

**ANALYSIS OF PRIVATE SECTOR INVOLVEMENT
IN THE ORGANIZATION OF COMMUNITY-BASED SPORTS EVENTS**

Fredy Eko Setiawan^{1*}, Guntur Ratih Prestifa Herdinata², Aristiyanto³

^{1,2,3} Universitas Ngudi Waluyo, Central Java, Indonesia

* Corresponding Author: fredy@unw.ac.id

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Abstract

The development of community-based sporting events in Indonesia is growing rapidly, driven by increasing public awareness of the importance of healthy lifestyles. However, the sustainability and scale of these events are often constrained by limited funding. Private sector involvement through sponsorship and strategic partnerships is one potential solution to overcome these challenges. This study aims to analyze the forms, motivations, and impacts of private sector involvement in organizing community-based sporting events in Ungaran District, Semarang Regency. Using a qualitative approach with a case study method, data was collected through in-depth interviews with event organizers, private company representatives, and participants. The results show that private sector involvement varies, ranging from direct financial support, provision of products/services, to branding partnerships. The main motivations for companies are brand image enhancement, corporate social responsibility (CSR), and market expansion. On the other hand, event organizers benefit from improved event quality, financial stability, and wider promotional reach. However, challenges such as vision mismatches, complex negotiations, and unmeasured impact evaluations are still encountered. This study concludes that effective collaboration requires transparent communication and a shared vision between both parties.

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INTRODUCTION

Community-based sporting events have become a rapidly growing social and economic phenomenon in various regions of Indonesia. Unlike large-scale professional sporting events, community-based events have unique characteristics, namely a focus on mass participation, the promotion of healthy lifestyles, and the strengthening of social bonds among community members. These activities, such as local marathons, leisurely bike rides, or inter-village badminton tournaments, are often organized on a limited budget and rely on voluntary initiatives and donations from community members. Despite their significant positive impact on public health and social cohesion, these events often face financial constraints that can hinder their growth and sustainability.

On the other hand, the private sector, which includes various companies, ranging from small businesses to large corporations, is increasingly aware of the potential to contribute to social development through corporate social responsibility (CSR) programs and strategic marketing initiatives. Sponsorship of sporting events is one effective channel for companies to increase brand visibility, build a positive image, and interact directly with their target audience. This involvement not only benefits companies but also offers solutions for community event organizers who need financial support and other resources. The synergy between the private sector and the community can create a mutually beneficial (mutually reinforcing) sustainability model.

The Ungaran sub-district in Semarang Regency is an attractive area for research. Known as one of the economic growth centers in Central Java, Ungaran has a variety of private companies operating within it. At the same time, community-based sports activities in this area are also active, driven by a topography that supports outdoor activities such as running and cycling, as well as initiatives from various local communities. These conditions create an ideal ecosystem for analyzing how private sector involvement has occurred and how these interactions influence the organization of community-based sporting events.

Previous studies have focused on large-scale sports sponsorship or the role of government in sporting events. However, literature that specifically examines the relationship between the private sector and fully community-based sporting events at the subdistrict level is still limited. Therefore, this study seeks to fill this gap. The main objectives of this study are to: (1) Identify the most common forms of private sector involvement in community sports events in Ungaran Subdistrict; (2) Analyze the main motivations of private companies to invest in these events; (3) Evaluate the impact of private sector involvement on the success and sustainability of events; and (4) Identify the challenges and obstacles faced by both parties in establishing partnerships. Through this research, it is hoped that practical recommendations can be formulated to encourage more effective and sustainable collaboration between the private sector and the sports community. The results of this study can also be used as a reference for other communities that want to develop their events with the support of the private sector, as well as for companies seeking more impactful CSR strategies.

The necessity of this research is highly urgent given the financial fragility and sustainability challenges facing the rapidly expanding phenomenon of community-based sporting events across Indonesia. These events, which are vital for promoting public health and strengthening social cohesion, currently rely heavily on limited budgets and voluntary initiatives. Simultaneously, the private sector possesses underutilized potential for strategic corporate social responsibility (CSR) and marketing synergy, yet the mechanisms for leveraging this support at the local, sub-district level remain largely undocumented. Immediate study is required in areas like Ungaran, which feature both active community events and a concentration of private companies, to identify the specific forms of involvement and core motivations that can transition these volunteer-driven events into a stable, mutually beneficial sustainability model. Previous literature has predominantly focused on large-scale, professional sponsorship, creating a critical knowledge gap that must be filled now to provide immediate, actionable strategies for event organizers facing perennial financial constraints.

The benefits of this study extend significantly into the future, providing a crucial reference framework for sustained community development and corporate strategy. The research will contribute theoretically by being one of the first studies to specifically examine the private sector-community nexus at the sub-district level, thereby enriching the literature on local sports management and CSR effectiveness. Practically, the findings will empower local event organizers with evidence-based recommendations on how to structure proposals, approach potential sponsors, and navigate partnership challenges. Furthermore, the analysis of private companies' motivations will enable the refinement of more impactful and targeted CSR strategies, allowing businesses to maximize brand visibility and community engagement. Ultimately, this research provides a scalable model that can be utilized by other communities nationally seeking to develop and sustain their local sporting events through effective private sector collaboration.

METHODS

Design

This study uses a qualitative approach with a case study method. A qualitative approach was chosen because it allows researchers to explore a deep understanding of social phenomena, namely the dynamics of interaction between the private sector and the sports community. The case study method was used to analyze in detail and holistically the phenomenon of private involvement in several specific community-based sporting events in Ungaran District, Semarang Regency.

Location

This research was strategically localized within the Ungaran District of Semarang Regency, an area chosen for its active economic and community engagement, providing an ideal ecosystem for analysis. The study focused on three specific community-based sporting events held within the last two years, which served as the units of analysis: the mass-participation community marathon, "Ungaran Sehat Run"; the large-scale leisure cycling event, "Jelajah Ungaran Bike"; and the smaller, localized "Ungaran Badminton Cup" community tournament. This deliberate selection ensured a robust analytical foundation, as the three events represent a necessary variety of sports disciplines, differing scales of participation, and distinct levels of private sector involvement, allowing the research to capture a comprehensive picture of sponsorship dynamics at the sub-district level.

Participants

Research participants were meticulously selected using a purposive sampling strategy to ensure the collection of rich, highly relevant data across all facets of the community-private sector interaction. The final cohort was stratified into three key groups representing the ecosystem of the events. First, the Event Organizers included three representatives from each of the three analyzed events (a total of nine), typically consisting of the Committee Chair or Sponsorship Coordinator, providing insight into management and resource needs. Second, the Private Sector representatives (totaling nine) comprised three officials from the main sponsoring or partnering companies, such as the Marketing Manager, CSR Manager, or Director, offering perspectives on corporate motivation and strategy. Finally, Event Participants (a total of eighteen) involved six active participants from each event, providing qualitative feedback on event experience and the perceived value of corporate involvement, thereby creating a comprehensive dataset from managerial, corporate, and user perspectives.

Data Collection Techniques

Primary data for this study was meticulously gathered using a dual-method approach to ensure comprehensive and verifiable information. The first method involved conducting in-depth interviews, utilizing both structured guides for consistency and unstructured follow-ups to explore nuanced perspectives from event organizers, private sector representatives, and participants. These interviews focused specifically on capturing detailed insights into the motivations, precise forms, perceived impacts, and established challenges associated with the community-private

sector partnerships. The second method, a documentation study, complemented the interviews by collecting and analyzing relevant collateral, including formal sponsorship proposals, event implementation reports (where accessible), promotional materials, and media publications, which served to triangulate and validate the qualitative information obtained directly from the research participants.

Data Analysis

The collected qualitative data underwent rigorous analysis using the Miles, Huberman, and Saldaña method, structured around three interactive phases. The first phase, Data Reduction, involved summarizing, selecting, and focusing the extensive data derived from interview transcripts and organizational documents. Irrelevant information was filtered out, while relevant insights were systematically coded and categorized into core themes, such as "sponsor motivation," "forms of support," and "collaboration challenges." Next, during the Data Display phase, the reduced and coded information was presented visually through narratives, tables, or matrices to facilitate a clear understanding of the relationships and patterns among the identified themes. Finally, Conclusion Drawing and Verification established the study's findings based on emerging themes, with the validity and accuracy of these conclusions significantly enhanced through data triangulation, wherein the information from interviews was rigorously compared against documentation to ensure informational consistency.

RESULTS & DISCUSSIONS

Results

The analysis of private sector engagement in community-based sporting events across Ungaran District, Semarang Regency, revealed a landscape of highly varied forms of involvement driven by complex and often competing motivations. While this corporate interaction consistently generated a significant positive impact enhancing event scale, promoting sustainability, and increasing public health outreach it was concurrently challenged by persistent difficulties. Specifically, the positive effects were mediated by the variability in sponsorship type, ranging from simple in-kind donations to strategic partnerships, with corporate motivation spanning beyond mere CSR to include specific marketing and brand visibility objectives. The associated challenges, however, often centered on issues of misaligned expectations, limited financial transparency on the community side, and the difficulty in accurately measuring Return on Investment (ROI) for the sponsoring companies.

Forms of Private Sector Involvement

The study identified three principal and distinct forms of private sector involvement crucial to the execution of community-based sporting events in Ungaran District. The most straightforward and prevalent form is Direct Financial Support, wherein companies furnish the organizing committee with a specific monetary sum. For instance, PT. X contributed Rp 10 million to the "Ungaran Sehat Run" as the main sponsor. These cash injections are immediately critical, as they cover the essential logistical, operational, and prize costs, directly addressing the core financial fragility of these volunteer-led initiatives. This type of support offers organizers maximum flexibility but typically places fewer demands on the organizing committee beyond basic branding recognition.

The second major form is In-kind Support, which involves companies providing their products or services either complimentary or at a substantially discounted rate. This non-financial aid proves vital for reducing the organizer's expenditure budget, transforming high variable costs into manageable ones. Classic examples observed include a mineral water company supplying thousands of bottles to participants or a sports apparel brand donating running shirts. While seemingly less strategic than financial aid, this commodity support is essential for scaling up the event's capacity and enhancing the participant experience, often representing a significant portion of the total event value.

The third and most complex form identified is the Strategic Partnership or Co-branding. This relationship extends far beyond traditional sponsorship, evolving into a mutual collaboration aimed at achieving shared organizational goals. An example is the partnership between a telecommunications company and a local cycling community for the "Jelajah Ungaran Bike." In these partnerships, the private sector not only contributes funds but becomes actively involved in key organizational aspects, such as event planning, promotion, and theme integration (e.g., aligning the event with the company's healthy lifestyle campaign). This strategic depth signifies a higher level of commitment and offers the greatest potential for event innovation, sustainability, and mutual brand value creation.

Private Sector Motivation

The primary motivation driving private sector involvement in these community events is the strategic goal of Brand Image and Visibility Enhancement. Companies universally view local sporting events as highly effective, targeted platforms for engaging the local audience directly. By ensuring prominent placement of their logos on banners, participant T-shirts, and all promotional materials, firms can significantly boost their brand awareness within the Ungaran market. As articulated by one marketing manager, this is fundamentally perceived as "a great way to show that our brand cares about the local community." This strategy transforms sponsorship from a mere cost into a crucial investment in localized public relations, fostering consumer goodwill that is often difficult to achieve through traditional advertising channels.

A secondary yet highly significant motivational factor is the fulfillment of Corporate Social Responsibility (CSR) mandates. A notable number of companies intentionally structure their sponsorship of these events as a direct component of their CSR programs. Their goal extends beyond basic marketing to genuinely contribute to the health and well-being of the community. This involvement is viewed as a key strategy for cultivating a strong corporate reputation as a socially responsible entity. By visibly funding or supporting public health initiatives, companies can build long-term trust and loyalty, which are essential intangible assets, particularly in competitive local markets where consumer preference is often influenced by ethical considerations.

Finally, a powerful and often more transactional motivator, especially for specific industries, is Market Expansion and Direct Customer Acquisition. For companies whose products or services are inherently relevant to sports and health such as producers of isotonic drinks, sports apparel, or equipment these events function as dynamic, high-value on-site showrooms. They present a unique opportunity to directly reach and interact with potential customers who have a demonstrated interest in the product category. This allows businesses not only to increase their market share by making direct sales on the event day but also to conduct valuable grassroots market testing and gather immediate customer feedback, making the sponsorship a core element of their tactical sales strategy.

Impact of Private Sector Involvement

Private sector involvement has yielded a significant positive impact on the operational quality and participant engagement of community sporting events in Ungaran District. The provision of direct financial and in-kind support allows event organizers to immediately elevate the quality of their offerings, addressing deficiencies often associated with low-budget, volunteer-driven initiatives. This includes funding for crucial logistical improvements, such as securing safer routes, upgrading medical and safety provisions, and providing more attractive incentives like higher-quality medals or prizes. This direct investment results in a virtuous cycle: enhanced event quality naturally attracts higher numbers of participants, which in turn reinforces the event's appeal to future sponsors, thereby validating the corporate investment in local community engagement.

Beyond immediate quality improvements, corporate partnerships are fundamentally crucial for enhancing event sustainability and market reach. The presence of stable financial support from the private sector allows event organizers to transition away from unreliable, sporadic voluntary

donations, enabling them to plan events more regularly and sustainably from year to year. This predictability is vital for securing necessary permits, building reliable vendor relationships, and establishing a consistent calendar that benefits the local community. Furthermore, leveraging companies' established marketing channels and promotional expertise ensures a significantly wider audience reach. For events like the "Ungaran Sehat Run," corporate partnerships amplify promotional efforts, attracting participants from outside the immediate district, thereby increasing the event's regional prominence and economic impact.

In conclusion, the study firmly establishes that private sector involvement has transitioned from a welcome bonus to a crucial element in the long-term sustainability of community-based sporting events in Ungaran. The data confirms this nexus is necessary for bridging the gap between community ambition and financial reality. However, the successful execution of this relationship is not guaranteed. While highly impactful, the partnership frequently encounters friction, with negotiation and communication being cited as major challenges. Issues stemming from misaligned expectations, difficulties in reporting Return on Investment (ROI), and inconsistent internal communication on both the corporate and community sides frequently complicate the process. These persistent operational hurdles underscore the need for formalized partnership protocols to ensure the continued stability of this mutually beneficial ecosystem.

Discussions

The analysis conclusively reveals that the collaborative model established between the private sector and the sports community in Ungaran District represents a potentially symbiotic relationship, generating mutual benefits crucial for the sustainability of local events. These findings not only support existing literature on sports sponsorship but significantly complement and deepen that body of work by applying a specific, granular focus to the community, sub-district level a niche previously underexplored. While corporate engagement consistently yields positive results, enhancing event quality and financial stability, the study concurrently highlights that this model is not without friction. Persistent challenges related to misaligned expectations, inadequate communication protocols, and difficulties in quantifiably demonstrating Return on Investment (ROI) must be addressed to ensure the relationship evolves from merely transactional to truly strategic and enduring.

The success of these community-private sector partnerships critically hinges on achieving a shared vision, as the motivations of the two parties are inherently diverse and often divergent. Community event organizers are fundamentally oriented towards social and public health values, focusing on mass participation, communal bonding, and lifestyle promotion. Conversely, private companies are primarily driven by commercial imperatives, specifically seeking brand visibility, market expansion, and a measurable return on investment (ROI). If these foundational visions are not meticulously aligned and mutually respected, the ensuing collaboration can rapidly become transactional and ultimately ineffective. A prime example of this misalignment occurs when a company exclusively prioritizes aggressive product sales on-site without genuinely reinforcing the core values of the event, potentially leading to a detrimental negative perception among community participants.

To bridge this motivational gap and ensure synergy, transparent communication and clear negotiations are paramount from the outset of any partnership discussion. Organizers must articulate their social and health mandates clearly, ensuring the company understands the ethical boundaries and non-negotiable community values of the event. Simultaneously, the private sector must openly communicate their commercial objectives, whether it be CSR quota fulfillment or direct sales goals. Establishing formalized agreements that detail both the financial commitment and the value commitment (e.g., how the company will support the event's social mission) is essential. Without this explicit, two-way transparency, misaligned expectations—such as the community expecting continuous support while the company only seeks short-term exposure—are inevitable, leading to friction and partnership failure.

Ultimately, the sustainability of the collaborative model depends on establishing shared metrics for success that satisfy both social and commercial mandates. For the community, success is measured not only in funds received but also in increased participation and positive health outcomes. For the company, success should extend beyond simple logo placement to include quantifiable improvements in brand affinity, CSR impact metrics, and local customer loyalty. By jointly developing metrics that measure both the event's social return and the company's reputational return, the partnership transitions from a mere sponsorship arrangement to a symbiotic relationship. This integrated approach ensures that when one party succeeds, the other benefits, thereby creating the necessary incentive structure for long-term commitment and growth in community-based sporting initiatives.

The research compellingly demonstrates that community groups securing consistent private sector support have successfully navigated a paradigm shift in their approach to fundraising. Successful organizers are no longer merely asking for donations; they are presenting sophisticated proposals that frame the relationship as a strategic partnership. This shift requires communities to move beyond expressing mere financial need and instead articulate clear, measurable added value for the sponsoring company. Essential components of these winning proposals include detailing specific audience demographics, guaranteeing prime branding visibility on event materials, and outlining tangible opportunities for genuine corporate social responsibility (CSR) involvement, effectively proving that the sponsorship is a vital marketing and reputational investment.

The core strength of the successful community proposals lies in their capacity to precisely define and deliver commercial benefits. Organizers demonstrate a critical understanding of corporate marketing needs by quantifying the reach and engagement potential of their events. For instance, they may provide data on anticipated participant numbers, spectator foot traffic, and the geographical spread of their social media promotion, all of which assure the sponsor of a valuable return on investment (ROI). By treating their event as a premium marketing platform rather than a charitable cause, organizers align the community's need for funds with the company's objective to maximize brand exposure and deepen local customer loyalty, making the partnership inherently appealing.

Looking ahead, the study identifies that the community's ability to quantify the social impact of their events will become the strongest selling point for attracting and retaining future sponsors. As CSR evolves, companies increasingly require verifiable metrics to justify their social investments. Therefore, communities that can rigorously measure outcomes—such as the increase in local sports participation rates, the number of families engaging in healthy activities, or the impact on neighborhood social cohesion—will possess a distinct competitive advantage. This impact-driven approach transforms the sponsorship proposition into an opportunity for the private sector to invest in measurable social change, cementing the long-term sustainability of the community event model.

Despite the evident benefits, the collaboration between the private sector and community organizers is frequently complicated by significant obstacles, foremost among them being mismatched expectations. Community organizers often harbor unrealistic financial expectations, anticipating large cash injections that fail to align with the sponsor's marketing budget or strategic goals. Conversely, companies often expect brand exposure and activation opportunities that are not commensurate with the size of their investment, leading to disappointment regarding their Return on Investment (ROI). This fundamental disconnect is compounded by the challenge of suboptimal impact measurement. Many companies find it difficult to obtain reliable, quantifiable data on either the commercial ROI (e.g., direct sales influence) or the social impact (e.g., verifiable improvements in public health metrics), making them justifiably hesitant to commit to long-term funding agreements.

A further critical challenge stems from the severe limitations in the community's human resources (HR) capacity. Most community sporting events are entirely managed by dedicated volunteers who possess deep passion for the sport but often lack essential professional experience

in business negotiation, contract management, and corporate communication. This deficit frequently complicates the administrative and legal aspects of establishing partnerships. Complex discussions regarding contract clauses, payment schedules, and liability often fall outside the volunteers' area of expertise, leading to administrative delays, confusion, and a lack of the polished professionalism necessary to secure large, sophisticated corporate partners.

These combined challenges underscore a systemic need for the professionalization of community event management. The current difficulties in achieving financial transparency and providing measurable impact data are symptoms of this HR constraint. Overcoming the negotiation hurdles requires organizers to move beyond relying on enthusiasm alone and to build internal capacity for developing high-quality, data-backed sponsorship proposals. Addressing the misalignment and measurement issues is crucial; until community organizers can confidently articulate their social value in quantifiable metrics that align with corporate CSR and marketing objectives, the private sector will continue to view these partnerships as high-risk, charitable donations rather than strategic, sustainable business investments.

Theoretically, these findings significantly enrich the existing sponsorship relationship model by integrating a crucial community dimension often neglected in large-scale corporate studies. The research reframes the sponsorship interaction as fundamentally more than a simple financial transaction; it is revealed as a complex negotiation of values and goals between an economically driven entity and a socially motivated community group. This emphasizes that success hinges on achieving value alignment, where the corporation's need for brand visibility is strategically interwoven with the community's objective of promoting health and social cohesion. This perspective contributes a necessary, nuanced layer to sponsorship theory, providing a framework to analyze partnerships where intangible social returns are as vital as quantifiable financial ROI.

Practically, the results of this study offer direct and actionable guidance for community event organizers. The research clarifies that professionalism is paramount, providing an imperative for organizers to evolve their approach from soliciting donations to initiating strategic partnership proposals. These proposals must be data-driven, clearly articulating the event's added value to the corporation specifically defining audience reach, branding opportunities, and the measurable social impact (CSR value). By understanding the diverse motivations of the private sector, organizers can tailor their pitch to address a company's commercial and reputational objectives, significantly improving their success rate in securing stable, long-term funding and resources necessary for sustainable event growth.

Furthermore, the study provides valuable insights that are critical for guiding companies in developing more impactful and targeted CSR strategies. By analyzing corporate motivations, the findings demonstrate that the most effective sponsorships are those that seamlessly integrate marketing goals with genuine community benefit. Companies should utilize this research to move beyond passive financial support and design active CSR programs that directly leverage the event's social mission. Understanding the community's resource constraints and value orientation allows corporations to deploy support whether through in-kind services, employee volunteering, or transparent financial aid in a way that maximizes both the event's social outcome and the company's reputation as a committed and socially responsible local partner.

This research, while providing valuable initial insights, possesses significant methodological limitations that constrain the generalizability of its findings. The primary constraint lies in the small sample size and the intensive focus on only one administrative area, the Ungaran sub-district. The reliance on data from just three events and a limited number of participants, though yielding rich qualitative depth, prevents any robust statistical generalization to the wider Semarang Regency or Central Java Province. Furthermore, the singular geographic focus means the findings are heavily influenced by the specific economic and social characteristics of Ungaran, including the local CSR culture and the profile of operating private companies, thereby limiting the applicability of the observed partnership model elsewhere.

To overcome these sampling limitations and enhance the external validity of the findings, future research should transition towards a quantitative methodology with a significantly larger sample size. This is crucial for accurately measuring the financial and branding impact of sponsorship, moving beyond qualitative perceptions. Specifically, larger studies should employ metrics like Return on Investment (ROI), brand recall rates, and sales data to establish definitive correlations between sponsorship investment and commercial outcomes. Furthermore, comparative research is highly recommended, involving studies that analyze collaboration models across different regions possessing varied economic profiles, cultural norms, and governmental support structures to identify the most resilient and scalable partnership frameworks.

A final critical recommendation for future scholarly inquiry is the necessity of analyzing the role of local government in this partnership ecosystem. The current study focused predominantly on the community-private sector dynamic, but governmental influence remains an important, often overlooked variable. Future research should investigate how local policy, regulation, and administrative bodies facilitate or hinder effective partnerships. This includes evaluating the impact of local tax incentives, public facility access policies, and government-led platforms designed to match community needs with corporate interests. Understanding this interplay is essential for formulating comprehensive, multi-stakeholder policy recommendations aimed at building a truly sustainable and collaborative local sports environment.

CONCLUSION

Based on an in-depth analysis, it can be concluded that private sector involvement plays a crucial role in the sustainability of community-based sporting events in Ungaran District, Semarang Regency. This involvement is not limited to financial support but also includes in-kind support and strategic partnerships that provide significant added value to event organizers. Companies' motivation to get involved is driven by the desire to enhance their brand image, fulfill their social responsibilities, and expand their market. This collaboration has a positive impact in the form of improved event quality, financial stability, and wider promotional reach. However, this collaboration model is not yet fully mature and still faces challenges. Misalignment of vision, limited human resources on the community side, and difficulties in measuring impact are the main obstacles. For the future, a more strategic approach is needed from both sides. Community organizers must master negotiation and partnership management skills, while companies must view sponsorship as a long-term investment that not only provides commercial benefits but also tangible social impact. Thus, the collaboration will become a true partnership, creating strong synergy to advance sports and public health at the local level.

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