmenį vaidina proaktyvi veikla ketinimams įsitraukti į darnaus bendradarbiavimo veiklą kitoms suinteresuotosioms grupėms.
- Tikslinga yra tirti tikslinės auditorijos reakcijas, kaip ji reaguoja į aktyvuojamas rėmimo priemones – kokias asociacijas jai sukelia remiamas rėmėjo objektas.
- Taip pat tikslinga analizuoti skaitinę / statistinę išraišką, siekiant nustatyti, ar siekiami tikslai per rėmimą yra pasiekiami, ir kokios aktyvavimo priemonės tam turėjo įtakos.
- Ir toliau tikslinga analizuoti, ar darnus bendradarbiavimas tarp sporto organizacijų ir rėmėjų daro įtaką vartotojų vartojimo pasikeitimui, siekiant būti socialiai atsakingam, būti fiziškai ir socialiai aktyviam, vesti sveiką (prevenciškai valstybės atžvilgiu sveiką) gyvenseną, įsitraukti į socialinių bei aplinkosauginių problemų sprendimus, tapti atsakingam vartojime.
- Tirti, kokios rėmimo aktyvavimo formos yra patraukliausios, siekiant vartotojų sąmoningumo rinktis ekologiškus produktus ar įsitraukti į socialinių problemų sprendimus.



### **Disertacijos pagrindu paskelbtų publikacijų sąrašas:**

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6. Pušinaitė, R., Dilys, M. (2014). The development of sustainable innovations through cooperation with stakeholders. *Economy & Business*. Vol 8. 172-182.

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Vilniaus universitetas	Vadybos ir verslo administravimo magistras	2007-2009
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Vilniaus universitetas. Kauno humanitarinis fakultetas	Lektorius	2011-2015
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<b>7. Mokslinės interesų kryptys</b>	Tarpsektorinės strateginės partnersytės. Sporto rėmimo vystymas. Naujų verslo modelių kūrimas. Inovatyvus rinkodaros priemonių aktyvavimas per tarpsektorines partnerystes.	