

Selecting the right football club to sponsor: multi-criteria analysis

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Abstract:

The sport industry is currently an important sector of economic activity. In 2018, the global sports market was valued at nearly US\$488.5 billion with growth averaging at 4.3% since 2014. According to the European Commission Study on the Economic Impact of Sport through Sport Satellite Accounts, the share of sport-related Gross Domestic Product within the European Union equals 2.12 % (€279.7 billion), while the share of sport-related employment equals 2.72 % of total EU employment (5,666,195 persons). Due to the COVID-19 the global spectator sports market is expected to fall from US\$144.2 billion in 2019 to US\$139.5 billion in 2020. However, it is expected to recover and reach US\$171.7 billion in 2023. The most popular and the most watched discipline in the world is football (soccer). It is one of a few sports played all over the world. According to FIFA, the 2018 World Cup in Russia reached 3.572 billion people (more than half the world) and the final was seen by 1.12 billion viewers. Football nowadays is not only a game and entertainment but also a billion dollar business. According to the Sports Business Group at Deloitte, the European football market recorded an increase of 2% since 2017/2018 season and is presently (2018/2019 season) worth €28.9 billion. Every year, about US\$60 billion is pumped into sport through sponsorship deals. According to KPMG the total value of sponsorship across 'big five' leagues (Bundesliga in Germany, La Liga in Spain, Premier League in England, Ligue 1 in France and Serie A in Italy) in 2020 is more than €3.3 billion (US\$3.8 billion). It is worth noting that front-of-shirt sponsorship represents nearly a third of this figure. In 2019, the biggest shirt sponsor of the leading 50 football clubs in Europe was the airline industry (€207 million). The second place was taken by the automotive industry (€159 million). Companies from Middle East spend most on European shirt sponsorships (€250 million). They are followed by Japan (€106 million). It is believed that football sponsorship allows companies to raise both brand awareness and profits as well as enter new markets. Thus, the aim of this paper is to examine the potential of being sponsored by six selected Polish football clubs competing in the Ekstraklasa (the top division of Polish football) in 2019/2020 season. An original approach that we called MAMIMCA – Multiple Assessment Multiple Importance Multiple Criteria Analysis – was adopted to choose the most suitable football club to sponsor. In the evaluation conducted three different aspects were taken into account (sport, finance and commerciality, i.e. media attention and fan community), four well-established multi-criteria decision aiding methods were used (PROMETHEE II and EXPROM II with veto thresholds, modified ELECTRE III and TOPSIS) and four different vectors of weights were applied. As the result the ranking of six selected clubs was obtained, accordance to the three criteria mentioned above used in order to obtain a comprehensive picture of football clubs.

KeyWords: *football club sponsorship, financial performance, MCDA, PROMETHEE IIv, EXPROM IIv, TOPSIS.*

Introduction

In the recent years football clubs sponsorship has gained in significance due to the huge amount of money being invested by companies, which perceive football clubs as an important element of their marketing strategy as it is a channel ensuring high level of exposure. Sponsorship is considered a subtle way of influencing the market and it encounters less customer resistance than traditional advertising (Sudolska & Łapińska, 2020). It is worth mentioning that more than two thirds of all sponsorship activities are related to sport, and therefore it remains a major sponsorship target worldwide (Klayman, 2008). Focusing on sponsorship, especially on sports sponsorship, facilitates company's success and brings benefits for a sponsor company. The most significant gains are: increasing brand recognition and strengthening brand image as well as building positive brand associations, customer loyalty and strong employer brand (Sudolska & Łapińska, 2020). The socio-emotional benefits for the sponsor cannot be omitted either (Tiscini & Strologo, 2016).

Sport is undoubtedly a unique and influential cultural, social and economic phenomenon in recent times, and football is definitely the most popular team sport in Europe. According to the European Football Statistics the attendance of fans during matches reaches, in some cases, up to 80,000 spectators (Ceglińska,

2015). Professional football clubs are omnipresent in the Old Continent. Every small and medium city has one. But most European cities do not have Bayern Munich, FC Barcelona, Juventus Turyn, Manchester City or Paris SG, which are among the ‘super clubs’, winning more matches, attracting more fans, and making more money than other clubs (Andrews, 2015). Thus, selecting the right football club to sponsor can be a challenge for any company since there are many clubs to consider and many factors that should be taken into account in order to make informed and effective sponsorship decision.

Rankings are an unavoidable element of the football world, where high competitiveness and efficiency is a natural aspect. One of the approaches to deal with such problems is the use of multi-criteria decision aiding (MCDA) methods, offering an effective way of ranking, selecting and sorting given alternatives (Palczewski & Sałabun, 2019). In this article an original approach that we called MAMIMCA (Multiple Assessment Multiple Importance Multiple Criteria Analysis) is used to create a ranking of chosen Polish football clubs competing in the Ekstraklasa (the top Polish professional football league) in 2019/2020 season in order to select the right sponsorship partner for a company (brand). In the assessment performed three different dimensions (criteria) were taken into account (sport, finance and commerciality, i.e. media coverage and fan community) and four different weighting coefficient vectors were applied. Moreover, four well-established MCDA methods, viz. EXPROM II with veto threshold (Górecka & Szałucka, 2013; Górecka, 2014, 2015), PROMETHEE II with veto threshold (Górecka & Muszyńska, 2011; Górecka & Pietrzak, 2012; Górecka, 2013, 2014), modified ELECTRE III (Górecka, 2009), and TOPSIS (Hwang & Yoon, 1981), were used in the analysis. As a result, six selected clubs were ranked according to the three above-mentioned criteria, which were utilized to get a broad picture of considered football clubs from the point of view of a potential sponsor.

Material & methods

For the purposes of this study it was assumed that a certain company wants to sponsor the first division football club in Poland. Due to the history of the company and the range of its operations, the sponsorship should cover one of the clubs in the south-eastern or southern region of the country. Therefore, six football clubs competing in the Poland's top division in 2019/2020 season were considered in the analysis, namely: Zagłębie Lubin, Śląsk Wrocław, Górnik Zabrze, Piast Gliwice, Wisła Kraków and Cracovia.

Both the evaluation criteria and the measures for them were defined on the basis of the literature review and expert knowledge. Their number and shape were influenced by the availability of comparable data. Consequently, three general criteria represented by thirteen measures were selected to evaluate the club’s overall attractiveness from the sponsor’s perspective. They are presented in Fig. 1, Fig. 2 and in Table 1.

Fig. 1. Football club’s evaluation – goal and general criteria

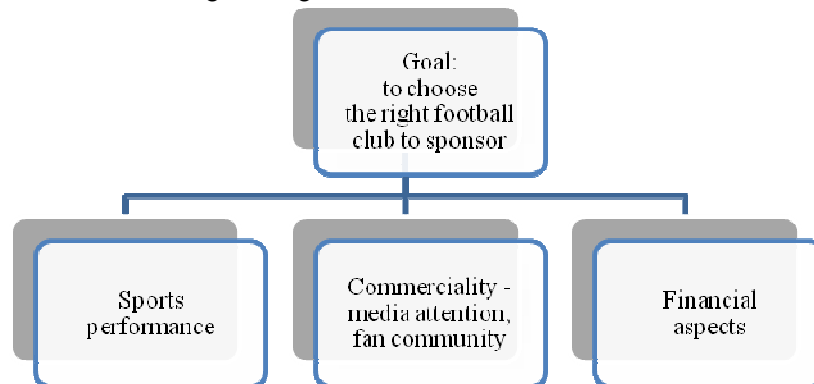


Fig. 2. Football club’s evaluation - general criteria and measures

Sports performance	Commerciality - media attention, fan community	Financial aspects
<ul style="list-style-type: none"> • National sports results • UEFA club ranking 2019 	<ul style="list-style-type: none"> • Number of spectators • Average filling of the stadium • Facebook - community (September 2018 - May 2019) • Twitter - community (September 2018 - May 2019) • Instagram - community (September 2018 - May 2019) 	<ul style="list-style-type: none"> • The value of the club 15/06/2019 [million EUR] • Total revenues in 2018 [million PLN] • Ratio of revenue ranking position to league position • Revenues for 2018 including transfers [million PLN] • Salary ratio - distance from the optimal value (60%) • 2018 net profit/ loss [million PLN]

Table 1. Football club's evaluation – general criteria – reasoning

General criterion	Reasoning
Sports performance	Ability to build positive brand associations, to strengthen brand image and to increase brand recognition in Europe. Socio-emotional benefits for the sponsor.
Commerciality - media attention, fan community	Ability to increase the exposure and to build customer loyalty. Moreover, fans are the essence of the sports – their absence can negatively affect the team, the club and the value of events from the point of view of sponsors and media (Dzięgiel & Luciński, 2015).
Financial aspects	Ability to build positive brand associations and to strengthen brand image since financial success is driven by national and international sporting success and sporting success is driven by team investments (Rohde & Breuer, 2016). Besides, in a free market economy, maximizing the value of an enterprise is the most important element of its functioning (Cieplucha, 2016).

There are plenty of different MCDA methods and each of them has specific strengths, weaknesses and limitations. Hence, an in-depth analysis must be conducted to select a right technique for a particular application. Using a descriptive and analytical approach presented in Górecka (2011b) four MCDA methods have been chosen as appropriate for the decision problem under consideration, viz.: EXPROM II with veto threshold (EXPROM IIv), PROMETHEE II with veto threshold (PROMETHEE IIv), modified ELECTRE III, and TOPSIS.

Initially, the EXPROM IIv method (Górecka & Szałucka, 2013; Górecka, 2014, 2015; cf. Diakoulaki and Koumoutsos, 1991) was utilized to order football clubs from the most to the least suitable one for the potential sponsor. It is considered relatively uncomplicated, easy to understand and user-friendly technique, and allows for a cardinal ranking of alternatives (football clubs) as it is based on the notion of ideal and anti-ideal solutions.

Furthermore, it is partially compensatory in nature, meaning that a really bad evaluation with respect to one criterion cannot be counterbalanced by even an excellent evaluation(s) with respect to other(s). Finally, EXPROM II allows for gaining a solution in the form of complete pre-order of the alternatives to which the points are assigned, which is convenient and convincing for decision-makers (Górecka & Szałucka, 2013; Chojnacka & Górecka, 2018).

To study the impact of changing coefficients of importance for criteria on the final rankings of football clubs, four different vectors of weights were built. In the first vector (I) all criteria were presupposed to be equally important while in the second one (II) equal weights were assigned to all measures. The third (III) and the fourth (IV) vectors were determined with the help of Hokkanen & Salminen's approach, version 1 and 2 respectively (Hokkanen & Salminen, 1994, 1997).

The model of preferences for the decision-making problem under consideration, containing the weights as well as indifference thresholds (q), preference thresholds (p), and veto thresholds (v), is shown in Table 2. Table 3 presents the performance matrix for six football clubs and thirteen measures used to evaluate them.

Table 2. Model of preferences

Measure	Max /min	Weights				q	p	v
		I	II	III	IV			
National sports results	max	0.167	0.077	0.143	0.154	5	10	100
UEFA club ranking 2019	max	0.167	0.077	0.033	0.038	0.25	0.5	2
Number of spectators	max	0.067	0.077	0.126	0.123	5000	40000	250000
Average filling of the stadium	max	0.067	0.077	0.126	0.123	0.05	0.1	0.5
Facebook - community (September 2018 - May 2019)	max	0.067	0.077	0.110	0.115	5000	40000	300000
Twitter - community (September 2018 - May 2019)	max	0.067	0.077	0.082	0.077	1000	5000	50000
Instagram - community (September 2018 - May 2019)	max	0.067	0.077	0.082	0.077	1000	5000	50000
The value of the club 15/06/2019 [million EUR]	max	0.056	0.077	0.082	0.077	1	2	10
Total revenues in 2018 [million PLN]	max	0.056	0.077	0.082	0.077	1	2	10
Ratio of revenue ranking position to league position	max	0.056	0.077	0.055	0.046	0.25	1.5	15
Revenues for 2018 including transfers [million PLN]	max	0.056	0.077	0.033	0.038	2	5	25
Salary ratio - distance from the optimal value (60%)	min	0.056	0.077	0.011	0.015	2	5	15
2018 net profit / loss [million PLN]	max	0.056	0.077	0.033	0.038	0.5	2	10

Table 3. Values of the measures for football clubs

Measure/ Club	Zagłębie Lubin	Śląsk Wrocław	Górnik Zabrze	Piast Gliwice	Wisła Kraków	Cracovia
National sports results	43	28	23	119	39	35
UEFA club ranking 2019	1	0.5	1.5	0.5	0	0.25
Number of spectators	87618	163471	250908	94573	330183	132199
Average filling of the stadium	0.3026	0.2123	0.5376	0.4960	0.5245	0.4634
Facebook - community (September 2018 - May 2019)	46512	224042	145331	34785	290562	103126
Twitter - community (September 2018 - May 2019)	13917	24020	21861	15918	37993	22209
Instagram - community (September 2018 - May 2019)	10471	23587	22428	12150	56099	21546
The value of the club 15/06/2019 [million EUR]	6.45	6.50	12.23	6.80	6.15	7.60
Total revenues in 2018 [million PLN]	35.99	30.62	31.75	24.92	26.53	31.29
Ratio of revenue ranking position to league position	0.83	0.67	0.55	11	1	1.75
Revenues for 2018 including transfers [million PLN]	53.26	32.54	37.28	26.5	28.57	48.37
Salary ratio - distance from the optimal value (60%)	12	13	10	11	14	3
2018 net profit / loss [million PLN]	1.4	-3.6	3.5	2.4	-7.5	5.4

Results

Table 4 shows the final results (rankings) obtained in a spreadsheet using the MIMCA (Multiple Importance Multiple Criteria Analysis) approach with the EXPROM Iiv methodology (i.e. the EXPROM II technique with veto threshold and four different vectors of weights were applied). The lower the value of the net outranking flow, the worse the assessment of the football club from the perspective of the potential sponsor (and vice versa – the higher the net outranking flow value, the better). The results received are also presented in Fig. 3 using the multiple importance line chart to represent particular football club. The higher the line is, the more preferred the club is; the less preferred the club is, the lower the line is drawn.

Table 4. Results of the MIMCA approach with EXPROM Iiv

N ^o .	Weights I		Weights II		Weights III		Weights IV	
	Club	Net flow	Club	Net flow	Club	Net flow	Club	Net flow
1	Górnik Zabrze	1.980	Górnik Zabrze	2.024	Górnik Zabrze	2.134	Górnik Zabrze	2.090
2	Cracovia	0.566	Cracovia	1.192	Wisła Kraków	0.837	Wisła Kraków	0.815
3	Wisła Kraków	0.325	Wisła Kraków	0.294	Cracovia	0.608	Cracovia	0.763
4	Piast Gliwice	-0.036	Piast Gliwice	-0.273	Piast Gliwice	-0.142	Piast Gliwice	-0.131
5	Zagłębie Lubin	-0.248	Zagłębie Lubin	-0.885	Zagłębie Lubin	-1.158	Zagłębie Lubin	-1.076
6	Śląsk Wrocław	-2.587	Śląsk Wrocław	-2.352	Śląsk Wrocław	-2.279	Śląsk Wrocław	-2.461

The results provided in Table 4 and in Fig. 3 demonstrate that the solutions (rankings) are rather robust to the changes in the parameters of the model of preferences since the modifications of the values of weighting coefficients led only to minor alterations in the ordering of football clubs. Although the rankings received are not identical, it is very easy to determine, on the one hand, the football club which is the most suited to the potential sponsor preferences (Górnik Zabrze), and on the other hand, the set of football clubs with negative net outranking flows, which are not appropriate for the potential sponsor (Piast Gliwice, Zagłębie Lubin, Śląsk Wrocław).

To study the impact of the choice of method on the final rankings of the football clubs, three other MCDA techniques, that is PROMETHEE Iiv (Górecka & Muszyńska, 2011; Górecka & Pietrzak, 2012; Górecka, 2013, 2014), modified ELECTRE III (Górecka, 2009), and TOPSIS (Hwang & Yoon, 1981), were employed. Tables 5-7 provide the results obtained with their help. For all three methods four aforementioned vectors of weights were utilized to examine the influence of changes in the values of weighting coefficients for

evaluation criteria on the final rankings of football clubs. In Fig. 4 the results obtained using the MIMCA model with the TOPSIS method are presented. The rules of presentations are identical to those set out for Fig. 3.

Fig. 3. Results of the MIMCA approach with EXPROM Iiv

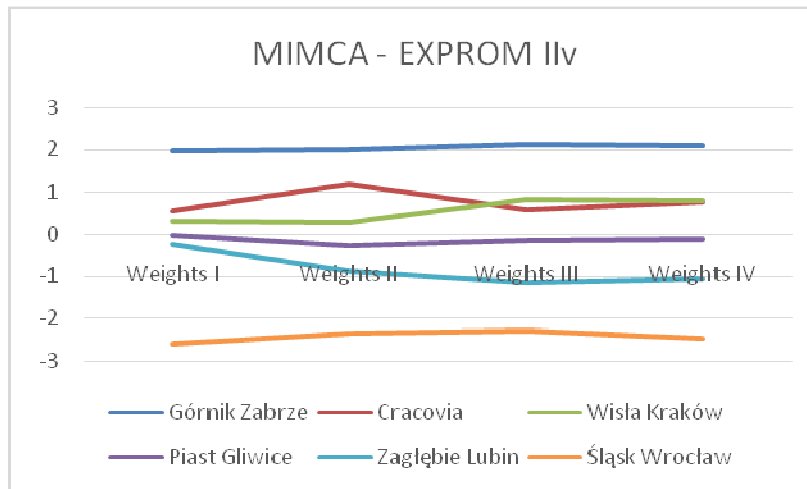


Table 5. Results of the MIMCA approach with PROMETHEE Iiv

N ^o .	Weights I		Weights II		Weights III		Weights IV	
	Club	Net flow	Club	Net flow	Club	Net flow	Club	Net flow
1	Górnik Zabrze	1.378	Górnik Zabrze	1.436	Górnik Zabrze	1.457	Górnik Zabrze	1.427
2	Cracovia	0.505	Cracovia	1.008	Cracovia	0.651	Cracovia	0.664
3	Wisła Kraków	0.134	Wisła Kraków	0.075	Wisła Kraków	0.529	Wisła Kraków	0.518
4	Piast Gliwice	-0.036	Piast Gliwice	-0.273	Piast Gliwice	-0.142	Piast Gliwice	-0.131
5	Zagłębie Lubin	-0.068	Zagłębie Lubin	-0.556	Zagłębie Lubin	-0.787	Zagłębie Lubin	-0.712
6	Śląsk Wrocław	-1.913	Śląsk Wrocław	-1.689	Śląsk Wrocław	-1.708	Śląsk Wrocław	-1.766

It is worth noting that the rankings yielded by PROMETHEE Iiv are in total agreement. Thus, as we can see, the most suited to the potential sponsor preferences is (once again) Górnik Zabrze, the second most suited is Cracovia, and the third most suited is Wisła Kraków.

In turn, the worst suited to the potential sponsor preferences is Śląsk Wrocław, whereas the second worst suited one is Zagłębie Lubin, and the third worst suited is Piast Gliwice. The rankings obtained using the modified ELECTRE III method are very similar to those of PROMETHEE Iiv, whereas the results of the TOPSIS method are slightly different since the first place in the rankings is taken either by Piast Gliwice (three times) or by Wisła Kraków (once).

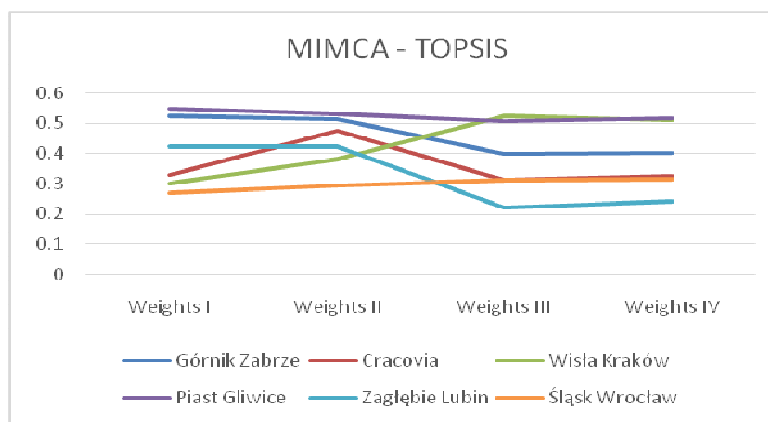
Table 6. Results of the MIMCA approach with modified ELECTRE III

N ^o .	Weights I		Weights II		Weights III		Weights IV	
	Club	Net flow	Club	Net flow	Club	Net flow	Club	Net flow
1	Górnik Zabrze	2	Górnik Zabrze	2	Górnik Zabrze	3	Górnik Zabrze	3
2	Wisła Kraków,	1	Wisła Kraków,	1	Wisła Kraków	1	Wisła Kraków	1
3	Cracovia		Cracovia		Piast Gliwice,		0	
4	Piast Gliwice	Piast Gliwice	Cracovia	Cracovia				
5	Zagłębie Lubin	-1	Zagłębie Lubin, Śląsk Wrocław	-2	Zagłębie Lubin, Śląsk Wrocław	-2	Zagłębie Lubin, Śląsk Wrocław	-2
6	Śląsk Wrocław	-3	Śląsk Wrocław					

Table 7. Results of the MIMCA approach with TOPSIS

N ^o .	Weights I		Weights II		Weights III		Weights IV	
	Club	Distance	Club	Distance	Club	Distance	Club	Distance
1	Piast Gliwice	0.5500	Piast Gliwice	0.5332	Wisła Kraków	0.5227	Piast Gliwice	0.5172
2	Górnik Zabrze	0.5229	Górnik Zabrze	0.5108	Piast Gliwice	0.5075	Wisła Kraków	0.5096
3	Zagłębie Lubin	0.4244	Cracovia	0.4755	Górnik Zabrze	0.3970	Górnik Zabrze	0.3996
4	Cracovia	0.3283	Zagłębie Lubin	0.3838	Cracovia	0.3101	Cracovia	0.3225
5	Wisła Kraków	0.3020	Wisła Kraków	0.3829	Śląsk Wrocław	0.3097	Śląsk Wrocław	0.3139
6	Śląsk Wrocław	0.2697	Śląsk Wrocław	0.2919	Zagłębie Lubin	0.2206	Zagłębie Lubin	0.2405

Fig. 4. Results of the MIMCA approach with TOPSIS



It must be stressed that the results gained using four different MCDA methods do not differ very much from each other. This conclusion can be supported by the values of Spearman rank correlation coefficients presented in Table 8 as well as by the summary of the results obtained for four MCDA methods and four vectors of weights shown in Table 9. To facilitate the analysis, the results obtained using the MAMIMCA model are also presented in Fig. 5, using the lines to represent individual clubs. The rules of presentations are identical to those set out for Fig. 3: the higher the line is, the more preferred the club is, the lower the line is, the less preferred the club is.

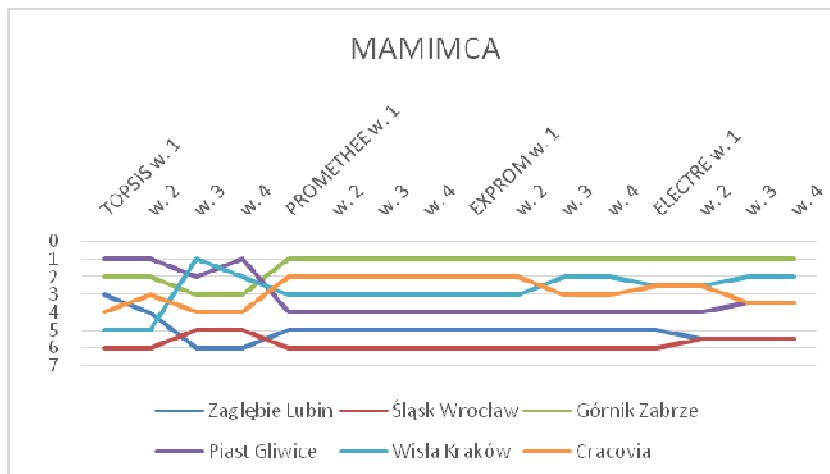
Table 8. Spearman rank correlation coefficients

Weighting coefficients	MCDA method	EXPROM IIv	PROMETHEE IIv	Modified ELECTRE III	TOPSIS
	I	EXPROM IIv	1.0000	1.0000	0.9857
PROMETHEE IIv		1.0000	1.0000	0.9857	0.3714
Modified ELECTRE III		0.9857	0.9857	1.0000	0.3571
TOPSIS		0.3714	0.3714	0.3571	1.0000
MCDA method		EXPROM IIv	PROMETHEE IIv	Modified ELECTRE III	TOPSIS
II	EXPROM IIv	1.0000	1.0000	0.9714	0.5429
	PROMETHEE IIv	1.0000	1.0000	0.9714	0.5429
	Modified ELECTRE III	0.9714	0.9714	1.0000	0.4571
	TOPSIS	0.5429	0.5429	0.4571	1.0000
	MCDA method	EXPROM IIv	PROMETHEE IIv	Modified ELECTRE III	TOPSIS
III	EXPROM IIv	1.0000	0.9429	0.9714	0.6571
	PROMETHEE IIv	0.9429	1.0000	0.8857	0.4857
	Modified ELECTRE III	0.9714	0.8857	1.0000	0.7714
	TOPSIS	0.6571	0.4857	0.7714	1.0000
	MCDA method	EXPROM IIv	PROMETHEE IIv	Modified ELECTRE III	TOPSIS
IV	EXPROM IIv	1.0000	0.9429	0.9714	0.5429
	PROMETHEE IIv	0.9429	1.0000	0.8857	0.4286
	Modified ELECTRE III	0.9714	0.8857	1.0000	0.6857
	TOPSIS	0.5429	0.4286	0.6857	1.0000
	MCDA method	EXPROM IIv	PROMETHEE IIv	Modified ELECTRE III	TOPSIS

Table 9. MAMIMCA approach – results obtained using four MCDA methods and four vectors of weights

No.	Club	TOPSIS				PROMETHEE IIv				EXPROM IIv				modified ELECTRE III				Sum	Weighted sum
		w. 1	w. 2	w. 3	w. 4	w. 1	w. 2	w. 3	w. 4	w. 1	w. 2	w. 3	w. 4	w. 1	w. 2	w. 3	w. 4		
1	Zagłębie Lubin	3	4	6	6	5	5	5	5	5	5	5	5	5	5,5	5,5	5,5	80,5	79
2	Śląsk Wrocław	6	6	5	5	6	6	6	6	6	6	6	6	6	5,5	5,5	5,5	92,5	91
3	Górnik Zabrze	2	2	3	3	1	1	1	1	1	1	1	1	1	1	1	1	22	28
4	Piast Gliwice	1	1	2	1	4	4	4	4	4	4	4	4	4	4	4	3,5	52	41,33
5	Wisła Kraków	5	5	1	2	3	3	3	3	3	3	2	2	2,5	2,5	2	2	44	46,67
6	Cracovia	4	3	4	4	2	2	2	2	2	2	3	3	2,5	2,5	3,5	3,5	45	50

Fig. 5. Results of the MAMIMCA approach



As a result of the whole analysis conducted it turned out that the solutions obtained are to some extent (slight but nevertheless visible) sensitive to changes in the weights of evaluation criteria and to selection of the decision-aiding method. An attempt to determine a compromise solution for all methods and all vectors of weights has led us to conclude that the best football club for the potential sponsor is Górnik Zabrze (it takes first place in the rankings of PROMETHEE IIv, EXPROM IIv and modified ELECTRE III, and either second or third place in the rankings of TOPSIS). On the other side, the results obtained point out that the potential sponsor should not be interested in sponsorship of Śląsk Wrocław, which occupies either the last or the penultimate spot in all rankings.

Discussion

Given that the football club selection problem requires a structured approach, a novel functional framework for such evaluation has been proposed in this article. Our case study concerns the assessment of the first division football clubs in Poland. The recommended approach is based on the original MAMIMCA methodology and it uses four well-established MCDA methods, viz. EXPROM IIv, PROMETHEE IIv, the modified ELECTRE III, and TOPSIS. Considering the advantages and disadvantages of various MCDA techniques, we decided to employ the above-mentioned methods because all of them are considered to be user-friendly ones and they allow us to obtain not only a ranking of the alternatives (football clubs) but also scores for the alternatives (net outranking flows or relative distances from the weighted ideal solution, depending on the method). Other noteworthy features of these methods are veto thresholds for EXPROM IIv, PROMETHEE IIv, and modified ELECTRE III, and the notion of ideal and anti-ideal solutions for EXPROM IIv and TOPSIS.

The decision to apply the MAMIMCA approach was taken since it allows for using different MCDA methods which are proper for the decision-making problem and convincing for the participants of the decision-making process. It aims at conducting comprehensive sensitivity/robustness analysis and thus leads to informed decisions, which can be explored and fully understood by all stakeholders. However, it is important to note that the selection of the methods used depends on their properties, on the characteristics of the decision-making problem as well as on the expectations and needs of the decision-maker(s). Additionally, the weights for the criteria may be determined by other means than those mentioned in this article (for description and comparison of the selected techniques see Górecka, 2011a).

Conclusions

In the article the best football club from the south or south-east of Poland for a potential sponsor has been selected. It turned out to be Górnik Zabrze, which at the beginning of the current season 2020/2021 is doing well in the domestic competition, taking the leading positions in the league table. It seems, at least for now, that

it would be a good choice for a company looking for a club to sponsor, so that it could pursue its business and social goals.

The scientific framework discussed in this article, namely MAMIMCA approach, can be applied to any organization looking for the sports club (regardless of the discipline) to sponsor or to invest in. Furthermore, it can be customized to other sporting and non-sporting decision-making problems. The case study presented in the article may serve as an example. However, both the criteria and measures as well as MCDA methods and techniques for determining the weights for criteria should definitely be tailored to each situation's specific circumstances and conditions.

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