



**COLLEGE OF NATURAL AND COMPUTATIONAL SCIENCES
DEPARTMENT OF SPORT SCIENCE**

**MARKETING CHALLENGES AND OPPORTUNITIES OF MALE
PREMIER LEAGUE FOOTBALL CLUBS OF SIDAMA REGION
ETHIOPIA**

MSc THESIS

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**MARKETING CHALLENGES AND OPPORTUNITIES OF MALE
PREMIER LEAGUE FOOTBALL CLUBS OF SIDAMA REGION
ETHIOPIA**

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SCHOOL OF GRADUATE STUDIES

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I declare that this thesis entitled “*Marketing Challenges and Opportunities of male premier league football clubs of Sidama region, Ethiopia*” is my own work. It has not been submitted for any degree or examination at any other university and all the sources I have used or quoted have been indicated and dully acknowledged as complete references.

Meskele Tesfaye

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LIST OF ABBREVIATIONS

BMM:	British Military Mission
CAF:	Confederation of African Football
CSR:	Corporate Social Responsibility
EFF:	Ethiopian Football Federation
FC:	Football club
FF:	Football Finance
FIFA:	Federation International de Football Association
FMP:	Fan Membership Programs
GDP:	Growth Domestic Products
IFA:	International Football Association Board
IPO:	Initial public offering
PLCs	Public Limited Companies
SC:	Sport club
UEFA:	Union of European Football Association

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ABSTRACT

The main purpose of this study was to assess marketing challenges and opportunities of male premier league football clubs in Sidama Region, Ethiopia. The researcher was applying descriptive survey research design, the target population was 92, and the sample size was 32. The researcher was used purposive sampling technique to select respondents. 8 board members, 2 managers, 2 Finance managers, 2 coaches, 6 fans facilitators, 12 region sport commission office and Hawassa city administrative staff and officers were participate in the study. This study used questionnaires, interviews, and observations to collect data. A semi-structured interview was done on the sphere to integrate the information gained from the questionnaire. Furthermore, document analysis was employed in the investigation. The data was analyzed and interpreted using a mixed statistical approach that included both qualitative and quantitative data analysis techniques; quantitative data was evaluated using descriptive statistics (percentage and frequencies). This was accomplished with the help of the Statistical Package for Social Science (SPSS version 26.0). The qualitative data were analyzed by using narrative structure of words. The major finding of the study indicated that 78.1% of respondents confirmed there were no marketing managers, 90.6% responded no organized strategic marketing plan, 87.5% confirmed lack of commitment to accomplish the marketing plan, Sidama coffee football club has lack of standard playing field, the entrance ticket selling were not strategic, 78.1% of respondents said financial sources dependent on the government, 90.6% replied clubs does not use marketing opportunities, 71.9% of respondents said no official website, 81.2% agreed upon lack of sponsorship, 81.2% confirmed unused of promotional mix, lack of good communication with university, bank and investors, lack of events or publicity ceremonies and do not have shops or places to sell branded products in clubs. So that the clubs are led by experts, a proper strategic plan should be developed and implemented, as well as building a pleasant stadium and establishing a safe atmosphere for fans, as well as building rental houses near the stadiums. To generate cash, open shops or locations to sell branded items should be developed, as should strong contact with the media, a public fundraising campaign, the development of website, the privatization of football clubs for investors, corporations, banks, universities, and the development of a lottery system. Based on these results, the researcher identified that clubs' finance being dependent on the government, lack of promotional mix, unused marketing opportunities and lesser income generation among Sidama region male premier league football clubs.

Key words: *Football Marketing, Challenges and Opportunities, marketing manager, strategic plan.*

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the study

Sport marketing is the application of marketing principles to the sale of sporting goods, related services, and non-sport products. There are two main aspects of sport marketing. First, it involves using standard marketing techniques on goods and services related to sports. The second is the use of sport to sell other consumer and commercial goods and services. Like any marketing strategies, sport marketing aims to satisfy the requirements and desires of its target audience. It achieves this by providing sport services and sport-related products to consumers. However, sport marketing is unlike conventional marketing in that it also has the ability to encourage the consumption of non-sport products and services by association. It is important to understand that sport marketing means the marketing of sport as well as the use of sport as a tool to market other products and services (Michel Desbordis, 2006).

All football-related events that we are utilized to satisfy customers of football-related activities through the use of exchange mechanisms are referred to as marketing. Football marketing would eventually be divided into two categories: the sale of services and products targeted at football fans and the sale of other consumers' and organizations' goods through sporting events. Furthermore, they identified four unique characteristics of football marketing as product, market, finance and promotion.

Currently, the world of football seen as an industry in its own sphere with features almost as same as the entertainment businesses, since people over the globe may decide either to patronize the cinemagoer to the stadium to watch matches. In countries where football is seen as a commercial activity and promoted as national sports, was be seen rise in their economies and would contribute greatly those nations' GDP, since football activities serve as a catalyst in other sectors like the media, catering services and transportation. Making football a worldwide industry has enabled some chosen couple of huge European and South American clubs, the quality and the monetary assets to face amplified rivalry from outside teams and different businesses in the excitement business (Nilsson D., 2005).

A football club would a very complicated economy; the revenue side includes ticket sales, advertisement and sponsors, player sales, participating in tournaments and awards from these. The cost side is also complicated; it includes player wages, player transfers, cost of stadiums

etc. According to the finance reports from the clubs the commercial activities include sponsorship and other types of revenue generated by the club and its players, the TV and Media is the television rights for live coverage and similar. The gate receipt is the income from match day attendance and season tickets. The attendance revenue only represent maximum a third of the total income, and the rest is divided between commercial activities and TV and media coverage. One of the most important factor sis the match receipt and the spectators that attend the matches. This is based on the fact that the spectators create the atmosphere in the arena and thus creates the desired environment for the match, and also the sponsors and advertisers want to expose their ads to the spectators their total revenue in 2012-2013 season (Martins, 2016).

The study and practice of marketing have broadened considerably, from an emphasis on marketing as a functional management issue, to a wider focus on the strategic role of marketing in overall corporate strategy as well as operational decisions, has resulted in an overlap between marketing and strategic management.

Managers around the globe are recognizing the increasing importance for the firm to develop marketing strategies to compete effectively in worldwide markets. The emergence of a more open world economy, the globalization of consumers' tastes, and the development of a worldwide commercial web all have increased the inter-dependency and interconnections of markets across the globe. Some of the most important expenses a business can have relates to the marketing and advertising of its products or services. While a business must be able to market its product, it must also be able to manage the related costs. This is the foundation of the relationship between Marketing and Finance in football.

The research works in Sidama region Sport Commission and Hawassa city administration in through my experience due to the work position research observed different marketing practice problems in Sidama region male primer league Football clubs and some assessment or written document shows the clubs were not practice marketing opportunities. Based on observations and written document the clubs have no progress in standardized sport field, means of income generations and the finance depend on the government. This makes a researcher assess marketing challenges and opportunities of male primer league football clubs in Sidama region, Ethiopia.

1.2. Statement of the problem

The purpose of this research is to investigate the Marketing Challenges and Opportunities of male premier league football clubs of Sidama region, Ethiopia.

The reason why the researcher chooses this study is there are different problems in marketing such as; less practice of marketing opportunities, constraint of finance, promotional mix problems and the club's financial system depends all in government, fans involvement, television stations and advertisers are not power full promoting the clubs, Football sponsorship are very scarce in the clubs, the less awareness of club's administrative staff about football marketing, lack of organized marketing plan.

There are no the rights to broadcast the full matches and there are few numbers of advertisers who buy advertising space during football events. The main issues that arise, therefore, are the capacity of football clubs to consistently raise revenue, manage costs, invest wisely, and their incapability of applying sound financial systems to keep themselves financially viable in the long term. Even with the noted changes in the sports sector and the lack of financial viability of football clubs, there are no significant number of studies conducted to identify the causes of the poor marketing of the clubs. It is not clear how the various footballs club's manager their finance in Sidama Regions, Ethiopia.

Sponsors in Ethiopia do not maintain their sponsorship because our clubs and some sport organizations including the competitions are not professionally ran and the awareness problems. This is why football sponsorship are very scarce in the study area, therefore, as much as we need more financial or corporate playing partners in football, we need to know our challenges so we can move to commercialization.

The less awareness of club's administrative staff about football marketing and they do not have an organized marketing plan all in depend on the government. The football clubs have poor in promotional mixes like; advertising, personal selling, public relation and selling promotion and the promotional mixes useful to generate revenue for the clubs. So, this research study the shows gap between the existing marketing opportunities the clubs practice at this moment and challenge in implementation.

1.3. Research Question

- What are the major marketing challenges of male premier league Sidama Region football clubs?
- What are the current practices of marketing opportunities of male premier league Sidama Region football clubs?
- What are the levels of marketing opportunities of male premier league Sidama region football clubs?

1.4. Objectives of the study

1.4.1. General objectives

The main purpose of the study was to assess marketing challenges and opportunities of male premier league football clubs in Sidama Region, Ethiopia.

1.4.2. Specific objectives

- Examine the major marketing challenges of male primer league Sidama Region football clubs.
- Evaluate the current practice of marketing opportunities in Sidama Region male premier league football clubs.
- To identify the level of marketing opportunities of male premier league Sidama region football clubs.

1.5. Significance of the study

Writing on this issue may take long time in order to assess the needs of clubs with respect to their challenges of marketing. However, the researcher believes that the result this study would be a corner-stone to benefit the following stakeholders: -

- To provide awareness for football club administrative staff and giving direction on how to use sport marketing opportunities.
- It would help for the club managers to identify the prevailing major problems of marketing challenges and opportunities of football clubs.
- It suggests the good marketing system especially for football clubs which are depended on the government.
- It provides new knowledge in the field of football from a marketing perspective.
- Moreover, it would serve as a reference material for all concerned body and researcher who want to conduct further studies in this area.

1.6. Scope of the study

At present the Ethiopian male premier league football clubs consists of 16 participants. Among these the study was conducted at Sidama Region male premier league football clubs specifically in two male premier league clubs that are Sidama Coffee, and Hawassa Kenema. The researcher selected these two clubs because they are the only participants in the region which have been participating in Ethiopian premier league and the researcher has an opportunity to know the clubs. The clubs are found in Hawassa city which is the capital of Sidama region.

1.7. Operational Definitions

- **Marketing:** is the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to create exchange and satisfy individual and organizational objectives (Michel Desbordis 2006).
- **Sport:** is important to people in many ways. It provides an ideal forum for expressing one's physicality; it improves fitness, and builds social networks, particularly when played in a club setting (Bob.S 2016).
- **Sports marketing:** is a subdivision of marketing which focuses both on the promotion of sports events and teams as well as the promotion of other products and services through sporting events and sports teams (Michel Desbordis 2006).
- **Promotion mix:** is an instrument with which an organization communicates with its target groups and stakeholders to promote its products and organization as a whole (Pelsmacker, P. D. , Geuens M, & Bergh, J. V., 2006).
- **Club:** an organization of people with a common purpose or interest, who meet regularly and take part in shared activities (Jeanrenaud, 2006).
- **Financial management:** is the operational activity of a business that is responsible for obtaining and effectively utilizing the funds necessary for efficient operations (*Financial Management in the sport industry*).
- **Primer league:** a professional football or soccer league consisting of the top teams in the country (Halicioglu, 2006).
- **Manager:** a person responsible for controlling or administering an organization or group of staff (:<http://www.Businessdictionary.com/definition/management.Html>).
- **Revenue:** money earned by a person, company, government, etc. over particular period of time (Jeanrenaud, 2006).

1.8. Organization of the study

The thesis were consisted five parts; the part one reveals the introduction parts of the thesis (Background of the study, statement of the problem, general and specific objectives of the study, research question, significance of the study, delimitation of the study, limitation of the study, definition of the study and organization of the study) and the part two discuss about the review of related literature include the definition of marketing, sport marketing, commercialization of football in Europe, Africa, Ethiopia, Marketing opportunities, the use of promotional mixes and marketing challenges of football clubs and part three discuss about the research methodology of the study such that description of the study area, research design, source of data, population and sample size and techniques, data collection instruments, procedure of data collection, data analyses and ethical consideration. Part Four Work plan of the study, and Part Five Budget breakdown for further research based on the findings. Finally lists of reference materials,

CHAPTER TWO

2. Review of Related Literature

2.1. Definition of Marketing

Marketing is generally described as the process of planning and implementing activities that are designed to meet the needs or desires of customers. Marketing pays attention to the development of a product, its pricing, promotion and distribution. It aims to create an exchange, where the customer gives up something (usually money), for a product or service that is of equator greater value. Although the term ‘product’ directly refers to tangible items, it is quite common to use it to represent the entire offering to consumers including services. Thus, it is conventional to speak of the ‘sport product’ in a global sense as a representative term for all offerings associated with sport, whether in physical form like sport equipment or as a service, such as entertainment (Michel Desbordis, 2006).

Smith and Taylor (2004, p. 5) confirmed that Marketing is selling goods that don’t come back to people who do. At primary this description seems to only focus on the selling part of marketing. On the other hand, if products ‘don’t come back’, it means that customers’ needs have been satisfied and they do not want to return what they purchased in order to secure a repayment. This definition implies that marketing leads to satisfied customers who will continue to use the same product in the future. Marketing aims to entice people to try products or services and then keep them as long-term customers.

2.2. Definition of sport marketing and its concepts

Sport marketing is the application of marketing concepts to sport products, services and the marketing of non-sport products through an association to sport. Sport marketing therefore wills two key features. First, it is the application of general marketing practices to sport-related products and services. Second, it is the marketing of other consumer and industrial products or services through sport. Like any form of marketing, sport marketing seeks to fulfill the needs and wants of consumers. It achieves this by providing sport services and sport-related products to consumers. However, sport marketing is unlike conventional marketing in that it also will be the ability to encourage the consumption of non-sport products and services by association. It is important to understand that sport marketing means the marketing of sport as well as the use of sport as a tool to market other products and services (Michel Desbordis, 2006).

In practice, this demands that a consumer is aware of the sport product or service and would respond to it in some way. The process of cultivating such a response is known as branding, and when a sport brand has grasped a firm place in consumers' minds, then it is said that it is positioned. The consequence of successful branding and the acquisition of strong market positioning is not merely a single transaction. Rather, sport marketing reflects the establishment of an ongoing relationship between a sport brand and its users.

Sport marketing is not only about selling sport products to customers, it is a way of communication between companies and target audience. Most of the people have their own sport role model; they are fans and spectators of an athlete or a team. Sport fans are people who are crazy about their favorites sport, team or athletes. So, most of them would like to use the same products and services as their role model because nowadays athletes have started to be like celebrities (Bashford, 2017).

Sport marketing is divided into two types: - marketing of sport and marketing through sport.

2.2.1. Marketing of sport

Marketing of sport is a way of communication between athletes and sport companies which produce and offer sport-related products and services (Smith and Stewart, 2015). Such companies like Nike, puma, and Adidas are cooperating with athletes. The author would like to use an example of marketing of sport cooperation of Nike with Russian athletes. Nike used a popular Russian song which is called "What are girls made of", the original words tell us that girls made of flowers, mar difficulties, riddles, etc. Nike presented a new version and say that girls made of power, bruises, skills, strength, etc. The main characters on the video are famous women athletes in Russia, for example, Adelina Sotnikova, a Russian figure skater and an Olympic gold medalist in Sochi 2014 (Prasad, 2014). The main objective of this cooperation is to encourage girls to be active, try a sport which they like, do whatever they want without any barrier sort products and services (Fullerton & Merz, 2008).

The main goal of marketing of sport is to increase the interest of sport among fans and spectatorship. Sport spectatorship is a sport which is interesting to watch without taking part, usually people doing it by TV. So, marketing of sport is one of the ways to increase broadcasting of competitions and matches (Lauren Sports, 2014).

2.2.2. Marketing through sport

Marketing through sport is a way of communication between athletes and non-sport companies which produce not-sport related products and services (Smith & Stewart 2015).

Companies use famous athletes in order to promote and communicate with target audience (Lauren Sports 2014). The author would like to use an example of marketing through sport: JBL (an American audio electronics company) Russian department cooperates with Russian snowboarders by giving them headphones and speakers. The term sports marketing relates to brand marketing through sports. It is a part of an organization's activities that utilizes sports to identify, propose and communicate value proposals that satisfy the diverse stakeholders of the sports environment, such as supporters, sponsors and team managers (Pozzi, 1998).

2.3. Benefits of sports marketing

The benefits of sports marketing are wide-ranging. Stakeholders involved in sports include leagues, teams, athletes, and fans as well as cities and countries hosting sporting events. The media and businesses who promote their products and services through sports also receive benefits. Direct benefits to leagues, teams, and athletes include revenue from tickets, media rights, and sponsorships. Cities and countries also receive revenue from taxes, and all of the stakeholders gain from the exposure provided through sports (Michel Desbordis, 2006).

On the other hand, what really works for brands is the gain in terms of visibility and brand awareness that sports sponsorship activation can bring, but that's just the tip of the iceberg. Additionally, good sport sponsorship activation can help brands talking with a high-profiled and very responsive target. Brands involved in sponsorship activation have the opportunity to come into contact with their fan base and enjoy the resulting commercial benefits. A high level of corporate hospitality, with gourmet dishes, the possibility to meet players/riders and racers, and privileged viewing positions, is an excellent way to tease your best customers or to hold less formal business discussions in a more exciting context, away from your own office (Michel Desbordis, 2006).

2.4. The Foot Ball Club

A football club wills a very complicated economy; the revenue side includes ticket sales, advertisement and sponsors, player sales, participating in tournaments and awards from these. The cost side is also complicated; it includes player wages, player transfers, cost of stadiums etc. According to the finance reports from the clubs the commercial activities include sponsorship and other types of revenue generated by the club and its players, the TV and Media is the television rights for live coverage and similar. The gate receipt is the income from match day attendance and season tickets. The attendance revenue only represent maximum a third of the total income, and the rest is divided between commercial activities

and TV and media coverage. One of the most important factors is the match receipts and the spectators that attend the matches. This is based on the fact that the spectators create the atmosphere in the arena and thus create the desired environment for the match, and also the sponsors and advertisers want to expose their ads to the spectators. Their total revenue in the 2012-2013 season (Martins, 2016).

2.4.1. Marketing in Football

Football is a big business, inspired by the rivalry between competing teams, which motivates fans to consume the sport, motivates media to give it the attention it receives, and as a result motivates corporate sponsors to invest (Madeiro, 2007).

In modern professional sport, there is a growing importance on marketing efforts in the management and general running of the club. As with most industries, the brand is the most important asset of the club (Bauer, et al., 2005). Unfortunately, even though there is an increasing awareness of using general business disciplines and applying them to the running of a sports club or a team, marketing is not used as well as it could be. Many clubs have a Marketing Manager or Director, but most of them only try to sell the club to commercial clients, rather than trying to sell the club to ordinary people and fans (Adamson, et al., 2006). However, some clubs have successfully targeted both segments. For example, Real Madrid uses the well-known tactic of buying big-name football stars not only for their abilities on the pitch, but also for their advertising appeal (Madeiro, 2007).

2.4.2. Commercialization of Professional Football

In professional football the role of financial capital has increased significantly over time. Before the 1990s, the aim of professional clubs was to entertain the fans by accomplishing sport success while staying solvent and not to maximize profit. Finding ways to improve playing success is the most important, and the clubs can be described as win (utility) maximization oriented. In the 1990s, an increased involvement of global media conglomerates in football took place. For media companies the broadcasting of sporting events had become a very important tool to attract viewers and advertisers (Williams J.M.E., 1993).

The Bosman arrest was also a keystone event. The Bosman ruling is a 1995 European Court of Justice Decision concerning freedom of movement for workers and freedom of association. The case was an important decision on the free movement of labor and had a profound effect on the transfers of football players. Due to events like these,

commercialization accelerated in the 1990s in professional football and clubs increasingly compete with each other on financial capital (Sandvoss, 2003).

The need for income from broadcasting, merchandising and sponsoring, led to a high commercialization of professional football. Professional football had changed to a consumer-oriented service where the market is very essential. The football industry changed from a utility maximizing to a more profit maximizing consumers-oriented service (Dejonghe, 2008).

The commercialization of football has changed the income structure of football clubs largely. The money a club takes in on the day of the match was traditionally its major source of revenue. Match day revenue is mostly derived from gate receipts (including season tickets and memberships). This main reliance on match day income is not the case anymore today. At the present time, a large part of income is acquired by revenue derived from broadcast sources, commercial sources (sponsorship/merchandising), player transfer fees and non-football activities (Deloitte, 2010; Forbes, 2012).

Tim K, (2013) state football commercialization denotes the collection of economic and financial activities that are linked and fully associated with the main football outcome. As a result, contribute to increasing the value and importance provided to the final football consumer. Before, the professional clubs desired only to entertain the fans with the sport success but not concern about maximizing the profit of the club. Actually, football had turned into a business since 20th century, with the formation of the national leagues on professional level and international platform as FIFA. To some extent, football was taken already a commercial product before the Second World War everywhere in Europe.

After 1990's there has been a huge and dramatic economic development in the football industry, thus, most professional football clubs are formed as corporations. Likewise, in modern football, commercialization is required for clubs so that they can stay financially strong and competitive. In professional football, the key role of financial capital has taken into account with great importance. However, football supporters are regularly showing their dissatisfaction regarding the changing culture of the clubs rapidly due to this financial development (Tim K., 2013).

In addition to the stated private investments in football to gain shares and (partial) ownership in a football club, several examples indicated this commercial globalization from a business investor's perspective. In order to understand these patterns, it is relevant to briefly indicate

the case of investments made in Brazilian football. Since football became big business in the 1990s, several companies have invested heavily in Brazil. Private equity firm Hicks, Muse, Tate & Furst was one of these savers with radical ideas, as the firm's head Charles Tate cited that "soccer in Brazil is like baseball, basketball and football put together in the USA" (Romero, 1999).

The transaction with the Corinthians club gave the company all licensing rights to the club's name, enabling it to sell items like caps or T-shirts emblazoned with the Corinthians insignia as well as the opportunity to negotiate deals for the TV broadcast of games. At that time, Hicks, Muse, Tate & Furst had already entered into pay-tv ventures in Brazil and in neighboring Argentina that could facilitate such deals. Over the years, other companies such as Bank of America and ISL invested, and lost, hundreds of millions of dollars in storied clubs such as Vasco da Gama, Flamengo and Corinthians (Antunes, 2012).

2.4.3. Football and the Emergence of a New Type of Business

Football originated in England. Its rules were developed in the public schools of the nineteenth century. It was played for pleasure, and encouraged by the "game ethics" generation of headmasters who saw in it the social and moral benefits of "sportsmanship" alongside its obvious provision of organized physical exercise. Step towards business it has been claimed that the transformation of football from being a game into becoming a business is connected to Silvio Berlusconi and AC Milan. As the owner of the club, Berlusconi introduced television, which he also owned, into football. This step was quite successful as football became very popular in Italy as well as being a sport that was in high demand. Another theory suggests that the first step towards business was made by Alan Sugar and his club. Tottenham Hotspur became the first club to float on the stock market in 1983. It wasn't until the mid-90's that the rest of football's chairmen saw this as a new way to make money. These were the first tentative steps towards turning football from a sport into a business and an industry within the entertainment sector. Supporters were no longer seen as fans but a 'captive market' whose support was 'inflexible' as the more a club charged for tickets, the more fans would pay. For the bigger clubs with national and international fan bases, such conversions into business became successful. In 1997, Manchester United had 3.29 million supporters; Liverpool had 2.18 million and Newcastle United 1.42 million. This following would happily buy into a club's various aspects of merchandising, and being 'brand loyal' meant clubs such as Manchester United could more or less get away with releasing three replica versions of their kit within one season. Until the early 1980's, football clubs were

mainly loss-making. They carried a primarily social character and opposed commercial institutions. Ownership was locally based and motivated by a desire for prestige in a local community. By contrast, in 1999 the industry was increasingly being incorporated into the conventional commercial “leisure” sector (with stock market quoted firms listed under ‘leisure entertainment and hotels’). The large clubs have been transformed into highly profitable suppliers of the full gamut of leisure-related product lines, attracting a large number of consumers from a range of different income groups. Two key factors have driven football transformation: the opening up of this previously closed sector to market forces and effective governmental regulatory intervention (Hamil, et. al., 1999)

2.5. Challenges on Football marketing

The American Marketing Association (2004) define marketing as an organizational function and a set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders For an organization to achieve these objectives, they must build a marketing program or plan which will consist of numerous decisions on the mix of marketing tools to use This mix of marketing tools is referred to as the marketing mix. (Kotler, P., 2003) describes the marketing mix as the set of controllable tactical marketing tools- product, place, price and promotion - that the firm blends to produce the response it wants in the target market They are also known as the 4 Ps of marketing Promotion, often called marketing communication, is the fourth and most visible element of the marketing mix which involves all instruments which the organization communicates with its target groups (Pelsmacker, P. D. , Geuens M, & Bergh, J. V., 2006). The main role of promotion is to bring existing or potential customers from a state of relative unawareness of the organization’s products to a state of actively adopting them (Cole G. A., 1996).

2.5.1. Promotion Mix in Football Clubs

Promotion can be defined as the way that sport marketers communicate with consumers to inform, persuade and remind them about the features and benefits described by a sport product’s positioning. In sport marketing the word promotion covers a range of interrelated activities. All of these activities are designed to attract attention, stimulate the interest and awareness of consumers, and of course, encourage them to purchase a sport product. Promotion is about communicating with and educating consumers. Promotion might involve telling potential consumers about a product, reminding them of its benefits or persuading them that it is worth trying. Promotion involves all forms of communication with consumers,

not just advertising. Promotion is best seen as the way that sport marketers communicate with consumers to inform, persuade and remind them about a product. The aim of promotion is to encourage consumers to develop a favorable opinion about a sport product which is aligned to a pre-determined positioning strategy, and then to stimulate consumers to try the sport product. Promotion concentrates on selling the product (Harrison M. & O'Reilly N.J., 2005).

The promotions mix is common for sport organizations to use a number of different promotional activities simultaneously, rather than to just focus on one. Because different promotional activities can be combined together, they are collectively known as the promotions mix. In other words, it is advantageous to combine a number of promotional activities together into one promotional plan or strategy. A promotional strategy is a plan that aims to use the four main elements of the promotions mix for the best results (Kotler, P., 2003).

The promotions mix elements are: (1) advertising, (2) personal selling, (3) sales promotions and (4) public relations. Promotion as a strategic variable consists of five variables, which must be coordinated to form the overall promotion mix. These are advertising, personal selling, sales promotion, public relations and direct marketing (Kotler, P., 2003).

2.5.2. Advertising

Advertising is a form of one-way communication where a marketer pays someone else to have their product, brand or organization identified. Common examples include television commercials, magazine and newspaper advertisements, radio spots, posters, billboards, Internet popups and advertisements on public transport. Advertising is any paid form of non-personal presentation and promotion of ideas, goods, or services by an identified sponsor. Advertising takes place through mass media television, cinema, radio, newspapers and magazines, and outdoor media such as billboards and display signs (Kotler, P., 2003).

The goal of advertising according to Marsh (1998) is to reach the greatest proportion of the targeted market at the least cost. In this light, adverts are a cost-effective way for disseminating messages from the cost per person perspective. Awareness, reminding, changing attitudes perspectives and beliefs, reinforcing attitudes, building image and product line are some of the objectives of advertising (Kotler, P., 2003).

The message is central in the advertising concept. Advertisers go through several steps to develop a creative message strategy: message generation, message evaluation and selection, message execution and a social responsibility review. Messages can be generated by linking

the brand directly to a single benefit or advertisers can create a character that expresses the product's benefits. Messages can be rated on desirability, exclusivity and believability by conducting market research to determine which appeal works best with the target audience (Kotler, P., 2003).

Message execution strategies are a very important element in advertising strategy since it has to convince consumers. In trying to generate the established advertising objectives, advertisers can use a multitude of appeals, formats and execution strategies to express their creative idea Emotional appeals are advertisements whose main purpose is to elicit an effective response and convey an image. Humor, fear, warmth, eroticism and music are commonly used to elicit emotive responses among the target group (Shrimp, T. A., 2003).

Advertisers must also ensure their advertisements do not overstep social and legal norms Media strategies should be considered against the dimensions of communicating the message, cost-effective coverage and appropriateness of the environment to place the message (Yeshin T., 1998).

Media selection is finding the most cost-effective media to deliver the desired number and type of exposures to the target audience. The effect of experiences on audience awareness depends on the exposures' reach, rate and impact Advertisers also try to measure either the communication effect or effect of the advertisement on sales using a variety of methods (Kotler, P., 2003).

2.5.3. Personal selling

Personal selling is direct communication between a sales representative and one or more prospective buyers, for the purpose of making a sale. Sales people can accomplish this purpose by communicating face to face during a personal sales call or by selling over the telephone (telemarketing). Personal selling involves one to one communication between a consumer and a salesperson. The aim of personal selling is to build relationships with consumers in order to convince them to accept a point of view about the brand or product in question, and ultimately to convince them to take some action and try the product. Endorsements and sponsorships are two forms of personal selling that are common in the sport industry, each of which will be explained further shortly. Personal selling is any paid form of interpersonal presentation of goods, services or ideas through face-to-face communication between the seller and buyer. Personal selling takes place through sales

presentations and meetings, sales training and incentive programs for intermediary salespeople (Berkowitz et al, 1991).

According to Kotler (2003), organizations spend more on personal selling than on any other promotional method. Sales forces are found in nonprofit as well as for-profit organizations (Stanton W.J., 1991) and (Cole G. A., 1996) argue that personal selling play an extensive and dominant role in the promotion of services because of their transient and intangible nature. They argue that in the service industry, every member of the organization of comes into contact with (potential) clients are considered to be sales people.

Kotler (2003) outlined six main activities of personal selling: prospecting, targeting, communicating, selling, servicing, information gathering and allocating Personal selling has several advantages over other promotional tools such as immediate feedback, persuasive nature, selectivity and provision of complex information However vivid the message put across by advertising, there is no substitute for the final face-to-face meeting between the buyer and seller or his representative. Advertising creates the interest and the desire but personal selling seals the deal (Cole G. A., 1996).

2.5.4. Sales promotions

Sales Promotion: - is a promotional tool, both a tool to speed up sales or value for the company; or an extra incentive to buy, a value to the customer. Includes trade deals, trade incentives, slotting allowances for in store promotion, samples, loyalty programs, coupons, premiums, displays, sweepstakes, allowances, trade shows. A sales promotion is usually a short-term program that aims to stimulate an increase in sales. Sales promotions can be useful supplements to other promotional activities, as they tend to draw attention thereby providing the other activities with more exposure. Typically, sales promotions provide consumers with an incentive to buy the sport product. A sport organization may target a sales promotion towards the general public or sometimes to wholesalers and retailers. One of the advantages of sales promotions is that it is relatively easy to keep track of how many consumers were enticed to use a product because of a special deal (Pelsmacker, P. D. , Geuens M, & Bergh, J. V., 2006).

Sales promotions can be described as incentives designed to stimulate the purchase or sale of a product usually in the short term. Sales promotions are used to get consumers to try or repurchase a brand by discriminating between different segments of consumer. Major objectives of sales promotion are broadening customer base, line extension to new and

existing customers; brand switching, forward/bulk buying, overcoming seasonal dips in sales and building brand loyalty. Sales promotion tools include coupons, sweepstakes, contests, product samples, patronage rewards, prizes, demonstrations, warranties, trade shows, trade-ins and exhibitions (Kotler, P., 2003).

2.5.5. Public relations

Public relations are concerned with building a good 'image' for sport organizations. It is important for sport organizations to have a good relationship with different groups in the community, including the media, government sport departments, local councils and even fan clubs. Public relations are different to other forms of promotion in that it is free to as port organization. It usually involves getting some information into the mass media as a news item (Ace, 1998).

(Ace, 1998) explained that public relations are the planned and sustained effort to establish and maintain good relationships, mutual understanding with (potential) customers and publics, audiences or stakeholders. The main concern is to enhance the long-term goodwill and reputation of the organization as a whole public relation sets itself apart from other communication tools in that they target important stakeholders and difficult to reach audiences such as opinion leaders, financial analysts and potential investors.

Public relations perform several functions such as press relations, product publicity, corporate communications, lobbying and counseling. Channels of publicity or public relations include newspaper and magazine articles/reports, television and radio presentations, charitable contributions, speeches, issue advertising and seminars among others (Kotler, P., 2003).

2.5.6. Direct Marketing

Direct and interactive marketing is the use of mail, telephone, fax, e-mail, internet or mobile phones to communicate directly with or solicit response or dialogue from specific customers and prospects (Kotler, P., 2003). Mass marketing communication strategies have dominated promotional activities for decades. Gradually, direct marketing principles have been adopted that allow access to each member of the target group on an individual basis. The next stage in this evolution is the trend towards real interactivity that enables the marketer not only to communicate with target group members on a one-on-one basis, but also individuals are capable of responding to and interacting with the sender of the message (Shrimp, T. A., 2003).

Although some direct marketing promotional tools also allow a degree of interactivity, the increasing penetration of the internet, mobile phones and interactive TV are changing the nature of marketing communication interactivity. So, marketers have to follow them to the new media that they are consuming (Pelsmacker, P. D. , Geuens M, & Bergh, J. V., 2006). Direct and interactive marketing is the use of mail, telephone, fax, e-mail, internet or mobile phones to communicate directly with or solicit response or dialogue from specific customers and prospects (Kotler, P., 2003).

2.5.7. Sponsorship

Sponsorship is traditionally seen as a tool to strengthen brand awareness and brand image for the sponsor (Gardner and Schuman, 1988; Keller, 2003). Shank (2009) is of the view that a clear reason and objective must be established whenever companies commit themselves to sponsoring certain activities. Shank further indicated that sponsorship objectives should always be tied to communication objectives and in a broader sense to the marketing objectives of the company. He distinguishes between direct and indirect sponsorship objective. To him, direct sponsorships objectives are required to have an instant effect on sales and also influence the level of behavior of the consumer. The aberrant sponsorship objectives are however seen as a long-haul responsibility, which requests huge amounts of making mindfulness and association picture before the association can achieve their set roundabout target. Sponsorship of a club, an athlete, or a sports event, can be expected to generate positive effects on brand equity through, e.g., brand association (Jiffer and Roos, 1999).

Brand centrality concerns the focus of activities, where a low brand centrality has more focus on short-term activities and products and a high brand centrality has more focus on long-term activities and the brand is seen as more than just a mere instrument for communication. Customer centrality refers to the perception of to what extent customers take part in the process of value creation (Louro and Cunha, 2001).

2.6. Marketing Opportunities of Football Clubs

Sport marketing opportunities exist in the marketplace, what competitors are doing, what a sport organization is good at doing and what consumers actually want. The first stage of the sport marketing process is therefore to identify sport marketing opportunities. This involves analyzing the market and consumers, as well as the organization for which the plan is being constructed (Michel Desbordis, 2006).

2.6.1. Analyze internal and external environments

The first activity in Sport marketing opportunities analysis of the internal and external environments in which a sport organization is placed. The internal environment refers to the unique circumstances of the sport organization for which the plan is developed. It is therefore essential to determine the strengths and weaknesses of the sport organization. For example, a local football club may be strong in terms of its positive community profile and the support it receives from a regional association which provides access to a well-organized competition structure. However, the club may be weak in financial terms and may have difficulty in attracting young players. The external environment refers to the marketplace in which a sport organization operates. This includes the immediate sport industry as well as the national and international context. In fact, it is important to understand the industry-related external environment, the nature of competitors, and the broad national and global environment. In the example of a local soccer club, an analysis of the external environment may reveal that soccer is not a popular sport in the region, or that there is limited government support for its development. These external factors may also have a strong influence on the specific strengths and weaknesses of a sport organization (Michel Desbordis, 2006).

2.6.2. Education Level

Studies have typically equated attained education level with attributes such as cognitive ability, capacity for information processing, tolerance for ambiguity, and propensity or receptivity to innovation (Guthrie J.P. & Olian J.D., 1991). Managers' education levels have also been empirically linked with propensity to deviate from implementing strategic change (Wiersema and Bantel, 1992). A higher education level has been associated with the tendency to engage in higher boundary spanning, show a higher tolerance for ambiguity, and to exhibit higher integrative complexity (Dollinger M., 1984).

2.6.3. Football Club Strategic Marketing Planning

Strategic management is the means utilized by an organization to determine its strategic direction and support its functioning processes to its strategy (Mintzberg et al., 1998; Rumelt et al., 1994). In heart, strategy is an action plan that shapes the future direction of an organization and forms the framework as to how its long-term goal or overall aim can be achieved. Planning is typically regarded as prospective thinking that anticipates future actions. It can thus be seen as "a process by which managers discover where they are, where they want to go, how they believe they might get there, if they are getting there and as they proceed, if they still want to get there" (Galer and van der Heijden, 1992).

To do this efficiently and effectively, planning must consider both the company's complexity and its relevant environment. Strategic planning is widely used by organizations. It is defined as the process of determining the mission, major objectives, strategies and policies that govern the purchase and allocation of resources to achieve organizational aims (Johnson and Scholes, 1999).

A strategic plan, according to Mintzberg (1994), is not intended to be a means to create strategy, but to program a strategy that has already been created. "The purpose of strategic planning is to keep a favorable balance between an organization and its environment over a period of time" (Eadie, 2000). It has been defined as "a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it". It offers a systematic process for collecting information about the larger picture and by using it to establish a long-term direction; it then translates that direction into particular goals, objectives and actions. It mixes innovative thinking, objective analysis and subjective evaluation of goals and priorities to map out a future course of action that will secure the organization's dynamism and effectiveness in the long run (Bryson, 1995).

2.6.4. Financing Opportunities in Football

Finance, the science of fund management includes the application of concepts from accounting, economics, and statistics. Within the world of finance, there are three interrelated sectors: (1) money and capital markets, (2) investments, and (3) financial management (Brigham & Houston, 2012).

The three main components of the aggregate result and their factors are closely interrelated. The improvement of sports results has a positive impact on economic result, which in turn leads to an increase in television and ticket revenues and the sale of promotional products, but member contributions and revenues from sponsorship deals could also grow. Improving sports results also affect intangible results: the club becomes more respected, supporter ties become stronger and media interest increases. A good economic result has a favorable effect on sports results as the sufficient liquidity provided through profit and appropriate management allows the club to fulfill incentive wage and premium payments without any problems. Opportunities open up to finance supporter projects and clubs as well as significant advertising activity. Star players and managers can be signed to the extent of expanding financial opportunities. Intangible result also has an effect on the factors of the other two result components: sports results improve through the impact on public opinion, but economic result also improves since television revenues and the sales of endorsed products

increase. Capital can be provided through internal or external financing. Football enterprises are highly dependent on internal financing, where forms of financing specific to football are especially prevalent. Financing sources in this case can be expanded by increasing revenues and decreasing expenditures or releasing tied up capital. Main revenues in a classical sense are revenues from media rights and ticket sales, merchandising (image transfer) and revenues from noneconomic areas or areas close to football, which in the case of a football enterprise obviously depend on sports results (Keller Ch. 2006).

In the case of significant economic and intangible results, the dependence of main revenues on sports results significantly decreases. Examples of this are media rights revenues, which are sold through contracts prior to the launch of the season. For certain periods, these revenues can be considered fixed. In this case of course, growth opportunities are highly limited for the duration of these contracts. Revenue growth can only be achieved as a result of sports results, in the case of unexpected successes abroad or by integrating new media elements. Revenues from media rights, therefore, can be considered a given condition depending on the previous season, which of course does not mean that the club should not try to generate as much revenue as possible, as media revenues are usually the most significant and most intensely growing revenue source for professional football clubs.

Football clubs continue to face new and often intense competition, but some clubs appear ill-equipped to manage significant and demanding financial challenges. Clubs without a focused financial strategy or the lack of effective financial management may underperform off the pitch, even though they may perform well on the pitch, while keeping their fan base highly identified and fully engaged.

However, even though a club may be relatively successful on the pitch, it may definitely need to plan specific investments intended to:

- ❖ Improve on-field performance (buying the best or more promising players);
- ❖ Improve/increase marketing effectiveness through promotions, sponsorships and/or new marketing initiatives;
- ❖ Enhance the sustainability of its business model, and diversify its revenue stream by expanding beyond broadcasting rights and tickets and focus on merchandising, sponsorship, and stadium revenues. Such a strategy may require significant investment in new technology, personnel, manufacturing, new channel partners, venues, financial and legal representation, and marketing initiatives, etc.

2.6.5. Community Engagement in Football

Many clubs the community is an important part of the club, working with the community is part of the integral fabric of the club. Likewise, football is an integral part of many communities. The Premier League believes that football should be available for people to engage with day in day out, not just on match day. Football is a powerful tool for engagement. Football clubs have the power to engage people in the way that few other organizations can; it is part of everyday life that people can relate to. Partners choose to work with clubs because they can see that they can use them as a tool for engagement and football clubs have good access to a variety of groups of people. Football Clubs are in a unique position in being able to engage with and impact on young people, so they often do so. They can and do seek to influence the lifestyles of people in a positive way.

Engaging with the community and undertaking community work is both a way for the club to 'give something back' to its community and to engage the 'fans of the future' in the game and club. Premier League football and its clubs have a very strong brand that gives them an opportunity to engage in community activities that is different to that of other businesses. Their reach is global. Nevertheless, social responsibility in football is still very much an emerging concept. A recent benchmarking exercise by Responsibly, which compares website data from nearly 270 clubs in the top divisions of those nations competing in the UEFA EURO 2012, showed that all leagues had a social responsibility score below 50%.

A recent report 'Corporate Social Responsibility in European Football' (Walters &Tacon, 2011) provides a detailed analysis of survey research looking at corporate social responsibility (CSR) in European football. It shows that the majority of national football federations are involved in a number of initiatives with various stakeholders such as local communities, young people and schools. However, the majority of federations do not have a formal CSR strategy, which is backed up by evidence from this report (Smith &Westerbeek, 2003).

Walters &Tacon (2011) demonstrated that resource constraints and securing funding were two of the most significant challenges faced by football clubs, which is also a key finding of this report. Also found that only a small minority of football clubs measure and quantify the benefits of community work. In the Premier League there is a significant recognition that measuring and quantifying benefits is of key importance to community programs, and while progress has been made in this area, it still provides a major challenge (Walters &Tacon, 2011).

Allan and Roy (2008) criticized the aforementioned studies for concentrating upon total attendance at matches making it impossible to assess the influence of broadcasting on different groups of attendees. They found that the variation in stadium attendance is caused by fans who buy tickets on the day of the match at the gate of stadium; fans who are season-ticket holders are not as influenced. The literature highlights the relationship between televising matches and reduction in fans' attendance at the stadium; bottom line being that screening of football matches can be a major factor in reducing fans' attendance at the stadium. However, other factors play a part in negatively affecting fans' attending at stadiums. Many other factors can influence fan attendance at football stadiums as highlighted in the works. There appear to be numerous factors that play vital role in attracting sports consumers to sporting events, including new arenas, give away days, the "superstar factor", record breaking performance and violence (Hoye et al., 2012).

Although previous studies have discussed the impact of televised matches on fans' attendance, it cannot be said with certainty that only the proliferation of televised matches has influenced fans' attendance. The aforementioned studies revealed three main elements which encourage football fans to attend stadiums namely achievement seeking, entertainment and stress relief (Beech and Chadwick 2004, Mehus and Osborn 2010). Fallahi et al. (2011) investigated the factors influencing fans of different age groups' attendance at football matches in Iran. They found that the age of the fans also played important part in motivating the fans to attend the football matches at the stadium. For instance, the "under 21 years old" fans displayed more motivation than other groups to go to the stadiums. Likewise, Withey (2013: 67) showed that, "different age groups, gender, and relationship to the university had significant difference as far as their motivation to attend live matches".

2.6.5.1. Supporter Involvement

Supporters are central to the social and financial vibrancy of any football club. A fundamental difference between football clubs and many other organizations is the strength of relationships that exist between supporters and their clubs, and the enduring nature of those relationships. Football is by definition a cooperative activity: one that relies on the coming together of financial capital, human capital and social capital. More than any other group supporters make long term capital commitments to their club. Enhanced supporter involvement provides an opportunity for clubs to maximize the potential returns (financial, human and social) of supporters' on-going capital investments. To that end it is important that clubs have a full understanding of how supporter involvement may be beneficial to them.

Fans' engagement with their clubs is a differential for marketing actions. It is more effective when compared with conventional segmentation approaches that rely on demographic variables to reach their target audience, such as, income, region, gender and age (Fleury et al., 2016).

The Fan Membership Programs (FMPs), which is a proposal inspired by the European clubs, stands out in this direction, being a viable alternative to increase revenue and make the modernization projects of Brazilian clubs' feasible. In addition, FMPs act as mechanisms to improve the relationship between clubs and supporters, broadening the knowledge of public loyalty (Martins, 2016). As stadiums are places of interactions between multiple stakeholders (sponsors, investors, governments, and telecommunications), it may be suggested that while sports can be considered as a spectacle and a popular form of entertainment, FMPs are a practice that allow the club to strengthen its relationship with its fans. (Martins, 2016). With practices such as Football FMPs, this relationship marketing adoption has achieved widespread success in Europe, where European clubs pioneered the club-related products and services offering (Martins, 2016). Sport Club International was the first Brazilian club to conceive and carry out philosophies that put fans as the focus of their business, making them the pioneer of Brazil's FMP creation in 2002 (Avancini et al., 2010).

2.6.5.2. Professional team sport customers

Sport clubs' most valuable asset is their fans (Kim & Trail, 2011). The interest showed by sport fans is undoubtedly the most important reason why professional sport has evolved to its current status. Although sport organizations gather now income from various sources, game-attending fans have traditionally provided the key income for clubs (Dietl & Hasan, 2007) and their attachment is the reason why other parties like sponsors are willing to invest in team sport (Késenne, 2007, p. 14).

2.6.6. Football Clubs and social media

Social media can be viewed as an integral part of football clubs digital marketing and fostering of their online presence (McCarthy J., Rowley J., Brendan J., & Keegan, 2014). Where football fans all over the world have increasingly been shown to interact with each other on social media (Parganas P., Anagnostopoulos C., & Chadwick S., 2017) and football clubs, regardless of their degree of professionalization, are incorporating numerous social media platforms for their online communication efforts (Helleu, 2017). However, academics likewise point out that although most football clubs are nowadays maintaining a social media

presence, they are rarely utilizing its full capacity, given how active emotional bond fans have with their clubs (Kuzma J. R. & Shanklin W. L. , 2014).

As an alternative, studies have found that football clubs are agnostic in entirely giving in to the social media gospel (Vale & Fernandes, 2017), hesitant of diminishing their control of the dialogue, fearing potential damage of commercial interests (McCarthy et al., 2014). Thus, studies have found that many football clubs are enjoying low levels of fan engagement on their social media sites (Kuzma J. R. & Shanklin W. L. , 2014). Leading many researchers to conclude that football clubs are still resolving how best to operate in this evolving digital landscape (Rowles, 2017).

Nonetheless, as social media platforms continue to expand and proliferate, a ream of recent studies pertains a somewhat more positive declination and focuses on the vast potential of social media. Fenton (2018) notes that sport and football in particular are becoming more and more fixated on social media, on a global scale where fans are interacting and accessing content from anywhere in the world. Lawrence and Crawford, (2019) have noted this evolution, pinpointing the role millennials have had, in that a generation that has known social media for all their adult lives have now begun to form a fair share of football fans worldwide. In light of this development, digital video content has become increasingly popular as clubs have begun to experiment with live streaming, and the video capabilities of YouTube and Facebook (Parganas P., Anagnostopoulos C., & Chadwick S., 2017). Such videos and the clubs overall use of social media are helping connecting fans with their club, especially the many fans that do not manage to attend games at the stadiums (Fenton, 2018).

Anagnostopoulos et al., (2018) found that some top football clubs had been successful in creating an engaged community of users, through posting images and other content on Instagram. The creation of this kind of engaging content for their fans has come to be seen as a way for the fans and football clubs, to establish and demarcate their identity. Comparative to the divergent nature of social media, football fans come in many shapes and forms. The Social Network rising situation cannot leave indifferent the market of football clubs. The principal reasons to develop an efficient social media strategy are enhancing brand value, increasing commercial revenues and attracting more supporters (Chanavat et al., 2017).

2.7. Revenue of Football clubs

According (2020) the income generations of football club as follows:

- Sport Broadcast: Football clubs “ need to see various aspects like, sport broadcast, sport law, and sport licensing, sponsorship and marketing in order to strengthen their financial capacity. In related to this issue Barbora and Simeckova (2020) cited Sport Broadcasting and sport television in specific is one of the primary (if not the primary) driver of the business of sport. It contains sport television and web casting. While some leagues are still gate-driven (dependent primarily on ticket sales to make a profit), leagues such as the NFL receive more money from television rights than any other revenue stream.
- Sport Law: Contract management – both with highly paid players and with sponsorship and other commercial agreements, including broadcast contracts – has become a defining characteristic of the business of sport. For that reason, in addition to increasing importance placed on finance, marketing and salary cap professionals in recent years, lawyers and legal specialists have emerged as critical players in most professional sport organizations.
- Sport Media: Sport Media typically includes newspapers, television, radio, magazine and their online applications. The branch of the business of sport has expanded significantly since 1995 and the rise of Internet, and with it, sport web sites and blogs.
- Sport Sponsorship: In most Football clubs, Sport Sponsorship accounts for a significant percentage of revenues, often second only to ticketing in gate-driven businesses and third behind ticketing and broadcast in the most complicated of leagues that carry strong broadcast partnerships.
- Sport Television: Sport television is the primary distribution channel for the sports entertainment sector and is by far the primary driver of revenues for leagues such as the National Football League in the U.S. It is the way most fans "consume" professional sport, in some cases by a factor of 20:1 compared to in arena attendance.
- Marketing is one of the ways to get revenue, so that football clubs should provide their goods and services to sell and should strengthen their capital.

2.8. Empirical Studies on marketing challenges and opportunities of football clubs

A study by Kwabena (2015) investigated the effect of sponsorship in the development of colts' football and the promotional strategies used by colt's clubs in marketing young footballers. The study revealed that the tools used to transmission the activities of clubs to their fans, discussions of sports programs on local FM radio stations ranked the liveliest. It was also revealed that sponsorship deals for the club were self-financed their club's activities. It was recommendation that team managers must do well to secure financial assistance from

the various organizations in the metropolis especially those that show interest in sports. Websites can be created to give out vital information about the players which could be in the form of videos, pictures. It was concluded that there was the need for full mixing of marketing activities in every scope of the juvenile clubs in the Kumasi metropolis in order to enhance their full potentials.

Betelhem (2020) assessed the existing structure and managerial challenges of Ethiopia male premier league in selected football clubs. The study indicated that, organizational structure and management system, availability of facility and equipment, back ground and working experience of manager, educational levels of the administrative staff members of the club are major challenges in Ethiopia male premier league football clubs. There is a lack of and a need good marketing and financial control system in the football clubs. To overcome these problems, the following recommendations have been forwarded: the club management staffs let's give high priority to solve lack of modern club structure, and management problems of the club, marketing and financial control system, facility and equipment managing system of the football club. Finally, each club tries to employ skilled and experienced managers.

Riungu Martin (2006) described promotion mix used by self-supporting football clubs in the Kenya premier league in sourcing for funding. The population of interest was the eight self-supporting clubs in the premier league. The findings indicated that the clubs mainly used sales presentations and meetings, selling branded items, telephone selling, sales letters, media interviews, speeches, coaching clinics, press releases, clean up exercises, media articles, branded play kits and sponsorship of youth football teams to attract funds. The study recommended that the clubs should enhance and put into applies the use of outdoor advertisements, television, print, radio, prizes for raffles and contests, coupons for ticket discounts, flyers, brochures, season tickets and sponsorship women football in order to be able to attract funds.

Samson (2016) determined the current strategic planning exercises implication on the business success of football clubs in the south Ethiopian male Premier League football clubs. The result showed that strategic planning management, strategic planning thinking, strategic planning formulation and strategic planning choice and strategic planning implementation has positive significant relationships but strategic planning challenge negative significant relation. The aim is to tackle major challenges of inadequate resource, training, and shortage of qualified personnel and lack of commitment by top management. to enhance the full potential of strategic planning on business success.

There are a lot of issues surrounding the Sidama Region male primer league football clubs for these reason market is not easy, as such there are some variables to consider and they might be more but here are just a few; football marketing opportunities, Social media, Society engagement, Sport Promotional mixes, finance and football marketing strategic plan, these are independent variables because initially, there must be them in place once football starts before somebody thinks about marketing challenges. The football clubs might still be there even without marketing, in other words for sport marketing to happen there must be the game of football first because the business is done on football.

2.10 Conceptual Framework



Source: Own survey and review literature, (2021)

Football marketing opportunities, social media, society engagement, sport promotional mixes, finance, and football marketing strategic plan are some of the variables to take into consideration because there are many issues surrounding the Sidama region male primer league football clubs, making the market difficult. There may be more, but these are the ones that are important to know about. These are independent variables because, once football season begins, these must be in place before anyone considers marketing challenges. To put it another way, since football is the game that generates revenue for sports marketers, football teams may continue to exist even in the absence of marketing.

CHAPTER THREE

3. MATERIALS AND METHOD

3.1. Description of the Study Area

Sidama National Regional State is located in the south-central part of Ethiopia. Relatively, the Sidama region is bordered with Oromia region in the north, northeast, east, southeast, southwest, northwest, and with Southern Nations, Nationalities, and People Region in the central south (Gedeo Zone) and west (Wolayita Zone). It shares an administrative boundary line of about 86% with the Oromia region and 14% with the SNNP region. The total area of the region is estimated to be 6806.231/6981.8 square kilometers. Geographically speaking, the Sidama region extends roughly from $6^{\circ}14'54''$ to $7^{\circ}15'10''$ North latitudes and $37^{\circ}10'05''$ to $39^{\circ}15'01''$ East longitudes.

Hawassa is also known on the shores of Lake Hawassa in the Great Rift Valley. It is 273 Km (170 mi) south of Addis Ababa via Bishoftu, 130 Km (81 mi) east of Sodo, and 75 Km (47 mi) north of Dilla. The town serves as the capital of the Sidama Region. The city is one of the tourist destinations of the county. It lies on the Trans-African Highway 4 Cairo-Cape Town and has a latitude and longitude of $7^{\circ}3'N$ $38^{\circ}28'E$ and an elevation of 1,708 meters (5,604 ft) above sea level. Sidama coffee football club and Hawassa city football club are found in Hawassa city administration.

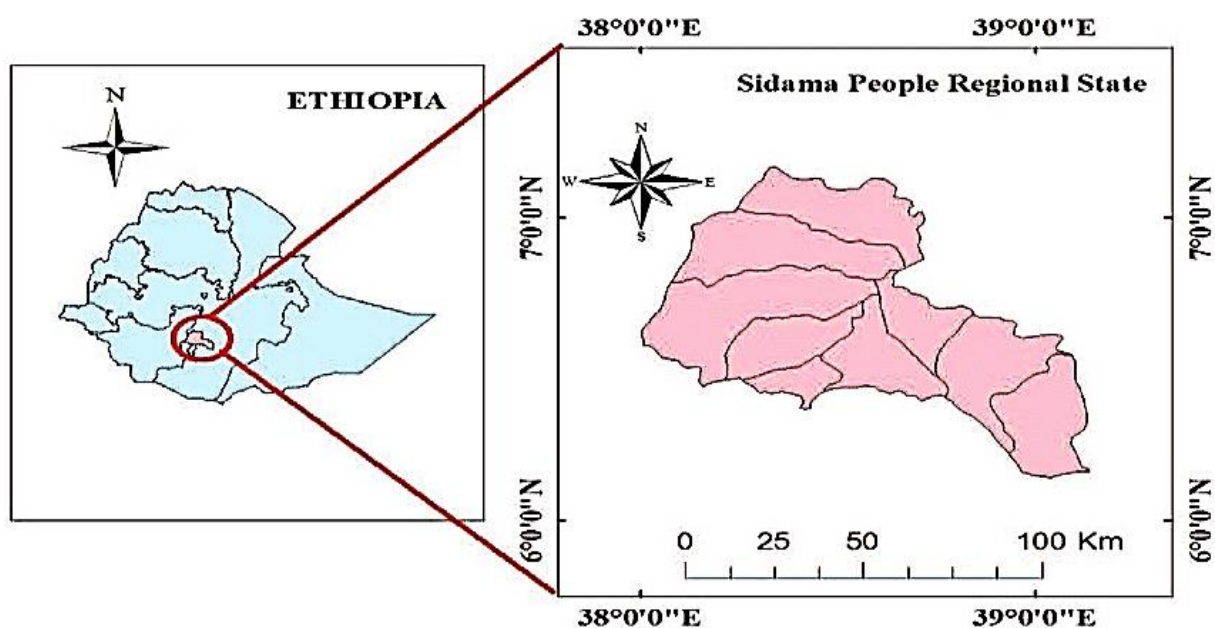


Figure 1: Administrative map of Sidama National Regional State.

Source: <https://www.researchgate.net/publication/346065442/figure/fig1>.

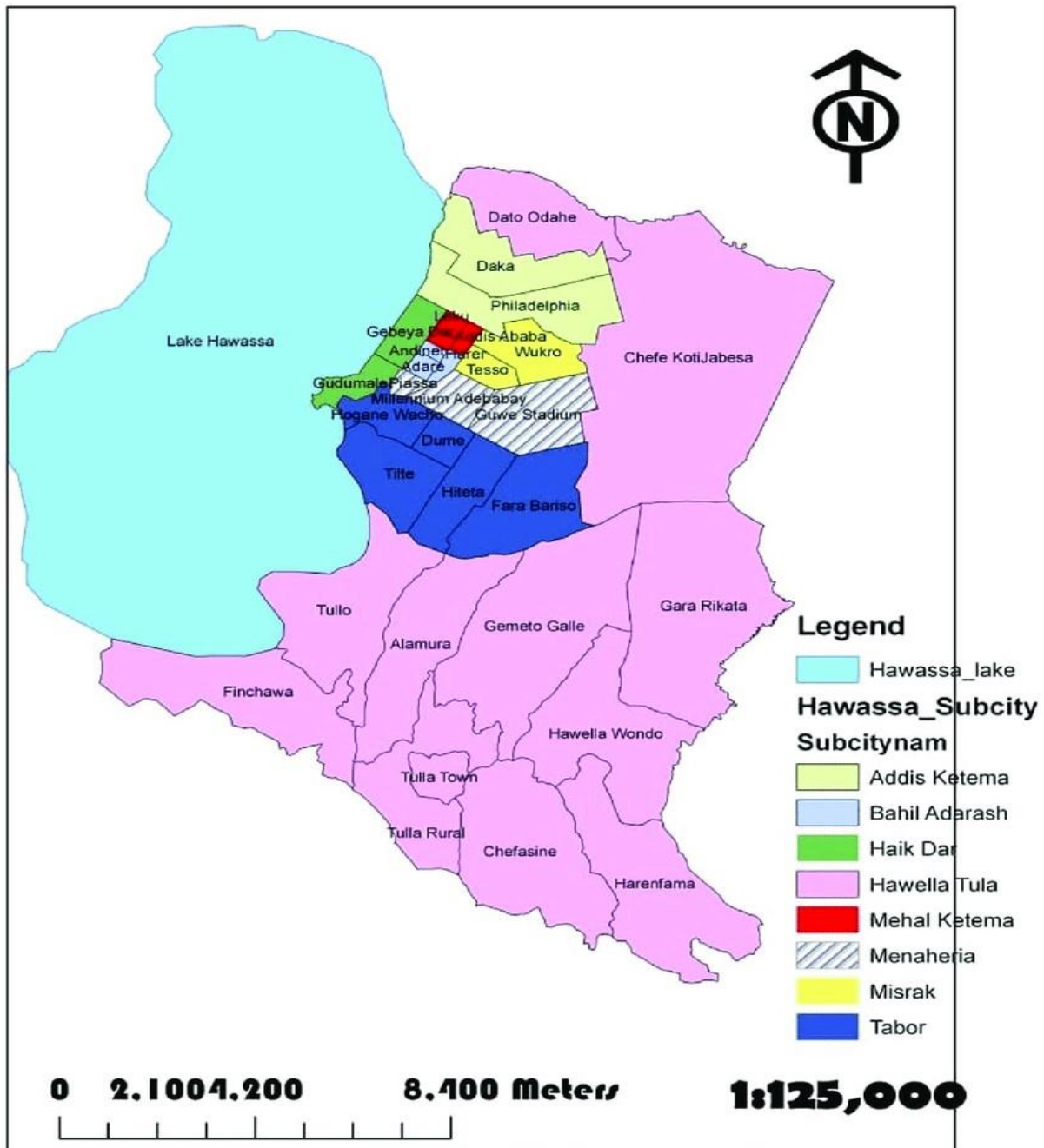


Figure 2: Administrative map of Hawassa city administration.

3.2. Research design

The main objective of the study is to assess the marketing challenges and opportunities of male Sidama primer league football clubs. In the study, a descriptive mixed research approach was adopted. Descriptive survey method was employed to collect data. As its nature, this method is appropriate to define, describe and understand the strength and limitations of the study. It was using a triangulation of research techniques, which refers to a combination of mainly qualitative and quantitative methods of data collection and analysis.

Descriptive research involves measuring a set of variables as they exist naturally (Gravetter and Forzano, 2011). It is designed to provide in-depth information about the characteristics of subjects within a particular field of study, thus it can help identify relationships between variables (Houser, 2011). This method is more appropriate to gather variety of data related to the study and to analyze the data in mixed type of quantitative and qualitative approach (Creswell J. W., 2003).

3.3. Source of Data

In order to get the essential data and information, the researcher was used both primary and secondary data. The primary and secondary data sources were used regarding to the instruments of data collection. The combination of the primary and secondary information from different sources or employing multiple instruments of data collection techniques increase the credibility of the research findings and minimize the risk of mistaken conclusion.

3.3.1. Primary Data Source

The primary sources were from Sidama coffee and Hawassa city male primer league football clubs, board members, managers, finance managers, coaches, fans facilitators, regions sport office administrative staff and officers.

3.3.2. Secondary Data Source

In addition to those of the above-mentioned primary data sources, the researcher was obtaining the data from secondary sources such as document books and magazines

3.4. Method of Sampling

3.4.1. Population of the Study

The total number of study population was 92. The sample size was 32. All stakeholders that were involved in the study are 8 board members, 2 managers, 2 finance managers, 2 coaches, 6 fans facilitators, 12 sport commission office administrative staff and officers from two clubs. From each club 16 samples were selected as the subject for this study.

3.4.2. Sample and Sampling Technique

Sampling is the process of selecting a few from a bigger group to become the basis for estimating or predicting the prevalence of unknown piece of information, situation, or outcome regarding the bigger group. ‘Sampling is significant because collecting data from the whole population is far too costly (Pagano, 2006).

It is a non-random technique that does not need underlying theories or a set number of participants. Simply put, the researcher decides what needs to be known and sets out to find People who can and are willing to provide the information by virtue of knowledge or experience (Bernard, H. R. 2002). The total numbers of population were 92, and then the researcher selected for the sample 32 respondents for this study by using purposive sampling technique.

Table 1: Sample size and Sampling Technique.

No	Population category	Total population	Sample size	Sampling technique
1	Board Members	36	8	Purposive
2	Club Manager	2	2	Purposive
3	Marketing manager	2	2	Purposive
4	Coaches	6	2	Purposive
5	Sport Office Administrative Staff and officers	28	12	Purposive
6	Fan facilitator	18	6	Purposive
	Total	92	32	

3.5. Data collection instrument

One of the advantages of mixed research approach according to Creswell (2009) was the opportunity to employ both open and close ended question as well as multiple forms of data drawing on all possibilities. Because of this the researcher employed this instrument on the study.

3.5.1. Questionnaires

Questionnaires were used to collect data from coaches, managers, marketing managers, board members, fans facilitators, region sport commission and Hawassa city sport office administrative staff and officers. After the preparations of the questionnaires, the researcher was used pilot test to check the ambiguities. Accordingly, close ended and open-ended questionnaires were prepared in Amharic to make simple for respondents and to understand it easily.

3.5.2. Interview

Interview guide was prepared and conducted in order to gain relevant information, which was related with objectives. In semi-structured interviewing, the interviewee was responded with precise answers and it was described when an additional explanation needs. It didn't expect a more detail life history of the participant. Accordingly, semi-structured interview questions had been prepared and data has been collected from the key informant from Sidama Region male primer league football clubs' coaches, managers, marketing managers, board members, fans facilitators and region sport commission and Hawassa city sport office administrative staff and officers.

3.5.3. Observation

This was the main tool to pick up detailed and first-hand information about the actual implementation of sport marketing Participant observation along with observation checklist was used for this purpose. The relevant information about the existing situation inside and outside of sport organizations about sport marketing was revealed during observation.

3.6. The Validity of the Instrument

Validity is a way to assess the quality of a research study that describes the degree to which the results actually measure, and what they are intended to measure. To have useful and quality research, both reliability and validity must be considered. While validity refers to a study's accuracy.

3.7. Reliability of the Instrument

The instruments (questionnaire and interview) that the researcher selected was reliable. The researcher implemented a pilot study before the actual study carried out. The purpose of the pilot Study was to check the consistency of the questionnaire to collect data for the study. Generally, the objective is to check the clarity of the questionnaire items.

3.8. Pilot Test

To make sure the relevance of the questionnaire purposively 10 respondents was selected from Sidama Region primer league football clubs board members, managers, fans and region sport commission and Hawassa city sport office. Then, the actual questionnaire prepared based on the feedback of the pilot. It was equally important to triangulate the two types of data gathering, namely interview, questionnaire and document analysis they were interlink and relevance to the study.

3.9. Procedure of data collection

Before using data instrument particularly, the questionnaire and interviews guide was checked by my advisor. The data collection instruments were questionnaire, interview and document analysis. The research identified the sample size of participants, dispatched the questioners and collected, the interview would administer and finally documents analysis was conducted.

3.10. Method of data Analysis

Data analysis is the process of shifting through data and piecing together numerical evidence about the social world (Marsh and Elliott, 2009). Descriptive statistics was used to analyze and interpret the data. According to Cooper and Schindler (2003). The data collected were analyzed and interpreted by using both qualitative and quantitative data analysis technique, the quantitative data was analyzed by using descriptive statistics (percentage and frequencies). This was done by using Statistical Package for Social Science (SPSS version 26.0). The qualitative data (interview and open-ended questionnaire) was analyzed by using content analysis or narrative structure of words. After analyses, the discussion and interpretation followed. Finally, conclusions and recommendations discussed.

3.11. Ethical consideration

The study deals with the ethical issues; it can protect the privacy of research participants and make guarantees and confidentiality in risk of harm as a result of their participation. Therefore, the study conducted according to Hawassa University rules, policies and codes relating to research ethics. The protocol approved by the University guidelines, and written consent given and inform to the concerned bodies. Permission obtained from the Sidama region male primer league football clubs to have the necessary data from the clubs. Then an informed verbal consent received from each study subjects and anyone who would not been willing to take part in the study were full right to do so.

CHAPTER FOUR

4. RESULT AND DISCUSSION

The key findings of the data gathered using the instruments created for this study are presented and analyzed in this chapter. After gathering data with the proper tools, analysis and interpretation are made according to the protocol. Tables of frequency and percentages are used to examine quantitative data collected via questionnaire from managers, board members, marketing managers, sport office administrative staff and officers, coaches, and fun facilitators. While open-ended and interview-based qualitative data were examined as written descriptions.

The chapter is divided into four sub-sections to present the study's findings. Section One discussed the subject's demographics; Section Two examined the marketing challenges faced by Sidama region male premier league football clubs; Section Three discussed marketing opportunities for Sidama region male premier league and the fourth section analyzes potential marketing system changes for Sidama region male premier league football clubs.

4.1. Socio-Demographic characteristics of respondents

According to the respondents' age distribution, majority 25(78.1%) of respondents are over the age of 30, and remaining 7(21.9%) are between the ages of 26 and 30 (Table 2). According to the result, majority of the respondents' average age fell over 30 years old. This suggests that the majority (78.1%) of the respondents were in their highest productive and reproductive age group, which suggests that they can play a great role in the development of sport marketing in Sidama region premier league male football clubs if they are supported with capacity building training, skill development and different technical approaches.

Regarding the marital status, majority 27(84.4%) of respondents reported being married, followed by single that accounts 5(15.6%). As a result, they were expected as capable of identifying and able to express various factors that contribute to the marketing challenges and opportunities of Sidama region male premier league football clubs. (Table 2).

Concerning the education level of respondents, the results revealed that first degree (BA/BSc) holders made up majority 21(65.6%) of respondents, followed by those who have second degree (MA/MSc) made up 7(21.9%). The remaining 3(9.4%) and 1(3.1%) of respondents identified as Diploma holders and grade 12 complete respectively (Table 2).

Regarding the respondent's field of study, 7(21.9%) of respondents were studied sport management, 7(21.9%) of respondents were studied marketing, 5(15.6%) of respondents were studied Coaching Football, 10(31.3%) of respondents were studied fields other than stated, such as Management and Leadership. Remaining 3(9.4%) of respondents were studied Teaching Physical education and Sports. The result of analysis indicated that majority of respondents studied other field of study that means the administrative staffs of the clubs does not help them about football marketing and using different types of mechanisms and strategies to develop the market opportunities of the clubs.

Table 2: Demographic Characteristics of Survey Respondents.

Demographic Characteristics		Frequency	Percentage
Age of respondents	26-30	7	21.9
	Above 30	25	78.1
	Total	32	100%
Marital status of respondents	Single	5	15.6
	Married	27	84.4
	Divorced	0	0
	Widowed	0	0
	Total	32	100%
Education level of respondents	Grade 12 Complete	1	3.1
	Diploma	3	9.4
	BA/BSc	21	65.6
	MA/MSc	7	21.9
	Total	32	100%
Respondents field of study	Teaching Physical education and Sports	3	9.4
	Coaching Football	5	15.6
	Sport management	7	21.9
	Marketing	7	21.9
	Other	10	31.3
	Total	32	100%
Years of Experience	Less than one year	6	18.7
	1-5 years	23	71.9
	6-10 years	2	6.3
	More than 10 Years	1	3.1
	Total	32	100%

Source: Field survey, 2023.

Regarding the work experience of the respondents, the majority 23(71.9%) of them had 1-5 years of experience, 6(18.7%) of the respondents had less than one year's work experience, 2(6.3%) of the respondents had 6-10 years of experience, and 1(3.1%) of the respondents had more than 10 years of experience. In general, the information indicates respondents have lower years of experience on football marketing and these shows the less awareness about sport marketing on club administrative staff.

Concerning the responsibilities of respondents in their clubs, the result revealed that majority 12(37.5%) of respondents were Sport office administrative and officer staff followed by Board member that accounts 8(25%) of the total and 6(18.75%) were fan facilitator. Coach, manager and marketing managers counts 2(6.25%) each, summarized in the figure 4. The result of analysis indicated majority of respondents participated in this study were Sport office administrative and officer staffs and board members. It is assumed that this helps the researcher to identify a problem regarding marketing challenges and opportunities of the two male premier league football clubs.

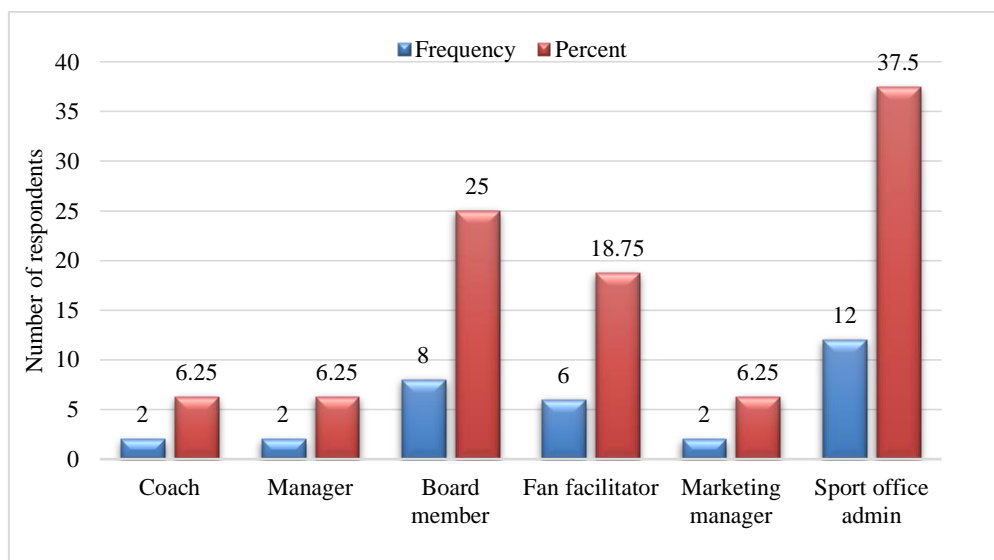


Figure 3: Responsibilities of the respondents in their clubs.

4.2. Marketing Challenges of Sidama Male Primer League Football clubs

The objectives of marketing sub-department are promoting the image of the club and providing the club with financial resources. Its roles and responsibilities are Sponsorship (Finding sponsors, relationship with sponsors), Ticketing (Ticket package development, Selling and distribution), Merchandising (Product development, Supply chain management [manufacturer, distributor, seller], Managing licensee), Media rights (TV rights, Radio rights, Internet rights), Promotion (Advertising, Promotion of match, Promotion of merchandising),

and Fan development (Fan event, Relationship with community). Head of marketing department is required to have at least 10 years of working experience, with at least 5 years in marketing field. The qualification of Head of marketing department should be Degree in marketing (post-graduate degree is desirable) with a broad knowledge of marketing in football industry and excellent communication skill with good command of English. Head of marketing department should be full time employee and ability to create extensive network with potential sponsors is desirable.

Respondents of this study were asked different questions to identify and examine marketing challenges if Sidama male premier league football clubs, Sidama Coffee and Hawassa Kenema. Accordingly, the result of analysis indicated majority 26(81.2%) of respondents confirmed that their clubs didn't get income from sponsorship; such as business agreement where one organization provides financial or in-kind assistance to a sport property in exchange for the right to associate itself with the sport property. Only 6(18.8%) responded yes regarding this. The respondents were also asked about the reason why the clubs didn't get income from sponsorship; and they forwarded that the managers of the club didn't promote the club to the society and there is no practice in working together with sponsors, investors and so on, Table 3.

Concerning whether the clubs use promotion mix like advertising, personal selling, sales promotion, Sponsorship and public relations, majority 26(81.2%) of respondents responded no, whereas only 6(18.8%) responded yes regarding this. According to (Kotler, P., 2003), the promotion mix is a company's total marketing communications program consisting of the specific blend of advertising, personal selling, sales promotion, public relations and direct marketing tools that an organization uses to pursue its advertising and marketing objectives.

Regarding to the club's use advertising, selling promotion, direct marketing and public relation, majority 25(78.1%) of the respondents answered that not use and only 7(21.9%) responded that the clubs use advertisement. Based on the respondent information almost all of Sidama male primer league football clubs do not use advertisement. Also, respondents asked about whether there is selling promotion in their club or not. Accordingly, 27(84.4%) of respondents answered that there is no selling promotion in their club. This implies the club administrative staffs were lack of awareness towards the importance of advertisement and promotional mixes through, newsletters, flyers, local media, TV broad cast, Radios, and the people do not motivate for advertise their business and they did not make advertising around the stadium. Moreover, administrative staffs of Sidama Coffee sport club in particular, did

not build and open any selling shop around the stadiums to sell T-shirt, scarves, any other sport materials and other out of sport business. The governmental sport office does not initiate and create awareness about continuous advertisement and promotional mixes for private companies.

Concerning the existence of direct Marketing in their clubs, 29(91.6%) of respondents responded not exist and only 3(9.4%) answered yes. The result indicates majority of respondents confirmed there is no direct marketing in their clubs. Similarly, it was asked the practice of marketing implementation and control strategy in the clubs and found that 28(87.5%) of respondents answered no. This could be attributed to the lack of strategic plan and implementation mechanism for marketing.

The objective of communication sub-department is establishing and maintaining good club image through the media. Its roles and responsibilities are creating relationship with media concerning Club news, Match (Accreditation, Mixed zone, Press conference), preparing Club Publications, developing Club Web-site, carrying out Internal information sharing, and Crisis management. Respondents were asked about whether the clubs have public relation. Accordingly, 23(71.9%) replied that the clubs do not have public relation. This has its own impact on the performance and overall development of the clubs.

Table 3: Sponsorship, promotional mix and marketing and control strategy of the clubs.

Items	Response	Frequency	%
Did your club get income from sponsorship?	Yes	6	18.8
	No	26	81.2
Did your club use promotion mix?	Yes	6	18.8
	No	26	81.2
Did your club use advertising	Yes	7	21.9
	No	25	78.1
Is there selling promotion in your club	Yes	5	15.6
	No	27	84.4
Is there direct Marketing in your club	Yes	3	9.4
	No	29	91.6
Is there marketing implementation and control strategy in your club?	Yes	4	12.5
	No	28	87.5
Is there public relation in your club	Yes	9	28.1
	No	23	71.9

Source: Field survey, 2023.

Respondents of this study were also asked about the existence of marketing manager in their club. Accordingly, majority 25(78.1%) of respondents answered that their club has no marketing manager. Even if 7(21.9%) of respondents responded as yes, they argue that those

who are working in this position are not qualified with marketing management. This indicates Sidama region male premier league football clubs have problem regarding the marketing management.

In the same context respondents were asked whether their club have any organized marketing plan. The result of analysis revealed that majority 29(90.6%) answered their club has no organized marketing plan. Even if the clubs have a marketing plan there is gap in commitment to accomplish it. This is confirmed by 28(87.5%) of respondents. Similarly, 30(93.7%) of respondents agreed that manager did not use marketing strategies to accomplish the plan.

Concerning the salary of players, majority 26(81.2%) of respondents of this study confirmed that the players salary is challenging problem of their club. This could attribute players to become less satisfied and less motivated to make their club effective. The researcher was also tried to identify the reason why such a case happening. Accordingly, it was found that improper planning and budget breakdown was the major problems among the others.

Table 4: Marketing manager, organized marketing plan and the salary of players.

Items	Response	Frequency	%
Is there marketing manager in your club?	Yes	7	21.9
	No	25	78.1
Did you have any organized marketing plan in your club?	Yes	3	9.4
	No	29	90.6
Did your club committed to accomplish the marketing plan?	Yes	4	12.5
	No	28	87.5
Did your club manager use marketing strategies to accomplish the plan?	Yes	2	6.3
	No	30	93.7
Did you believe players salary challenging problem for your club?	Yes	26	81.2
	No	6	18.8

Source: Field survey, 2023.

4.3. Marketing Opportunities of Sidama Male Primer League Football Clubs

Marketing is the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to create exchange and satisfy individual and organizational objectives (American Marketing Association, 2004). As football started its transformation from a sport into a business, it became apparent to many football clubs'

managers that the only route to prosperity and development was well-prepared marketing strategies in order to cope with competitors and the external environment.

Since the 1980's when football clubs changed their status from football clubs (FCs) to public limited companies (PLCs) and start floating on stock markets, the need for sophisticated marketing approaches emerged to help clubs keep their customers (or bring others) in order to generate income and therefore to survive. The second influential factor is that various types of products were identified in the football business which could be sold to customers. Therefore, it also highlights the need for marketing tools within the industry.

Respondents were asked about how often they set strategies to use their club for promotion. Accordingly, the result of analysis revealed that majority 12(37.5%) of respondents were replied rarely, followed by 8(25%) replied never, 5(15.6%) replied sometimes, 4(12.5%) of respondents were answered very often and only 3(9.4%) of them were always. The overall response of study respondents indicates majority 20(62.5%) response were rarely and never at all. The study clubs have a problem regarding setting strategies to use their club for promotion, Figure 4.

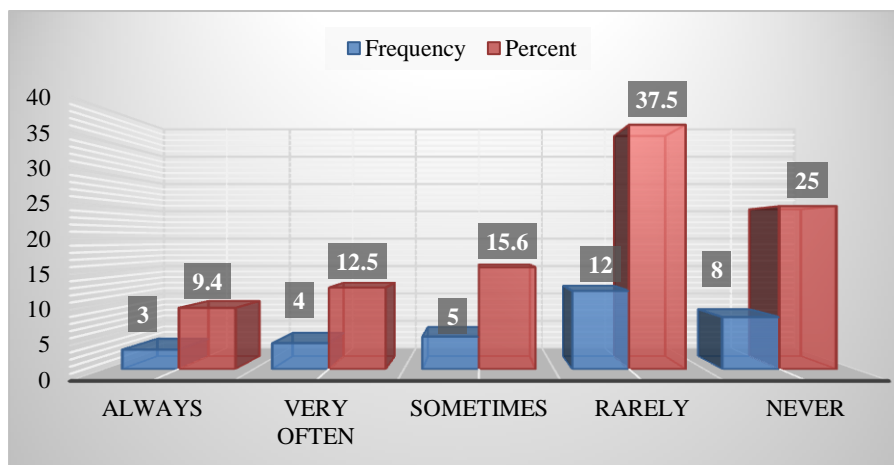


Figure 4: Response rate towards setting strategies to use clubs for promotion.

Concerning to the basic source of income, majority 25(78.1%) of respondents replied that government is the basic source of income for Sidama region male premier league football clubs followed by 3(9.4%) were respond as from promotion, 2(6.3%) of respondents replied sponsorship and 2(6.2%) of respondents replied advertisement and others as the basic source of income for their club, summarized in the figure 3. The result shows Sidama region male primer league Football club's basic financial sources dependent on the government. Which in turn implies that the clubs do not use marketing opportunities that means there were no analysis on internal and external environment.

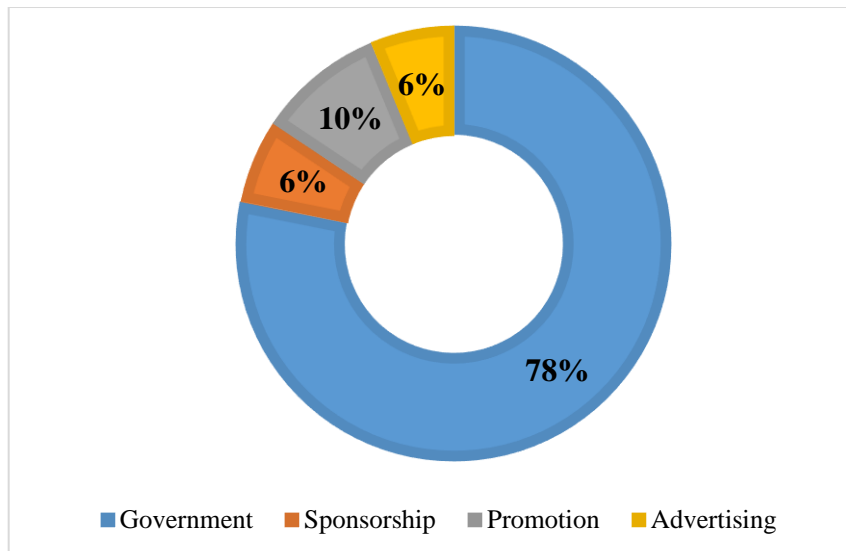


Figure 5: Basic sources of income for Sidama region male premier league football clubs.

The modern football management system must be acknowledged to concentrate the importance business or financial perspective (Perry, 2000). Regarding the financial system of the clubs, 25(78.1%) of respondents agreed that the financial system of clubs is supported by the society, though sport revenue, buying T-shirts, scarves, and different equipment provided by clubs. Only 7(21.69%) replied no towards this item. Similarly, majority, 23(71.9%) of respondents argued that their clubs have official supporters. Moreover, respondents of this study were also asked about their opinion towards the marketing opportunities of the clubs. Accordingly, the result of analysis revealed that majority of respondents replied that their club did not use marketing opportunities out of the government.

Websites and social media can be an advertising vehicle as well as a way to recruit more fans. It also provides channels to make and sell club branded products. Most African teams do not have shops or places to sell branded products such as replica shirts, cups, books, scarfs and many other products (Pannenburg A., 2010). Regarding this respondent 71.9% of the study responded that their club do not have any website or social media to develop the marketing.

Concerning whether clubs get income from the playing field, it was found that 50% of respondents responded yes and 50% said no. this is due to the case were all respondents from Sidama Coffee agreed that their club did not get income from the playing field. But Hawassa Kenema club get income from the playing field. The best practices, that written in the literature review also entails that standard playing field, ticket selling strategies and making safe environment were the good to increments the income from playing field.

Table 5: Financial system, official supporters, and usage of social media of football clubs.

Items	Response	Frequency	%
Did your club financial system supported by the society?	Yes	25	78.1
	No	7	21.9
Did your club have official supporter?	Yes	23	71.9
	No	9	28.1
Do you believe your club use marketing opportunities out of the government?	Yes	3	9.4
	No	29	90.6
Did you have any website or social media to develop the marketing?	Yes	9	28.1
	No	23	71.9
Your club gets income from the playing field?	Yes	16	50.0
	No	16	50.0

Source: Field survey, 2023.

Regarding the marketing plan, majority 26(81.3%) of respondents agreed that Sidama primer league male football clubs have no marketing plan. And only 6(18.7%) of respondents replied that the clubs have marketing plan. This indicates the clubs have planning problem concerning marketing. Respondents were also asked about whether the clubs have officially registered supporters or not. Accordingly, it was found that majority 29(90.6%) of respondents agreed up on this. This indicates the clubs have made good effort regarding official registration of supporters.

The objective of equipment and facility sub-department is maintaining or securing training facilities for all teams in club. The roles and responsibility of this sub-department is maintaining training facilities, if the club owns football pitch, gymnasium, dressing room and treatment facilities. If not, its primary role should be striving to secure training facilities by asking local government, schools, companies about availability of their facilities. Head of Facility dept. is required to have at least 10 years of working experience, with at least 5 years in football facility management. Head of Facility dept. should be full time employee and need to have sufficient knowledge of facility maintenance, especially football pitch and sufficient communication skill and having a network with local government, schools, companies, is desirable.

Concerning equipment and facility, the analysis of data from the response of respondents revealed that the Sidama region male primer league Football clubs have enough equipment such as ball, shirts, shoes, store, and receipt. This was confirmed by 29(90.6%), 32(100%), 31(96.9), 23(71.9%) and 17(53.1%) of respondents respectively. In contrast 28(87.5%) of respondents agreed that clubs have no enough equipment for advertising and media relation.

Table 6: Marketing plan, registered supporters and enough equipment.

Items		Response	Frequency	%
The clubs have marketing plan.		Yes	6	18.7
		No	26	81.3
The clubs have registered supporters.		Yes	29	90.6
		No	3	9.4
The club have enough equipment.	Ball	Yes	29	90.6
		No	3	9.4
	Shirts	Yes	32	100.0
		No		
	Shoes	Yes	31	96.9
		No	1	3.1
	Store	Yes	23	71.9
		No	9	28.1
	Advertising	Yes	4	12.5
		No	28	87.5
	Receipt	Yes	17	53.1
		No	15	46.9
Media relation	Yes	4	12.5	
	No	28	87.5	

Source: Field survey, 2023.

Having enough playing field enables clubs to make their own training, game, as well as generate income from it. The researcher tried to critically review by club wise. Accordingly, it was found that 100% of respondents from Hawassa Kenema football club has enough playing field and confirmed that their club get income from the playing field. Whereas 100% of respondents from Sidama coffee refused. This indicates Sidama coffee football club has no enough playing field to generate their own income. Regarding the existence of enough receipt, almost the same response was obtained from the two clubs, that was half yes, half no. this indicates the respondents are not satisfied with the presence of enough receipt. Similarly, the result of analysis indicates both clubs have media relation.

Table 7: Response towards clubs having enough playing field, receipt and media relation.

Item		Club of respondent		Total
		Sidama Coffee	Hawassa Kenema	
Did your club have enough playing field?	Yes	0	16	16
	No	16	0	16
The club have enough receipt?	Yes	8	9	16
	No	8	7	16
The club have enough media relation?	Yes	2	2	16
	No	14	14	16

Source: Field survey, 2023.

4.4. Analysis of open-ended questions

To triangulate the reliability of data obtained from respondents (Coaches, Club Managers, Board members, Fan facilitators, Sport office administrative and officer staffs) using closed ended questions and to get further information on marketing challenges and opportunities of Sidama region male premier league football club respondents were also asked closed ended questions.

Regarding the major marketing challenges of clubs, majority of respondents forwarded that; marketing managers are either not hired at all or are not qualified for the role given the needed subject of education and years of experience, club management are neither required or encouraged to collaborate with sponsors, affiliated companies, and the like, lack of motivation on the part of club managers and marketing managers, incompetency to release from long term habit of income dependency on government, marketing plan were not prepared based on the need and interest of the clubs and not participatory, even if marketing plans were prepared it is either nor not strived to achieve or not implemented at all and existence of lack of teamwork habits and a lack of cohesiveness were the major marketing challenges of the clubs.

To overcome the major marketing challenges of clubs mentioned here above, respondents were asked about the possible solutions they think to improve the marking system of their club. Accordingly, the researcher identified that the club should employ skilled and experienced marketing manager, capacity building and mind refreshing trainings should be given for existing employees, develop a good marketing plan and strategies to implement the plan, creating awareness in the society or investors to involve in sponsorship, creating strong relationship with public and private organizations like TV, printing press, Radio broadcasts, and so on, to advertise their own work for society and create a fund-raising program that includes running, music concerts, and some form of membership subscription.

4.5. Analysis of data from Interview

The researcher was also conducted interview to collect qualitative data on marketing challenges and opportunities of Sidama Region male premier league football clubs. They help you explain, better understand, and explore research subjects' opinions, behavior, experiences, phenomenon, etc. Interview questions are usually open-ended questions so that in-depth information was collected. Accordingly, the respondents were asked open ended questions and their response were summarized as follows.

1. What are the basic marketing opportunities like strength, weakness, opportunities and threats of your club?

Regarding this item respondents were replied the following core points under each category (SWOT).

Strength: the respondents raised mobilization and initiation of community, commitment of civil servants as strength of the clubs.

Weakness: concerning the weakness in the marketing challenges of clubs, respondents were replied that shortage of money to buy all necessary equipment were main. Also, respondents were indicated

Opportunities: the access to get all equipment as necessary.

Threats: the respondents of the interviewee forwarded the increasing cost of the equipment day to day is one of the most distracting threats of the clubs.

Furthermore, respondents indicated that however the clubs able to collect income from the community through different methods, they were unable to develop their marketing system further and as required. Regarding this Hawassa Kenema football club partially capable of generating income from house/shop rent around the stadium and stadium rent. But Sidama Coffee football club were not tried all possible efforts to develop their income and marketing opportunities.

2. What are the current practices do you think to improve the marketing system of your club?

Concerning possible solutions to improve club's marketing system, respondents stated that clubs should assign marketing managers, develop a good marketing plan and strategies to implement the plan, create awareness in society or investors to involve in sponsorship, needs to change or revise the rules and regulations of the clubs, develop a good communication with universities, investors, diasporas, provide continual seminars and trainings for stakeholders to create the competitive marketing system, develop fun involvement strategies, build rental houses and or shops around stadium, create good communication with media like TV, printing presses, radio broadcasts, create fund raising program like running festival, music concert and so on to advertise their success as well as their weaknesses. Furthermore, clubs should engage in selling their own club T-shirt to supporters or for fun, generating enjoyable engagement in finance.

3. How do your club use the promotional mixes to develop income?

Regarding this item respondents from Sidama coffee football club replied that their club use promotional mixes by different social medias, creating smooth relationship with all

spectators and sport families to develop their income, while respondents from Hawassa Kenema FC replied there is no practice of using promotional mixes in their clubs due to lack of awareness.

4. Do you believe your club benefited from sponsors?

Concerning this question, respondents were confirmed that their club did not benefit from sponsors, due to the lack of awareness on the behalf of sponsors and absence of collaborative marketing system designed by marketing managers of the clubs.

5. Do you have set strategies to use your club for promotion?

With respect to this point respondents from Sidama Coffee FC replied that their club set strategies for promotion by using different methods of promotion. But respondents of Hawassa Kenema FC stated that the clubs do not use promotional mixes due to a lack of marketing understanding.

4.6. Discussion

In this section, the findings of the study discussed in view of the statements of the problems, research questions and review of related literature in order to assess marketing challenges and opportunities of male premier league football clubs and suggested possible recommendation. Hence, the discussion focused on identifying marketing challenges, availability and practice of marketing opportunities, promotional mix and marketing strategy and its implementation. In this study the researcher attempted to investigate whether the clubs have marketing strategic planning, public fundraising campaign and creating communication channels including websites, YouTube, and others. Most African teams do not have shops or places to sell branded products such as replica shirts, cups, books, scarfs and many other products (Pannenborg A., 2010).

The information collected in reference to these issues were tested using descriptive statistics, such as, percentage, and frequency distribution to obtain valid information. Based on the result, majority of respondents replied that their club did not use marketing opportunities out of the government, do not employ promotional mixes, which means they do not engage in advertising, selling promotion, direct marketing, or public relations. Websites and social media can be an advertising vehicle as well as a way to recruit more fans. It also provides channels to make and sell club branded products. In football, the media plays a ubiquitous, invasive, and sometimes contentious role. Recognizing the need of establishing and maintaining mutually beneficial media connections with a wide variety of republics, of which

the media is one, is a must for managing today's football. Surprisingly, the only way to totally solve this problem is to appreciate public relations (Pederson et al, 2007).

Regarding the marketing challenges in Sidama region male primer league football clubs, it is evident that there are a number of issues, including a lack of marketing professionals, a lack of dedication to carrying out the marketing plan, dependence on government funding, a lack of sponsorship, a poor marketing system, a lack of spectator-friendly stadiums, poor communication with universities, and a tendency for fans to have little to no information.

The clubs' administrative staff lacks the expertise and capacity to take advantage of new platforms for marketing and promoting their brands, such as social media, and they lack locations to sell branded goods like replica shirts, cups, books, scarves, and a variety of other items. Additionally, there are no events or publicity ceremonies that bring fans closer to their teams.

Concerning the playing field, only Hawassa Kenema receives money as a consequence of income from the playing field as a financial source. The best practices, that written in the literature review also entails that standard playing field, ticket selling strategies and making safe environment were the good to increments the income from playing field, the same result has been reported by (Wondwosen Tesfaye, 2021).

The majority of respondents said that the lack of a standard playing field and the respondents' all being Sidama male prime league Football clubs financial sources dependent on the government prevented them from being strategically sound. The clubs also receive income from the sale of tickets. This suggests that the clubs are not taking use of marketing chances, which indicates no internal or external environment study was done. According to the responses, society does not actively participate in the financial system.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. SUMMARY

The goal of this study was to assess the marketing challenges and opportunities of male premier league football clubs in Sidama Region. In this study, every attempt was taken to get the most likely answers to the fundamental issues by a thorough assessment of related literature. The descriptive study approach focuses on two male premier league football clubs from the Sidama region that competed in the Ethiopian premier league. The number of respondents included from the two clubs' administrative staffs was 32; data was obtained from the respected respondents by questionnaire, observation, and interview, analyzed using SPSS software, and given in a table of frequency and percentage. This study was intended to achieve the following specific objectives:

- Examine the major marketing challenges of male premier league Sidama Region football clubs.
- Evaluate the current practice of marketing opportunities in Sidama Region male premier league football clubs.
- To identify the level of marketing opportunities of male premier league Sidama region football clubs.

Based on data collecting, the marketing challenges opportunities of male premier league Sidama region football clubs were summarized as follows,

Regarding the financial system of the clubs, 25(78.1%) of respondents agreed that the financial system of clubs is supported by the society, though sport revenue, buying T-shirts, scarves, and different equipment provided by clubs. Only 7(21.69%) replied no towards this item. Similarly, majority, 23(71.9%) of respondents argued that their clubs have official supporters. Moreover, respondents of this study were also asked about their opinion towards the marketing opportunities of the clubs. Accordingly, the result of analysis revealed that majority of respondents replied that their club did not use marketing opportunities out of the government.

All football teams in the Sidama region's male premier league do not employ promotional mixes, which means they do not engage in advertising, selling promotion, direct marketing, or public relations. These imply that the administrative staffs of the clubs were unaware of

the various promotional strategies, which means they did not utilize local media, print media, radio, television, or other forms of mass communication. They also did not build or open any retail stores near the stadiums to sell t-shirts, scarves, other sporting goods, and other non-sporting goods. The governmental sport office and the clubs were not created awareness about promotional mixes for private companies.

The respondents from the clubs believed that there was no marketing implementation and control strategy because the clubs had prepared strategic plans for other things but not for marketing, leading to the result that there was no marketing implementation and control strategy in the clubs.

Regarding the results of marketing challenges in Sidama region male premier league football clubs, it is evident that there are a number of issues, including a lack of marketing professionals, a lack of dedication to carrying out the marketing plan, dependence on government funding, a lack of sponsorship, a poor marketing system, a lack of spectator-friendly stadiums, poor communication with universities, banks, and investors, a high degree of secrecy, and a tendency for fans to have little to no information.

The clubs' administrative staff lacks the expertise and capacity to take advantage of new platforms for marketing and promoting their brands, such as social media, and they lack locations to sell branded goods like replica shirts, cups, books, scarves, and a variety of other items. Additionally, there are no events or publicity ceremonies that bring fans closer to their teams.

Only Hawassa Kenema receives money as a consequence of income from the playing field as a financial source. The majority of respondents said that the lack of a standard playing field and the respondents' all being Sidama male prime league Football clubs financial sources dependent on the government prevented them from being strategically sound. The clubs also receive income from the sale of tickets. This suggests that the clubs are not taking use of marketing chances, which indicates no internal or external environment study was done. According to the responses, society does not actively participate in the financial system.

5.2. CONCLUSION

Based on the study's findings, it can be said that: the primary goal of this study was to assess marketing challenges and opportunities for Sidama male premier league football clubs due to all club finances being dependent on the government, a lack of promotional mix, unused marketing opportunities, and potential solutions in the clubs' marketing systems.

The Sidama male premier league football clubs' administrative staff was managed by educated personnel, but their field of study revealed that the majority had studied in other fields. This means that the administrative staffs of the clubs are unaware of football marketing and are unable to use any kind of mechanism to expand the market for the clubs, and they have poor interpersonal skills.

Male Premier League football clubs in the Sidama region faced marketing challenges that included a lack of sponsorship income, a lack of the sport marketing promotional mix, including advertising, selling promotion, direct marketing, and public relations, as well as a lack of marketing implementation and control strategy within the clubs. In addition, there is a lack of communication with the media to promote their own works for society, a lack of marketing professionals, a lack of commitment to carry out the marketing plan, a reliance on government funding, a poor marketing system, a lack of spectator-friendly stadiums, a lack of good communication with universities, banks, and investors, as well as a tendency for fans to know little to nothing about the events.

In Sidama region male premier league football clubs, there were no marketing managers, no marketing strategic plan, lack of commitment on club administrative staff, lack of standard playing field, financial sources dependent on the government, lack of internal and external environment analysis, lack of society engagement in the financial system, and they had no officiating staff. The study's latest findings show that the clubs didn't construct rental homes near the stadiums, organize fund-raising events like music concerts with some sort of member membership, or launch YouTube channels to make money.

The potential fix for the Sidama region's male premier league's marketing strategy Football clubs were given marketing managers who developed solid marketing plans and strategies to put them into action, raised awareness among the public or potential sponsors, sold their own club t-shirts to fans or fans-at-large, created fun financial involvement, built rental housing near stadiums, and maintained good communication with the media such as TV, print, and radio to promote their own work for society.

5.3. RECOMMENDATIONS

Based on the finding and conclusions of this research paper the following solutions ideas are forwarded as a recommendation.

- ❖ The both Sidama Coffee and Hawassa FC of the club should appoint marketing managers to be professionally led and to develop an effective strategy plan to analyze the club's internal and external environments. Therefore, clubs should train their administrative personnel to have the necessary skills and capabilities to take advantage of new marketing and advertising platforms.
- ❖ The Sidama region's male premier league Football teams should make the most of the introduction of seminars or training programs to assist in altering the thinking of stakeholders or followers. Raising awareness for the club's management team, fans, society, and investors to support clubs and strengthen the marketing system of clubs.
- ❖ The construction of a welcoming stadium and the creation of a secure atmosphere for spectators helped to increase the number of fans who attended the game, which in turn increased ticket sales. The stadium should be built; thus, the government and Hawassa city sport office should do so.
- ❖ The clubs should construct housing for rent close to the stadiums and allow investors to place billboards promoting their brands or goods there. One way to make money was to open stores or venues to sell branded goods such replica jerseys, cups, books, scarves, and many other things for their own fans or fans of other teams, and to get involved in any form of business around the stadium using the names of the clubs.
- ❖ The clubs should have effective media relations with outlets like TV, print, radio, and local FM to market their own work for the clubs and society by purchasing airtime. then ask assistance and raise awareness of the society that promotes its own goods.
- ❖ Create a public fundraising campaign that includes sponsoring concerts, bazaars, and memberships. Therefore, a committee should be formed by the clubs and the Zone Sport Office to encourage society to take part in the event.
- ❖ The clubs should create a channel on YouTube in order to make money and attract subscribers. To construct the page, the clubs should thus get in touch with the ICT office. The club board members and sport office should invite the private companies to adjust financial constraints.

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LIST OF APPENDICES
HAWASSAUNIVERSITY
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APPENDIX–A

Appendix 1: Questionnaire

QUESTIONNAIRE: - For Sidama Region male premier league Football Clubs Board Members, Manager, Coach, Fan, Federation, Sport Office Administrative Staff and officers.

Dear respondents,

I am conducting a study as a partial fulfillment of the requirements of MSc degree in Sport management on **Marketing Challenges and Opportunities of Male premier league Football Clubs in Sidama Region Ethiopia**. You are kindly requested to respond for the following questions. Your response will be used only for academic purpose. The main purpose of this questionnaire is to get the relevant data on **the topic that mentioned above**. The response you provide will have constructive and paramount importance for successful accomplishment of this study. The information you provide will never express your privacy for other purpose. So, please give your honest and genuine responses on the provided spaces.

Hence, I ask you to please answer all the questions as truthfully as possible. If you have any question about the study or this questionnaire, you can forward them use any of the addresses:

General Information

- Please, indicate your response according to the instruction provided there.
- For open ended question(s) write your short response;
- Dear respondent up on completing filling in these questionnaires you are kindly requested to return it to the researcher after you replied in three days;
- Writing your name is not necessary

Section one: -Socio- Demographic Questions

We start with questions that request you to provide information about your basic biographical data. For each of the following questions, please put \surd for appropriate answer against the response that best express your response.

1. Age A/ <20years B/ 21-25years C/26-30years D/ >31years
2. Marital status A/ Mingle B/Married C/Divorced D) Widowed
3. What is your educational level or qualification? A/ Grade ten complete B/ twelve complete C/ Certificate level D/ Diploma E/ BSc F/ MSC and above
4. If your educational level is above diploma, what is your field of study? A/Teaching Physical Education and Sports B/ Coaching Football C/ Sport management D/ Another field (please specify) _____
5. What is your responsibility in your clubs? A/ Coach B/ Manager C/ Board member D/ Fans E/ Federation F/ Sport office administrative and officer staff G/ Other (Please specify) _____

Section Two: -The Marketing Challenges of your clubs

1. Did your club get income from sponsorship? For example, business agreement where one organization provides financial or in-kind assistance to a sport property in exchange for the right to associate itself with the sport property.
A/ Yes B/ No
2. If your answer is “No “in question 1 what is the reason?

3. Did your clubs use promotion mix like advertising, personal selling, sales promotion, Sponsorship and public relations?
A/ Yes B/ No
4. Did your clubs use advertising? A/ Yes B/ No
5. Is there selling promotion in your club? A/ Yes B/ No
6. Is there direct Marketing in your club? A/ Yes B/ No
7. Is there public relation in your club? A/ Yes B/ No
8. Is their marketing implementation and control strategy in your club? A/ Yes B/ No
9. If your answer “No” in question 8 what is the reason? _____

10. What are the major marketing challenges of your clubs?

11. Is there marketing manager in your club? A/ Yes B/ No

12. Did you have any organized marketing plan in your club? A/ Yes B/ No

13. Did your club committed to accomplish the marketing plan? A/ Yes B/ No

14. Did your club manager use marketing strategies to accomplish the plan?

A/ Yes B/ No

15. Your club gets income from the playing field? A/ Yes B/ No

16. What are the basic financial sources of your club? A/ Government B/ Sponsorship
C/Promotion D/ If other please mention it _____

17. Did your club financial system support by the society? A/ Yes B/ No

18. If your answer “yes” in question 17 how the society supported the club?

19. Did your club have official supporter?

A/Yes B/No

20. If your answers “yes” in question 19 how much the club get income from official supporter?

21. Do you believe your club use marketing opportunities out of the government?

A/Yes B/No

22. If your answer “yes” in question 21 please mention?

23. Did you have any website or social media to develop the marketing? A/ Yes B/ No

24. If your answers “yes” in question 23 how to use the website?

25. What are the possible solutions do you think to improve the marking system of your club?

APPENDIX–B
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Appendix 2: Interview

INTERVIEW

Semi-Structure interview for Sidama Region male football club: manager, marketing managers, Coaches, fan facilitators, sport office administrative staff and officers.

- 1) What are the basic marketing opportunities like strength, weakness, opportunities and threats of your club?
- 2) What is the current practice do you think to improve the marking system of your club?
- 3) How do your clubs use the promotional mixes to develop income?
- 4) Is there marketing manager in your club?
- 5) Do you believe your clubs are benefited from sponsors?
- 6) Do you have set strategies to use your club for promotion?

- 5. በክለሳችሁ የግል ሽያጭ አለ? U/ አዎ ለ/ አይደለም
- 6. ክለሳችሁ ከሽያጭ ጋር የገቢ ግንኙነት ምን ይመስልዎታል? U/ አዎ ለ/ አይደለም
- 7. በክለሳችሁ ቀጥታ የገቢ ሥራ አለ? U/ አዎ ለ/ አይደለም
- 8. ክለሳችሁ ህዝብ ግንኙነት ይጠቀማል? U/ አዎ ለ/ አይደለም
- 9. ከላይ በጥያቄ በተጠቀሱት ክለሳችሁ የገቢ ሥራ ለማድረግ ያልተጠቀሙት ምን ዓይነት ግብይት ሆኖ ለሌሎች ሊያገለግል ይችላል?

- 10. የገቢ ሥራ ለማድረግ ለማጠቃለያ ስልት በክለሳችሁ አለ? U/ አዎ ለ/ አይደለም
- 11. በጥያቄ 11 ማዘጋጀት "አይደለም" ከሆነ ምን ዓይነት ይጠቀሳል?

- 12. የክለሳችሁ ዋና የገቢ ተግዳሮት (marketing challenges) ምን ዓይነት ናቸው?

ክፍል ሳንክ፤ - የክለሳችሁ ስልጠና በተመለከተ

- 13. ክለሳችሁ ስልጠና አስከፊ ነው (marketing manager) አለው? U/ አዎ ለ/ አይደለም
- 14. ክለሳችሁ የገቢ ስልጠና (marketing plan) አለው? U/ አዎ ለ/ አይደለም
- 15. ይህን የገቢ ስልጠና ለማድረግ ክለሳችሁ ስልጠና አስከፊ ነው ብለው ተስማምተዋል? U/ አዎ ለ/ አይደለም
- 16. ክለሳችሁ የገቢ ስልጠና ለማድረግ ተገቢ ስልጠና ስልጠና ስልጠና ይጠቀማል? U/ አዎ ለ/ አይደለም
- 17. ክለሳችሁ ስልጠና ስለሌለው? U/ አዎ ለ/ አይደለም

18. ማረጋገጫ የክለብ ገቢ ምድቅ ሆኖ ሆኖ ማግኘት ለ/ ከግለሰብ ለግል ድርጅት የቆሰቆሰ ጋራ የገንዘብ ድጋፍ (Sponsorship) ለ/ ከግለሰብ ለግል (Promotion) ማለፍ ካለ እባክዎ ይጻፉ

19. ክለብ ለማረጋገጥ ድጋፍ ይደረግላታል? ሆ/ አዎ ለ/ አይደለም

20. ለጥያቄ 20 ማለት "አዎ" ከሆነ እንዴት ማረጋገጥ ክለብዎ ድጋፍ ያደርጋል? ያብረጡ :

21. ክለብ የተጠቀሰው ድጋፍ ማረጋገጫ አለው? ሆ/ አዎ ለ/ አይደለም

22. ለጥያቄ 22 ማለት "አዎ" ከሆነ ክለብ በዓመት ምን ያህል ገቢ ከድጋፍ ማረጋገጫ ያገኛል?

23. ክለብ ለተለያዩ የገቢ ስጦታዎች (marketing opportunities) ከማግኘት ጋር ይተያይቃል? ሆ/ አዎ ለ/ አይደለም

24. በጥያቄ 24 ማለት "አዎ" ከሆነ ይጻፉ?

25. ክለብ ገቢ ለማረጋገጥ ድጋፍ - ገደብ ይጠቀም? ሆ/ አዎ ለ/ አይደለም

26. ለጥያቄ 26 ማለት "አዎ" ከሆነ ድጋፍ አጠቃቀም ይጻፉ?

27. በአጠቃላይ የክለሳን ገብ ሁኔታ (marking system) ለማስተካከል ምን ዓይነት ጥራት ማግኘት አቅጣጫ አለዎት?
