



# **Master's degree thesis**

**IDR950 Sport Management**

**SPECIAL ATHLETES, SPECIAL OLYMPICS, SPECIAL  
FINANCING CHALLENGES?**

**Revenue Challenges of Non-Profit Sport Organizations**

**Ionel Armean & Anika Mareike Simm**

**Number of pages including this page: 99**

**Molde, 14 May 2018**



**Molde University College**  
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## **PREFACE**

This project is the last step to fulfill the academic requirements of the Master of Science in Sport Management. At least for now it marks the end of our university education, which allowed us not only to develop our academic skills further but also to grow personally. The thesis and especially working as a multicultural team enabled us to evolve our soft skills and widen our horizons. We are convinced that working together enriched the thesis and we do not regret it a single day.

In the Sport Management master program at Molde University College a variety of courses focused on different areas of profit oriented businesses. In comparison to this, we both have a wide range of experiences as athletes, volunteers, and interns within the non-profit sector. This background shapes us and strengthens our inquisitiveness to get to know more about the non-profit part of the sport industry. Therefore, we also dedicated our internships and course works when applicable in the third semester to non-profit sport organizations. Our mutual interest brought us together in the Media, Marketing and Sponsorship seminars where we were co-workers for all assignments, and already academically acquainted ourselves more with Special Olympics and especially Special Olympics Germany, the internship provider for one of us. To write the thesis in cooperation with Special Olympics Germany was consequential because we already had connections to it and the assurance to get a supervisor from the organization as well. Special Olympics Finland as the other possible option deriving from our origins is less suitable as object for investigation since it only has three full-time employees.

In the process of concretizing the topic, a challenge that dominantly came up while working at the organization and when scanning literature, was the lack of revenue sources. This is a burden for Special Olympics Germany in its effort to set up a powerful organization to achieve the ambitions for its members. So, we commit our work to investigate the shortage of external income and to put forward suggestions for developing approaches to solutions.

The close collaboration between us is the foundation of the thesis as you can read it today, but without many others this would not have been accomplishable. Thus, first of all, we would like to thank our supervisors Hallgeir Gammelsæter from Molde University College and Annett Barz from Special Olympics Germany for their great support. During the whole

process they were always available for meetings and feedback, contributed to fruitful discussions as well as made us to believe in ourselves. Moreover, warm thanks belong to our questionnaire respondents, who enabled us to dispose of valuable information for analysis.

Finally, important to mention is the support from our families and friends. They are crucial for being where we are today. Thank you deep from our heart!

# ABSTRACT

**Aim of the Study:** Recognizing Special Olympics Germany's encumbrance of deficiency in financing to set up a powerful organization to achieve its ambitions for its members, this paper aims to find out the nature of the revenue challenges and how they can be overcome. In the course of this a focus on the point of view of the organization's employees is applied.

**Theoretical Background:** The theoretical framework is based on the background of the organization, as well as, characteristics, main sources of financing and challenges of the non-profit sector. Resource Dependence Theory is used as an umbrella theory for the case study.

**Methodology:** The revenue challenges of the organization are studied through a mixed-method research approach in the form of a survey. The questionnaire consists of closed questions as quantitative element where the respondents are asked to express their agreement on a Likert scale, and open questions as qualitative element. The answers to the latter are analyzed thematically.

**Findings:** The main themes, which represent the determinants of the nature of the financing challenges of Special Olympics Germany are: the indistinct strategy and fickle communication internally resulting in perplexity of the employees. Further, the limitation of human resources is very present in the organization. Other findings related to the main ones are lack of professionalization, struggle with public awareness and external impact as well as increased competition as environmental challenge. Accordingly, implementable recommendations were given for the organization.

**Value of the Study:** This thesis is an addition to the body of literature on the revenue challenges of non-profit organizations. It creates understanding behind the established theories which have tried to explain this phenomenon. Moreover, the case study provides worthy new knowledge for Special Olympics Germany supporting its enlightenment.

**KEYWORDS:** Revenue, Financing, Challenges, Non-Profit, Special Olympics Germany

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## **ABBREVIATIONS**

DBS	Deutscher Behindertensportverband e.V. (German Disabled Sports Association/National Paralympic Committee Germany)
DOSB	Deutscher Olympischer Sportbund (German Olympic Sports Confederation)
ICNPO	International Classification of Nonprofit Organizations
ID	Intellectual Disability
IOC	International Olympic Committee
SO	Special Olympics
SOD	Special Olympics Deutschland e.V. (Special Olympics Germany)
SOEE	Special Olympics Europe and Eurasia
SOI	Special Olympics International

# 1. INTRODUCTION

*Let me win. But if I cannot win, let me be brave in the attempt.*

Even though the Special Olympics athletes oath (Special Olympics International n.d.-f, para 12) is also the philosophy of the organization, its application might not always be enough to secure the actions and operations with which Special Olympics aims to reach as many as 200 million people with intellectual disabilities around the world (Special Olympics International 2018). To pursue such goal and implement the mission “to provide year-round sports training and athletic competition in a variety of Olympic-type sports for children and adults with intellectual disabilities”, sufficient financing is indispensable (Special Olympics International n.d.-e, para. 1). Therefore, it is questionable that “being brave in the attempt” suffices to overcome a challenge like Special Olympics International points out when stating that financing did not manage to develop to the same extent and thus did not keep up with the overall growth of the organization. A lack of monetary sources at all levels hinders the achievement of the maximum impact worldwide. To fully unfold the strategies, the ability to acquire funds has to be evolved further (Special Olympics International n.d.-c).

When studying the bibliography report published by Special Olympics International we identified that a variety of different topics is covered so far, but we detected scarcity in investigating revenue challenges of non-profit organizations (Special Olympics International 2017b). This circumstance was validated through our literature review. Also, Wicker and Breuer (2013) affirm this lack. So far, the majority of studies concentrated on the statement and description of the organizational challenges. Therefore, they suggest that the body of research of organizational problems would benefit from a study researching the determinants of organizational problems.

As already indicated, Special Olympics Germany has to overcome the encumbrance of deficiency in financing to set up a powerful organization to achieve its ambitions for its members. To provide the answer to this problem the research question can be stated as follow: *What is the nature of the financing challenges of Special Olympics Germany and how could they be overcome?*

According to the SMART-breakdown, the research objectives should be specific, measurable, achievable, realistic, and time-framed (Maylor and Blackmon 2005). Based on the theory in the literature review and the research conducted, our objective is to identify and characterize the financing challenges to answer the question. In addition, we give suggestions how the case organization can improve. Special Olympics Germany as our partner aspires to understand the issue and receive recommendations, hence we align the academic work. Further, through this case study we advance the knowledge of non-profit sport organizations.

## 1.1. Definitions

Before embarking on the financing problem of Special Olympics Germany, we present three definitions to make it easier to follow the research.

*Funding* deals with the provision of monetary resources to finance needs, programs, and projects. The term is used when an organization covers the need for cash from its own internal reserves, while the term *financing* is used when the need is met by external or borrowed money (BusinessDictionary.com n.d.). Our literature review shows that researchers tend to use the terms funding and financing interchangeable. However, we write this thesis accordingly to the definitions given above.

A *non-profit organization* can be an enterprise, a public corporation or other organization, whether in the private or public sector. The primary purpose of these is not to get profit for the organizations themselves but to maintain and expand their own business (Vuokko 2004). Sometimes referred to as the “third sector”, the *non-profit sector* is characterized as an accumulation of private, voluntary, and non-profit organizations and associations. On the one hand they initialize activities next to the institutional structures of the government or public sector and on the other hand next to the for profit/business sector (Anheier 2006). Further, Anheier (2006) summarizes that the non-profit sector – with its groups, associations, and organizations – can be seen as the infrastructure of civil society, for which social capital maintains the micro-sociological foundation.

*Intellectual disability* (or ID) is described as “a disability characterized by significant limitations in both intellectual functioning and inadaptive behavior, which covers many everyday social and practical skills” (American Association on Intellectual and Developmental Disabilities n.d., para. 1). Injuries, diseases, or problems in the brain can lead to meeting the following three criteria for ID:

- IQ below 70-75
- Significant limitations in two or more adaptive areas – skills needed to live, work, and play in the community, such as communication or self-care
- The condition manifests itself before the age of 18 (American Association on Intellectual and Developmental Disabilities n.d.; Special Olympics n.d.-a)

## **1.2. Thesis Structure**

After introducing our topic, we equip the reader with the necessary background regarding the non-profit sport organization Special Olympics and more precisely Special Olympics Germany. Here, we not only give general information but also state the organizational structure and look into the financial data.

Before immersing ourselves in the challenges the organization has to cope with, we explain Resource Dependence Theory as the umbrella theory of the thesis, and present characteristics of non-profit organizations. Further, we outline the main sources of financing in the non-profit sector to enhance the review of the challenges. The next sections in the literature review focus on overall-, marketing-, and sponsorship challenges which influence the financial situation of non-profit organizations.

After reviewing the core literature and the methodology, the results are put forward. Their reliability and validity is evaluated critically. Moreover, the results of the semi-structured survey are revealed and analyzed thematically before they are discussed in the context of the core theories surrounding the topic. Afterwards, the recommendations in the form of managerial implications and the limitations of the research are presented. Finally, the research is concluded with future implications for academia.

## **2. BACKGROUND**

### **2.1. Special Olympics**

Special Olympics is the world's largest sport organization focusing on people with intellectual disabilities. It was founded in 1968 by Eunice Kennedy Shriver, a sister of former US president J. F. Kennedy (Special Olympics International 2018). The non-profit organization is recognized by the International Olympic Committee (IOC) and has its headquarters in Washington D.C. (Special Olympics International 2014). Special Olympics operates in 172 countries and serves more than 4.9 million athletes globally by organizing local, national, and regional competitions as well as year-round trainings and activities (Special Olympics International 2018). In more than 100,000 events annually, 39.4 percent of the sportspeople taking part are female, whereas 60.6 per cent are male (Special Olympics International 2016). The largest competitions are the Special Olympics World Games with 32 Olympics-types of sports. They are alternating between summer and winter games and take place every two years (Special Olympics International n.d.-b).

In 2016, 114 programs, which means headquarters in that many countries, were run by paid leaders and 217 members of the staff had an intellectual disability. To be clear, in the context of Special Olympics the word “program” refers to nations. Besides these, a worldwide network of more than one million volunteers including almost half a million coaches is committed to inclusion and acceptance (Special Olympics International 2016). This results in Special Olympics being the forerunner when it comes to raising awareness about the abilities of people with intellectual disabilities. Moreover, Special Olympics claims to be the world leader in researching and addressing the concerns of people with ID (Special Olympics International 2018).

### **2.2. Demarcation between Special Olympics and Paralympics**

In the following, differences between Special Olympics and Paralympics are unfolded to distinguish the organizations and enable the reader to understand the thesis. Both are run by non-profit organizations – Special Olympics Inc. and the International Paralympic Committee – and are recognized by the International Olympic Committee (Special Olympics

International 2014). Even though, Special Olympics and the International Paralympic Committee are both manifesting the power of sport, they are complementary organizations. Tim Shriver, Chairman of Special Olympics International says “we are both trying to use the power of sport to change the way the world sees people who have differences” (Special Olympics International 2012, para. 3). So, the entities have the focus on athletes with disabilities in common, but besides this, they differ significantly in three main areas: athletes, sporting philosophy and structure.

People from six main disability categories are assigned to Paralympics. These are amputee, cerebral palsy, intellectual disability, visually impaired, spinal injuries and Les Autres. The latter means "the others" in French and includes conditions that do not belong into any of the categories mentioned before. In comparison, Special Olympics athletes have an intellectual disability – a cognitive delay or a developmental disability – meaning, functional limitations in both general learning and adaptive skills. They may also have physical disabilities (Special Olympics International 2014). Athletes with intellectual disabilities were denied participating in the Paralympics events from 2000 and were allowed to compete again in 2012 London Summer Games (Special Olympics International 2012). Thus, athletes with ID have possibilities to compete and train, but the context, in which they do it, depends on their type of ability and disability.

While athletes in Paralympic Games have to meet certain qualification standards and criterions to participate in the tournament, Special Olympics does not exclude athletes based upon qualifying scores. Hence, the sportspeople are divisioned based on scores for fair competition against others with similar ability. On this account, the main difference is the elite performance at Paralympics (Nixon 2007).

Special Olympics has an International Governing Board of Directors and Paralympics the International Paralympic Committee, as the international representative organization of sport for athletes with disabilities (Special Olympics International 2014).

To outline the key numbers, we composed the table below.

	<b>SPECIAL OLYMPICS</b>	<b>PARALYMPICS</b>
<b>Members</b>	172 countries with 220 SO programs	176 National Paralympic Committees
<b>Athlete Participation from most recent international Winter Games</b>	2,700 athletes from 107 countries in 9 sports (Graz, Schladming and Ramsau, Austria 2017)	547 athletes from 45 countries in 5 sports (Sochi, Russia 2014)
<b>Athlete Participation from most recent international Summer Games</b>	6,200 athletes from 165 countries in 25 sports (Los Angeles, USA 2015)	4,300 athletes from 159 countries in 22 sports (Rio de Janeiro, Brazil 2016)

*Table 1: Key Numbers of Special Olympics and Paralympics (Adapted from “Quick Facts Special Olympics - Olympics - Paralympics”, Special Olympics International 2017a and updated from “Daten & Fakten”, Special Olympics World Winter Games Austria 2017).*

As shown above from the data available in January 2018, the number of athletes at the most recent Special Olympics World Winter Games with 2,700 is much higher than at the Paralympic Winter Games with 547. The same applies to the latest Summer Games where 6,200 Special Olympic athletes competed in the USA, while 4,300 sportspeople took part in the Paralympics in Brazil.

To sum up, significant differences regarding the number of athletes, their characteristics, the organizations’ sporting philosophy and structure were revealed. This background information is necessary to understand Special Olympics as an own organization and to prevent misperceptions.

### **2.3. Special Olympics Germany**

Special Olympics Deutschland e.V. (SOD), which is the original name in German, was founded on 3 October 1991 (Special Olympics Germany 2016a). The organization participates actively in the development of the worldwide Special Olympics movement and is represented in various international bodies of Special Olympics International (SOI) and



Special Olympics Europe and Eurasia (SOEE). Thus, Special Olympics works in partnership with institutions and organizations in Germany, that are engaged in the promotion and support of people with intellectual disabilities, for example, the German Disabled Sports Association/National Paralympic Committee Germany – Deutscher Behindertensportverband e.V., DBS. Furthermore, since 2007, SOD has been a member of the German Olympic Sports Confederation – Deutscher Olympischer Sportbund, DOSB (Special Olympics Germany n.d.-a). This non-governmental umbrella organization of German sport has 99 member institutions including 20 sport associations with particular tasks such as Special Olympics Germany. Notably, DOSB has more than 27 million of members in about 90,000 sports clubs and therefore is the largest citizens' movement in Germany (German Olympic Sports Confederation n.d).

Regarding the headquarter of Special Olympics Germany, situated in the city center of Berlin, it can be explicated that nowadays twelve full-time and eight part-time workers are employed to implement the guidelines of the Presidium. Besides this, one full-time volunteer and several interns are involved in the activities of the headquarter. Every Wednesday the team is enriched by a woman with an intellectual disability (Special Olympics Germany 2018a).

The opportunity for one of us to work in the organization, makes it possible to add observations here. The high engagement of the employees is outstanding. Many of them regularly work overtime which they explain with their passion. Moreover, various after work activities together manifest the team spirit. This is reflected in everyday work. The workforce creates an atmosphere in which everyone feels welcome. Even though the challenging situation with lack of time and money is anchored in the minds of the employees, the basic mood can be characterized as positive.

All in all, Special Olympics Germany takes care of 40,000 athletes and is organized in 14 National Associations mainly run by volunteers. Berlin and Brandenburg form one association and in the federal state of Mecklenburg-Western Pomerania corresponding structures are under establishment. Thus, 15 National Associations soon cover all 16 German federal states (Special Olympics Germany n.d.-b).

### 2.3.1. Organizational Structure

In the following, the organizational structure of Special Olympics Germany is visualized to facilitate a better understanding of this specific non-profit organization. Awareness of the organizational structure is necessary in order to be able to approach the financing issues of SOD in a scientific way.

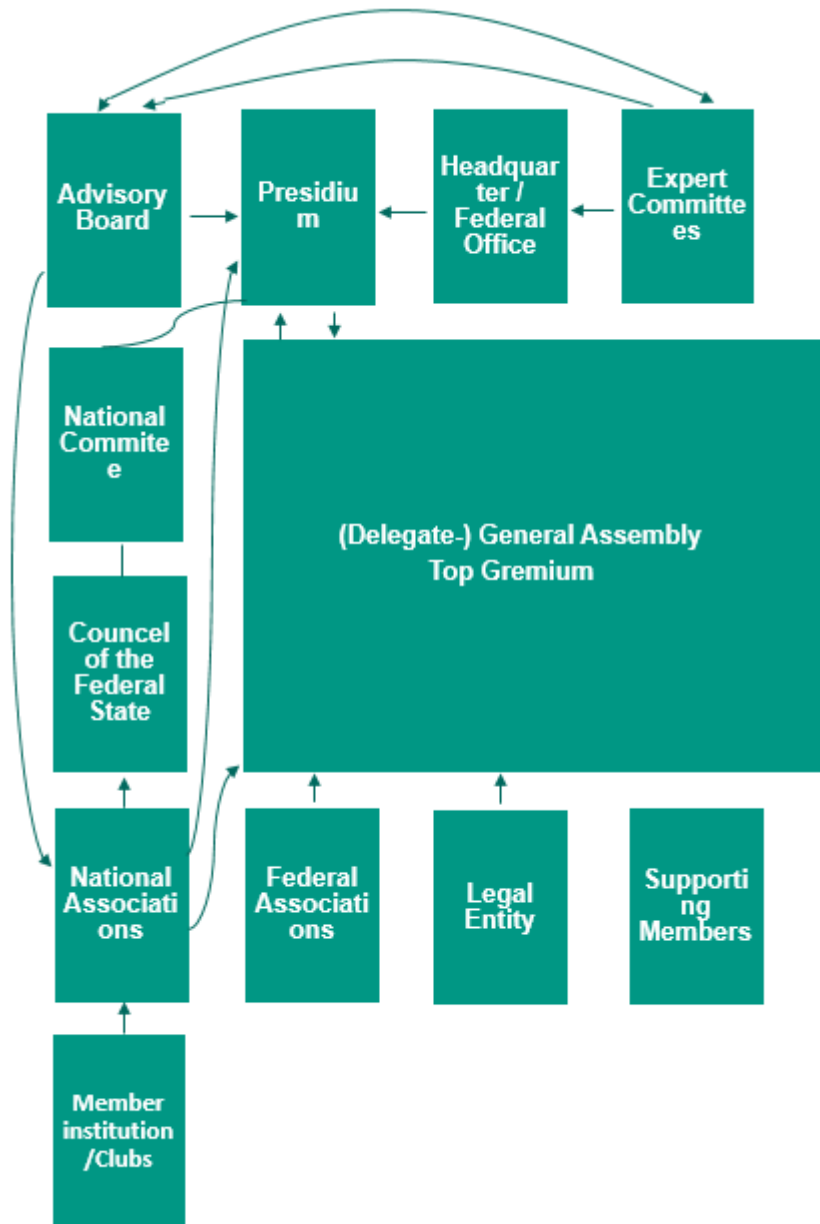


Figure 1: Special Olympics Germany's Organizational Structure (Translated from "Special Olympics Deutschland Jahresbericht 2016", p. 68, Special Olympics Germany 2017).

In this subchapter the two organs according to § 6 of the statutes of SOD are explained (Special Olympics Germany 2016b; Special Olympics Germany 2017). Afterwards the boards and working groups according to §§ 9-12 are introduced (Special Olympics Germany 2016b). Various committees, whose honorary members are the basis of the work of Special Olympics Germany, are active for the content and conceptual development of the association. They contribute their expertise, advice and evaluate developments from the practical daily work and implement projects.

*The General Assembly* is the supreme body of the association. It consists of the delegates elected by the *National Associations* and the delegates of the members at the federal level, for example representatives of charitable *Federal Associations*. Furthermore, the natural *Supporting Members* and the members of the *Presidium* belong to the general assembly. The ordinary general meeting takes place once a year.

The *Presidium* of the association determines the association policy in compliance with the resolutions of the General Assembly and provides the framework for the work in the association. It is responsible for the implementation of the Special Olympics idea in Germany and meets four times a year. Recurring topics are financing as well as structural and regional development.

*The Council of the Federal State* contributes to the fulfillment of the tasks of SOD and in particular supports and coordinates the work of the National Associations by exchanging views. Further, it advises the *Presidium* on important matters of the association.

*The Expert Committees* and the *Advisory Board* advise the *Presidium* and the *Headquarter/Federal Office* for which they prepare recommendations. While the Expert Committees Sport, Healthy Athletes<sup>®</sup>, Families, Science, Marketing, and Athletes mainly advise the Federal Office, the task of the *Advisory Board* is to advise the *Presidium* and the boards of the SOD National Associations on important matters of the association. The *Advisory Board* is composed of the chairmen of the Expert Committees.

The *Presidium*, the *Council of the Federal State* and the *Advisory Board* form the *National Committee* of Special Olympics Germany. It performs representative tasks within the international Special Olympics movement and advises the *Presidium* on central questions of

the development of the association. At its annual meeting, the National Committee works on various topics and discusses the reports of the members of the Advisory Board.

In order to examine the nature of the financing challenges of Special Olympics Germany, this research aims to investigate the Federal Office and therefore its structure is presented below.

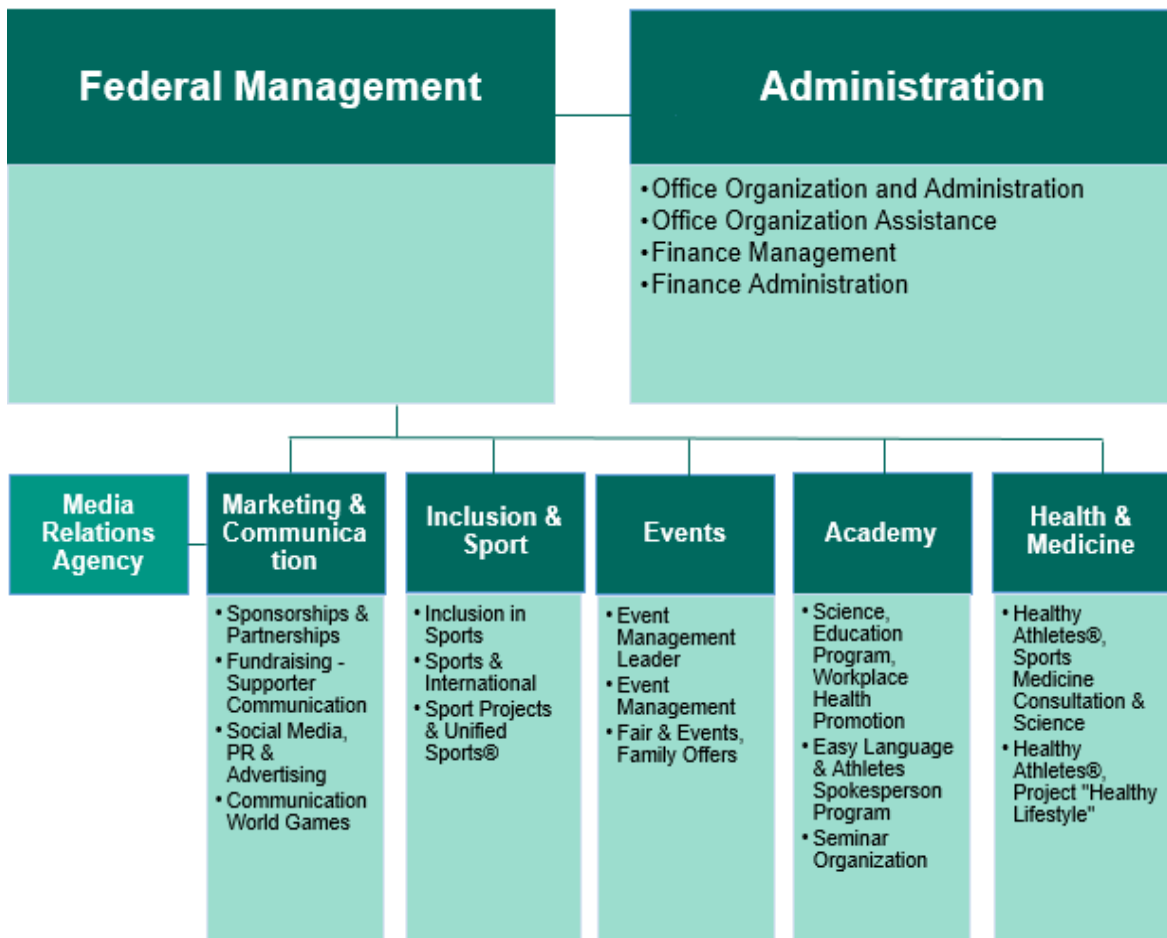


Figure 2: Special Olympics Germany's Federal Office/Headquarter (Translated from "Special Olympics Deutschland Jahresbericht 2016", p. 70, Special Olympics Germany 2017).

The work areas of the Headquarter are divided into the following six departments: Administration, Marketing & Communication, Inclusion & Sport, Events, Academy, and Health & Medicine. While the Federal Office operates based on the paradigms on the topic of inclusion, it needs to handle possible tensions between the Special Olympics specific core tasks, the development of (sports-) concepts and the demand for a broad audience as well as efficiency of finances and structures of SOD (Special Olympics Germany 2016b; Special Olympics Germany 2017).

### 2.3.2. Financial Overview

Table 2 depicts the publicly available recent profit and loss accounts in euro. To study the relevant matters related to the financing challenges, only the most important categories, which have not undergone positive developments, are selected, and discussed.

	2016	2015	2014
<b>1. Revenues from sporting events and sponsorship</b>			
a) Events grants	1,576,819.90	1,595,345.02	1,572,482.71
b) Registration fees	437,005.00	147,665.00	445,597.00
c) Sponsorship income / advertising revenue	783,129.13	576,920.31	912,402.15
d) Further revenues	62,600.00	0.00	0.00
	<b>2,859,554.03</b>	<b>2,319,930.33</b>	<b>2,952,297.23</b>
<b>2. Other income of the immaterial sector and administration</b>			
a) Membership fees	58,367.50	59,077.12	58,233.50
b) Donations	118,249.40	119,798.91	136,942.60
c) Other income in the ordinary course of business	4,888.08	27,793.59	29,295.09
d) Off-period income	294,079.16	33,707.81	38,763.37
	<b>475,987.12</b>	<b>241,777.43</b>	<b>263,234.56</b>
	<b>3,268,488.61</b>	<b>2,497,450.20</b>	<b>3,215,531.79</b>
<b>3. Use of goods and external services</b>			
a) Purchase of sporting events and sponsoring	293,002.31	347,258.56	356,181.75
b) Expenses for purchased services sporting events and sponsoring	1,313,497.77	695,516.25	1,590,800.96
	<b>1,606,500.08</b>	<b>1,402,774.81</b>	<b>1,946,982.71</b>
<b>4. Personnel expenses</b>	<b>827,219.60</b>	<b>784,909.16</b>	<b>743,485.43</b>
<b>5. Other operating expenses</b>			
a) Ordinary operating expenses			
aa) Costs of premises	166,065.93	90,428.75	86,448.97
ab) Advertising and representation costs	199,445.41	178,449.18	75,498.51
ac) Traveling expenses	64,900.00	74,489.56	110,892.12
ad) National associations grants	113,395.22	166,769.85	61,706.26
b) Other expenses in the ordinary course of business	145,156.81	6,110.12	10,139.20
	<b>784,611.57</b>	<b>635,742.45</b>	<b>473,361.66</b>
<b>Earnings after taxes / net income</b>	<b>35,918.71</b>	<b>6,355.43</b>	<b>10,872.72</b>

Table 2: Income Statement in Euros from 1 January 2014 to 31 December 2016 (Developed and translated from "Gewinn- und Verlustrechnung für die Zeit vom 1. Januar 2015 bis 31. Dezember 2016", Special Olympics Germany 2017 and "Gewinn- und Verlustrechnung für die Zeit vom 1. Januar 2015 bis 31. Dezember 2015", Special Olympics Germany 2016b).

In general, income decreased from 2014 to 2015 and rose again in 2016 due to fluctuation in registration fees, sponsorship income and off-period income. The table also shows that the membership fees remained at a plateau of approximately € 58,700, which could indicate

that few new members were acquired. Moreover, we notice cuts in donations of overall around € 18,700 from 2014 to 2016. Income in the ordinary course of business decreased by € 24,400 within the last years.

Regarding the expenses of purchased services of sporting events and sponsoring, it can be seen that the investments of Special Olympics Germany have been unstable. This might cause difficulties when budgeting the costs. From 2014 to 2016, the wage costs of Special Olympics Germany steadily rose by around € 42,000 each year. This data indicates further staff hired or increased salaries. Further, it can be pointed out, that the costs of premises almost doubled within three years. Even more influential, advertising and representation costs enlarged and reached a new peak in 2016 when almost € 200,000 were laid out. Besides, an unstable progress can be recognized when it comes to National Associations grants. First, they increased by more than € 100,000 but later decreased by around € 53,400. Other expenses in the ordinary course of business were with approximately € 145,000 in 2016 much higher compared to 2015 and 2014, when not even one tenth incurred.

Overall, Special Olympics Germany had positive results in earnings after taxes/net income in the past three years. It managed to operate within its budget. This indicates that the organization has managed to increase some of its revenue streams and decrease some of its expenses.

Furthermore, we investigate the revenue sources from the public and private sector in 2016, which are the most recent available numbers. The public sector has to be understood as government financing while the private sector exclusively means sponsorship payments in our comparison. To get an overview of the public contributions to the budget of Special Olympics Germany, we look at the event grants under 1. a) in Table 2. Moreover, a breakdown is important since not all event grants come from the public sector. So, we check the more detailed not publicly available financial report and calculate, that around € 1,060,200 are coming from governmental institutions (HPS Hemberger Prinz Siebenlist 2017). For the private sector, the contribution is displayed as sponsorship income of € 783,000 in Table 2 under 1. c). Equating the numbers for the public and private sector, we come to the result that the public-sector accounts for approximately 58 percent of the financing of the organization in 2016. This is important to keep in mind when analyzing the revenue challenges since it can influence the current situation of SOD.

### 3. LITERATURE REVIEW

According to the bibliography report published by Special Olympics International, the most researched field in the literature concerning Special Olympics is Health. Other covered topics about Special Olympics include Sport, the Unified program, Community Inclusion/Attitudes & Perception, Families, and Volunteers (Special Olympics International 2017b). To see whether this information is reliable, we used several databases such as EBSCOhost, ScienceDirect and Google Scholar, scanned the existing literature and came to the same result. Furthermore, we limited our search to Special Olympics Germany and used German keywords as well, to increase the probability of finding literature with a higher fit to our specific interest – the financing challenges of the German Special Olympics program. The same pattern reappeared and we were confirmed to have identified a research gap.

After being poorly equipped with literature regarding the revenue challenges of Special Olympics Germany we expanded our review to non-profit organizations in general, which is necessary to discover theoretical fundamentals. In the course of this, *inter alia*, similarities and differences between non-profit organizations and non-profit sports organizations can be outlined. By inquiring the same databases as before, the search resulted in numerous accessible books about non-profit organizations. For instance, Anheier (2006) and Powell and Steinberg (2006) comprehensively cover the theory, management, and policy of non-profit organizations, while Burnett (2007), Miller (2010) and Fortenberry Jr. (2013) focus on marketing actions. Moreover, Brown (2014) and Bryson (2018) discuss strategic management, and Bryce (2017) and Zietlow, Hankin and Seidner (2011) study financial management, representing these topics as the most covered ones in literature. Especially relevant for this thesis are the books written by Anheier (2006) and Pfeffer and Salancik (2003). The latter two authors deal not only with financing but also challenges and collaboration.

With this in mind, we are enabled to delve into further relevant literature to decide the theoretical concepts needed for examining the financing problem of Special Olympics Germany. Thus, the findings from the literature review are not only indispensable for composing the questionnaire but also for relating previous studies to our results later.

### 3.1. Resource Dependence Theory

The “Resource Dependence Perspective” rose to public awareness through the book “The External Control of Organizations. A Resource Dependence Perspective” by Jeffrey Pfeffer and Gerald Salancik (1978). “The central thesis of this book is that to understand the behavior of an organization you must understand the context of that behavior – that is, the ecology of the organization” (Pfeffer and Salancik 2003: 1). The fact that this book was published again only with a new introduction in 2003 is not the only aspect that underlines its importance (Pfeffer and Salancik 2003; Nienhüser 2008). In the following, we explain relevant extracts of this perspective to later shed light on the applicability to the financing problem of Special Olympics Germany. According to Jaffee, Resource Dependence Theory (RDT) “emphasizes proactive strategies that can be pursued to deal with environmental constraints [in preference to] viewing organizations as largely passive or impotent in relation to environmental forces” (2001: 218). This theory is helpful to comprehend the relationship between non-profit organizations and their public and private financiers (Eikenberry and Kluver 2004).

Pfeffer and Salancik (2003) criticize that the importance of the environment has always been emphasized, but most theories have focused on internal processes of resource use rather than on acquisition. As mentioned before, Resource Dependence Theory presumes that the environment provides "critical" resources that organizations need. So, to understand organizational behavior, it must first be elucidated which resources are critical. “Criticality measures the ability of the organization to continue functioning in the absence of the resource or in the absence of the market for the output” (Pfeffer and Salancik 2003: 46). A certain resource might only make up a very small part of the total resource needs or costs, but it is critical if the lack of that resource threatens the functioning of the organization (Nienhüser 2008).

Anheier, Toepler and Sokolowski (1997) studied the implications of government financing for non-profit organizations. The data examined was gathered through a mail questionnaire sent to 1,400 German non-profits. The main finding of the research is that German non-profit organizations struggle with resource dependency. In the following we briefly explain more to enhance the understanding of the resource dependence context. First, the analysis reveals that it cannot be generalized when it comes to state orientation of German non-profit



organizations and the researchers identify numerous strategies, assessments, and opinions. Second, German non-profit executives displayed a variety of strategies that differed according to the dominating financing model. Third, when it comes to varying organizational orientations, the main difference exists between non-profit organizations mainly financed by government grants and the social security system on one side, and organizations largely financed by donations and earned income on the other side. Those that rely on private funds are in fact less state oriented than organizations that receive more than 50 percent of their income from the public. So, state dependency exclusively applies to a subset of non-profit organizations, mainly financed by government grants (Anheier, Toepler and Sokolowski 1997).

Further, Pfeffer and Salancik (2003) reason that organizations are restricted by numerous external pressures and refer to the entanglement between the environment and organizations. An underlying assumption of Resource Dependence Theory is that the dependency on "critical" and important resources affects the activities of organizations and that organizational decisions and activities can be clarified depending on the certain dependency situation (Nienhüser 2008). Moreover, Nienhüser (2008) claims that organizations have to react to outer demands and expectations in order to survive.

Callen, Klein and Tinkelman (2010) propose that non-profit organizations can handle their external environments by placing leaders on their boards to have an impact on the outside world. Other beneficial activities for organizations are fundraising, supporting the organizations to work together with the government or other organizations, and contributing to improve the external image of organizations (Callen, Klein and Tinkelman 2010). This is often referred to as "boundary spanning" in non-profit-literature (Harlan and Saidel 1994; Jun and Armstrong 1997). Callen, Klein and Tinkelman (2010) claim that research papers emphasize that it is crucial for boards of non-profit organizations to assure external financing. Finally, the authors establish that the higher the extent of "boundary spanning", the higher the gain in immediate contributions to organizations (Callen, Klein and Tinkelman 2010).

## 3.2. Characteristics of Non-Profit Organizations

Pies and Valentinov (2017) argue that civil-society organizations have to perform two important functions. First, public goods and services should be provided and second, the political opinion influenced. The Johns Hopkins Comparative Nonprofit Sector project categorizes non-profit organizations according to their primary area of activity (see Appendix 1) and ascribes them the following characteristics: organized, private, self-governing, non-profit distributing and voluntary (Salamon and Anheier 1992). Non-profit organizations are allowed to make profits, but there are limitations on the usage. Further, the way in which they can make money is confined and must be in accordance with the non-profit purposes (Burnett 2007). According to Kunz (2006) non-profit organizations vary in two essential characteristics from profit-oriented enterprises. The purpose of a non-profit organization and the interests of the clients coincide because the non-profit organization a priori plays an intermediary role to safeguard the interests of clients. For profit-oriented companies, the interests of clients and owners are in conflict. While clients want the cheapest possible product, owners aim for the highest possible profit.

The concept of "non-profit" could create an image of an organization with little or no value. In reality, non-profits produce or should produce a lot of value for the society and therefore many people nowadays prefer to speak about socially gain-making organizations to create more positive connotations. Moreover, Gilligan and Golden (2009) claim, that for some organizations the so-called social profit is the only goal, in addition to mission and financial goals. It is based on the assumption that people's behaviors should be changed and therefore adoptions in people's knowledge and attitudes regarding, for example, food, physical activity, or minorities are needed. Simultaneously, the aim is to push people's rights and the interests of society. Also, Bruce (1995) believes non-profit organizations are serving multiple stakeholders. Further, Gallagher and Weinberg (1991) present that a competitive-collaborative relationship with other non-profit organizations in a field is existing and agree with the already discussed authors on the challenge of balancing financial pressures and mission. Blalack (2016) agrees with Gallagher and Weinberg (1991) and argues that some donors care more about the monetary status of a non-profit organization while others focus more on programs and progress towards accomplishing the mission.

### 3.3. Main Sources of Financing of Non-Profit Organizations

Wicker and Breuer (2013) are of the opinion that it is crucial for managers and the board of organizations to have an overview of the resources, which help to reduce organizational problems and consequently have a positive impact on organizational success. Kearns (2007) speculates that some non-profit administrators are concerned that their organizations depend too much on one or two income sources while others presume that their revenue streams are spread too widely. In addition, Wicker and Breuer (2013) claim, that not enough knowledge about the significance of different organizational resources is available. It is one of the reasons, why we are researching this topic.

According to Anheier (2006), the degree to which non-profit organizations rely on certain types of revenue, differs significantly. A distinction in three main sources is applied:

- Public sector payments: grants, contracts, transfers, and third-party payments
- Private giving: foundation grants, business or corporate donations, and individual giving
- Private fees and charges, sometimes called “program fees”: fees for services, dues, proceeds from sales, and investment income

Furthermore, one source of revenue can be sponsorship, which we tackle in more details later. For now, it should suffice to say, that the planned utilization of the relationship between sponsor and sponsee differentiates sponsorship from corporate philanthropy (Baux 1991; Zentes and Deimel 1991). Following this argumentation, also corporate offering has to be distinguished from sponsorship (Bruhn 2013).

Next, we refer to Salamon, Sokolowski and List (2003), who investigate the revenue sources of the non-profit sector in 32 countries with comparable revenue data available. They come to the result that private philanthropy is not the principal source of income for the non-profit sector in any of the developed and developing countries. While these private philanthropy – from individuals, corporations, and foundations combined – only contributes to twelve percent, public sector payments – spendings of the government – amount to 35 percent of the total. Finally, on average 53 percent of all revenue comes from fees and charges.

To visualize the findings, we adapted the following pie chart.

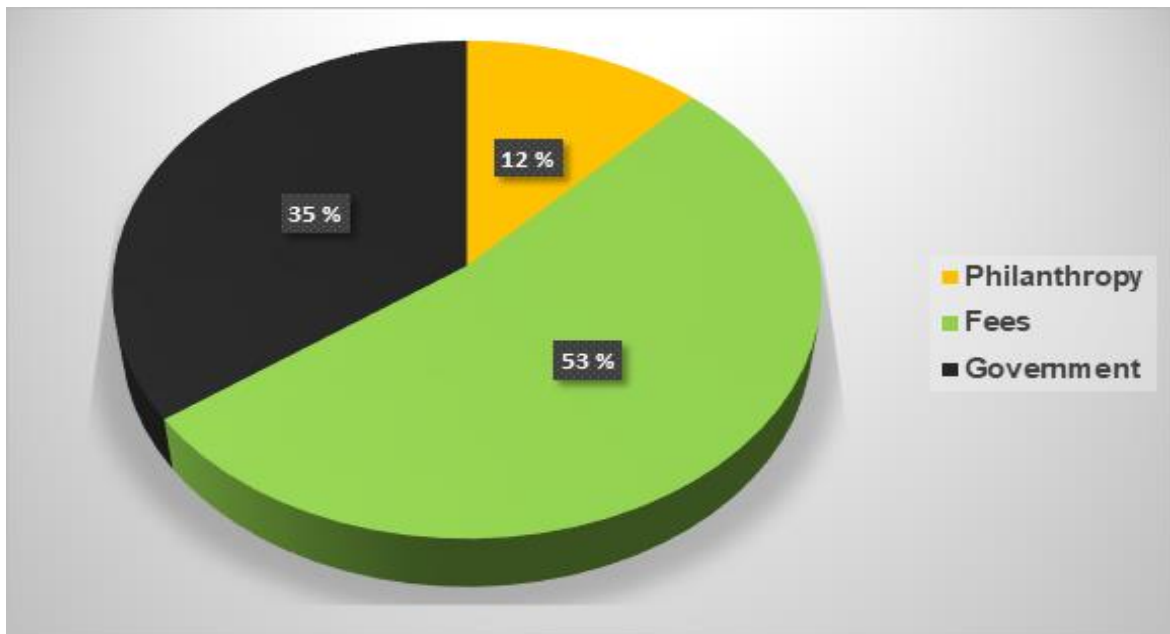


Figure 3: Sources of Revenue for the Non-Profit Sector, Average over 32 Countries (Adapted from “Nonprofit Organizations: Theory, Management, Policy. Social Policy”, Anheier 2006).

Moreover, Anheier (2006) outlines that the identified pattern, with fee income as main source of the non-profit sector, is dominant in Central and Eastern Europe, Africa, Latin America, as well as the USA, Australia, and Japan. On the contrary, public sector support – grants and third-party payments, chiefly from public social insurance funds – account for the largest share of income for the non-profit sector in Western Europe.

In another study, Dolnicar and Lazarevski (2009) analyze marketing related topics for non-profit organizations from the international perspective. They ask their 136 respondents – 36 from the United Kingdom, 33 from the USA and 67 from Australia – to specify their revenue sources. In this regard, they find out that on average 32 percent of the total financing for the organizations in the sample were coming from private donations and 22 percent through government financing. Further, twelve percent were grants. All additional financing sources like service fees, corporate donations, revenues from sales, revenues from unrelated enterprises and investment income, constitute less than eight percent each to the average total financing of non-profit organizations.

To visualize the findings, we composed the following pie chart.

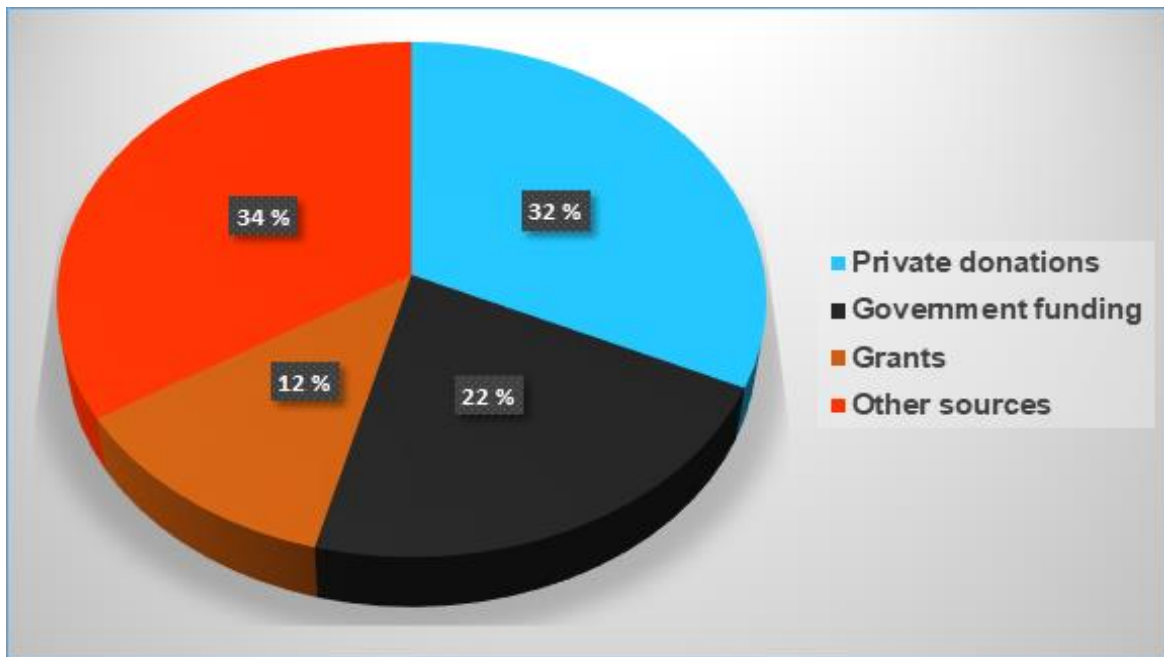


Figure 4: Sources of Revenue for the Non-Profit Sector, Containing 136 Respondents from the UK, USA and Australia.

When looking at the two pie charts it is conspicuous that the authors of both studies categorize the revenue sources differently. Still, the researches show the same result that government contributions are not the main source of financing.

In addition, Anheier (2006) suggests dividing the sources in three categories:

- Monetary: such as grants, donations or revenue from sales and fees for services
- In-kind: such as donated food and equipment
- Labor: paid and voluntary

In contrast to public agencies and for-profit firms, most non-profits make use of a mix of diverse revenue streams (Anheier 2006). Three main propositions are presented to shed light on the reason why non-profit leaders might incline toward a certain mix of income. The first proposes that non-profit sectors generate revenue streams that will permit to maximize certain goals such as return on investment while minimizing other determinants such as risk or uncertainty (Weisbrod 1988). The second suggests that non-profit sectors aim to variegate their revenue sources as widely as possible to enlarge community “buy-in” and boost the detected legitimacy of the organization (Galaskiewicz and Bielefeld 1998). The third proposition propounds that non-profit sectors occasionally build up one or just few solid and

trustworthy revenue sources to reach continuity of programs and financing (Grønbjerg 1992). With respect to the revenue structure, Carroll and Stater (2008) discovered that revenue diversification results in high financial stability. Furthermore, Anheier (2006) argues that for instance non-profit organizations that pursue to rise the amount of fees for services and membership, may face a decline in donations if members view the organization as less in need of or worthy for voluntary inputs above the money paid so far.

### **3.4. Challenges of Non-Profit Organizations**

Blalack (2016) argues that the dependency on outside sources is the greatest objector of non-profit organizations, not only at first, but in the long-term as well. That said, non-profit sport organizations encounter numerous environmental challenges, such as shrinking governmental subsidies, rising competition through commercial sport providers and demographic change (Lamprecht, Fischer and Stamm 2011). According to Breuer and Wicker (2009), financial backing through governmental subsidies for non-profit sport organizations has been decreasing. This results in some organizations endeavoring to ensure the financial basis needed to function. Researches like Breuer and Wicker (2009) and Lasby and Sperling (2007) demonstrate that non-profit sport clubs not only face organizational challenges such as assurance of financial stability but also a decreasing number of volunteers. Studies conducted by Wicker and Breuer (2013) and Anheier (2006) indicate that non-profit sport clubs struggle when it comes to acquiring, maintaining, and developing their foundation consisting of members and volunteers. Furthermore, sport clubs might have a misleading perception of their financial situation, thus the management of product diversification and various types of revenue streams adds to the challenges of volunteers that are overburdened with duties (Wicker and Breuer 2013).

Moreover, regression analysis reveals that human and financial resources as well as infrastructure and cultural resources can also cause organizational problems. Further, Finnish researcher Koski (1995) claims that the total number of members affects organizational effectiveness positively. In addition, a German study by Wicker and Breuer (2010) points out that bigger clubs face vaster organizational challenges and reason that organizations with smaller challenges have a higher efficiency and are more competitive in the industry. Furthermore, in many cases, non-profit organizations are not as efficient as

profit-oriented companies in terms of their strategic capabilities and capacities. This is because they often cannot afford business consultants and maintain themselves with the altruistic use of relatively low or unpaid employees. This leads to the need to find own ways of defining a strategy and implementing it in the organization – even without massive external help (Kunz 2006).

Blalack (2016) establishes that one of the main apprehensions for non-profit organizations is sustainability which derives from being principally financed by swaying donations, government support, and fundraising pursuits. This results in difficulties for bookkeeping and finance professionals to budget and to achieve the minimal profits for sustainability. Taking into account that the majority of non-profits is using volunteers with limited experience in finance to take care of budgeting and accounting, underlines the sustainability concern.

Ortmann and Schlesinger (2003) state that when defining a voluntary organization as a non-profit organization the attribute that it cannot distribute profit is essential. This characteristic of a non-profit organizations is called non-distribution constraint. They establish three challenges that have to be met in order to show that this constraint is sufficient to ensure the trustworthiness of voluntary organizations. Further, the authors claim that the incentive compatibility, adulteration, and reputational ubiquity must be fulfilled at the same time to make non-profit organizations more trustworthy for consumers than for-profit firms.

Incentive compatibility means that the non-distribution constraint must influence incentives within non-profit organizations in a manner consistent with trustworthiness. The incentive compatibility condition indicates that numerous forms of opportunistic behavior and misappropriation are efficiently constrained by the non-distribution constraint. Further, adulteration denotes that the non-profit behavior should not be impaired by individuals who exploit the perceived trustworthiness. The adulteration condition demands that the non-distribution constraint must be adequate to sustain the main goals of non-profit organizations as their primary objectives – in other words, to avert that a subsidiary objective becomes the most important one. Lastly, reputational ubiquity designates that non-profit status must be considered as a credible predictor of organizational behavior of consumers when the reputation of individual companies is not considered trustworthy. Straight to the point, reputational ubiquity challenge asks supporters of the non-distribution constraint to explain

why reputation works in the case of the non-distribution constraint but not for for-profit providers (Ortmann and Schlesinger 2003).

Another train of thought is that non-profit organizations require more management and good governance than for-profit organizations, where performance is usually easier to measure and supervise. This challenge arises because of the missing bottom line in non-profit organizations (Drucker 1990). The bottom line issue is also discussed by Anheier (2005) when he presents that non-profit organizations have several bottom lines since the price mechanisms are not existing to accumulate the interests of clients, staff, volunteers, and other stakeholders. As outlined previously, non-profits are multilayered organizations with complex internal structures. Consequently, instead of only transferring already existing patterns from public management, a diverse and flexible management approach needs to be applied.

### **3.4.1. Revenue Challenges**

In order to be able to finance the sport programs and support the sustainability of organizations, financial resources are needed. In this respect, the total revenues as well as the structure of revenues can be relevant. The more funds are procurable, the more money can be invested in the quantity and the quality of programs of sport clubs (Wicker and Breuer 2013). As already mentioned before by Anheier (2006), in-kind donations such as food and equipment are beneficial but in addition, make it more difficult for non-profit organizations to report clear benefits to each of the markets (Padanyi and Gainer 2004; MacMillan, Money, Money and Downing 2005). Further, according to Special Olympics International (n.d.-d), nowadays more donors are demanding substantial evidence of the impact of the programs they are financing. This helps them to acknowledge what their financial support has affected, and can promote future contributions.

Salamon (2002) proposes that non-profit organizations are complements to the government. Furthermore, he explains that they are usually the first line of defense when it comes to tackling varying social problems that emerge, but struggle with resource shortcomings over time. These can be offset by government financing. This entails that non-profit debilities correspond to the strengths of the state, which means public sector earnings to secure non-



profit financing, and regulations to warrant equity. Additionally, the roles are divided in a way that the government is financing while the non-profit sector is providing. Salamon (1999) continues by stating that since government spending is reduced and competition from for-profit providers rises, non-profit organizations have to look for other sources of financing. This results in the non-profit sectors' increasing need to build on commercial income. Moreover, as governmental, and private financing operate within national areas of responsibility, they inflict certain ways of reporting in accordance with national regulations. Consequently, requirements for reduction of administrative costs, greater professionalization and flexibility come along with competition (Anheier 2006).

McMullen and Schellenberg (2002) investigate a range of human resource challenges in the non-profit sector in a series of five research reports, where they primarily use information provided by the Canadian Policy Research Networks. The researchers point out that the small size of most non-profit organizations has several consequences from an organizational point of view. Even though caution is required when treating small staff size and small operating-revenue base as equivalent, it is plausible that small organizations have fewer resources than their larger analogues. On the one hand, an organization with a small salaried labor force and small revenue base consequently has a limited organizational capacity to handle changes in the organizational environment. Therefore, it likely causes difficulties for paid staff in small non-profit organizations to deal with changes in their financing milieu or needs to supply new services. On the other hand, non-profit organizations of small size might be flexible to change, because they are less likely to be afflicted by bureaucratic structures. Here it should be noted, that those cases are not exclusively applicable to the non-profit sector (McMullen and Schellenberg 2002). Further, the small size of most non-profit organizations suggests that they may have to cope with specific hitches hiring and keeping workforce. The study indicates, that small organizations tend to pay lower salaries than their larger counterparts. This information combined with the fact that salaries tend to be comparatively low in the non-profit sector overall, puts forward, that small non-profit organizations are not likely to have the capability to offer appealing compensation packages to current employees and possible recruits (McMullen and Schellenberg 2002).

Studies on private foundation models have focused on the diverse roles and responsibilities that determine the strategic decisions that foundations take on how they use their resources (McIlnay 1998). Models and theories on the contribution process tend to focus on one

perspective. Donors actively weight up alternatives while recipients offer goodwill and are comparatively passive (Frumkin and Kim 2001).

In addition, three ideas about revenue stabilization recently presented by Yan and Sloan (2016) should be mentioned to verify already examined information and contribute valuably to our literature review. One deals with the dependence on grants from the government, while another one concentrates on revenue streams, and the last one distinguishes means of income rather than only trusts in one source. Even though a certain way of fundraising might function well for one organization, it does not mean that this will work efficiently for all non-profit organizations. Therefore, exclusively government financed organizations are more susceptible for failure in times of economic downturn. In contrast, Yan and Sloan (2016) explicate that an organization that depends to a greater amount on private financing has the capacity to be more adoptable and is less limited in its operations and decisions.

According to Francis and Talansky (2012) non-profit leaders apprehend that their programs cannot operate in isolation, and supporting services and infrastructure are needed to be efficient. However, many non-profit organizations are heavily dependent on financing from the government, which tends to be strict on administrative expenditure. As a result, organizations must acquire private resources to fill the gap. Notwithstanding, it can also be challenging to increase the financing by private donors. Too often, this kind is only obtainable if a non-profit organization adapts its programs or target population. Furthermore, this scarcely covers the full associated costs. Private or public grants are regularly stimulating the development of completely new programs, but do not abet the related infrastructure enhancement. Nevertheless, new programs, even if they grow consciously over time, are not made sustainable only by new grants and contracts. Even though, there might be mission arguments to do more, pursuing even the smallest amount of money can be a major trap for small organizations. Additionally, to the program development costs, new contracts entail new administrative encumbrances (Francis and Talansky 2012).

Weikart, Chen and Sermier (2012) claim that one of the biggest changes in the non-profit sector in the last 25 years is the demand for accountability by external supervisors. Accountability is dealing with the idea of making people responsible for their activities (Weikart, Chen and Sermier 2012). This pressure comes from two groups: the external organizations that assess the success of non-profit organizations, and the government, as

contract provider, which asks for measurable outcomes. In addition, individual government agencies have insisted more on accountability because their own monetary resources have become rigorous. Consequently, non-profit organizations are facing immense requests to show the efficiency of their performance which causes additional expenditures (Weikart, Chen and Sermier 2012).

### **3.4.2. Marketing Challenges**

Non-profit organizations have grown staggeringly in the last three decades (Pope, Sterrett Isely and Asamo-Tutu 2009). This growth was followed by an increasing interest from the non-profit sector in the importance of marketing. Non-profits did not apply marketing techniques until 1960-1970. Until 2009 it has become a well-accepted practice (Pope, Sterrett Isely and Asamo-Tutu 2009). For the sake of this thesis, it is important to understand the marketing challenges more in detail since successful long-term fundraising campaigns require marketing (Miller 2010).

All organizations are engaged in marketing whether they know it or not, therefore they must have an adequate understanding of it (Kotler and Levy 1969). To clarify what is meant by marketing in this thesis, we refer to Kotler and Andreasen (1991), who define it as analyzing, implementing, and monitoring the exchange liaison between the organization and its external and internal stakeholders.

Sergeant (2009) underlines that the non-profit sector and profit-seeking organizations are different in their marketing activities. Voukko (2004) agrees with this statement and lists some of the special features of non-profit organizations that affect marketing:

- The priority is given to non-economic objectives
- The exchange rate is different in comparison to companies
- The demand exceeds the supply
- Activities, services and thinking models are offered instead of products: products are intangible and can be very heterogeneous
- The evaluation criterion for action and achievement differs from other organizations
- The importance of volunteering

Vuokko (2004) clarifies the list above by examining that the activities of non-profit organizations are often of a kind that they cannot be profitable. This is the reason why for-profit operational business cannot be practiced in these types of organizations. Moreover, in charitable organizations, the exchange rate is different. Companies offer services and products that customers buy. Non-profit organizations typically derive their whole income or parts of it from other audiences than those who mainly make use of the services offered by the organization. Another point is that demand exceeds supply, which means, that the number of people asking for help is higher than the number of people who can receive help from a non-profit organization. In other words, there is not enough capacity to provide support services for everyone. It is important to consider that non-profit organizations offer activities, services and thinking models since concrete products do not necessarily exist. The products of these organizations are intangible and can be very heterogeneous. Further, they require the participation of the target group, who should consume them at a certain time. In addition, the marketing of services is very similar to the marketing of products of a non-profit organization. Besides that, non-profit organizations must be able to change the thinking and attitudes of the donors (Vuokko 2004).

Differences between non-profit organizations and for-profit organizations are observable when assessing the actions. Whereas, the first concentrate on the execution of the mission, the latter measure a rising profit and satisfaction of owners. Moreover, volunteering is important because entire charitable organizations might be based on volunteering. Even though, many organizations recruit paid staff, most activities are organized and executed by volunteers (Vuokko 2004). Another finding from the study by Dolnicar and Lazarevski (2009), which we already presented in the chapter about the main sources of financing, is, that the main rivalry perceived is among organizations with similar missions, and a primary objective contested besides financing is volunteerism.

Marketing activities target donors, volunteers and those who need organizational services. A key difference is observable when monitoring marketing activities. In the private sector, profits and revenues measure the efficiency of marketing activities. In non-profit organizations, profit is generally not an important indicator. Self-evidently, revenue must be enough to keep the business profitable, but this does not measure the success of marketing (Sergeant 2009).

A marketing challenge is that non-profit organizations usually offer services. Therefore, their marketing processes are more demanding than for physical products. Forecasting the future is almost impossible in a non-profit organization, whereas the private sector can plan better. Thus, compared with a for-profit organization, it might take less time for a non-profit organization to disappear or double its operations. Thus, the complexity of the work of a marketing team is illustrated (Sergeant 2009).

The first marketing challenge Anheier (2006) is pointing out, is the employment of new leaders, who can manage for example the various administrative matters of marketing and audience development, fundraising and volunteer management. Consequently, many non-profit organizations are trying to solve this issue by setting up leadership programs (Anheier 2006). Special Olympics International (n.d.-c) argues that the most prominent catalyst for the success of Special Olympics is the right mix of leadership, support, and knowledge. Therefore, the challenge for management in non-profit organizations is to develop models that recognize their cultures, goals, and work processes to create coherence and identity between mission, activities, and outcomes (Anheier 2006). An organization that does not keep up with its original goals and missions runs the risk of losing its original contributors. This is an aspect that many unacquainted directors often ignore or overlook. Besides addressing the supporting donors with their mission, non-profit organizations should make it a priority to effectively communicate their goals to the community in which they exist. So, a solid and persuasive marketing technique can be of great benefit to the financial support of a non-profit organization (Blalack 2016).

As already explained, non-profit organizations are dealing with multiple stakeholders (Anheier 2006). Many of the non-profits have to compete often with commercial companies of the same target group. So, the challenge is to market yourself and compete with companies with very different resources. Therefore, the main purpose of non-profit organization marketing is to link the organization to the external stakeholders. Marketing efforts have to focus not only on the target audience but also on decision makers, financiers, media, supporters, members, and potential employees (Lepistö 2011). Special Olympics has to interact with people who are engaged and frequently promote the organization. Examples are people who are active online or participants in events (Special Olympics International n.d.-c).

Although researchers are largely of the opinion that the introduction of market-based perspectives and marketing tools is important for non-profit organizations (Kara, Spillan and DeShields Jr. 2004; Macedo and Pinho 2006), it can be disputed that market orientation is not a pertinent concept for non-profit organizations, as their mission is pre-defined and cannot be adapted depending on market demands. However, there is a variety of other marketing strategies and instruments existing for non-profits that can be executed without modifying or refusing their mission (Dolnicar and Lazarevski 2009). Hence, communication models and other approaches have to be collimated correspondingly. An adapted marketing mix can be the tool to fit the needs of non-profit organizations and the specific target audiences they try to reach. This concept refers to the approaches, techniques, and tools that organizations use to reach their customers and users, and it consists of the four Ps – product, price, place, and promotion (Anheier 2006).

36.3 percent of the survey respondents, answering within a study conducted by Pope, Sterrett Isely and Asamoah-Tutu (2009) in the USA, say that lack of money is the most popular reason for problems with marketing. This is followed by lack of staff (13.4%), lack of time (12.1%), lack of marketing skill sets (11.3%), and problems with visibility (8.1%). Two interview subjects explicitly point out, that they could not spend as much as they wanted on marketing because donors specified that their funds must be used for the cause of the non-profit organization. One interview subject notices that it is challenging to get the public and potential donors to comprehend all facets of the organization, which include the relevance of marketing the non-profit organizations. Another interview subject discusses how demanding it is to raise attention for marketing within the board and invite it to include its financing in the annual budget. In addition, numerous respondents note that they have a difficult time focusing their resources since they try to meet many different needs simultaneously. Further, they emphasize that it might be arduous to ask funders for monetary support for marketing. Still, there are some donors who are eager and able to assist the general non-profit organizations' operations.

Another challenge mentioned by Pope, Sterrett Isely and Asamoah-Tutu (2009) is that indifferent of the size of a non-profit organization or the products and services provided, many non-profit organizations endeavor with name or brand recognition. Hence, certain efforts are required to develop brand equity. Special Olympics International (n.d.-c) states that Special Olympics Games and competitions at all levels often face difficulties in

achieving considerable external impact and awareness. Organizing and hosting major games is financially challenging. This applies especially to World and Regional Games with their comparatively high costs. Such events are coordinated by new Games Organizing Committees which can cause diverse levels of quality and influence the capacity of Special Olympics to accomplish external awareness (Special Olympics International n.d.-c).

It is evident that increasing marketing activities in non-profit organizations is time consuming. Thus, Miller (2010) outlines that good non-profit marketing requires more time than money. Although, a budget to finance various activities and the employees to execute these are needed, time is the more decisive resource (Miller 2010). Non-profit organizations should assure confidence and interaction with their supporters and manage their relations, especially with the financiers, to take full advantage of their functionality (Shaw and Allen 2006). For example, supporters should be engaged on numerous social media accounts or provided with a weekly blog instead of just receiving newsletters once a month. Such activities are time consuming but also more efficient when it comes to creating communities of fans and donors, and motivating them to be active for the organizations (Miller 2010). This brings us back to financing as the main topic of the thesis and goes along with Paloheimo (2007) who determines that marketing is no longer a problem-solving tool for non-profits – it has become a management tool.

### **3.4.3. Sponsorship Challenges**

Sponsorship is an important marketing communication tool that helps companies to create a positive public for themselves and/or their brands without a direct link to the normal business of the companies (Bennett 1999). Sponsorship is defined as “a cash and/or in-kind fee paid to a property (sports, entertainment, non-profit event or organization) in return for access to the exploitable commercial potential associated with that property” (International Events Group 2000: 1). Further, Olkkonen and Tuominen (2006: 65) describe sponsorship as “a mutually beneficial business relationship between the sponsor and the sponsee”. Moreover, Cornwell and Maignan (1998) establish that sponsorship consists of two main activities. First, the exchange relationship leads to the sponsee receiving compensation and the sponsor having the first right to connect itself with the activities of the non-profit organization. Second, the sponsee can make use of this association in its own marketing (Cornwell and

Maignan 1998). To increase resources, non-profits often use sponsorships that can be divided by importance, for example in gold, silver, and bronze. The more a product of a company can be combined with the sponsored entity, the better (McDonald 1991). In any case, the sponsor and the sponsee need to be able to trust and rely on each other when maintaining the relationship and achieving the agreed goals within the approved framework of resources. This can be challenging for both parties (Vottonen 2012).

According to Simmons and Becker-Olsen (2006) one of the challenges when acquiring sponsors is to attract those organizations that naturally fit to the mission and values of the property. However, they propose that created fit leads to benefits similar to natural fit. Vottonen (2012) investigates the motives and objectives behind sponsoring decisions within the non-profit sector. Therefore, he chooses 22 large or mid-sized Finnish organizations with experience in cultural or sports sponsorship. His research demonstrates that sponsorship develops towards a more lucrative and varied field. While less target companies exist, proactivity rises and sponsorship relationships evolve to be more formal and long-term. When the number of target companies shrinks and competition increases, preparation and tailor-made nonpareil solutions are stressed. In other words, an attribute differentiating an organization from its competitors, is accentuated (Vottonen 2012).

Lepistö (2011) is of the opinion that the biggest challenge for both organizations is to combine different backgrounds and values. Further, Papadimitriou, Apostolopoulou and Dounis (2008) point out, that sponsors and sponsees have their own motives, needs and interests and therefore sponsorship is by no means a prime example of charity. Sponsees require the financial support and positive publicity of well-known sponsors. For non-profit organizations it is a challenge to acquire such sponsors with which they can achieve visibility and increase awareness (Papadimitriou, Apostolopoulou and Dounis 2008).



## 4. METHODOLOGY

Now that the core literature has been reviewed, the next step is to discuss the ways in which answers to the research question are sought. In this section we illustrate how the question is approached methodologically. Afterwards we discuss how the data is obtained for such an approach before we review the methods of data analysis. This leads to the final part of the methodology - critical assessment.

Figure 5 displays an overview of the survey research process used in the thesis. It guides through the following methodology chapter of the paper.

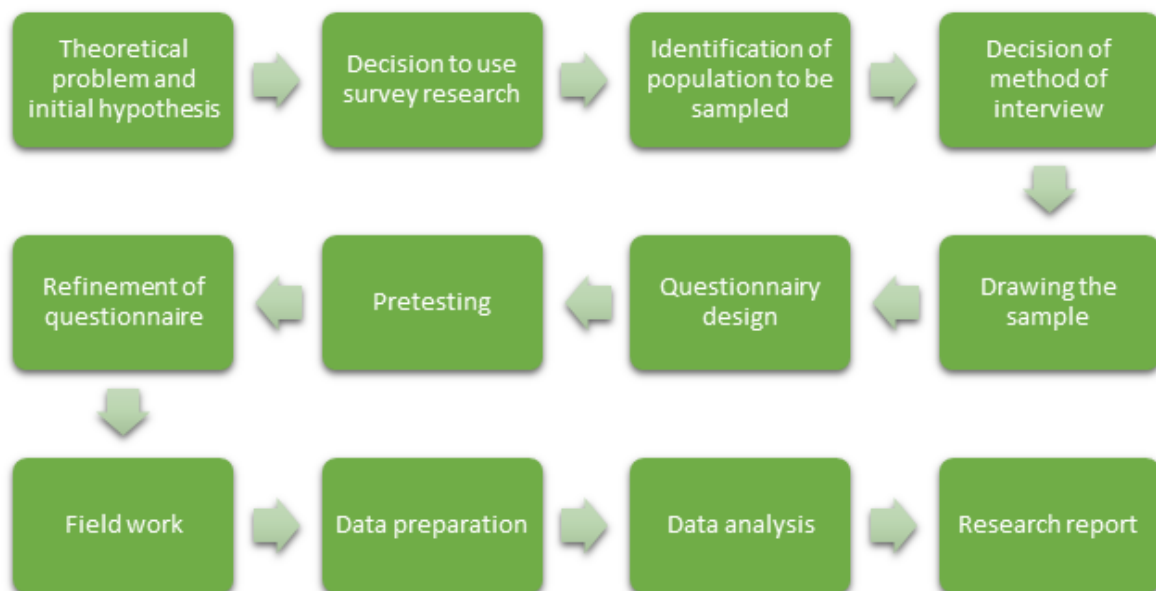


Figure 5: Survey Research Process (Adapted from “Research methods for sport management”, Skinner, Edwards and Corbett 2014).

### 4.1. Research Approach

For this research, a mixed-method approach is chosen. Mixed-method is a combination of both quantitative and qualitative methods (Gratton and Jones 2004). Convergence across multiple data forms that are supposed to have complementary strengths, here quantitative and qualitative, enables us to have more confidence in the validity of the results. Furthermore, mixed-methods may also be useful to avoid contradictions. Instead they reach a deeper and more extensive understanding. Additionally, overlapping elements of a

phenomenon can be explored (Greene, Caracelli and Graham 1989). While quantitative research uses numerical measurement and analysis, qualitative research aims to comprehend qualities that are not quantifiable such as experiences and thoughts. These concepts are associated with interpretive approaches to knowledge (Gratton and Jones 2004).

In order to gain a better understanding of the financing challenges of Special Olympics Germany, a mixed-method research approach was taken in the form of a survey which is divided into thematic categories. Thus, the research has closed questions as a quantitative element to it because we ask the respondents to express their agreement on a Likert scale. This measurement scale allows the respondents to indicate the extent to which they agree with a particular statement, usually along a five-, seven- or nine-point scale (Andrew, Pedersen and McEvoy 2011). The applied Likert scale in this case study contains of five points. They are the German equivalents of strongly agree, agree, neither agree nor disagree, disagree, and strongly disagree – where strongly disagree is five. Moreover, a qualitative element is used when we ask open questions in the survey.

For this thesis a deductive approach is utilized. This means that we test predetermined theory, which is examined in the literature review, and compare our findings with the data collected through our survey (Gratton and Jones 2004). So, we deduct an explanation for the financing challenges from theory, test it and finally use the results to confirm, modify or refute the theory exploited to develop the initial starting point of the study. It is a suitable approach for this thesis because a considerable amount of literature and theory is existing when it comes to the financing challenges, which non-profit organizations face (Gratton and Jones 2004).

Inductive research, generating theory from the data gathered to generalize a phenomenon, such as the financing challenges, is not the main approach for this study concerning Special Olympics Germany (Gratton and Jones 2004). Primarily our research aims to investigate and explain the specific challenges of the organization by using existing theory. In case a certain pattern, not mentioned in the theory so far, emerges, new theory might be created and thus an inductive element used.

This research can be characterized as explanatory in nature since the case study is examining the pertinence of existing theory. Therefore, the theoretical proposition is tested in the

specific case of Special Olympics Germany. Hence, not only characteristics of a certain phenomenon are identified as in descriptive research but also various theories are tested and theories can be developed where none exist (Veal and Darcy 2014).

## **4.2. Case Study Design**

Considering that this research is being conducted in a specific setting and the fact that it is focused on a single organization, it is worthwhile to characterize a case study more in detail. Smith (1978) and Creswell (1998) propose that a case study is a “bounded system” with a specific phenomenon as the focus of investigation, such as particular athletes/teams, events, processes or institutions. Stake (1998) describes a case as a functioning specific, which has working parts and that we decide to study for a variety of reasons, for example because it is of certain concern, presents an issue or hypothesis or it may have natural interest (Merriam 1998). Moreover, Yin (2014) outlines that the case study method is not only a variant of qualitative research. A case study can make use of both, qualitative and quantitative methods. Veal and Darcy (2014) argue that a key feature of the case study method is the exploitation of a variety of types of data and types of analysis.

Woodside and Wilson (2003) point out that through the application of case studies individuals and organizations are enabled to understand organizational phenomena in a profound way and learn from it more effectively. This creates a more comprehensive image or idea of the circumstances in which recommendations can be elaborated. Our specific research is about how delegates of the case organization and the employees of its sponsors perceive the financing challenges of Special Olympics Germany. In other words, what are the opinions they proclaim in the mixed-method survey.

According to Skinner, Edwards and Corbett (2014) case studies begin by determining and defining the research question. In this research it is: “What is the nature of the financing challenges of Special Olympics Germany and how could they be overcome?”

A variety of data collection techniques such as interviews, questionnaires, observations, and document analysis can be utilized when it comes to case studies. Single case or multiple case studies might be executed according to the object of research (Skinner, Edwards and Corbett

2014). A single case study is examined here since we only investigate one organization and probe to what extent existing theories can be applied to data from the real world (Willig 2013). Additionally, a single case is often employed when the case is somehow incomparable or conversely representative (Saunders, Lewis and Thornhill 2009).

### **4.3. Sampling**

For case studies and particularly studies with a tight time schedule, it is crucial to identify who could be providers for first-hand information. Under the given circumstances comprising limited resources and the aim drawn to answer the research question in the thesis, certain considerations must be taken into account. Since we attempt to gain in-depth information and the number of attachés of Special Olympics Germany and its partners serving as respondents is severely limited, the population size is already pruned. The population is known as the overall category of subjects that is central to a given research project and a sample is a particular selection from the population (Veal and Darcy 2014).

To identify the population, we worked in close collaboration with Special Olympics Germany. Thanks to the long-term cooperation with their partners they acquired a mutual understanding of philosophy and practices. Thus, Special Olympics Germany could recommend those partners being capable of providing valuable information in the survey to answer the research question. As it turned out, nine partners, which is to be equated with all commercial ones they have for now, were approached by us. Within Special Olympics Germany, the survey was sent to twenty employees, after eliminating those who are not capable to answer, for example due to sick or parental leave. A characteristic known through observation is that all except four employees of Special Olympics Germany have the relatively young age in common. To be clearer, they are between 25 and 39 years old.

### **4.4. Data Collection Method**

When searching for the appropriate method to answer the research question, we were in close contact with Special Olympics Germany and also examined the literature. The supervisor from the organization advised us against interviews because they would consume

a higher amount of time from the respondents than surveys. This could lead to significantly lower response rates and limit the results of the research. Notwithstanding the concerns of the organization, we traded off advantages and disadvantages of conducting interviews and sending a questionnaire with having the research question in mind. Finally, we came to the result that the source of the data derived from the mixed-methods approach will be a questionnaire (see Appendix 2), to be conducted in German. An English translated version is presented as Appendix 3. Survey structure and content were identical for both, the employees of Special Olympics Germany as well as the sponsors to supplement and compare views. It can be noted that all the questions are translated to German by one of us, who is a native speaker (Anika Mareike Simm).

It is important to understand the difference between a survey and a questionnaire since we are using a questionnaire as the data collection method in our research. Even though the terms questionnaire and survey are often used interchangeably, the latter relates to the action of gathering information (Andrew, Pedersen and McEvoy 2011). Questionnaires can be conducted in various ways and we decided to employ ours via the internet. From our perspective, this is the most convenient method for the participants because it avoids time constraints and gives the opportunity for several respondents to fill the survey in at the same time. Furthermore, it is easy to access for the participants since the task is brought to them instead of vice versa and it gives a stronger sense of anonymity. For us, it is cost efficient and requires a limited amount of time which meets the needs of a master thesis (Andrew, Pedersen and McEvoy 2011).

To develop the questions, we sorted the findings from our literature review and used derived categories to structure the questionnaire. Further, we decided to use closed and open-ended questions for acquiring information to answer the research question. A closed question asks the respondent to pick from a number of predetermined alternatives. When planning closed questions, the researcher has a number of options from which to select. One of the most common types of question in sport management involves the Likert scale which is ordinarily used to access attitudes (Andrew, Pedersen and McEvoy 2011). An open question, on the other hand, grants the respondents to answer in an unrestricted manner. Open-ended questions are most useful when it is important to know the participants own words (Andrew, Pedersen and McEvoy 2011).

The questionnaire started with an introduction acquainting the respondents with the topic of the research. Therefore, we stated basic information, the anonymity and described the aim and objective of the questionnaire. Further, we gave instructions, prepared the participants for the type of responses we ask for – degree of agreement in the extreme statements that are deliberately provocative and answers in own words in the open questions – and estimated the 15 minutes length of the questionnaire. We categorized the questionnaire into six sections. Those are general, resources, sponsorship, human resources & professionalization, relationship management & communication and marketing & awareness. This differentiation is used to make it easier for the respondents to follow and enables us to sort the answers straight from the beginning which is more efficient when answering the research question. In comparison to all other questions where we investigate the nature of the financing challenges of Special Olympics Germany, the last question aims to inquire suggestions of the participants to improve the financial situation of the organization. In total, the questionnaire consists of two personal, eleven open-ended questions and 21 statements. In the end, we provided an option for the respondents to receive their answers if interested.

In the process of deciding which survey platform to use, we examined several providers and weighted the advantages and disadvantages. So, we came to the result that the most appropriate questionnaire platform is made accessible by Questback. In March 2018, an email was sent to all potential respondents which included in addition to the link to the questionnaire and the deadline, a brief description of us and our research project. Furthermore, we invited to take part in the questionnaire, underlined the benefits for the organization and included our contact information as well as we thanked in advance. Additionally, we sent reminder emails and contacted the respondents by phone to trigger answers within the extended deadline. Finally, we have to emphasize the National Games in May 2018, which are a strong influencer on the amount of responses because not only Special Olympics Germany itself, but also its partners face a tighter time schedule during our questionnaire distribution. This is an unchangeable factor for our research since the deadline for the master thesis delivery is set.

## **4.5. Data Analysis Method**

For this thesis, existing theory and literature provided the necessary knowledge to shape the approach of the mixed-method case study. Hence, this thesis uses a deductive approach to analyze the data generated via the questionnaire (Saunders, Lewis and Thornhill 2009). As mentioned before, the Likert scale is exploited to evaluate the quantitative outcomes. The measurement method used in our research ranges from strongly agree to strongly disagree and gives the participants five options to choose from. When it comes to analyzing qualitative data, Saunders, Lewis and Thornhill (2009) suggest three main ways of analysis: summarizing, categorization, and narrative. This research makes use of data categorization due to the structure of the questionnaire already being categorized.

After the questionnaire responses are collected, the data is analyzed thematically. Therefore, the answers are translated to English. Aronson (1994) states that such type of analysis is helpful when gathering particularly repetitive patterns in the subjects' narratives. Thematic analysis focuses on identifiable themes and patterns (Aronson 1994). The first step is to collect the data, what we do with the questionnaire. Then, we list patterns. The next step in a thematic analysis is to identify all data that relates to the previously classified patterns. Afterwards, related patterns are combined and framed into sub-themes. When collecting sub-themes to get a comprehensive view of the information, patterns emerge. Furthermore, to be able to pick the themes, a valid argument needs to be developed. Therefore, the related literature is examined (Aronson 1994). When various topics and interpretations are collected, they are linked together to provide a coherent overview of the answers of the respondents (Leininger 1985). After the themes and the interpreted meanings behind them are discussed, they are contemplated in the context of past research to understand which thoughts support the outcomes and which defy them. In addition, the results might provide implications for the evolution of existing models and theories.

## **4.6. Validity & Reliability**

In the following, validity and reliability of the research are critically evaluated. Validity concerns "the extent to which the information presented in the research truly reflects the phenomena which the researcher claims it reflects" (Veal and Darcy 2014: 49). Reliability

refers to “the extent to which research findings would be the same if the research were to be repeated at a later date or with a different sample of subjects” (Veal and Darcy 2014: 50). Both are measurements of the trustworthiness of research. As presumably is the starting point of most studies, this research tries to avoid the different pitfalls of validity and reliability – but is not immune to them.

Flick (2009) claims that it is difficult to statistically generalize the results of case studies. In that respect, the fact that this research has a narrow focus can be seen both as a negative and a positive matter. For the purpose of a case study and this thesis with its tight schedule, a narrow focus is key. Furthermore, it provides opportunities for future research, specifically studies dealing with other aspects of Special Olympics Germany in the process of becoming a powerful organization.

A rising question is whether the questionnaire misses valuable elements, which for some reason, were underrepresented in the reviewed literature. Nonetheless, a stronger argument can be built for those themes which recur in previous studies (Noor 2008). Thus, the notional "missing" issues can be discarded without undermining the validity of the research. Further, a limitation of the design of the questionnaire is that not all questions and statements are formulated in a neutral way. Since this was not consistently possible, we opted for a balance of positive and negative terms. To obviate misunderstandings or biases in regards of leading questions we drew attention on feasible provocations of the extreme statements beforehand. Moreover, Gratton and Jones (2004) mention that one of the threats regarding reliability might occur from subject bias. More precisely, participants may give the responses they think the researcher wants or they try to provide the ‘correct’ answers. In our questionnaire we address the anonymity as well as remind the respondents that there are no ‘right’ or ‘best’ answers.



## 5. FINDINGS

This part of the thesis deals with the results from both the quantitative element of the mixed-method questionnaire as well as the open-ended questions. The presentation of the findings follows the structure of the questionnaire and the categories are covered one after another. This will lay the foundation for the discussion and conclusion in the next chapter of the thesis. For each of the attributes of the quantitative element of the study, we calculated the mean, standard deviation, and median scores (see Appendix 4). Altogether, 14 persons from our target group, which means a response rate of 70 percent, responded to the questionnaire with all of them answering all the Likert scale questions. In comparison to that, the response rate in the open-ended questions varied.

In the beginning of the questionnaire we asked two personal questions about the working place and the years of experience. The first question aimed to differentiate between the respondents' origin. This enables us to compare Special Olympics Germany's internal and external perspective. Since all the answers are from the organization's employees, we cannot compare these different points of view. Such a one-sided set of responses could not have been predicted by our supervisor from Special Olympics Germany or us. This outcome of the first question has several implications for the research and clearly represents a limitation, which is elaborated later.

A wide range of years of experience of the participants is observable. While three employees indicated work experience of less than one year, the three most experienced ones look back to ten or more years. So, the remaining eight respondents have experiences between four and ten years, leading to an average experience of approximately 5.5 years for the 14 participants.

To make it easier to follow the findings, we highlight the identified bigger pattern. Main findings are the indistinct strategy and fickle communication internally resulting in perplexity of the employees. Further, the limitation of human resources is very present in the organization. Other findings related to the main ones, such as lack of professionalization, struggle with public awareness and external impact as well as increased competition as environmental challenge, are discussed later.

## 5.1. Financing in General

The seriousness and importance of the research question in this thesis is underlined, when 85.7 percent of the employees agreed on Special Olympics Germany encountering difficulties to finance its operations. 2.14 is the mean value for this attribute. 14.3 percent neither agreed nor disagreed on the statement and the standard deviation of 0.35 emphasizes the unity of opinions.

Several themes occurred when investigating more detailed reasons for the answers of the respondents to the question about the financial situation of Special Olympics Germany. The most mentioned theme in their argumentation is the lack of public awareness. This phenomenon is described in different expressions such as “in the form of reach [...] Special Olympics Germany is still too small/unknown” and “public awareness of Special Olympics Germany is still low”. Another theme we could identify was uncertainty of financial security. According to the respondents, long-term financing is not available since only a few sources of stable income exist.

The answers to the statement “Special Olympics Germany encounters difficulties to secure a stable income” revealed diverging views. The standard deviation of 0.7 exemplifies the consensus of indecision which is illustrated in Figure 6.

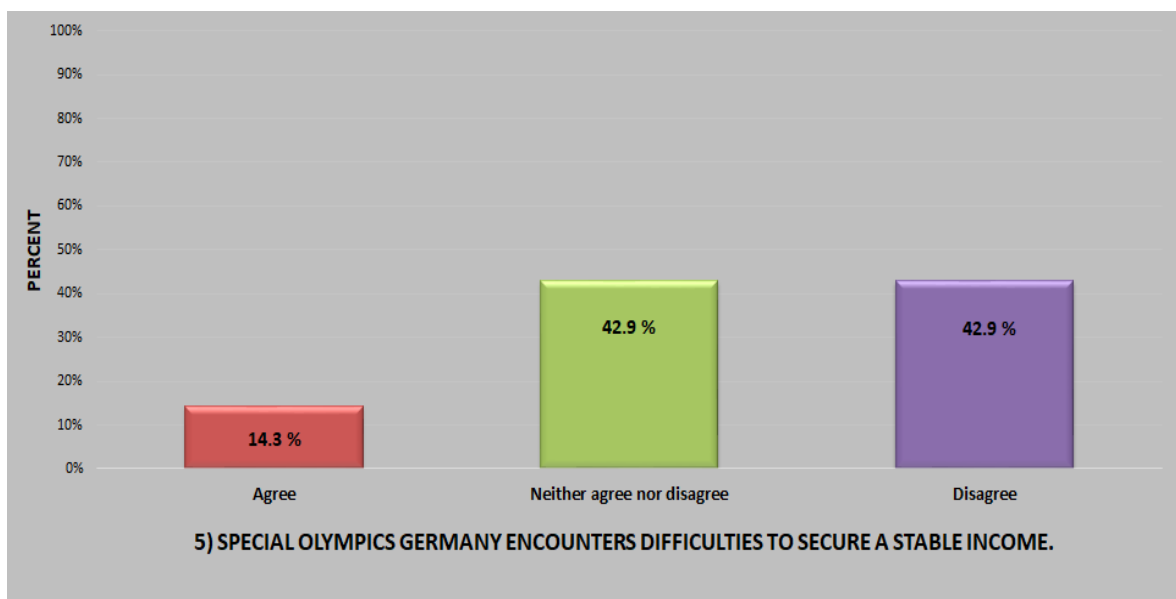


Figure 6: Stability of Income

Moreover, we asked the respondents precisely what motivated them for their decisions in the previous question. One respondent reasoned with the shortage of resources for the tasks and the professional orientation of the organization as the main challenge. Additionally, the need of supplementary staff, for which not enough finances exist, was stressed. Another person underlines that “the implementation of all existing goals requires more human and financial resources”. So, themes such as lack of human resources and professionalization already arose when the respondents came across these challenges before we asked more detailed questions about the categories.

Another train of thoughts is pursued when mentioned that: “The problem of financing is greater at national level than at the federal level, especially where branches are not able to work sufficiently yet.”

*In the federal states the problems are significantly higher. At the federal level there is a secured basic financing. The pressure to act is therefore significantly higher at the national level.*

These utterances lead to the overall impression that the financing challenges of Special Olympics Germany vary according to the level of the organization. This means, that at the national level, which is the level of the National Associations, professionalization is less developed in comparison to overall Germany and consequently the challenges are bigger. In other words, in the federal states the financing challenges are more severe than at the level of the German Special Olympics Headquarter.

Further, an additional issue that contributes to the revenue challenges was found. It is linked to the lack of professionalization and explained by a respondent when saying:

*Unfortunately, Special Olympic Germany is not a top sport association [meaning ordinary member] of the German Olympic Sports Confederation and therefore does not have the same rights as for example the German Athletics Association.*

Overall, regarding the security of stable income, the diversity of opinions is striking. For instance, on one hand some respondents represent the point of view that “The stability is there, but there is always the financial uncertainty in the background which needs to be

noted” and “Most of the costs are covered by grants from ministries. Only at national events it is always a challenge to cover the costs and get enough partners on board.” Going along with this and insinuating the short-term orientation of the organization is:

*Special Olympics Germany has many project related sponsors and supporters who only provide financial support for a limited period. Therefore, achieving a stable financial income is difficult.*

Furthermore, a conflict of opinions was observable when one respondent pointed out that “The annual results have been consistently positive in recent years. However, there is a need for additional measures amounting to approximately 200,000 euros in the medium term.” while another argued that “basic financing of the organization is considered secured in the medium term”. This disagreement underlines the finding of the fickle communication internally.

Finally, one participant established as a basic consideration concerned with the framework of the financial circumstances:

*The current situation is the result of the current strategy of Special Olympics Germany. If the strategy would be changed to the permanently stable income as the goal, the organization would reach/be able to reach the corresponding goal.*

In the end of the questionnaire, the respondents gave recommendations when we explicitly asked to suggest actions to improve the financial situation of Special Olympics Germany. First, the extent of work in marketing and sponsorship was looked at. “To create a job for this field of work” as well as “more capacity in marketing and sponsorship” were among the calls of the respondents. This was followed up by investments regarding “sponsoring”, “fundraising” and “marketing and PR”. Next, suggestions regarding further collaborations were made by saying for instance “strengthen cooperation with National Associations and (inclusive) sports clubs”. Furthermore, internal measures were addressed with a “better representation of values of Special Olympics Germany” and a “clearly defined marketing, fundraising and sponsoring concept”. This was accompanied by “focus more on organization development and financing” and “set long-term goals”. In addition to this, follow-up actions such as “record all possible data and statistics related to PR and financial acquisition” and

“more work in the controlling measures” were suggested by the participants. Moreover, referring to the professionalization of the organization, “admission as top association to participate in sports promotions” was put forward. Finally, to add to commercial activities, the respondents advised the “inclusion of testimonials” and promotion of Corporate Volunteering.

No dominating theme was identified, but repetitions were observable. It is reasonable to say that this is a sign of perplexity. The confusion of the employees of the organization is one of the main findings. Later, we come back to this as well as some of the recommendations from the respondents, if applicable.

## 5.2. Revenue Sources

As set forth in the literature review, non-profits apply various patterns of financing deriving from the public and private sector. In the next statement we referred to HPS Hemberger Prinz Siebenlist’s analysis of Special Olympic Germany’s finances (2017). It shows that the organization gets more money from the government than from sponsorship agreements. Almost half of the respondents agreed or strongly agreed (see Figure 7). Nevertheless, the mean of 2.7 indicates that most of the participants neither agreed nor disagreed.

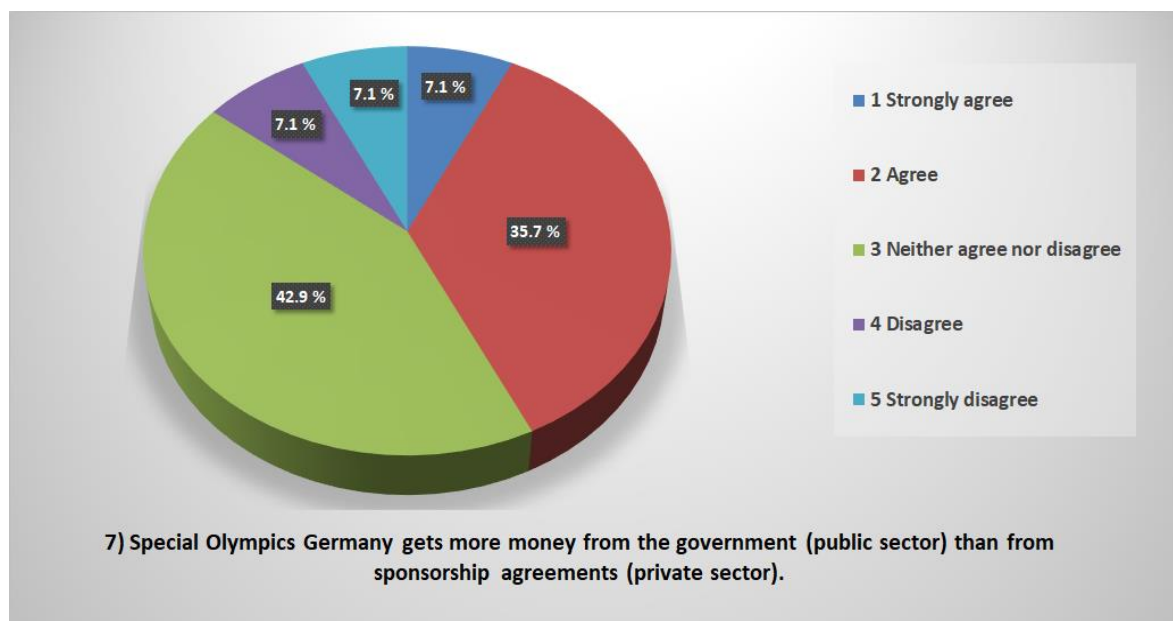


Figure 7: Main Source of Revenue

Following the statement in Figure 7, we asked the respondents to express their opinion whether “This (7) can influence the willingness of companies to financially support Special Olympics Germany.” Most of the employees expressed that the main source of financing of the organization is not decisive for investments. Figure 8 was composed with regard to the preferences for the sources of income for Special Olympics Germany and especially a possible dominance of public revenue streams.

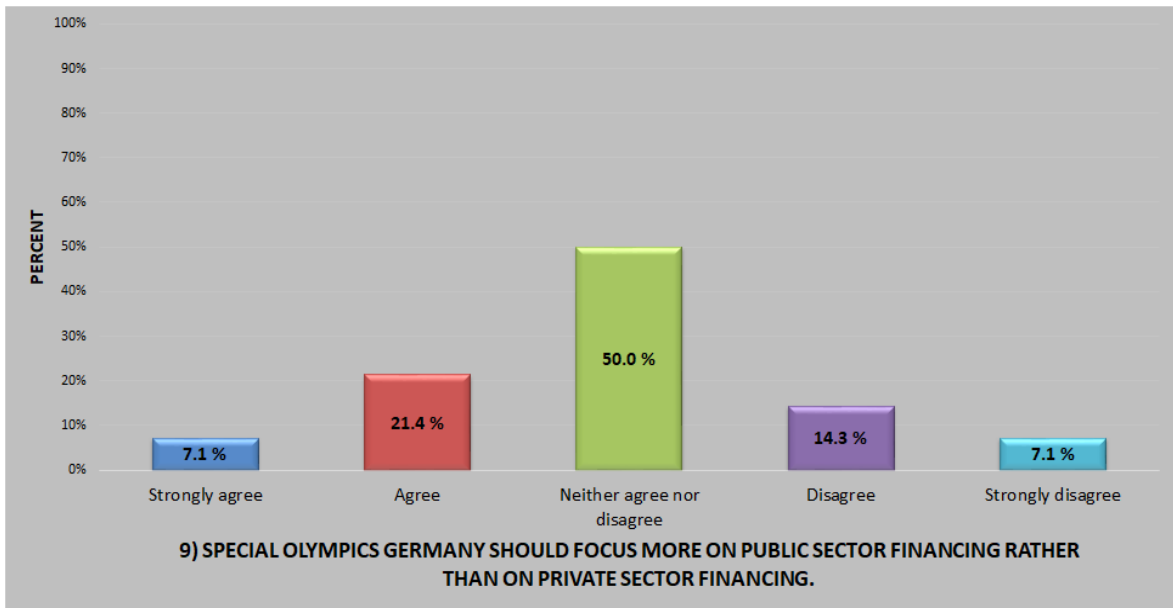


Figure 8: Preferences for Sources of Revenue

In the open follow-up question where the respondents were asked to reason for their previous choice, the majority argued that there is no reason to exclude one or the other. Moreover, an advocate of public financing emphasized the duty of governmental bodies:

*[...] the UN Convention on the Rights of Persons with Disabilities is implemented as legally binding human rights. The welfare of people with disabilities is a task of the state. Special Olympics Germany performs tasks that are aiming at this.*

Additionally, several respondents exposed that public financing in the long-run is “more stable” and “longer secure”. So, an emerging theme is the sustainability as advantage of public financing. To mention not only advantages but also disadvantages, an answerer pointed out that “billing [is] difficult/tied”. Finally, an utterance covered various ideas outlined so far and provided an approach how Special Olympics Germany could deal with the current situation and develop further:

*The goal of Special Olympics Germany should be to be as financially independent as possible and to be able to mainly finance itself. Focusing financing more on the public sector is certainly an option, but not beneficial in becoming a stable and self-contained organization. That does not mean that sponsorship and government grants will not/should not continue to be an integral part of financing. As a charitable and voluntary run organization and [extraordinary] member of the German Olympic Sports Confederation, public support is very important.*

After already following up with potential implications and attempts to tackle the financing challenges of Special Olympics Germany, the questionnaire asked the employees to focus again on the core of the research question, the nature of the challenges. For that, we investigated the opinion of the respondents about the current fee regulations of the organization. Despite new arrangements being under development, we considered it worthwhile to find out whether the potential of membership fees as income source is exhausted. This aspiration resulted in the survey outcome showing a variable spread and the answers revealing dissension. The mean value of 2.86 and the referring standard deviation of 0.91 underline that as well. No one strongly agrees that the potential is fully exhausted. Altogether 71.4 percent are undetermined or agree to a varying extent that the income through membership fees can be a more important source of revenue.

### **5.3. Sponsorship**

The figure below illustrates the opinions of the respondents towards the statement that it becomes more difficult to reach sponsorship agreements because the number of for-profit and non-profit organizations increases.

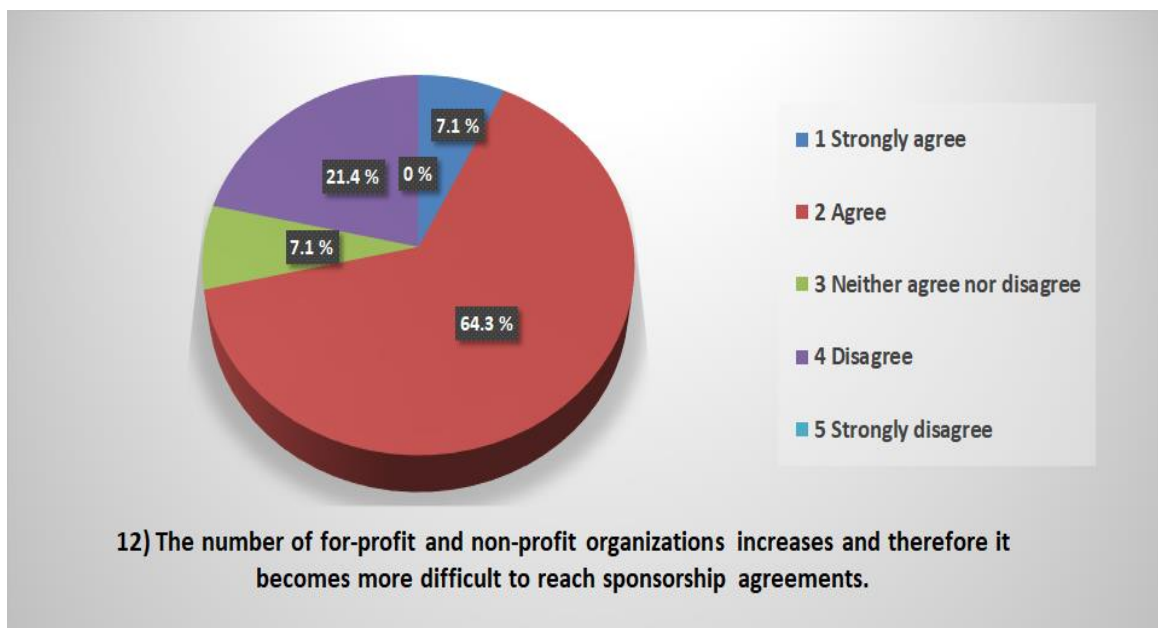


Figure 9: Increasing Competition for Sponsorship Agreements

71.4 percent of the employees agreed. Disagreement is limited to 21.4 percent. Thus, the questionnaire outcome puts forward that increased competition among all types of organizations contributes to the financing challenges of Special Olympics Germany.

Further, we asked the respondents two statements regarding the focus of sponsorship.

Attribute	Mean	Standard deviation	Agreement	Disagreement
13) Special Olympics Germany focuses too much on winning new sponsors, rather than focusing on long-term existing sponsors.	3.64	1.04	14.2 %	74.4 %
14) Special Olympics Germany focuses too much on winning new sponsors, rather than focusing on existing sponsors which secure high sponsorship incomes.	3.29	1.16	28.5 %	50.0 %

Table 3: Comparison of Statements Regarding Sponsorship Focus

In both cases, disagreement dominates, which is underlined by the means. The standard deviation is more than one and manifests again the diversity of opinions.



Moreover, the concept of additional sources of income was introduced and the respondents were asked to evaluate whether Special Olympics Germany should use its limited resources more intensively to stimulate additional sources of income, such as selling Corporate Volunteering as an employee training program, rather than just acquiring new sponsors. The responses with a mean of three and a standard deviation of 0.76 show that neither agreement nor disagreement is observable.

To gain an in-depth understanding of the opinions of the employees of Special Olympics Germany, they were encouraged to provide their thoughts in the next open-ended question. They should select from the above-mentioned statements those, that they think most likely provide an explanation and reason for their decisions. Across the employees, the competition in the industry was identified as a challenge and they underpinned this for example when stating “number of non-profit organizations is increasing” and “It is quite challenging to be recognized in the pool of many charitable organizations as the one that is worth supporting.” In addition to competition, the theme of limited resources came up among respondents. They said for example that “there are hardly any resources to actively enter into the acquisition” and “big sponsors are missing.”

Several participants gave recommendations that:

*Special Olympics Germany must manage to not only think project oriented from event to event [...] but strengthen the organization in the long-term with goal-oriented, well-planned sponsorship, fundraising and financial measures.*

Besides the call for long-term orientation, the theme of investments in the structure of the organization also through the integration of additional income arose. Furthermore, we could identify the theme of making Special Olympics Germany more attractive and increasing public awareness. When it comes to the recommendations, the respondents displayed consensus when outlining the uniqueness of the sports movement and the organizations’ asset of providing “a very good opportunity to anchor corporate social responsibility in the corporate philosophy [of partners]”. Both were seen in need of being utilized more intensively. This will be referred to in the recommendations section of the paper.

## 5.4. Human Resources & Professionalization

In this category internal aspects of the organization and their relation to the financing challenges are investigated. First, the respondents were asked to reveal whether they think that the origins of the financing challenges are independent of the employees. The results are displayed in the Figure 10 and show that the majority opposes that the revenue challenges originate in human resources, which is underlined by a mean of 2.43.

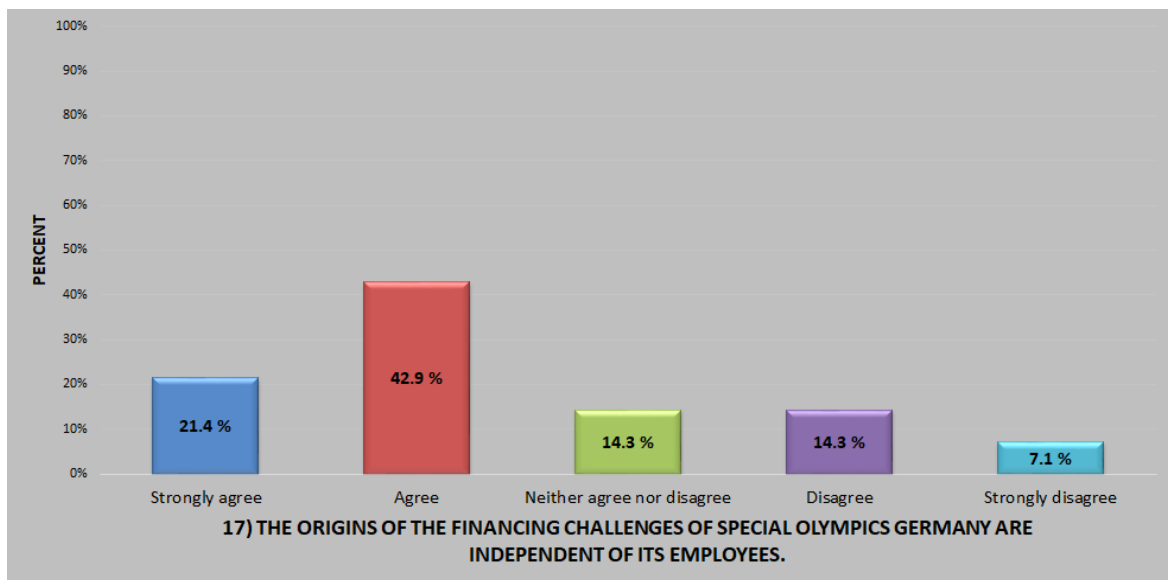


Figure 10: Role of the Employees in the Financing Challenges

In the follow-up question the respondents explained their previous opinions (see Figure 10). Standpoints put forward about the employees not being the sole decisive factor include:

*[...] of course a single Special Olympics Germany employee is not responsible for the fact that the financing of the organization could be improved, though it also depends on the qualifications and success orientation of the responsible staff if acquisition is successful and Of course, committed, and good employees may get more, but they cannot do magic either.*

Additionally, several respondents established that the employees of the organization are overloaded with tasks, so, this came up as another theme. Moreover, several human resource topics, that will be discussed later, emerged. Among them were “further training of the employees is [...] elementary.” and “employees do not have appropriate networks.” Connected to this, an answerer requires that the “presidium must become more active here”.

According to some employees, the current strategy and its realization influence the financial situation. The quotations “the cause lies in the development of the organization as well as in the internal strategy” and “structural requirements are partly missing” enable us to recognize again one of the main findings of the research, the indistinct strategy as challenge.

Next, the opinions about the skills of the employees were researched. We presented the provocative assertion, that the employees and the volunteers of Special Olympics Germany are not skilled enough, which might reinforce the financing challenges of the organization. While 64.3 percent disagreed or strongly disagreed, only 14.3 percent agreed. Additionally, an open-ended follow-up question was developed to give the respondents the opportunity to explain their points of view about the previously mentioned possible correlation between the skills of the workforce and the financing challenges. Utterances such as “full-time employees and volunteers are highly qualified” and “employees should be trained” as well as “educational offers have to be expanded” manifest the theme of an already skilled workforce which is still in need of coaching to tackle the revenue challenges.

Moreover, opinions regarding the role of the volunteers are revealed by mentioning that “it is not the job of the volunteers” and “especially volunteers are hard to motivate, to also ‘uncover’ financial resources in addition to their commitment”. Encompassing the themes of the skills of the employees and the volunteers, is the point of view that:

*Organization financing is not the task of individual employees, but rather it should be a firmly anchored system in the organization in which all employees and people inside the organization should work together. An effective and efficient financial concept also requires the availability of corresponding resources.*

Referring to this, another respondent underlines that employees as well as volunteers “must have time capacities”. So, the participants were asked to measure whether the employees of Special Olympics Germany have to meet many different needs simultaneously (see Figure 11). Consequently, they might not be able to make full use of their knowledge and skills, which could reinforce the financing challenges of the organization.

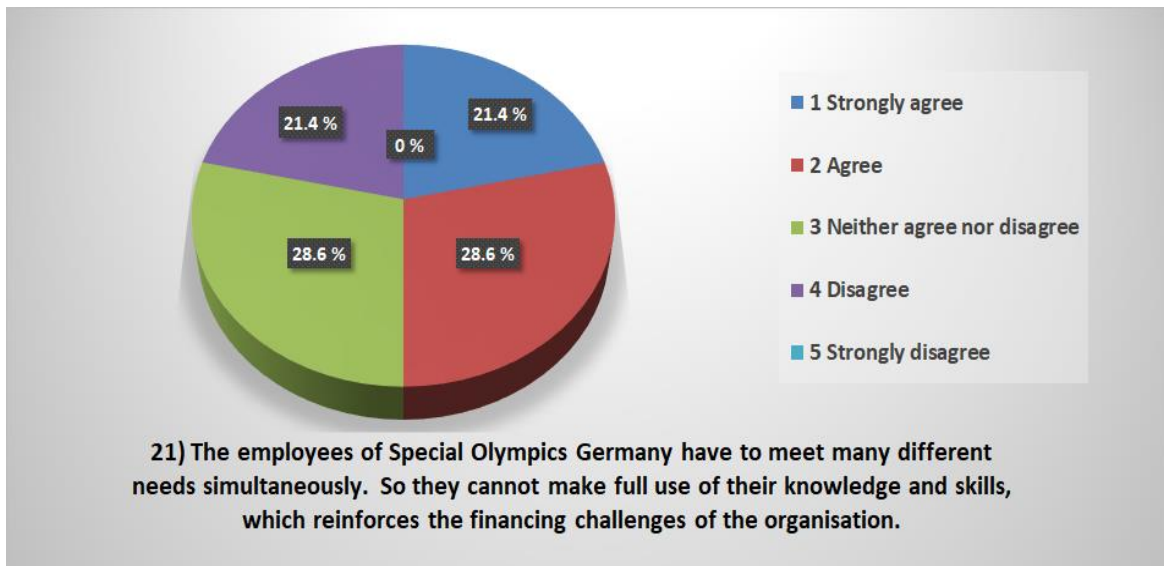


Figure 11: Lack of Human Resources

The mean of 2.5 and the standard deviation of 1.05 show the dissension of opinions among the respondents. When it comes to the next statement researching the commitment of the employees, 57.1 percent agreed that most of the employees of Special Olympics Germany are committed to improve the financial situation. Only one participant is of opposite opinion and the others abstain, which results in the standard deviation of 0.63.

Moreover, we aimed to find out whether Special Olympics Germany recognizes and uses its own employees and the employees of the sponsors as potential donors (see Figure 12). The results with the mean of three show that diverse opinions are represented.

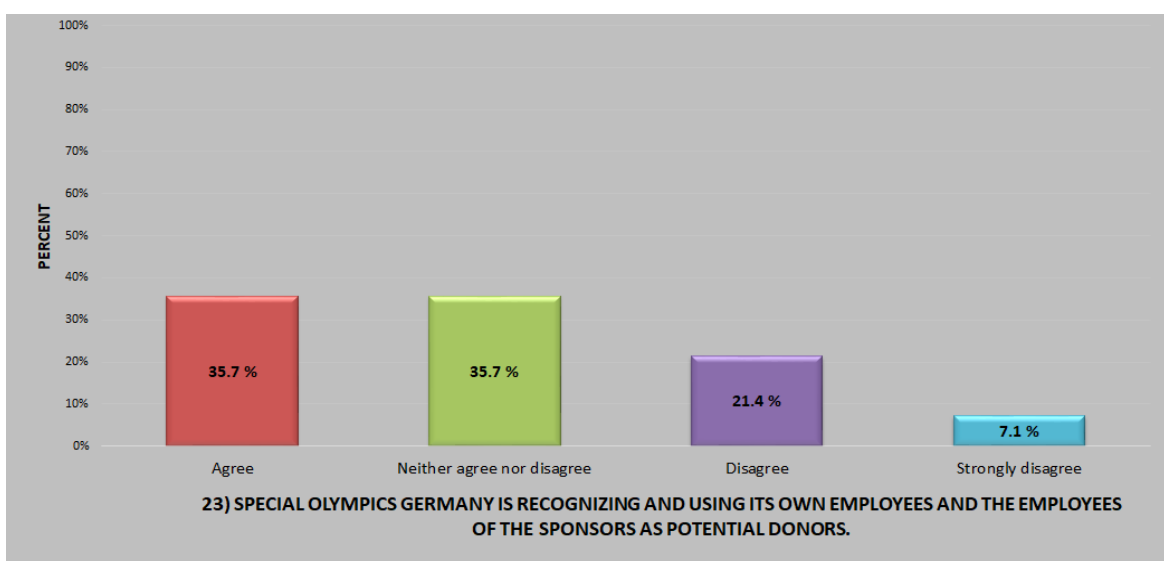


Figure 12: Employees as Potential Donors

## 5.5. Relationship Management & Communication

In the following, we asked the respondents, what kind of possibilities Special Olympics Germany provides for its sponsors to engage within the operations of the organization. The most striking response was Corporate Volunteering. This employee volunteering program is explained as an opportunity for a paid time off, to contribute to the community, learn and advance self-development. An example is the opportunity for sponsors to hand over medals. Presentation and representation of sponsors was mentioned among half of the employees and therefore arises as theme.

Moreover, we identified the theme of projects for engagement, when the respondents outlined “planning of joint projects” and “theme days/projects, for example running groups”. Donation activities were pointed out as well. In addition, leadership development was put forward. This hints towards Corporate Volunteering and the educational character of it. Besides these actions dealing with co-organizing and formulating content, measures primarily concerned with Special Olympics Germany internally were demonstrated. An example is the engagement in the form of membership in expert committees.

A question regarding the flow of information led to the results below.



Figure 13: Relationship Management

None of the respondents disagreed while more than two thirds agreed or strongly agreed. The standard deviation of 0.59 underlines the unity of agreement to the mean of 2.29.

Another question was developed to investigate the atmosphere Special Olympics Germany is creating with its sponsors and if it stimulates further and new investments. While eight employees agreed to the statement, two disagreed. To follow up, the participants were invited to reason for their choices. Some respondents presented that “Special Olympics Germany maintains close and personal contact with its sponsors, which helps to obtain long-term engagement” and “very personal contact and maintenance of the sponsorship relations”, whereof “Annett Barz [our supervisor from the organization] takes care”.

Compliant with the theme of personal interaction is the view that the activities are extensive but can be expanded to particularly reach potential sponsors. Another opinion regarding networking was that “Network helps but have not yet led to additional income.”

In comparison to the unity of opinions when it comes to networking, an investigation of Special Olympics Germany’s use of its sponsors as door openers to develop its network and generate new income streams, resulted in mixed standpoints.

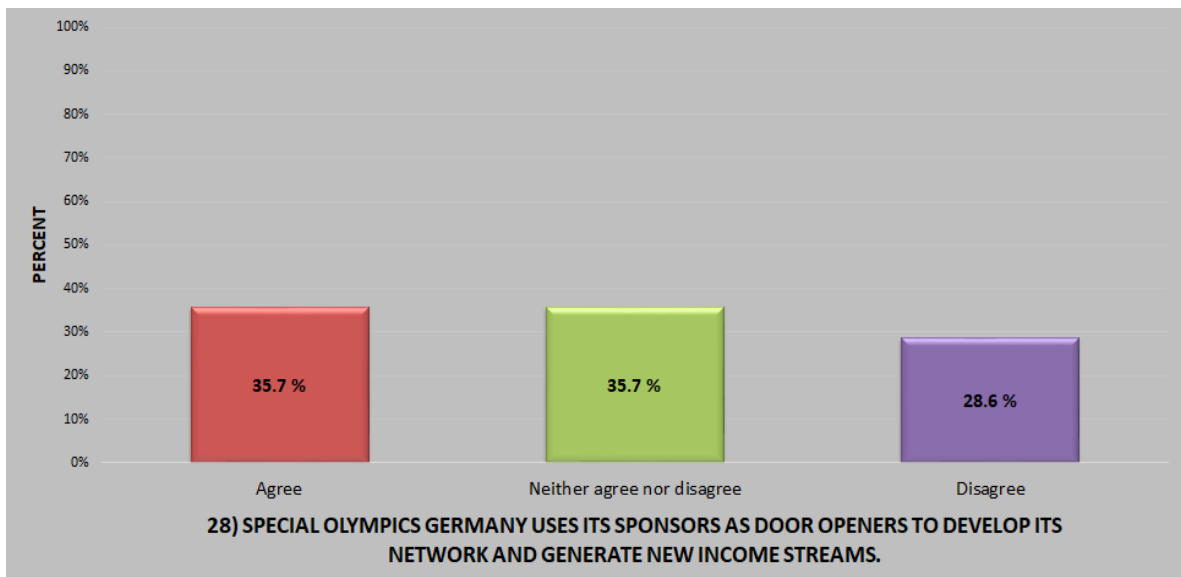


Figure 14: Sponsors as Door Openers

When following-up and asking for more detailed opinions about the exploitation of this potential, half of the respondents did not answer or emphasized that they were not familiar with the subject. This is another sign of the fickle communication internally. By stating expressions such as “upgradable” and “the resulting potential is still under-exploited”, the other half expressed that the use of sponsors as door openers has to be intensified.

## 5.6. Marketing & Awareness

The next question dealt with the reasons, why primarily companies from outside the sport industry cooperate with Special Olympics Germany instead of industry-related and topic/content related companies (such as sports equipment suppliers). One reason mentioned is the personal involvement of the employees or company owners. They have a personal connection to people with intellectual disabilities and that motivates them to finance Special Olympics Germany. Another reason presented by several respondents focuses on implementing Corporate Social Responsibility through partnerships. A view is that:

*Corporate Social Responsibility is a firm part of the corporate philosophy and marketing concept, especially for market economy companies. That's why especially companies from outside the industry are interested in sport and social-oriented organizations.*

Some of the employees argue with the demands of for-profit organizations, for example:

*Industry-related companies from the sport industry are often more interested in competitive/top-level sports in order to be able to place their brand/product from their perspective in the best possible way and to set an example.*

This is linked to the theme of lack of awareness, which is assignable for instance in “too little awareness for product sponsorship”. Consequently, the allegations that “the market for content related companies is too densely populated” and a partnership with Special Olympics Germany “may not be profitable for industry-related companies” are used to reason for the current sponsorship situation of the organization. Moreover, the theme of attractiveness is identified when concerns about the suitability for advertisement of people with ID are pointed out. Further, prejudices in the sport field, which a respondent characterized as “very conservative”, are described. The prevalent opinion that “people with ID are ‘not sexy enough’ for many companies” goes along with the perception that performance and grassroots sports ‘exhaust’ the industry and potential sponsors intensively.

The marketing of Special Olympics Germany was investigated to find out whether efficiency and professionalization in this department of the organization influence the nature of the

financing challenges. While 57.1 percent did not express their point of view, 14.3 percent of the respondents believe that vague objectives cause underachievement in marketing actions and that this reinforces the financing challenges of the organization. When asking more specifically about the messages the organization sends to its potential partners and whether they appeal to the market members, a diversity of standpoint is observable (see Figure 15). The mean of 3.29 and the standard deviation which is higher than one, emphasize this.

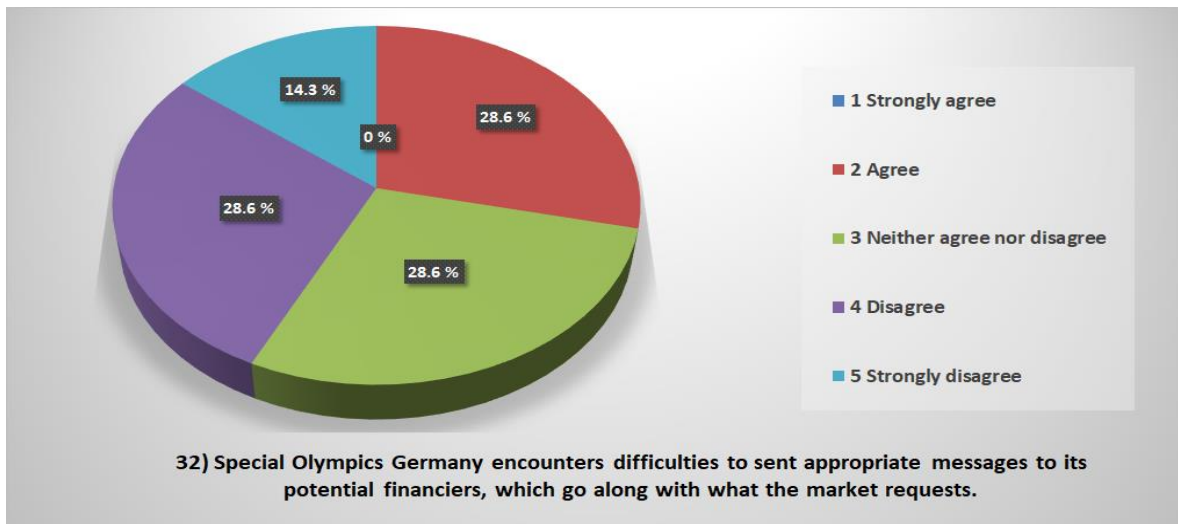


Figure 15: Message Delivery

Another statement was introduced to find out if the quality and quantity Special Olympics Germany demonstrates in social media usage and on their homepage, is affecting the financial situation of the organization. The standard deviation of 0.88 referring to the mean of 2.71 is once again an evidence of the pluralism of opinions.

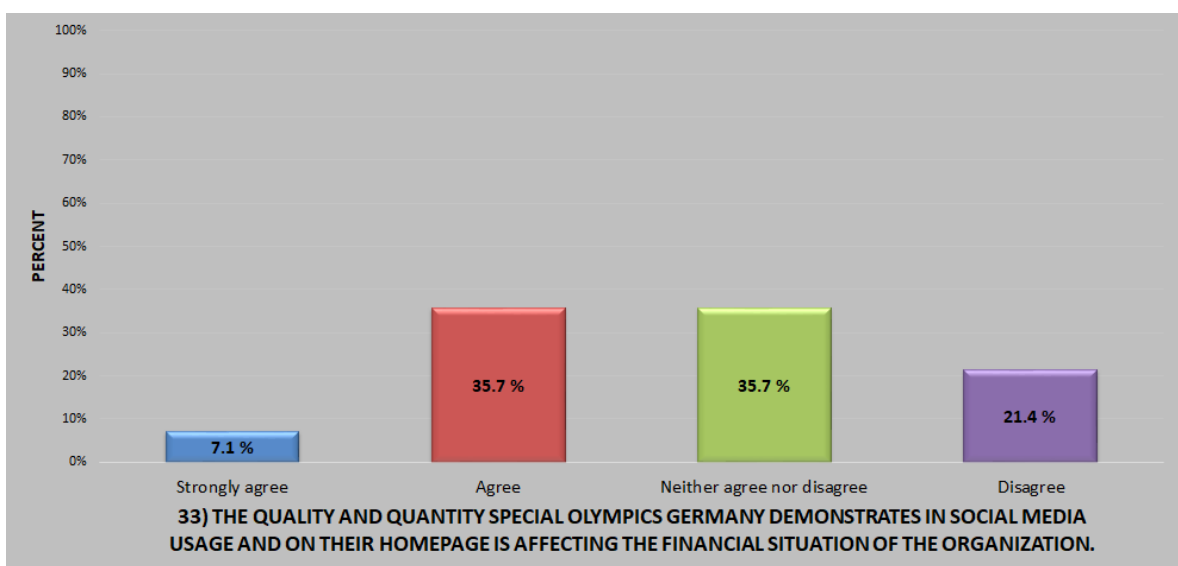


Figure 16: Quality and Quantity of Social Media Usage and Homepage



## 6. DISCUSSION

First, we would like to point out that a recurring lack of consistency and unity was noticeable in the responses given by the case organization's representatives. This pattern is highlighted by the statistical measures (see Appendix 4) and could be the consequence of many factors. Three of the questionnaire respondents have only been at Special Olympics Germany for less than one year. Moreover, each of them has a distinctively different function in the organization and this should be reflected in their work. Therefore, it is natural that the employees look at each topic from their personal point of view, which is related to their own tasks at their work, what they regard as important, and how they view "the situation" at Special Olympics Germany.

As the result of the literature analysis, six categories were identified: financing in general, revenue sources, sponsorship, human resources & professionalization, relationship management & communication and marketing & awareness. In the responses to the questionnaire, which was structured according to these categories, several themes emerged. Before discussing the findings of the study and linking them to previous research, the revenue challenges that have to be overcome are visualized in Figure 17. At the core of the figure are the two main challenges of Special Olympics Germany. The internal challenges and the main challenges are in a dependency relationship, which means that they are influencing each other. In addition, the environmental challenge of increased competition is presented since it affects the situation of the organization as well.

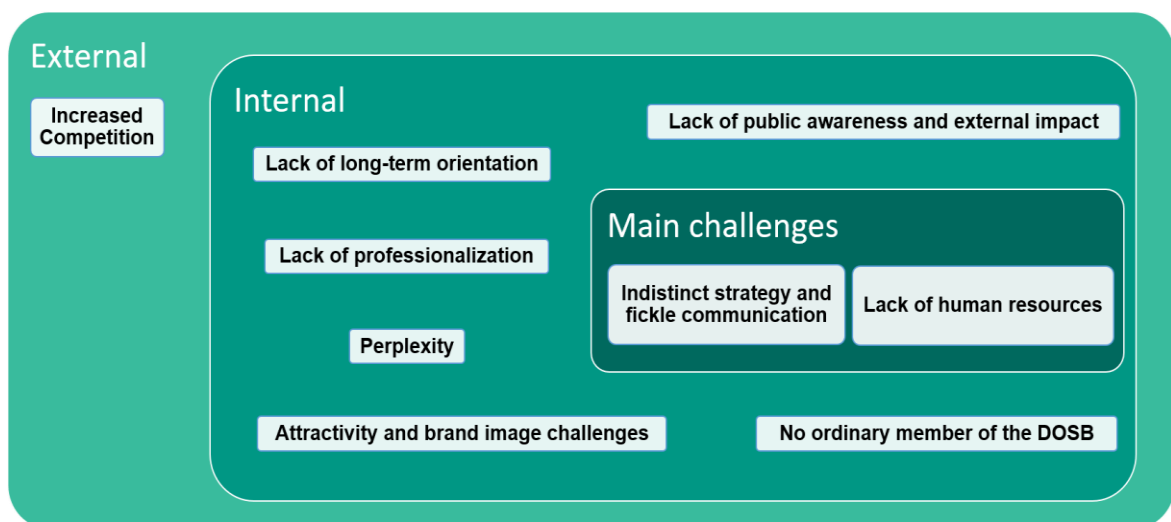


Figure 17: Nature of the Revenue Challenges of Special Olympics Germany

Almost all respondents validated the existence of the financing challenges of the organization which shows that the employees are aware of the situation. In combination with the high response rate, the willingness to work for improvement to pave the way for Special Olympics Germany to become a powerful organization is identifiable. This is in accordance with the observations of a hardworking, highly motivated, and passionate workforce. One of the challenges the organization faces is that they do not have a general financial security. According to an employee a reason for this is that the permanent financing of the organization has never been demanded and has fallen somewhat behind because of the strategy. Researchers like Breuer and Wicker (2009) and Lasby and Sperling (2007) also emphasize that non-profit sport clubs face organizational challenges such as financial instability. When it comes to awareness of the main revenue source of Special Olympics Germany, less than half of the respondents demonstrated knowledge. This finding confirms Wicker and Breuer (2013), who establish that sport organizations might have a misleading perception of their financial situation.

A major finding is the insecurity about the applied focus of the organization for income acquisition. This could create the picture of employees who have to deal with an indistinct strategy and fickle communication internally, which we found as the first main challenge for the organization. Moreover, internal measures such as understanding, and implementation of the values were seen as questionable and therefore in need of revision. It is reasonable to argue that the perplexity can have implications on the external appearance of Special Olympics Germany, which will be covered in the recommendations. Lepistö (2011) represents the position that the biggest challenge for both, sponsors and sponsees, is to combine different backgrounds and values. To do this successfully, the values have to be known. While working inside the organization and studying the way the employees communicate and operate, insecurity and confusion were observable. When the workforce lacks a clear line to follow, challenges arise. Anheiers' findings (2006) supplement that non-profit organizations are challenged to elaborate models that fit to the cultures, goals and work processes to assure correlation and identity between mission, activities and outcomes. In the case of Special Olympics Germany, the question comes up: How can an organization establish a model to combine cultures, goals, and work processes, if it does not know its own cultures, goals, and work processes? Anheiers' reasoning (2006) is accompanied by Ortmann and Schlesinger (2003) who argue with the incentive compatibility, adulteration, and reputational ubiquity. So, limited trustworthiness can be a consequence of perplexity.

To discuss the second main challenge, human resources, we refer to Anheiers' standpoint (2006) of employing new leaders to deal for instance with numerous administrative matters of marketing and financing. This challenge is identified and, as observed while being an intern, partly tackled by the organization since an additional employee was hired for the fundraising department. So, missing qualifications were purchased. Thus, Anheiers' stream of thoughts (2006) is underlined and shown that our findings comply with the literature. Another facet of the challenges is the low capacity which includes limited number of employees and their working hours and high workload which results in overworking. This comprises that the workforce of the organization is too busy within its main areas of work to tackle the financing challenges in addition. Again, the observations from the internship are confirmed. McMullen and Schellenberg (2002) as well as Koski (1995) recognize the limited organizational capacity as a challenge. Additionally, Pope, Sterrett Isely and Asamo-Tutu (2009) found out that the above-mentioned challenges regarding organizational capacity are very common in the non-profit sector.

As already mentioned, the term "boundary spanning" describes that non-profit organizations can handle their external environments by placing leaders on their boards to have an impact on the outside world (Callen, Klein and Tinkelman 2010). When referring to "boundary spanning" (Harlan and Saidel 1994; Jun and Armstrong 1997), we can put forward that our findings emphasize that deficits are observable. The activity of certain bodies of the organization, such as the Presidium, and personal interaction with the sponsors should be expanded. Thus, not only human resource capacity is lacking but also motivation among decision-makers. Furthermore, the usage of established networks so far which comprises employees and existing sponsors as door openers needs improvement. Is the main cause for this the indistinct strategy, the lack of human resources or is it a combination of both?

Coming to the interconnections between the Headquarter and the National Associations (see Figure 1), the observation that challenges vary according to the level of the organization was manifested. The particular severity of the financing challenges on the national level can be a sign of deficits in strategy and organizational development in the entire organization. It is questionable whether the power distribution is clear.

Furthermore, a widely discussed topic by the respondents is the short-term orientation of the organization. This is linked to the indistinct strategy. Resource Dependence Theory assumes

that the dependency on "critical" resources influences the activities of organizations and that organizational decisions and actions can be elucidated when examining the particular dependency situation (Nienhüser 2008). In the case of financial stability, we can argue that the organization prioritizes short-term goals because first survival has to be ensured. If Special Olympics Germany has to consistently react to the pressures from outside and therefore put its resources in surviving, the organization can hardly work on long-term security. This is supplemented by the argumentation of Blalack (2016) that the dependency on outside sources is the most severe objector of non-profit organizations, not only at first, but in the long-term as well.

Moreover, the lack of public awareness is a challenge arising in the results of the research. The questionnaire respondents were concerned about the attractiveness of the organization and expressed their apprehension that the "label social" which is attached to it could distract from sports, the core business of Special Olympics Germany. One of the reasons for this, mentioned multiple times, might be that the organization is not interesting enough as a partner. Furthermore, the sport field is characterized as "very conservative" and this can entail prejudices towards the people the operations of the organization aim for. The topic of intellectual disability is typified as "not relevant in Germany" and "not positively connotated". As presented by Pope, Sterrett Isely and Asamo-Tutu (2009) many non-profit organizations endeavor with name or brand recognition. Over and above that, Special Olympics International (n.d.-c) states that Special Olympics Games and competitions at all levels often face difficulties in achieving considerable external impact and awareness (Special Olympics International n.d.-c). While the body of research already shows, that this challenge is existing in general and at Special Olympics in particular, we can add that it is the case for Special Olympics Germany as well. According to Pope, Sterrett Isely and Asamo-Tutu (2009), the visibility challenge is among the five most common reasons for problems with marketing. These public awareness challenges may be partly due to the ambiguous strategy and fickle communication which can hinder the delivery of a clear message. Also, lack of human resources limits the visibility when not enough people can work on it. Finally, increased competition which requires more efforts to stand out aggravates the visibility challenge.

Previous research has found that non-profit sport organizations face various environmental challenges such as increased competition through commercial sport providers (Lamprecht,

Fischer and Stamm 2011; Salamon 1999; Breuer and Wicker 2009). This goes along with the Resource Dependence Theory (Pfeffer and Salancik 2003; Eikenberry and Kluver 2004; Nienhüser 2008) since organizations have to react to demands and expectations from outside in order to survive. Linked to this reasoning is that Special Olympics Germany is not a top-sport association/ordinary member of the German Olympic Sports Confederation yet. Since 2007, Special Olympics Germany has been an extraordinary member (Special Olympics Germany n.d.-a). This influenced their position on the market. Among the questionnaire responses a repetitive claim was the call for ordinary membership because it would not only be a step towards professionalization and secure a certain amount of public money but also better the position of the organization when it comes to the competition for private money.

Since Special Olympics Germany is currently mainly financed by the government, the respondents revealed that the organization is challenged by the demands for billing. They characterize it as “tight”. Francis and Talansky (2012) as well as Weikart, Chen and Sermier (2012) describe the same phenomenon, when referring to the accountability demand of the public authorities and their strictness on administrative expenditures. Consequently, other sources of income such as those from the private sector have to be exhausted additionally. This challenge is linked again to the lack of human resources because Special Olympics Germany has not enough capacity to work on it.

An alternative approach to tackle the lack of financing might be revising the membership fee system. As explained previously, the current practice has already been identified by the organization as being full of potential for improvement and is in the process of reformation. Anheier (2006) not only identifies this opportunity but also draws attention on possible negative consequences of an increase. He claims that for instance non-profit organizations that pursue to rise the amount of fees for membership, may encounter a decline in donations. Reasons might be that donors get the impression that the organization is already sufficiently financed or ‘exploits’ its members, which could contradict the non-profit characteristic of the organization. Despite internal concerns, we observed that Special Olympics Germany will increase the membership fees. Therefore, they are not mentioned as a challenge in Figure 17. Two main questions arise from this situation: Are Anheier’s observations (2006) applicable in the case of this non-profit sport organization? How much potential lies in the membership fees to overcome the revenue challenges?

## 6.1. Recommendations

Due to the character of Special Olympics Germany, the recommendations should be relatively cost-free and possible to carry out by the case non-profit sport organization. The managerial implications presented could enhance the competitiveness of Special Olympics Germany by tackling the internal and environmental challenges.

The organization should prioritize to set up a clear strategy and improve the internal communication. So, a clear long-term strategy has to be developed and embedded in the organizational policy. One element of this approach is the focus on constant income streams which will contribute to a more stable “base” for the organization, resulting in sustainability. For such an effective strategy, the short-term goals have to be developed with taking into consideration the long-term plan for the organization. Further, we suggest implementing a concept which regulates integral parts, for example the values of the organization, for internal and external communication. The detected deficits in the clarity of expression internally can affect the understanding externally and consequently the image and credibility of the organization as well. So, the deficits have to be eliminated. Vision and mission should be clear for every employee to successfully communicate them externally. This will help to clarify the goals of the organization and thus sharpen the overall strategy. Consequently, corresponding to Blalack (2016) some donors who show more interest in the programs and the progress towards realizing the mission instead of solely caring about the financial status, might feel attracted. Coming back to the communication within Special Olympics Germany, a proposal is the launch of a social intranet software to improve the internal communication. The low-cost option is to reorganize the existing intranet to have a more transparent structure where marketing, branding and sales materials can be made accessible for everyone.

To tackle the second main challenge, we recommend that the case organization optimizes human resources. Notwithstanding the burden of the lack of workforce, the efficiency of the organization can be improved by assigning clear roles and dividing the tasks among the employees. These insecurities were partly seen as challenges, which could be avoided when all employees have specific areas on which they focus exclusively. One other option is to hire more workforce but as we can see from the financial overview (Table 2), the resources are limited. Since the latter recommendation is considered as unrealizable by Special Olympics Germany, a better deployment of volunteers is a more suitable option. For

example, 2,200 volunteers who become active at the German National Games 2018 represent a potential target group for engagers also beyond this specific event (Special Olympics Germany 2018b). Particularly, recruiting some of those volunteers to help with other organizational tasks such as fundraising could be a solution. Long-term engagement can play a positive role in strategic planning. Measures, displaying the indispensability of voluntary engagement and the emotional rewards coming along with it, should ensure bonding processes. Furthermore, we endorse the postulation of the questionnaire respondents for additional training of the paid and unpaid workforce.

One of the three minor recommendations, presented in the following, refers to the organizational structure and the aspiration for professionalization. Steps toward professionalization at all levels are seen as indispensable when being on the way of becoming a powerful organization. The organization is operating through its National Associations within the entire country. Especially the greater severity of the financing challenges at the level of the German federal states, the relationship and the cooperation between the National Associations themselves and with the headquarter, aroused discussion among the respondents. To not only tackle the financing challenges but to fulfill the conditions for becoming an ordinary member of the German Olympic Sports Confederation as well, collaborations should be strengthened with a focus on unified organizational development. Working hard to become an ordinary member soon and to benefit from the German Olympic Sports Confederation, is strongly recommendable.

The next minor recommendation is to increase the level of public awareness. Referring to the current marketing of Special Olympics Germany and the challenge mentioned by the respondents that the organization might be seen as more affiliated to charity than sports, we suggest rethinking and recognizing it as a strength. Derived from Vottonen (2012), we put forward that the unique selling proposition of being the German program of the largest sports organization for people with intellectual disabilities worldwide is not utilized entirely so far. For instance, with respect to Corporate Social Responsibility there is room for maneuver.

Moving to digital media and their potential of relatively cost-free brand exposure, we suggest extending the online presence of Special Olympics Germany. Investigating the exploitation of the available options, led to suggesting the intensification of activity on Instagram and YouTube and the expansion to Twitter and LinkedIn or XING. Twitter and

Instagram could be used more for attention and as a siphon for the homepage and Facebook page, which contain more specific information. In any case a professional homepage with smartphone compatibility is mandatory, which is something the organization has to work on. Further, testimonials which means celebrity ambassadors could be used to increase the brand recognition of Special Olympics Germany. We observed that the organization is already implementing this in their marketing strategy but rather not successfully. The main reason for could be the usage of retired ambassadors which are less present in media than active athletes. Consequently, we advise to approach a sportsperson from a popular sport in Germany, for example football, where the media coverage is more extensive.

In general, an organization should have profound knowledge about internal and external operations and the wider market. Therefore, we follow the literature and the respondents, when calling for data collection and statistical reports. The questionnaire answers revealed shortcomings and that analytics is not highly valued so far, which need to be changed because it is significant when creating business models and for example helps to track potential partners and generate leads.

## **6.2. Limitations**

We would like to point out, that questionnaire as method of investigation entails limitations and are aware that face-to-face interviews could have led to more in-depth information and provide an opportunity to discuss the challenges in more details. Spontaneous follow-up questions might have the potential to enrich the research.

As already mentioned in the results and findings, all answers were received from the organization's employees with a response rate of 70 percent. Even though the sponsors signaled that they found the topic interesting, they did not have time to answer the questionnaire. Four sponsors apologized by email and two by phone. This situation is due to the timing of the research since the German National Games are organized in May 2018 with the sponsors having a major role. To have only internal responses limits the findings. External responses would add valuable information about the outside perspective and a broader picture of the financing challenges of Special Olympics Germany could be obtained.



Another limitation we highlight is the translation of the data from German to English. Even though, a native speaker carried this out, it is natural that some words are not transferable one to one and it is a possibility that the words used in these situations can have a slightly different meaning. This is in the nature of translations.

Furthermore, an aspect that has to be kept in mind is that one of us was working for Special Olympics Germany in summer 2017 and during the execution of the study. On the one hand this role in the organization can be an advantage for acquiring inside information, but on the other hand a disadvantage when it comes to upholding distance to the subject of investigation. Since the other one of us only knows the organization through distance studies, the supposed disadvantage is offset. Thus, writing the thesis together secures the balance of inside and outside view.

### **6.3. Conclusion**

The objective of this thesis was to identify and characterize the financing challenges of Special Olympics Germany and to give recommendations. The need for the research stemmed from the case organization's wish to understand its revenue challenges better as well as to improve its situation. Therefore, the following research question was formulated:

*What is the nature of the financing challenges of Special Olympics Germany and how could they be overcome?*

To answer the research question, the background of the organization was presented in the beginning of the paper and a profound literature review was conducted to identify the revenue challenges of non-profit organizations. After having built the theoretical framework and expounded the methodology, the results and findings of the questionnaire were presented and discussed. Finally, recommendations were given and limitations of the research characterized.

As core of the research, several themes, which represent the determinants of the nature of the financing challenges of Special Olympics Germany, emerged. The main ones were the indistinct strategy and fickle communication internally and the limitation of human

resources. Other related findings included perplexity of the employees and lack of professionalization. Further, struggle with public awareness and external impact as well as increased competition in the environment were found to affect the financial situation of the organization.

The challenges of the organization are not only interconnected but also a vicious cycle is identifiable. For example, lack of money is followed by lack of human resources which can be a burden for professionalization. This in turn causes other issues which aggravate the revenue challenges. Overall, it is reasonable to say that many non-profit organization face similar struggles. For Special Olympics Germany a case specific step out of this situation could be the ordinary membership of the German Olympic Sports Confederation.

With this in mind, we emphasize that the case study is an addition to the existing body of literature on the revenue challenges of non-profit organizations. Even though, we contribute to the enlightenment of Special Olympics Germany, there is still a lot to research. Several questions that arose in the discussion could be investigated. Additionally, conducting a study by applying another theoretical framework such as Organizational Capacity, for example presented by Hall et al. (2003), would add a different perspective. Furthermore, we suggest carrying out the same study with Special Olympics programs in other countries because this would add valuable knowledgements and enable researchers to compare. A big picture with certain patterns could arise. In any case a consideration when it comes to further research should be the acquisition of external answers as well. Data from outside the organization could supplement another facet to the understanding of the revenue challenges.

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## APPENDIX 1: Classification of Non-Profit Organizations

In order to clarify with what kind of non-profit organization this paper is dealing, we refer to the International Classification of Nonprofit Organizations (ICNPO). The common approach was worked out as part of The Johns Hopkins Comparative Nonprofit Sector Project. This categorization equips the reader with a tool to better understand the thesis which deals with sport non-profits and their attempts to survive the competition with non-profit organizations from other groups as well. Based on non-profit organizations' primary area of activity, the ICNPO framework categorizes non-profit organizations into twelve groups with subgroups. This paper is focusing on the subgroup *Sports*, belonging as well as the subgroups *Culture and Arts* and *Other Recreation* to group 1, which is *Culture and Recreation* (Salamon and Anheier 1992; Salamon and Anheier 1997).

The table below displays the International Classification of Nonprofit Organizations adapted from "Defining the nonprofit sector: A cross-national analysis" by Salamon and Anheier (1997).

<b>Group 1: Culture and Recreation</b> <ul style="list-style-type: none"> <li>• Culture and Arts</li> <li>• Sports</li> <li>• Other Recreation</li> </ul>
<b>Group 2: Education and Research</b>
<b>Group 3: Health</b>
<b>Group 4: Social Services</b>
<b>Group 5: Environment</b>
<b>Group 6: Development and Housing</b>
<b>Group 7: Law, Advocacy and Politics</b>
<b>Group 8: Philanthropic Intermediaries and Voluntarism Promotion</b>
<b>Group 9: International Activities</b>
<b>Group 10: Religion</b>
<b>Group 11: Business, Professional Associations and Unions</b>
<b>Group 12: Not elsewhere classified</b>

## APPENDIX 2: Questionnaire in German



**Special Olympics**  
Deutschland

Willkommen zu unserer Umfrage, die untersucht, warum Special Olympics Deutschland Herausforderungen bei der Verbandsfinanzierung begegnet!

Diese Umfrage wurde für die Mitarbeiter von Special Olympics Deutschland und die Mitarbeiter der bestehenden Sponsoren erstellt. Wir möchten wertvolle Informationen darüber sammeln, wo die Herausforderungen bei der Verbandsfinanzierung von Special Olympics Deutschland ihren Ursprung haben. Die Mehrzahl der Fragen dazu folgt dem Multiple-Choice-Verfahren. Die offenen Fragen können stichpunktartig beantwortet werden.

Diese Umfrage ist anonym und dauert voraussichtlich 15 Minuten.

Vielen Dank für Ihre Teilnahme an dieser wichtigen Umfrage!

Aus Gründen der besseren Lesbarkeit wird auf die gleichzeitige Verwendung männlicher und weiblicher Sprachformen in dieser Umfrage verzichtet. Sämtliche Personenbezeichnungen gelten gleichermaßen für beiderlei Geschlecht.

Ihre Identität bleibt verborgen.

Hier finden Sie weitere Information zu dieser Option. (Öffnet ein neues Fenster, mit Information in englischer Sprache)

### **Persönliche Angaben**

#### **1) Wo arbeiten Sie?**

Bei Special Olympics Deutschland  Bei einem Sponsor

#### **2) Wie viele Jahre Erfahrung haben Sie in Ihrem derzeitigen Tätigkeitsbereich?**

Bitte geben Sie im Folgenden den Grad Ihrer Zustimmung an. Die extremen Aussagen sind bewusst provokant gewählt.

## Allgemeines

**3) Special Olympics Deutschland hat Schwierigkeiten bei der Verbandsfinanzierung.**

stimme stark zu  stimme zu  weder noch  lehne ab  lehne stark ab

**4) Warum haben Sie sich bei 3) so entschieden?**

**5) Special Olympics Deutschland hat Schwierigkeiten ein stabiles Vereinsergebnis zu halten.**

stimme stark zu  stimme zu  weder noch  lehne ab  lehne stark ab

**6) Warum haben Sie sich bei 5) so entschieden?**

## Ressourcen

**7) Special Olympics Deutschland erhält mehr Geld vom Staat (dem öffentlichen Sektor) als aus Sponsorenverträgen (dem privaten Sektor).**

stimme stark zu  stimme zu  weder noch  lehne ab  lehne stark ab

**8) Dies (7) kann die Bereitschaft von Unternehmen beeinflussen, Special Olympics Deutschland finanziell zu unterstützen.**

stimme stark zu  stimme zu  weder noch  lehne ab  lehne stark ab

**9) Special Olympics Deutschland sollte sich stärker auf die Finanzierung durch den öffentlichen Sektor als auf die Finanzierung durch den privaten Sektor konzentrieren.**

stimme stark zu  stimme zu  weder noch  lehne ab  lehne stark ab

**10) Warum haben Sie sich bei 9) so entschieden?**

**11) Special Olympics Deutschland entwickelt derzeit eine neue Beitragsordnung. Unabhängig davon beträgt der Mitgliedsbeitrag für Sportler 24 € und für Einzelmitglieder, die keine Sportler sind, 50 € pro Jahr. Damit schöpft Special Olympics Deutschland die Mitgliedsbeiträge bisher nicht als Einnahmequelle aus.**

stimme stark zu  stimme zu  weder noch  lehne ab  lehne stark ab

## **Sponsoring**

**12) Die Zahl der gewinnorientierten und der gemeinnützigen Organisationen steigt. Daher wird es schwieriger Sponsorenverträge zu erreichen.**

stimme stark zu  stimme zu  weder noch  lehne ab  lehne stark ab

**13) Special Olympics Deutschland konzentriert sich zu sehr darauf neue Sponsoren zu gewinnen, statt sich auf langfristig bestehende Sponsoren zu konzentrieren.**

stimme stark zu  stimme zu  weder noch  lehne ab  lehne stark ab

**14) Special Olympics Deutschland konzentriert sich zu sehr darauf neue Sponsoren zu gewinnen, statt sich auf bestehende Sponsoren zu konzentrieren, die hohe Sponsoringeinnahmen sichern.**

stimme stark zu  stimme zu  weder noch  lehne ab  lehne stark ab

**15) Special Olympics Deutschland sollte seine begrenzten Ressourcen intensiver für die Stimulierung zusätzlicher Einnahmequellen, wie den Verkauf von Corporate Volunteering als Mitarbeiterschulungsprogramm, verwenden als nur neue Sponsoren zu akquirieren.**

stimme stark zu  stimme zu  weder noch  lehne ab  lehne stark ab

**16) Bitte wählen Sie aus den oben genannten Aussagen 12) bis 15) jene aus, die Ihrer Meinung nach am ehesten eine Erklärung für die Herausforderungen bei der Verbandsfinanzierung von Special Olympics Deutschland liefern. Warum haben Sie sich so entschieden?**

### **Personalwesen / Professionalisierung**

**17) Die Ursachen für die Herausforderungen bei der Verbandsfinanzierung sind unabhängig von den Mitarbeitern von Special Olympics Deutschland.**

stimme stark zu  stimme zu  weder noch  lehne ab  lehne stark ab

**18) Warum haben Sie sich bei 17) so entschieden?**

**19) Die Mitarbeiter und die Freiwilligen/Ehrenamtlichen von Special Olympics Deutschland sind nicht qualifiziert genug. Das verstärkt die Herausforderungen bei der Verbandsfinanzierung.**

stimme stark zu  stimme zu  weder noch  lehne ab  lehne stark ab

**20) Warum haben Sie sich bei 19) so entschieden?**

**21) Die Mitarbeiter von Special Olympics Deutschland müssen viele unterschiedliche Bedürfnisse gleichzeitig erfüllen. Daher können sie ihr Wissen und ihre Fähigkeiten nicht voll ausschöpfen, was die Herausforderungen bei der Verbandsfinanzierung verstärkt.**

stimme stark zu  stimme zu  weder noch  lehne ab  lehne stark ab



**22) Die Mehrheit der Mitarbeiter von Special Olympics Deutschland engagiert sich für die Verbesserung der Finanzsituation des Verbandes.**

stimme stark zu  stimme zu  weder noch  lehne ab  lehne stark ab

**23) Special Olympics Deutschland erkennt und nutzt eigene Mitarbeiter und die Mitarbeiter der Sponsoren als potentielle Spender.**

stimme stark zu  stimme zu  weder noch  lehne ab  lehne stark ab

### **Relationship Management / Kommunikation**

**24) Welche Möglichkeiten bietet Special Olympics Deutschland seinen Sponsoren, sich im Rahmen der Organisation zu engagieren?**

**25) Special Olympics Deutschland praktiziert ein gutes Relationship Management mit seinen Sponsoren und kümmert sich nicht nur darum, dass sie über das Sponsoring auf dem Laufen gehalten werden, sondern auch über die allgemeine Vereinstätigkeit.**

stimme stark zu  stimme zu  weder noch  lehne ab  lehne stark ab

**26) Die Atmosphäre, die Special Olympics Deutschland mit seinen Sponsoren schafft, regt weitere und neue Investitionen an.**

stimme stark zu  stimme zu  weder noch  lehne ab  lehne stark ab

**27) Warum haben Sie sich bei 26) so entschieden?**

**28) Special Olympics Deutschland nutzt seine Sponsoren als "Türöffner", um sein Netzwerk zu entwickeln und neue Einnahmequellen zu generieren.**

stimme stark zu  stimme zu  weder noch  lehne ab  lehne stark ab

29) Warum haben Sie sich bei 28) so entschieden?

### Marketing / Bewusstsein

30) Was sind die Ursachen dafür, dass vorrangig branchenfremde Unternehmen mit Special Olympics Deutschland kooperieren anstelle von branchennahen und themenverwandten Unternehmen (z.B. Sportausrüstern)?

31) Special Olympics Deutschland mangelt es an Effizienz und Professionalisierung beim Marketing. Vage Ziele führen zu schwachen Leistungen, die die Marketingaktionen betreffen. Somit werden die Herausforderungen bei der Verbandsfinanzierung verstärkt.

stimme stark zu  stimme zu  weder noch  lehne ab  lehne stark ab

32) Special Olympics Deutschland hat Schwierigkeiten, seinen potenziellen Geldgebern angemessene Botschaften zu senden, die mit dem einhergehen, was der Markt verlangt.

stimme stark zu  stimme zu  weder noch  lehne ab  lehne stark ab

33) Die Qualität und Quantität, die Special Olympics Deutschland bei der Nutzung von Social Media und seiner Homepage zeigt, beeinflussen die finanzielle Situation der Organisation.

stimme stark zu  stimme zu  weder noch  lehne ab  lehne stark ab

### Allgemeines

34) Welche Maßnahmen empfehlen Sie zur Verbesserung der Finanzsituation von Special Olympics Deutschland?

## APPENDIX 3: Questionnaire translated to English



***Special Olympics***  
*Deutschland*

Welcome to our survey that investigates why Special Olympics Germany encounters challenges to finance its operations!

This survey was created for the employees of Special Olympics Germany and the employees of existing sponsors. We aim to collect valuable information about where the financing challenges of Special Olympics Germany originate. The majority of questions is of multiple choice type. Bullet point answers can be used in the open questions.

This survey is anonymous and will take approximately 15 minutes.

Thank you very much for your participation in this important survey!

For the sake of readability, the simultaneous use of male and female forms in this survey is omitted. All persons designations apply equally to both sexes.

Your identity will be hidden.

Read more about confidentiality and hidden identity here. (Opens in a new window.)

### **Personal information**

#### **1) Where do you work?**

- At Special Olympics Germany  At a sponsoring organization

#### **2) How many years of experience do you have within your current field of work?**

Please indicate below to what extent you agree to the statements. The extreme statements are deliberately provocative.

## General

**3) Special Olympics Germany encounters difficulties to finance its operations.**

Strongly agree  Agree  Neither agree nor disagree  Disagree  
Strongly disagree

**4) Why did you decide in 3) in this way?**

**5) Special Olympics Germany encounters difficulties to secure a stable income.**

Strongly agree  Agree  Neither agree nor disagree  Disagree  
Strongly disagree

**6) Why did you decide in 5) in this way?**

## Resources

**7) Special Olympics Germany gets more money from the government (public sector) than from sponsorship agreements (private sector).**

Strongly agree  Agree  Neither agree nor disagree  Disagree  
Strongly disagree

**8) This (7) can influence the willingness of companies to financially support Special Olympics Germany.**

Strongly agree  Agree  Neither agree nor disagree  Disagree  
Strongly disagree

**9) Special Olympics Germany should focus more on public sector financing rather than on private sector financing.**

Strongly agree  Agree  Neither agree nor disagree  Disagree  
Strongly disagree

**10) Why did you decide in 9) in this way?**

**11) Currently Special Olympics Germany develops new fee regulations. Regardless, the membership fee for athletes is 24 € and for single members who are not athletes 50 € per year. Therewith Special Olympics Germany is not yet exhausting the membership fees as source of income.**

Strongly agree  Agree  Neither agree nor disagree  Disagree  
Strongly disagree

## **Sponsorship**

**12) The number of for-profit and non-profit organizations increases and therefore it becomes more difficult to reach sponsorship agreements.**

Strongly agree  Agree  Neither agree nor disagree  Disagree  
Strongly disagree

**13) Special Olympics Germany focuses too much on winning new sponsors, rather than focusing on long-term existing sponsors.**

Strongly agree  Agree  Neither agree nor disagree  Disagree  
Strongly disagree

**14) Special Olympics Germany focuses too much on winning new sponsors, rather than focusing on existing sponsors which secure high sponsorship incomes.**

Strongly agree  Agree  Neither agree nor disagree  Disagree  
Strongly disagree

**15) Special Olympics Germany should use its limited resources more intensively to stimulate additional sources of income, such as selling Corporate Volunteering as an employee training program, rather than just acquiring new sponsors.**

Strongly agree  Agree  Neither agree nor disagree  Disagree  
Strongly disagree

**16) Please select from the above mentioned statements 12) to 15) those that you think most likely provide an explanation of the financing challenges that Special Olympics Germany faces. Why did you decide in this way?**

### **Human resources/Professionalization**

**17) The origins of the financing challenges of Special Olympics Germany are independent of its employees.**

Strongly agree  Agree  Neither agree nor disagree  Disagree  
Strongly disagree

**18) Why did you decide in 17) in this way?**

**19) The employees and the volunteers of Special Olympics Germany are not skilled enough. This reinforces the financing challenges of the organization.**

Strongly agree  Agree  Neither agree nor disagree  Disagree  
Strongly disagree

**20) Why did you decide in 19) in this way?**

**21) The employees of Special Olympics Germany have to meet many different needs simultaneously. So, they cannot make full use of their knowledge and skills, which reinforces the financing challenges of the organisation.**

Strongly agree  Agree  Neither agree nor disagree  Disagree  
Strongly disagree

**22) The majority of the employees of Special Olympics Germany is committed to improving the financial situation of the organization.**

Strongly agree  Agree  Neither agree nor disagree  Disagree  
Strongly disagree

**23) Special Olympics Germany is recognizing and using its own employees and the employees of the sponsors as potential donors.**

Strongly agree  Agree  Neither agree nor disagree  Disagree  
Strongly disagree

### **Relationship Management/Communication**

**24) What kind of possibilities does Special Olympics Germany provide for its sponsors to engage within the operations of the organization?**

**25) Special Olympics Germany has a good relationship management with its sponsors and not only takes care of keeping them up to date about the sponsorship but also the operations in general.**

Strongly agree  Agree  Neither agree nor disagree  Disagree  
Strongly disagree

**26) The atmosphere Special Olympics Germany is creating with its sponsors stimulates further and new investments.**

Strongly agree  Agree  Neither agree nor disagree  Disagree  
Strongly disagree

**27) Why did you decide in 26) in this way?**

**28) Special Olympics Germany uses its sponsors as door openers to develop its network and generate new income streams.**

Strongly agree  Agree  Neither agree nor disagree  Disagree  
Strongly disagree

**29) Why did you decide in 28) in this way?**

### **Marketing/Awareness**

**30) What are the reasons that companies from outside the industry primarily cooperate with Special Olympics Germany instead of industry-related and topic/content related companies (such as sports equipment suppliers)?**

**31) Special Olympics Germany is lacking efficiency and professionalization when it comes to marketing. Vague objectives cause underachievement in marketing actions. This reinforces the financing challenges of the organisation.**

Strongly agree  Agree  Neither agree nor disagree  Disagree  
Strongly disagree

**32) Special Olympics Germany encounters difficulties to sent appropriate messages to its potential financiers, which go along with what the market requests.**

Strongly agree  Agree  Neither agree nor disagree  Disagree  
Strongly disagree

**33) The quality and quantity Special Olympics Germany demonstrates in social media usage and on their homepage is affecting the financial situation of the organization.**

Strongly agree  Agree  Neither agree nor disagree  Disagree  
Strongly disagree

### **General**

**34) What actions do you suggest to improve the financial situation of Special Olympics Germany?**



## APPENDIX 4: Results from the Quantitative Element of the Questionnaire

Attribute	Mean	Standard deviation	Median
1) Where do you work?	1.00	0	1
3) Special Olympics Germany encounters difficulties to finance its operations.	2.14	0.35	2
5) Special Olympics Germany encounters difficulties to secure a stable income.	3.29	0.7	3
7) Special Olympics Germany gets more money from the government (public sector) than from sponsorship agreements (private sector).	2.71	0.96	3
8) This (7) can influence the willingness of companies to financially support Special Olympics Germany.	3.21	0.67	3
9) Special Olympics Germany should focus more on public sector financing rather than on private sector financing.	2.93	0.96	3
11) Currently Special Olympics Germany develops new fee regulations. Regardless, the membership fee for athletes is 24 € and for single members who are not athletes 50 € per year. Therewith Special Olympics Germany is not yet exhausting the membership fees as source of income.	2.86	0.91	3
12) The number of for-profit and non-profit organizations increases and therefore it becomes more difficult to reach sponsorship agreements.	2.43	0.9	2
13) Special Olympics Germany focuses too much on winning new sponsors, rather than focusing on long-term existing sponsors.	3.64	1.04	4
14) Special Olympics Germany focuses too much on winning new sponsors, rather than focusing on existing sponsors which secure high sponsorship incomes.	3.29	1.16	3.5

15) Special Olympics Germany should use its limited resources more intensively to stimulate additional sources of income, such as selling Corporate Volunteering as an employee training program, rather than just acquiring new sponsors.	3.00	0.76	3
17) The origins of the financing challenges of Special Olympics Germany are independent of its employees.	2.43	1.18	2
19) The employees and the volunteers of Special Olympics Germany are not skilled enough. This reinforces the financing challenges of the organization.	3.71	0.96	4
21) The employees of Special Olympics Germany have to meet many different needs simultaneously. So, they cannot make full use of their knowledge and skills, which reinforces the financing challenges of the organisation.	2.50	1.05	2.5
22) The majority of the employees of Special Olympics Germany is committed to improving the financial situation of the organization.	2.50	0.63	2
23) Special Olympics Germany is recognizing and using its own employees and the employees of the sponsors as potential donors.	3.00	0.93	3
25) Special Olympics Germany has a good relationship management with its sponsors and not only takes care of keeping them up to date about the sponsorship but also the operations in general.	2.29	0.59	2
26) The atmosphere Special Olympics Germany is creating with its sponsors stimulates further and new investments.	2.64	0.89	2
28) Special Olympics Germany uses its sponsors as door openers to develop its network and generate new income streams.	2.93	0.8	3
31) Special Olympics Germany is lacking efficiency and professionalization when it comes to marketing. Vague objectives cause underachievement in marketing actions. This reinforces the financing challenges of the organisation.	3.21	0.77	3

32) Special Olympics Germany encounters difficulties to send appropriate messages to its potential financiers, which go along with what the market requests.	3.29	1.03	3
33) The quality and quantity Special Olympics Germany demonstrates in social media usage and on their homepage is affecting the financial situation of the organization.	2.71	0.88	3