



**THE ROLE OF MARKETING STRATEGY IN SPORT BUSINESS  
MANAGEMENT: IN THE CASE OF SIDAMA REGION SPORT  
OFFICE, SIDAMA REGIONAL STATE, ETHIOPIA**

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**THE ROLE OF MARKETING STRATEGY IN SPORT BUSINESS MANAGEMENT:  
IN THE CASE OF SIDAMA REGION SPORT OFFICE**

**HAWASSA UNIVERSITY, SCHOOL OF GRADUATE STUDIES, COLLEGE OF  
NATURAL AND COMPUTATIONAL SCIENCES, DEPARTMENT OF SPORT  
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**A THESIS SUBMITTED TO HAWASSA UNIVERSITY COLLEGE OF NATURAL  
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**HAWASSA UNIVERSITY, HAWASSA**

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### **Declaration**

I declare that this thesis entitled “The role of marketing strategy in sport business management:- In Some of Sidama regional state sport office” submitted to Hawassa University in partial fulfillments of the requirements for the Degree of Master of Arts in Sport Management is my original work and it has not been presented for the award of any other Degree, Diploma, Fellowship or other similar titles of any other University or Institution. And also all information in this document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that as obliged by these rules and conducts, I have fully cited and referenced all materials that are not original to this work.

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This is to certify this proposal entitled Study on **THE ROLE OF MARKETING STRATEGY IN SPORT BUSINESS MANAGEMENT: IN THE CASE OF SIDAMA REGIONAL STATE SPORT OFFICE, ETHIOPIA** Submitted in partial fulfillment of the requirements for the award of the degree of masters of Science in sport science to the School of Graduate Studies, Hawassa University through the Department of sport science, done by Mr. **ZINABU TULUKA ID.GPSPMaR/0011/15** is an authentic work carried out by him under my guidance. The matter embodied in this proposal work has not been submitted earlier for award of any degree or diploma to the best of my knowledge and belief.

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Date

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## ABSTRACTS

*The main purpose of this study was to investigate the role of marketing strategy in sport business management in sport office of Sidama regional state. To accomplish this purpose, the study employed the descriptive survey design and quantitative and qualitative research approaches. The study was carried out in 13 sport office by using purposive sampling technique in study area. A total of 91 respondents have participated in the study. Among them, 78 experts were taken as a sample through purposive sampling technique. Additionally, 13 managers' were included through purposive sampling technique. The data was collected by using questionnaire and interview. Questionnaires were used as main tools of data collection. Close-ended Questionnaires were distributed to expertise and interview was conducted with manager. Data were analyzed and coded according to research objectives and used to analyze by SPSS version 26. The finding result indicates descriptive statistics have shown that the mean score of marketing strategy variables i.e. practices, strategies and role of marketing strategy in sport business management have agreement level in sport office. In this case, relatively relationships have marketing strategy with sport business management in sport office. Likewise, the empirical finding of multiple regression indicated that the variables practice, strategies and role of marketing strategy have positive and significant effects on sport business management in sport office but, strategies of measuring marketing performance shown low level in sport business management in sport office. The results also revealed that these independent variables were significant joint predictors of marketing strategy in sport business management. Finally, recommendations were made for sport business management in sport office based on the finding of the study.*

**Key words: sport marketing strategy, marketing performance, sport business management**

# **1. INTRODUCTION**

## **1.1. Background of the Study**

In the world many organizations are attempting to use the marketing as their strategic approach in terms of the competition. From the basic explanation regarding the marketing principle, it has a purpose to influence the buying behavior of the consumers by encouragement, giving information, and many other techniques all for the very one reason; to establish its effectiveness in the market. Still, the organizational leaders believe that the marketing is one of their important aspects towards success. However, what is the appropriate marketing strategy that they can apply in order to motivate or create an effect on the performance of the organization? (Aremu and Lawal, 2012) The main goal of any business is to be effective and remain in business, successfully. And it's a no-secret fact that the success or failure of a firm relies on its marketing strategies Therefore, marketing strategy is most successful when it is an integral element of a business mission, target marketing, marketing mix, and defining how the business will successfully sport organization. Aremu and Lawal (2012)

Marketing strategy has become important tool for any organization to remain in the competitive market environment and be stronger. Aremu and Lawal (2012) see strategy as a pattern of resource allocation decisions made throughout an organization. This encapsulates both desired goals and beliefs about what is acceptable and most critically unacceptable means for achieving them. Strategy implies that the analysis of the market and its environment, customer buying behavior, competitive activities and the need and capabilities of marketing intermediaries.

An organization's marketing strategy describes how the organization was fulfilling the needs and wants of its customers (Ferrell and Hartline, 2005). It may also include activities associated with maintaining relationships with other stakeholders (employees, supply chain partners). Marketing strategy is simply what the organization does to achieve its objectives.

Marketing strategy has developed into a serious device for all of these small and medium businesses to stay competitive in the market and produce stronger stress marketing strategies have become a vital tool for all companies everywhere in the world to endure in an extremely.

In the African context of sport marketing strategy, Accordingly Martat Mohammed (2010), “the Reality of Marketing Sports Methods in the Algerian East”, this study portrayed the reality of the application of sports marketing methods in the Algerian East, in order to develop marketing plans for organizations, corporate sponsors, and clubs.

In the Ethiopian context, according Mesfin (2015) conducted a study at Tigray Region, the Micro and Small Enterprises sector is not considerably developed due to several reasons. it revealed that financial constraint and skill gap of marketing strategies are found out as a general challenge to entrepreneurs of the Micro and Small Enterprises in addition to training, access to finance, market opportunities, policy and legal measures and lack of innovation. Each factor affects MSEs at different levels.

During the strategic planning phase, it is crucial for a company to create a marketing strategy prior to entering a new market. The development of an effective marketing plan is highly valued by company marketers as it offers several advantages such as enhancing the efficiency of product launches, reducing costs, and increasing product quality and market share performance. Therefore, entrepreneurs must ensure that their product is accepted by their target audience and that their marketing strategy is geared towards achieving this objective before initiating product development. (Zelalem, T. and Negi, R. 2009).

According to Girma (2022) study evaluated the same predictors that have an impact on the marketing strategy, such as organizational structure and organizational system predictors. However, his work is only meant to draw attention to the knowledge gaps that are still unexplored in the Ethiopian context with regard to elements like employee perception, work environment, technology, and customer attitude that impact the marketing strategy of the sport sector. Due to this, the researchers' discussion of the precise elements that affect marketing strategy and company sustainability was brief.

These the above idea is not sport marketing strategy but it relates with marketing strategy therefore it supports to develop the study problem, in Ethiopia they are no work on sport marketing strategy. The strategy of marketing sports is an application of the elements of the marketing plan from setting goals, formulating policies, identifying physical and human resources, approving procedures and developing operational and temporal programs to achieve the objectives of the marketing process. This requires the existence of an administrative apparatus that collects internal and external information for the sports institution to make the appropriate decisions to achieve the objectives of sports marketing strategies. And it is the range of activities that can be applied by using sports magazines, tournaments, competitions, local, international, continental and Olympic sports marketing competitions, marketing of sponsorship and advertising rights, TV marketing, marketing of players, marketing of tournaments and games (Ghezail et al., 2017); (Shank & Lyberger, 2015); (Gharab, 2010). And it is the all of administrative procedures directed to the marketing business of the marketing mix whether renewal, modification or expansion. The continuous improvement of the products, services and sports activities provided to the beneficiary public in the various sports institutions is achieved. The aim is to achieve the competitiveness of the establishment, excellence, quality, (Bou Talby, 2015). Concerning about marketing information systems, its function is compiling the information and, then, integrating, analyzing and providing support to guide sports marketers for use in decision making. Information collected through market research and organized into meaningful data sets provides the foundation for sports marketers to determine marketing strategies. In other words, the information provided by marketing information system helps sports marketers refine and develop their sports, to know where and when to offer them and to what age groups and at what times (Ratten & Ratten, 2011; Ratten, 2016).

To conclude marketing strategy in sport business management, though there has been increase theoretical and practical evidence on the role of marketing strategies in develop markets, much attention has not been given. Marketing managers develop and implement strategies with the intention to improve the role of their company or institutions. Marketing institution has been study the relationships between strategies and business with the aim of formulating guidelines about the benefits of strategies. Both managers and experts try to find out which strategies, and

under which circumstances may improve to what extent strategy of the company's marketing strategy, it has been of both theoretical and practical interest to identify the kinds of marketing strategy. The purpose of this particular research was to investigate the sports marketing strategy in sport business management in the Sidama region sport office.

## **1.2. Statement of the problem**

This study was attempts to examine how the role of sport marketing strategy in sport business management with understanding the right sport marketing strategy to use include; these understanding of target market which will give you evidence on how to reach them, create a unique angle which is an excellent idea to position the purchasing system. Some sports establishments and organizations suffer from low rates of financial contributions or difficulty in providing them, and high expenses, which necessitates the use of sports marketing strategies effectively to reduce these obstacles and achieve marketing efficiency and achieve the objectives of the institution or sports body (Mihai, 2017).

Marketing strategy is the marketing logic by which the company hopes to create customer value and achieve profitable relationships. The company decides which customer it will serve through segmentation and targeting. And then decides how, by differentiation and positioning. It identifies the total market, divides it into smaller segments, selects the most promising segments and, then focuses on serving and satisfying customers in that segment. It designs a marketing mix using mechanisms under its control: product, price, place, and promotion. It also engages in marketing analysis, planning, implementation, and control in order to find the best marketing mix and to take action, Kotler & Armstrong (2011).

Marketing strategy should have a plan for how the organization will use its strengths and capabilities to match the needs and requirements of the market. A marketing strategy can be composed of one or more marketing programs that each program consists of two elements a target markets and a marketing mix (known as the seven Ps of product, price, Placement, people packaging, position and promotion). To develop a marketing strategy, an organization must select the right combination of target market(s) and marketing mixes in order to create distinct competitive advantages over its rivals Ferrell and Hartline (2010).

Marketing strategy have been an organization's combined pattern of results that specify its crucial choices regarding products, markets, marketing events, and marketing resources in the making, communication and/or delivery of products that offer value to customers in conversations with the business and thereby allows the organization to accomplish specific objectives.

However, sports marketing better explain and predicts effective marketing when compared to other product and services marketing, then one might argue marketing is actually a special case of sports marketing. General theories of marketing should ultimately possess superior predictive and buyer-seller explanatory powers of marketing effectiveness. As we examine the differences between typical goods/services marketing and sports marketing, consider which characteristics better explain optimal relationship.

A research conducted Ajeigbe, I. Y. (2021). Influence of Sports Marketing Strategies in the Promotion of organization Products and Services in Ilorin Metropolis. Indonesian Journal of Sport Management, The finding conclude by the organization must strengthen their marketing strategies the more in order to promote their products. Organization should employ the best new strategy by working with influential people that have large social followings to promote their products. Additional efforts should be put in place by organization to ensure more marketing strategy to produce valued products and services for the customers in order to edge their competitors. A research conducted by Negussu Mohammed (2017), "The Role of Marketing Strategy in Sport Business Management" of Jimma Zone and Jimma town Sports and Youth offices, the researcher finding conclude that Strategic Marketing is a process of planning, developing and implementing maneuvers to obtain a competitive edge in the chosen niche and 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. A research conducted by Biftu Kedir Kebeta (2019) "Role of Marketing Strategy in sport business management" in case of West Arsi Zone Sport Office. The researcher finding conclude that concerning the position of respondents were moderate both managers and expertise. The above researches were conducted similar to this study on the role of marketing strategy in sport business, but the studies have not addressed the problems of the study area. This study was tried to find out the problems of the study area. The problems are: a lack of

identification of the marketing tactics that have been used in sport business marketing management, low level of build a marketing Plan development, insufficient measurement of its effectiveness in sport business management, and lack of clear articulation of the what sport's want to achieve in the sport business management.

It should be noted that despite to the above researchers' the role of marketing strategy in sport business development management. Besides, none of these studies was done in the context of Sidama Regional State sport office. This prompted the researcher to undertake the study. This study was differs from above studies by Scope, identified problem areas, respondents and Methodology and analysis method or system was differ from the other study. So the gaps mentioned above made this study different from the previous studies. Therefore, this study addressed the above stated gaps in these areas that need to be filled the problems that related with the role of marketing strategy in sport business development in sport office. Additionally, none of these studies were done on the role of marketing strategy in sport business management in the context of Sidama Regional State. This initiated the researcher to undertake the study.

### **1.3. Research Questions**

- What are the practices of marketing strategies of the sports business management in Sidama region sport office?
- What strategies are used to measuring marketing performance in the sport business management in Sidama region sports offices?
- What are the roles of the sport marketing strategy the development of sport business management in the Sidama region sports offices?

### **1.4. Objective of the study**

#### **1.4.1 General objective**

The general objective of this particular study was investigated the role of marketing strategy in sport business management: in the case of Sidama region sport office.

#### **1.4.2. Specific Objectives**

By specifically, the study was tried to:-

- To identify the practices of sport marketing strategies of the sports business management in Sidama region sport office.
- To examine the strategies of measuring marketing performance the sport business management in Sidama region sports offices.
- To identify the role of marketing strategies in the sport business development and managements of sports offices.

### **1.5. Significance of the Study**

This study was having the following crucial significances:

First, the study is designed to contribute to crucial advantages to sport policymakers, sport office managers, expertise and for sport community and findings of the present study will hopefully that it may be attempt to solve the problem on sport business management, through sport office managers, expertise, stakeholders and findings of the present study will hopefully that it may be attempt to solve the role of sport marketing strategies in business management in sport office, through by understanding the marketing strategy depending on the situation in sport office of Sidama Regional State.

Second, it may give the clear picture of marketing strategy to expertise and managers level of measuring marketing performance for decision-makers:- higher officials of the regional, Zonal and Woreda sport offices through distributing soft copy, hard copy and publication.

It indicates the existing gaps in applying the role of marketing strategy in sport business management in sport office of Sidama Regional State.

Lastly it may serve as the reference and may call for further in-depth researchers on the topic, particularly role of marketing strategy in sport business management Sidama Regional State.

### **1.6. Delimitation of the Study**

In Sidama Regional State, there were 37 sport offices and it was difficult to cover all these sport office in the study, because needs large amount of human, materials, financial and time resources. Due to these reasons, the study was geographically delimited to 13 sport office of

Sidama Regional State. These sport offices include: Wondo genet woreda sport office, Wondo genet ketema sport office, Melga woreda sport office, Hawela woreda sport office, Hawassa Zuria sport office, Arbegona woreda, Bona Woreda sport office, and Aleta wondo sport office, Bensa Daye sport office and Yirgalem town administration sport office and Hawassa city administration of sport office.

The study was select samples from their respective sport office managers' and expertise'.

Conceptually, this study was delimited to the for this study, marketing strategy to commonly used role that are practices, strategies or extents and role of marketing strategy in sport office.

In terms of time the study was cover from 2023-2024.

### **1.7. Limitation of the Study**

The researcher believes that the study was not totally free of any limitations. Some limitations were observed when this study was conducted. The problems encountered this study was that most of sport office managers and expertise were busy and they had no enough time to respond to questionnaires waiting for their acute response saves more times of the researcher, which the researcher has overcome having an appointment when they had free time.

Another limitation was the problem of network and internet access in study area out of hawassa city; due to this problem there was no electric, network and internet service to communicate with sport office managers and advisors. To overcome this limitation the researcher traveled to town to get the access of internet.

### **1.8. Definitions of Operational Terms**

**Marketing:-** —the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society. (Paul H, Seldon 1997)

**Sport Marketing:** - is the process through which a contest with an uncertain outcome is staged, creating opportunities for the simultaneous fulfillment of objectives among sports customers, sports businesses, participants and other related individuals, groups and organizations (Masterman, 2004). As international sports marketing includes both products and services it is important to know how these operate in the business environment (Ratten, 2016; Rundh & Gottfridsson, 2015).

**Strategy:** - Strategy refers to a collection of managerial selections and actions that aims to differentiate the corporate from competitors and sustain its competitive advantage. (Daniel, 2018).

**Marketing Strategy:** - is making sure your message addresses your consumer's needs. Consumers do not buy what you sell. (Kosík, 2007).

**Sport:** - is used in contemporary sport management and in relation to the sport business industry, (Parks et al, 1998;Pitts, Fielding, and Miller, 1994).

**Sport Business:** - is an organizational entity involved in the provision of goods and services to consumers. Sport businesses will increasingly engage in the diversification and development of product portfolios; this will embrace brand building and brand extension, and the extension of sport business franchises Lapide, L. (2002).

**Management:** - is the process of planning, organizing, managing and controlling the work of members of the organization and the use of all available resources for the organization stimulus goals. (Stoner, Freman).

**Sport Business Management:** - is the study and practice of all people, activities, businesses, or organizations involved in producing, facilitating, promoting, or organizing any sport-related business or product. (Parks, Zanger, & Quarterman, 1998)

### **1.9. Organization of the study**

This study was organized in to five chapters. Chapter one deals with the introductory part that includes background of the study, statement of the problem, research question, objectives, and significance of the study, delimitation, limitation of the study and operational definition of key terms. It provided with an overview of the study and offer rationale around the topic, particularly the reasons why the topic is worth exploring. Chapter two is about review of related literature, in this chapter the research questions begin to clarify, using literature review as the vehicle. It was assisted in giving a clear picture of what to expect in the investigation. Chapter three deals about the design and methodology under which, description of study area, design of the study, the research method, data sources, population, samples and sampling techniques; the type of instrument and data analysis techniques was discussed. Chapter four is

concerned about presentation, analysis and interpretation of the gathered data by discussing the sample population and its characteristics in order to understand the nature of the research findings. Chapter five in this regard presents the summaries, conclusions and recommendation of the study. Finally, lists of reference materials used in the study, questionnaires and interview questions were attached at the end of research document.

## **2. LITERATURE REVIEW**

### **2.1. INTRODUCTION**

This chapter deals with theoretical review of sport marketing, definition of strategy, definition of marketing strategy, definition of sport marketing and sport marketing strategy, angles of sport marketing, the dimensions of sports marketing, types of marketing strategy used in sports, the role of sports marketing, Model for developing a sport marketing strategy.

### **2.2. Theoretical Review**

#### **2.2.1 Concept of Sport Marketing**

Sport marketing is an important aspect of global sports innovation as it is relevant to the business growth as well as survival. It observes that countless sports teams help with corporate sponsors around of the world through their global marketing campaigns (Shilbury, 2009). Sport marketing, it is implicit that they are referring directly to the commercial activities of sport organizations. Clearly, the definition provided earlier acknowledges that this is an important focus for sport marketing. But smaller and not-for-profit organizations equally benefit from more formal or professional marketing activities. For example, a governing body or voluntary organization needs to decide to whom their service is being targeted. For example, a project aimed at addressing social exclusion uses sport as a vehicle for promoting the achievement of objectives, knowing who the beneficiaries might be, where they are, what they want and how they can be reached as just as valid marketing activities as selling basketball merchandise in new marketplaces. US playwright Neil Simon quoted in Pickering (2002). Chadwick & Thwaites (2005) understand that Sports Marketing as a process by means which a contest with a doubtful result is arranged opening the chance for the concomitant fulfillment of objectives among sports customers-fans, sports businesses, participants and other associated people, groups and organizations. From an international view, Sports Marketing is prescribed further as the chance for a company or an organization to communicate their services in a sport-oriented context. This should contain the hiring the naming rights to a sports stadium, sponsoring players are offering clothing and sports equipment. Sport marketing is important for improve sport office expertise and managers awareness to how control and leads the marketing strategy. Sports marketing can be used to increase fan's interest, sports participation and the consumption of sports-related products

(Ratten, 2016). The elements of the sports promotion mix include advertising, sponsorship, public relations, personal selling and sales promotion (Shank and Lyberger, 2015). Hopwood (2007, p. 213) has used the term “sports integrated marketing communications mix” to describe the traditional promotion mix. She has proposed that this mix is broad enough to include elements other than the traditionally known ones to cope with the features of the sports products.

Sports marketing is a social and managerial process by which the sports manager seeks to obtain what sporting organizations need and want through creating and exchanging products and value with others. The exchange of value with others recognizes the importance of the sports consumer. (Seaman, 2020).

### **2.3. Definition of Strategy**

#### **What is strategy?**

According to Tony Proctor (2000), a strategy is a plan that integrates organization’s major goals, policies, decisions and sequences of action into a cohesive whole. It can apply at all levels in an organization and pertain to any of the functional areas of management. Thus there may be production, financial, marketing, personnel and corporate strategies, just to name a few, if we look specifically at marketing then there may be pricing, product, promotion, distribution, marketing research, sales, advertising, merchandising, etc. In the focus strategy, a firm targets a particular segment of the market (Bauer and Colgan, 2011; Hyatt, 2011). The firm can choose to focus on a selected customer group, product range, geographical area, or service line in order to increase its market share (Davidow and Uttal, 2009). A successful focus strategy (Porter, 2010) relies upon a market segment big enough with a growth potential but not of no importance to other rivals. Market penetration or market development can be an important focus strategy (Stock, 2009). Midsize and large firms use focus-based strategies but only in conjunction with differentiation or cost leadership generic strategies (Baum and Oliver, 2012). But, focus strategies work well when consumers have different preferences and when the rival firms have no interest in that particular market (Davidow and Uttal, 2009).

To implement a focus strategy effectively a firm needs ascertain the industry size, growth potential and its importance to other competitors in the same industry (Porter, 2010). Focus

strategy work well in circumstances where the needs of a potential customers and market niche have not been explored by the competitors (Davidow and Uttal, 2009). When planning a firm must ensure that customer focus is incorporated as a key factor and it must also ensure that the different segments of the market are also included in the plan (Grant, 2000). Firms can build strong relationship with their clients by ensuring close attention is provided to its clients at all levels as this helps to eliminate the possibility of anxiety (Young, 2009). Some companies choose to focus on their capabilities which are unique from those of their rivals.

#### **2.4. Definition of marketing strategy**

Morgan et al. (2000) assess the contribution of marketing to business strategy formation. Their study findings suggest that the contribution of marketing to all strategy formation dimensions is significantly greater among high business performance organizations as distinct from low business performance organizations. Consequently, they advise that consideration must be given to decision aides used by managers to analyze and interpret market and competitive situations. They also note that managers must be aware that market-based management is multidimensional and its constituent elements need to be appreciated.

According to Slater & Olson (2001) “Marketing strategy is apprehensive with decisions linking to market segmentation, targeting, and positioning strategy based on product, price, distribution, and promotion decisions. Marketing strategy overlaps significantly with business strategy. The strategic decisions in the functional areas of product, promotion, distribution, pricing and the sales force, although significantly developed in marketing, are frequent topics in business strategy (Hunt and Derozier, 2004)

According to Kotler & Armstrong (2011), “Marketing tactic is the marketing sense by which the corporation hopes to generate customer value and attain profitable interactions”. Marketing strategy refers to an organization’s integrated pattern of decisions that specify its crucial choices concerning products, markets, marketing activities and marketing resources in the creation, communication and/or delivery of products that offer value to customers in exchanges with the organization and thereby enables the organization to achieve specific objectives. Varadarajan (2009)

Marketing strategy is the marketing logic by which the company hopes to create customer value and achieve profitable relationships. The company decides which customer it will serve through segmentation and targeting. And then decides how, by differentiation and positioning. It identifies the total market, divides it into smaller segments, selects the most promising segments and, then focuses on serving and satisfying customers in that segment. It designs a marketing mix using mechanisms under its control: product, price, place, and promotion. It also engages in marketing analysis, planning, implementation, and control in order to find the best marketing mix and to take action.

Marketing strategy is one of the most important components of a business. A successful marketing strategy will help a company to build good relationships with consumers, increase sales and gain a competitive advantage through the identification of target markets and the right mix of marketing channels. In this essay, the main focus is on the strengths and areas of improvement of Adidas' marketing strategy in recent years through the marketing theory of 4P. At the same time, optimization is proposed in terms of Adidas' product strategy and pricing strategy. This study will help Adidas, its competitors and other companies in the same industry to expand their competitive advantage and succeed in the marketplace by driving product innovation and development in line with changing consumer needs, while maintaining sustainable development in the digital era. Mahdi, H. A. A., Abbas, M., Mazar,(2015).

Kotler & Armstrong (2011) Marketing strategy has developed into a serious device for all of these small and medium businesses to stay competitive in the market and produce stronger stress marketing strategies have become a vital tool for all companies everywhere in the world to endure in an extremely competitive marketplace environment and to be stronger. The existing globalization of markets has completed a trade to see the internationalization of their exercises as a way of being competitive. Marketing strategies have developed very important for any organization to be competitive situation thus more beached (Chen, 2016).

## **2.5. Definition of Sport Marketing and sport marketing strategy**

Sport marketing is the application of marketing concepts to sport products and services, and the marketing of non-sport products through an association to sport. Sport marketing therefore has 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 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. Aaron C.T. Smith (2008)

Sport marketing is characterized as a social and managerial process by which the sports managers look for obtaining what sporting companies require and desire through creating and exchanging products and benefits with people and other companies (Shilbury, 2009).

Sport marketing is the use of business methods to promote sports as a product. That product may be the sport itself through participation or the sport as a form of entertainment through spectating. Either way, you are trying to gain awareness and create a perceived need from consumers for that product through marketing. I am selling the sport of bowling as a form of entertainment and recreation, but different groups are looking for different experiences and values, and I have to make them aware of the product I offer that best suits their needs through marketing. (John McCarthy III, 2010)

Sport marketing is the design and application of activities on the product and its price and status, promotion and distribution to satisfy the needs of consumers in every business, sports, not inconsistent with sports values. And it is weak in economic institutions and does not contribute to the development of sport, because the institutions in the sports sector its lack of interest of economic, as an essential means of promoting their products, and that the sports market strengthens the image and popularity of the brand (Zohaf, 2015) Sports are a robust development. It is the driving force and stimulates investment in infrastructure such as stadiums, sports complexes, sports halls and facilities. Sports' marketing, therefore, is a vehicle of socialization and a host of beneficial human activities, becoming the motor for sustainable economic growth, creating employment and generating revenue (Smith, 2017). Nwabuku (2017) defines sports marketing as selling the potential of a particular sports event to a sponsor or a corporate body. Sports marketing consists of all the activities designed to meet

the needs and wants of consumers through exchange processes. Sport marketing has developed two significant thrusts: marketing sports products and services directly to consumers of sports and industrial products or services using sports promotions. Sports marketing consists of individual and organizational activities designed to sense. Service consumers need to facilitate and expedite exchange to achieve the goals of the individual or organization through satisfying consumers' needs in sports. The American Marketing Association (2015) defines sports marketing as business activities that direct the flow of goods and services from producers to consumers or users.

Sport marketing strategy means keeping the implementation of marketing activities consistent with the plan and the measures that were put in place to indicate success. In practice, control is all about ensuring that a plan's objectives are going to be achieved, and taking action to correct any problems if it looks as though things are not going as they should. As a result, a central function of control is to evaluate implemented marketing activities to see if they have achieved what they were supposed. To evaluate a sport marketing plan means to assess it, or to weigh up its positive and negative outcomes to reach a view on its performance. Aaron C.T. Smith (2008)

The strategy of marketing sports is an application of the elements of the marketing plan from setting goals, formulating policies, identifying physical and human resources, approving procedures and developing operational and temporal programs to achieve the objectives of the marketing process. This requires the existence of an administrative apparatus that collects internal and external information for the sports institution to make the appropriate decisions to achieve the objectives of sports marketing strategies. And it is the range of activities that can be applied by using sports magazines, tournaments, competitions, local, international, continental and Olympic sports marketing competitions, marketing of sponsorship and advertising rights, TV marketing, marketing of players, marketing of tournaments and games Ghezail et al., 2017)

## **2.6. Angles of sport marketing**

The term 'sport marketing' was first used in the United States by the Advertising Age in 1978. Since then it has been used to describe a variety of activities associated with sport promotion.

Two distinct streams exist within the broad concept of sport marketing: marketing ‘of’ sport, and marketing ‘through’ sport. (David 2009)

### **2.6.1. Marketing ‘of’ sport**

The marketing of sport products and services directly to sport consumers could include sporting equipment, professional competitions, sport events and local clubs. Other simple examples include team advertising, designing a publicity stunt to promote an athlete, selling season tickets, and developing licensed apparel for sale. Aaron C.T. Smith (2008). This refers to the use of marketing mix variables to communicate the benefits of sport participation and spectatorship to potential consumers. Ultimately, the goal is to ensure the ongoing survival of the sport in rapidly changing environmental circumstances. This aspect of marketing has only recently developed in sporting organizations. Marketing of Sports includes marketing sporting events and equipment to fans and participants. This sort of Sports Marketing is intrinsic in the introduction of new sports such as action sports and innovative new sports products (Fullerton & Merz, 2008). Survival depends largely on the principal purpose of the sporting organization. (David 2009) National sporting organizations predominantly associated with elite-level professional sporting competitions will be striving to develop their marketing mix to ensure that the sport product is attractive as a form of live entertainment and live broadcast through television, the internet and other mobile outlets. Sports-governing bodies will also be responsible for ensuring that participation in their sport remains healthy. Participants are the lifeblood of sport, as they become the next generation of champions and spectators. (David 2009)

Marketing of sport is a way of communication between athletes and sport companies which produce and offer sport-related products and services (Smith & Stewart 2015). Such companies like Nike 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, marmalades, riddles, etc. Nike presented a new version and say that girls made of power, bruises, skills, strength, etc. 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).

### **2.6.2. Marketing ‘through’ sport**

Marketing through sport happens when a non-sport product is marketed through an association to sport. Some examples could include a professional athlete endorsing a breakfast cereal, a corporation sponsoring a sport event, or even a beer company arranging to have exclusive rights to provide beer at a sport venue or event. Aaron C.T. Smith (2008).

Sport Sponsorship of sport by firms is an example of marketing ‘through’ sport. Large corporations use sport as a vehicle to promote and advertise their products, usually to specifically identifiable demographic markets known to follow a particular sport. Sports with significant television time are very attractive to firms seeking to promote their products through an association with sport. Developing licensing programs is another example of marketing through sport. Typically, major companies such as Tip Top (bread) or Coca Cola pay for the right to use a sport logo to place on their products to stimulate sales. (David 2009) Given these perspectives, and information pertaining to marketing in general, the following definition of sport marketing is offered: Sport marketing is a social and managerial process by which the sport manager seeks to obtain what sporting organizations need and want through creating and exchanging products and value with others. The exchange of value with others recognizes the importance of the sport consumer. (David 2009).

Marketing through sport is considered sport as communications media or a sponsorship alternative for organizations that market customers, and to a lesser extent, enterprise products. While Marketing of Sports is an approach to marketing activities and processes to market goods as well as services toward to sports fans and spectators; Marketing through Sports means the promotion of non-sporting products and/or services at sporting events and the use of players to support non-sport products and/or services (Fullerton & Merz, 2008; Ratten & Ratten, 2011; Rundh & Gottfridsson, 2015; Shilbury, 2009)

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.

## **2.7. The Dimensions of Sports Marketing**

The sport marketing has four main dimensions; these dimensions will build the strategy of sports marketing. The main dimensions of sport marketing are:

### **2.7.1 Sport product:**

A sport product is usually conceived as a physical good that has been manufactured (i.e. sporting shoe, football or baseball cap), and it can also refer to services and ideas. In fact, the term product is used in sport marketing in several ways including (Schwarz, Eric C. and Hunter, Jason D 2008), a good (physical item), a service, an idea, a combination of above. In fact, sport products may feature a mixture of tangible and intangible elements, some sport products are mainly tangible and some are mainly intangible. The sport product continuum is a useful tool to help show that products can be defined along a continuum with mainly tangible products on one end, mainly intangible products on the other end and a mixture of the two in the middle (Smith, Aaron C.T., 2008) A sport product is, most of us would see it as something we take part in such as playing a game of football, swimming. It is the equipment we buy to facilitate the playing of a sport such as golf balls, walking shoes or a bicycle. We also would see the sport product as something that we watch, either at a venue or on TV. Other types of sports-related product exist, such as replica sports shirts, drinks that help the athlete recover vital fluids lost during training, fitness centers for weight training and medical services such as physiotherapists who treat sports injuries. by (John Beech and Simon Chadwick .p. cm, 2007)

### **2.7.2 Sports pricing**

The price of a product represents what a consumer relinquishes in exchange for a sporting good or service. A price should also reflect the value of a product (Fort, R. 2007)

A useful way to think about pricing decisions is to consider them in terms of value. In sport marketing, the value of a product is a factor of how its price relates to the benefits that consumers believe they will receive in exchange (Shin, Stephen H., Kim, Ji-Ho, and Moon

Heechunb , 2016 ) Consumers will feel that a product is of good value if the benefits received from it are equal or greater than the price paid. The pricing has many strategies to achieve the organization's goals. It is essential to remember that pricing goals should support a broader product and brand positioning strategy, which in turn should underpin marketing objectives and the achievement of organizational objectives ( Smith, Aaron C.T., and Stewart, Bob , 2015 ) [10]. There are two main types of pricing goals: Profit-based pricing goals, Sales-based pricing goals.

### **2.7.3 Sports distribution:**

Distribution means transporting a product from the producer or sport organization to the final consumer. There are several major ways in which sport products are distributed in the sport industry. It is a good start to keep in mind that sporting goods and services are distributed differently. Sport distribution is concerned with how and where consumers get access to a sport product or service in order to use it. When the term 'place' is employed in sport marketing it refers to any location or method for distributing a product. For the purposes of this chapter, the words distribution and place should be considered interchangeable. There are several major ways in which sport products are distributed in the sport industry. It is a good start to keep in mind that sporting goods and services are distributed differently. (Smith, Aaron C.T., and Stewart, Bob , 2015 )

Distribution channels have different lengths, and as a consequence they may be characterized as direct or indirect. A direct distribution channel is short where the producer sells the product directly to the consumer. For example, a sports physiotherapist produces the service and sells it directly to the consumer. Direct distribution also occurs when a sporting good producer sells products on the Internet, or by direct mail. Many manufacturers of sport products do this in addition to the use of normal retail stores. (Smith, Aaron C.T., and Stewart, Bob , 2015 )

### **2.7.4 Sports Promotion:**

The term sports 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 (MIHAI, Alexandru Lucian, 2013). Promotion is about communicating with and educating consumers. For example, promotion might involve

telling potential consumers about a product, reminding them of its benefits or persuading them that it is worth trying. 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 predetermined positioning strategy, and then to stimulate consumers to try the sport product. Promotion concentrates on selling the product (Smith, Aaron C.T., and Stewart, Bob, 2015)

Sports celebrity endorsement advertising is a commonly used promotional method in the sports goods industry marketing, where celebrities participate in the promotion of corporate products through their popularity and image. In marketing practice, the phenomenon of celebrity endorsement has long existed, and researchers in marketing have also explored and analyzed the effectiveness of celebrity endorsement. Celebrity endorsement is beneficial for establishing a corporate image, expanding the company's visibility and consumer familiarity with the company's products, and narrowing the distance between consumers and products. Lyu Xingyang, Guo Xuan, and Liu Yue.: Study on the Influence of Print Advertisements of Professional Sports Products Endorsed by Sports Stars on Consumers' Purchasing Decisions: A Case Study of Printed Advertisements of Tennis Rackets. *Journal of Capital University of Physical Education and Sports*, vol.31 No.3,216 (2019).

## **2.8. Market segmentation and market positioning**

Market segmentation is the process of dividing the total, heterogeneous market for a product or service into several segments, each of which tends to be homogeneous in all similar aspects. Segmentation creates a smaller group of consumers from the overall customer base of a sports organization who share a common interest. In other words, certain segments of consumers share similar personal, psychological, and environmental reasons for involvement. In an attempt to encourage such groups to initiate or maintain their involvement in the sport or activity, different marketing strategies must be developed which are specifically aimed or targeted at such groups or market segments.(Shilbury, Westerbeek, Quick, Funk, & Karg, 2020) Market segmentation is a consumer-oriented philosophy, and endeavors to satisfy as many needs and wants in the marketplace as possible. Moreover, by segmenting the marketplace an organization can more judiciously allocate marketing resources, and this

should result in greater returns on the investment, or ‘more bang for the bucks’.(Shilbury et al., 2020)

Mullin et al. (2000) further suggest that segmentation is central to an understanding of consumers as it recognizes differences in consumer behavior, which directly informs marketing strategies. Consequently, the task facing sports marketers is first to determine how consumers use sports products or services to meet individual needs and provide benefits, and then to determine which factors are common. This allows the sports marketer to categorize or group customers according to the type of people they are, the way they use the product or service, and finally their expectations of it. (Shilbury et al., 2020)

Although the segmentation possibilities are endless, several broad based variables provide an effective starting point for segmentation strategy. Commonly, consumers are segmented based on demographics, psychographics, and behavior towards the product. This psychographic category is further divided into the benefits wanted from the product and product usage, or how the product is used. (Shilbury et al., 2020) The formation of the regional potential based on the marketing approach is a core task of the regional governments since it reflects the strategy of the state socio-economic policy, which is the basis of the local government improvement mechanism. (Perevozova et al., 2020) Socio-economic development not only makes the basis of regional self-sufficiency but also provides its attractiveness and competitiveness. As a result, the marketing approach is an important component aimed at facilitating the economic and social trends of the region due to the planning and implementation of effective marketing activities. (Perevozova et al., 2020)

Market segmentation is the process of categorizing groups of consumers together, based on their similar needs or wants. A market is the total group of potential consumers for a product, and can include retailers, businesses, government, media and individuals. Market segmentation involves breaking down this total group into smaller groups based on something that the consumers have in common, such as their age, gender, interests or needs. Market segmentation recognizes that it is not possible for a sport organization to be all things to all consumers. Once a sport organization has selected a particular segment or segments of the market, it can customize its product and marketing strategies to meet their specific needs. By

breaking down sport consumers into different segments ( sections), it is possible for a sport organization to use its limited marketing resources more effectively. (Smith, Aaron C.T., and Stewart, Bob, 2015)

There are three basic marketing segmentation strategies that can be used for sport:

1. **Undifferentiated marketing:** Undifferentiated segmentation reflects the decision not to choose a segment at all, but rather to consider the total market as a group of potential consumers. A sport organization employing this strategy would develop one marketing mix for all consumers. Sometimes this approach is called mass marketing. Focuses upon targeting what all or most of the consumers have in common and ignores the existence of segmentation within the marketplace. (John Beech and Simon Chadwick. P. cm. 2007)
2. **Concentrated segmentation:** focuses upon a single target market with a single marketing mix. Focused segmentation involves selecting only one of the market segments that has been identified and developing just one marketing mix with which to communicate to that segment. The result is that all of an organization's focus is on one segment, and is sometimes called niche marketing, or concentrated segmentation. For example, a government agency might focus their efforts on a single segment of the market, such as encouraging smokers to quit. (John Beech and Simon Chadwick. P. cm. 2007)
3. **Multiple segmentation:** multiple segmentation means choosing more than one segment and developing a separate and unique marketing mix for each one. However, not all the elements of the marketing mix need to be changed for each market segment. For example, different promotions may be employed for each segment, but the same product, price and distribution options may remain. Multiple segmentations can help to spread the risk in the event that one of the segments is too small, shrinks in size over time, or was a poor choice in the first place focuses upon several distinct target markets and develops a separate marketing mix for each of the markets it wishes to reach. (John Beech and Simon Chadwick. P. cm. 2007)

Market positioning to how a sport brand is perceived by consumers relative to its competitors. For example, do consumers consider a sport brand as a luxury and high-quality product, or as

a basic and value-for-money product? Do they see it as conservative and reliable, or exciting and dynamic? Positioning takes into account the fact that consumers will compare a product with others in the market. It assumes that they will put each product into a position in their minds; they will find a place where it fits compared to others. The outcome of successful market positioning is a differentiated sport brand or product. If a sport brand or product has been differentiated it means that each target market segment attributes a specific value or set of features to it that are unique and special compared to competitors. In short, a differentiated sport brand or product stands out from the rest. (Smith, Aaron C.T., and Stewart, Bob, 2015)

**Product features** Focus on the unique features of the product, Unique features of sport shoes could include a comfortable fit, shock-absorption qualities or a cutting-edge fashion design Most sport codes have unique features in the way a game is played, such as soccer, cricket, tennis and football

**Product benefits** Tell customers what they will get out of the product or service:-Health, fitness, social contact fun, entertainment

## **2.9. Types of marketing strategy used in sports**

Sports’ marketing, therefore, has 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, sports marketing seeks to fulfill the needs and wants of consumers. It achieves this by providing sports services and sport-related products to consumers. However, sports’ 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 sports’ marketing means the marketing of sport as well as the use of sport as a tool to market other products and services (C.T. Smith. 2008).

### **2.9.1. Market Penetration**

Market penetration attempts to persuade existing consumers to consume at a higher rate. For example, a sporting organization that attracts paying spectators could encourage current members to increase their frequency of attendance. Mullin et al. (2000) developed the ‘attendance/participation frequency escalator’ as an approach to facilitate this. The model

operates on the principle that it is easier and cheaper to get existing consumers to buy more than it is to attract new ones. Strategy marketing penetration strategy consists of increasing a current product volume on the current market by efficiently utilizing some marketing activities involving distribution and promotion. Influencing local product buyers through increased quantity consumption and also increased frequency of consumption - this is the ultimate goal. For example, on a growing market, this strategy can be done by increasing promotion costs. On a market, additional sales can be generated only by increasing market share (Chelladurai and Chang, 2000).

### **2.9.2. Market Development**

Offer an existing product to a new market. Organizations achieve this strategy by presenting existing products in a way that will attract new consumer groups. (Jobber and Fahy, 2003: 282).

### **2.9.3. Product Development**

Offer a new product to an existing market. Organizations achieve this strategy by creating or offering something new to current customers. (Jobber and Fahy, 2003: 282).

### **2.9.4. Diversification**

Offer a new Product to a new Market. Organizations achieve this strategy when they use existing capabilities to host large events and crowds, have started offering concerts. The organization is offering a new product (Concerts) to new Customers (Music fans) and is able to do so efficiently due to their expertise in event promotion, ticketing, concessions, parking, crowd control, etc. (Bonnie Park house, Brian Turner, & Kimberly /2012)

## **2.10 The Role of Sports Marketing**

The biggest advantage of sports marketing is that it allows marketers to piggyback on the popularity and devotion many fans feel towards their favorite teams and athletes. If a baseball fan has loved a specific team since childhood, any marketer who associates themselves with that team gains instant credibility in that fan's mind. Since the revenue ultimately goes to support the team, the marketer is considered a sponsor and invested in the team's success. The only major disadvantage is that the sports marketing industry is so large that it can be hard to stand out in the crowd. A fan who watches a three-hour football game will be exposed to

dozens of different marketing messages. Marketers must advertise to a wide range of customers, but risk that their advertisement gets overlooked by fans more interested in the game (Manoli, 2015).

### **2.11 Model for developing a sport marketing strategy**

In sport marketing terms, this is usually communicated via the development of a sport marketing plan. From the outset, however, it should be noted that it is essential that any plan, whatever its focus, be integrated into the larger strategic planning of the sporting organization. In marketing terms, Dann and Dann (2004) opine that ‘effective marketing strategy depends on fully integrating the goals of the corporate, strategic, business and marketing plans of the organization.’ In sport marketing terms, Shilbury, Quick and Westerbeek (2003) intimate that the delineation between overall strategic planning and strategic marketing planning in sporting organizations is often indistinguishable.

## Elements of sport marketing strategy



**Figure 2.1: Elements of sport marketing strategy**

### **2.12 Conceptual framework**

Conceptual framework related with marketing strategy to sport business management in sport office of Sidama Regional State. This study will be develops a conceptual framework that addresses the interaction and relationship between marketing strategy and sport business management of expertise and managers. This framework suggests that the independent variable is conceptualized as consisting of four types of marketing strategy (market penetration, market development, product development and diversification) measured in form of practice, strategies and role of expertise and managers of sport business management in study area. While the dependent variable will be expertise and managers performance in working environment which is conceptualized as demographic characteristics such as experience, education qualification, working ability.



**Figure2.2 Conceptual framework role of marketing strategy in sport business management**

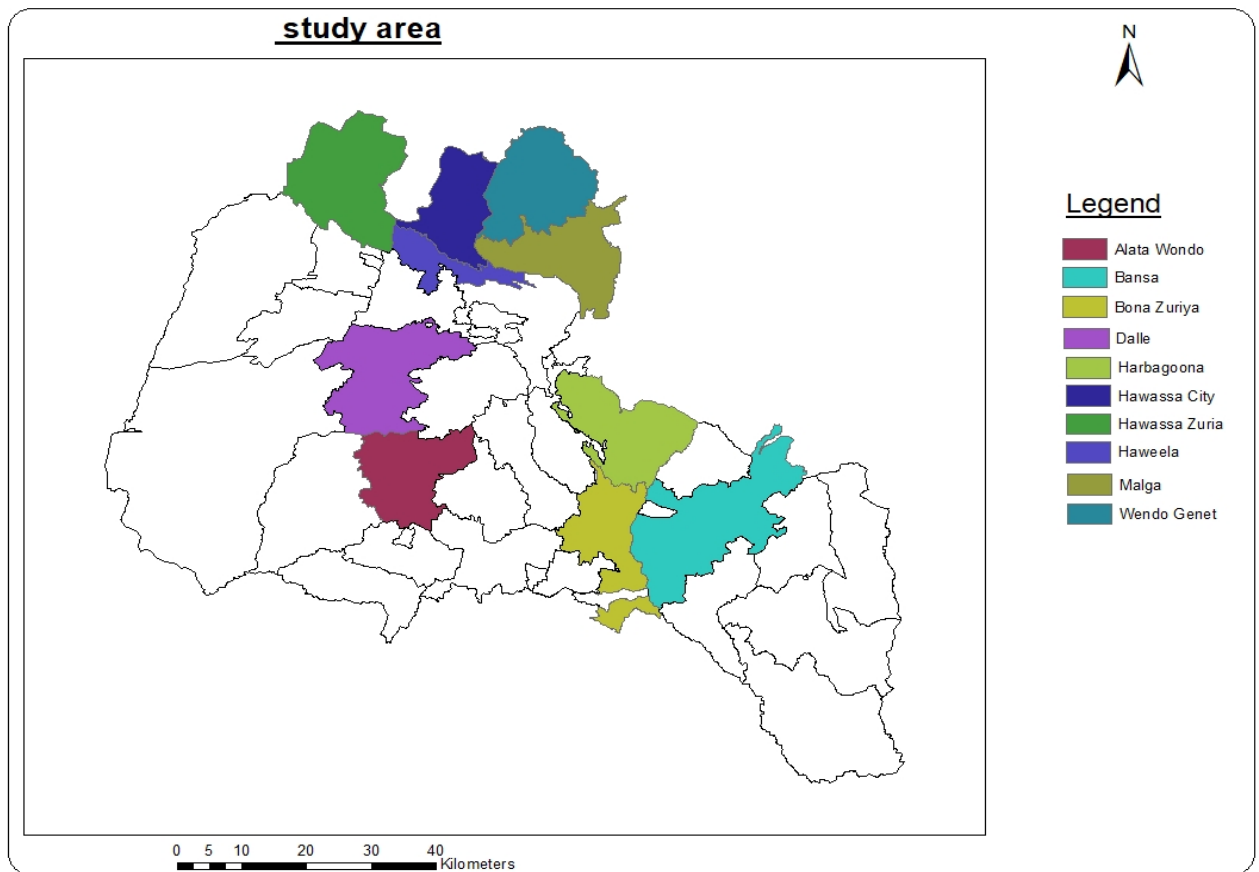
**Source: Own design from literature reviewed, 2024.**

## **CHAPTER THREE**

### **3. MATERIAL AND METHOD**

#### **3.1. Description of the study area**

The aim of this study was to assess the role of marketing strategy in sport business management in sport office of Sidama Regional State. Sidama Regional State is one of 10th region of the in Ethiopia. It is named for the Sidama people whose home land is in the Region. Sidama Regional State is bordered on the south by Oromia region (except for a short stretch in the middle where it shares a border with Gedeo zone), on the west by Bilate River which separates it from Wolaita zone, and on the north and east by Oromia region. According to Sidama Region Finance and Economic Bureau, (2013), described as number of Sidama population around 3.8 million, who speaks Cushitic language known as Sidamu Afoo. Sidama Regional State covers 6972.1 square kilometer and lies between 6.14-7.18 latitude and 37.2 to 39.19 longitudes, with an elevation ranging 501-3000 meters above sea level. Nearly 95% of Sidama people live a life centered on agriculture. Most important sources of income are coffee and chat. The research was conducted in Sidama Regional State, under the title of “the role of marketing strategy in sport business development management in sport office of sidama regional state” Sidama Regional State is 275 km far from Addis Abeba to Hawassa. In the Region there are 30 woredas and 7 town administration and 1 city administration. This research was conducted in 13 sport office.



**Figure 3.1: Source: GIS Arc Map Computation (2024)**

### **3.2. The Research Design**

A descriptive survey research design was employed with the assumption that it could help to gather the opinion of participants on the role of marketing strategy in sport business management in sport office of Sidama regional state with regard to the use of descriptive survey research design, The key goals and requirements of all surveys are to collect reliable and valid data through sound questionnaire design, achieve high response rates to minimize potential sample bias, minimize potential biases resulting from the method and achieve an acceptable degree of efficiency. Dillman’s (2007) Tailored Design Method is often applied to survey research. Descriptive survey design was used to gather adequate and relevant data on the role of marketing strategy in sport business management. In addition to this, the design helps as to discuss what actually exists within a situation, such as current aspects of research.

For Creswell (2003), such design also used to obtain general overview of the subject, and to generalize study findings from sample population. Therefore, the design was preferred on the ground that ‘role of marketing strategy in sport business management in sport office’.

### **3.3. The Research Methods**

The study was used mixed method through collecting and analyzing data by incorporating both quantitative and qualitative approaches with more emphasis on quantitative as the leading method through close-ended questions. Quantitative approach was emphasized because assessing; the role of marketing strategy in sport business development on managers and expertise of sport office could better be understood by collecting large quantitative data, in a formal, structured and rigid manner. Furthermore, the qualitative approach was incorporated in the study with information gained from interview through open-ended questions and hence, it helps to validate and substantiate the quantitative data. Thus, the approach was preferred on the ground that the role of marketing strategy in sport business management was better perceived from the opinion survey of sport office managers.

### **3.4. Sources of Data**

In order to get the necessary information from participants, the researcher was collected data from primary and secondary source of data was used in this study.

#### **3.4.1. Primary Sources of Data**

The primary sources were gathered from Sidama Regional State sampled sport office managers and expertise. This was helps to the researcher to obtain the reliable data gathered for the study. For the successful completion of the study, researcher was gathered firsthand information from expertise and managers through questionnaire and interviews the role of marketing strategy in sport business management in the study area.

#### **3.4.2. Secondary Sources of Data**

Documents of job description were seeing the records of delegated job to expertise, document for selection of expertise for workshop, training, promotion and rewards. The secondary sources was collected from marketing development offices, institutes or organizations and other web-based sources, annual abstract report, previous research papers, published journals,

various books and published and unpublished documents that focus on marketing strategy in sport business development management in Sidama region sport office.

### **3.5. Population, Sampling Techniques and Sample Size**

#### **3.5.1 Target population**

A population encompasses all individuals or items (unit of analysis) with the characteristics of interest for a particular study. The unit of analysis may be a person, individual, organization, country, object, or any other entity that researchers wish to draw scientific inferences about (Kelley, Clark, Brown, & Sitzia, 2003). Accordingly, the target populations of the study were the role of marketing strategy in sport business management were operating within Sidama region sport office. Determination of the populations and sample of expertise are based on the annual statistical report prepared by Sidama regional state in 2022/23 G.C. according this report in Sidama Regional State, there are 30 woredas and 7 town administration and 1 city administration. As pre information obtained from Sidama region sport office, were 30 woredas and 7 town administration and 1 city administration sport office. Accordingly to this Sidama regional state sport office the sum of expertise and managers are 259 expertise and 37 managers respectively. Out this, 13(thirteen) sport office were used for this study area were Wondo genet woreda, Wondo genet ketema, Melga woreda, Hawela woreda, Hawassa Zuria, Arbegona woreda, Bona Woreda, and Aleta wondo, Bensa Daye woreda and Bensa Daye ketema sport office, Yirgalem town administration and Tulla sport office, Hawassa city administration sport office. Since the study was expected to investigate the study for mentioned topic, it assumed that it would be quite appropriate to get the relevant data directly from the sport experts and managers. Therefore, the sampling unit consists of sport office experts and managers.

#### **3.5.2 Sampling Techniques**

In this study, non- probability sampling techniques were used which means the purposive sampling techniques were used. For this study, the researcher was selected eight woredas, four town administrations and one city administration was selected by using purposive sampling techniques if the population from which a sample is to be drawn constitute a homogeneous group, then purposive sampling technique is applied so as to obtain a representative sample.

Researcher believed that from this sport office could get sufficient information on the issue under investigation. Purposive sampling was selected based on the researcher's experience and knowledge of the group being sampled. They rely heavily on the experience and insight of the researcher to select participants. There is a need for clear criteria for describing and defending the sample. Again, however, there are concerns related to representation and generalizability (Muijs, 2011). The researchers were believed that expertise and managers have necessary knowledge and experiences related with marketing strategy in sport business management. The goal is to gain depth understanding on different perspectives and to this work time is very limited therefore, purposive sampling technique is more effective way to collect data in the study area.

### 3.5.3 Sample Size

As a general rule, one can say that the sample must be of an optimum size i.e., it should neither be excessively large nor too small (Kothari, 2004). A sample is a subset of the population or more directly a subset of cases selected from a population. With proper sampling we can calculate the extent to which the estimates are likely to be accurate and thus make inferences about the population with some confidence (Johnson and Kuby, 2011). Thus, to get a representative sample for the population, Yamane (1967) provide a simple formula  $n = \frac{N}{1 + Ne^2}$  to calculate sample sizes. This formula was used to calculate experts and managers sample size that computed as if samples were taken from a population.

$n$  = Sample of experts and managers

$e$  = margin of error (0.05)

$N$  = total population

Confidence level of 95 %

$$n = \frac{N}{1 + Ne^2}$$

According to the information obtained from Sidama region sport office, there were a total of 259 expertise and 37 managers respectively. Out this 13(thirteen) sport office were used for this study area were Wondo genet woreda, Wondo genet ketema, Melga woreda, Hawela woreda, Hawassa Zuria, Arbegona woreda, Bona Woreda, and Aleta wondo, Bensa Daye woreda and Bensa Daye ketema sport office, Yirgalem town administration and Tulla sport office, Hawassa city administration sport office.

$$\text{Expertise: } n = \frac{259}{1 + 259(0.05)^2} = 78 \quad \text{Managers: } n = \frac{37}{1 + 37(0.05)^2} = 13$$

Using this formula 78 expertise and 13 managers are selected. The size of the sample in the study is determined was 91 respondents including total population of expertise and managers. The details are shown below

**Table 3.1: Summary of Population, Sample Size and Sampling Techniques**

Sample woredas	Managers			expertise		
	P	S	%	P	S	%
Hawassa city	1	1	100%	6	6	100%
Tulla woreda	1	1	100%	6	6	100%
Wondo genet woreda	1	1	100%	6	6	100%
Wondo genet city	1	1	100%	6	6	100%
Melga woreda	1	1	100%	6	6	100%
Hawela woreda	1	1	100%	6	6	100%
Bona woreda	1	1	100%	6	6	100%
Hawassa zuria woreda	1	1	100%	6	6	100%
Arbegona woreda	1	1	100%	6	6	100%
Yirgalem town	1	1	100%	6	6	100%
Aleta wondo town	1	1	100%	6	6	100%
Bensa daye town	1	1	100%	6	6	100%
Bensa daye woreda	1	1	100%	6	6	100%
Total	13	13	100%	78	78	100%
Purposive sample techniques	Purposive sample			Purposive sample		

### 3.6. Data Gathering Instruments

In this study, in order to gather the data on the role of marketing strategy in sport business management in sport office, two instruments were used. These are questionnaire, interview.

#### 3.6.1. Questionnaire

A questionnaire is a research instrument that gathers data over a large sample responses that range from strongly agree to strongly disagree can be used (Howitt and Cramer, 2000; Johnson

and Kuby, 2011). Similarly, (Muijs, 2011). Described that questionnaire allow the respondents to freely express their ideas. It was prepared, commented by experts, pilot tested, and distributed to the subjects of the study. The questionnaire included likert scale items measuring the role of marketing strategy in sport business management.

Accordingly, the researcher was used 78 copies of questionnaire which contains 35 close ended items to collect data from expertise respondents. Questionnaire is better to get large amount of data from large number of respondents in a relatively shorter time with minimum cost.

The questionnaire was prepared in English language, because all of the sample expertise could have the necessary skills to read and understand the concepts that are in the questionnaire.

The questionnaires were having two parts. The first part of the questionnaire was describing the respondents' background information, which was included: Sex, age, experience, educational qualification, responsibility and name of the sport office. The second part in contains both closed items. Therefore, structured question items, Likert type scale are employed, likert type scale consists of 5=strongly agree, 4=agree, 3=undecided, 2= disagree and 1=strongly disagree. Generally; the questioners was distributed to expertise for twelve days, after the date of distributed questionnaires, after stay of three days the questioners was collected within fifteen days from 13 (thirteen) sport offices.

### **3.6.2. Interview Guide**

Semi-structured types of interview was employed, because it has a great potential to release more in-depth information, provide an opportunity to observe the nonverbal behavior of respondents. According to (Lofland and Lofland, 1995). Semi-structured interviews (sometimes referred to as focused interviews) involve a series of open-ended questions based on the topic areas the researcher wants to cover. The open-ended nature of the question stays true to defining the topic under investigation, as well as providing opportunities for both interviewer and interviewee to discuss some topics in more detail. The researcher intended was using this instrument in order to triangulate the data obtained through primary sources of data. Semi-structured interview was prepared and employed to 13 sports office managers at selected sport office. The researcher was conducted interviews at different times and places with all managers. During the interview time the researcher used note taking system. Generally, the

interview will be completed within 13 days. For instance, one day for one sport office. The interview was conducted in Amharic then translated into English language.

### **3.7. Procedure of Data Collection**

At the earlier the researcher was received permission letter from Department of Sport Science in Hawassa University. Then, the researcher was send the letter to sample of each Woredas sport offices and determines appointments for the next meeting attempt to contact with the Sample sport office to create conducive environment for the successful accomplishment of the study.

Next about these things, the researcher was discussed with sport office managers and expertise in order to inform them about the purpose of the study and to facilitate this study. Relevant data for the research study was collected with multiple instruments. Quantitative primary data was collected. The respondents are oriented about the purpose of the study in detail and then they were given the required information about the questionnaires. Next this, the respondents were provided with a chance to ask questions about the issue which is not clear for them. Then the researcher was contacted in face to face respondents to give a brief explanation about each point in the discussion and answered all the raised questions. The questionnaires are distributed for expertise. On the other hand, sport office managers were interviewed, while interview were being conducted, the data collection via interview was conducted by contacting the respondents by face to face to minimize loss of information, and the obtained data was carefully write in a notebook. Finally, the data collected through various instruments from multiple sources are analyzed it.

### **3.8. Validity and Reliability of Instruments**

#### **3.8.1 Validity of Instruments**

Before field-testing them with samples of respondents, the instruments were review by a panel of researchers to strengthen their validity. These individuals have been rich experience and knowledge of the topic being studied. Thorndike (1997) says, “Content validity requires a set of reviewers who have been knowledge of the subject matter.” To be sure of the face validity, advisors and co-advisor was invited to provide their comment. Moreover, to verify the content validity of the instrument, the questionnaire with sufficient number (35) of its items addressed

all objectives of the study will be administered to 6 experts. Triangulation of data gathering tools was executed by using semi-structured interview. Information source was multi-faceted by using variety of respondents such as expertise.

### 3.8.2. Reliability of Instruments

A reliability test was computed to the consistency and accuracy of the instruments. Therefore pilot testing, the amended questionnaire was distributed to 12 random selected expertise Shebadino and Boricha woreda sport office which was not include as a sample for this study. Then, to measure the reliability of the questionnaire, Cronbach's alpha coefficient was calculated for item of the questionnaire method by help of SPSS version 26. Concerning the acceptance level of Cronbach alpha results (Muijs, 2011; Zikmund, 2000). Cohen et al. (2007), suggested using the alpha coefficient results on the basis of the following guidelines: greater than 0.90 → very high reliable; 0.80–0.89 → highly reliable; 0.70– 0.79 → reliable; 0.60- 0.69 → marginally reliable; and < 0.6 →lowly reliable or unacceptable.

**Table 3.2: Reliability Test Results with Cronbach's Alpha**

No.	Variables	No. of items	Cronbach's alpha result
1.	Practice of marketing strategy in sport business development management in sport office	11	.848
2.	The strategies of measuring marketing performance in sport	11	.837
3.	The role of marketing strategy in the management and development of a sport business at the sport office.	13	.859
<b>Over all Reliability</b>			.848

### 3.9. The Methods of Data Analysis

The primary data to be collected through self-prepared questionnaire was analyzed using both descriptive and inferential analysis. After the data had been collected from the respondents, it was organized by using tables according to similarities of issues raised in the questionnaire. Depending on the nature of the variables, quantitative as well as qualitative data analysis methods was employed. Then, different characteristics of respondents were analyzed by using frequency and percentage. Secondly, the quantitative data obtained through questionnaires

were organized and tabulated around the sub-topics related to the research questions. In this study descriptive statistics like mean, simple percentage, frequency, and tables were used to give clear picture about the socio-demographic characteristics of respondents and the study at all. The data collected was entered into SPSS version 26, and various statistical steps applied to arrive at the desired output for analysis and presentation. A five point Likert Scale ranging from strongly agree to strongly disagree be used for the sake of analysis and interpretation of quantitative data collected from experts through questionnaires. According to Zaidatol & Begheri (2009) mean values from 1.00-1.49 was considered as strongly disagree; 1.50-2.49 as disagree, 2.50-3.49 as undecided, 3.50-4.49 as agree and 4.50-5.00 as strongly agree was implementation of the items in the study area. For the case of analysis strongly agree and agree indicate effective implementation of each item in the sport office and undecided presents neither positive nor negative agreement. Similarly strongly disagree and disagree were indicates ineffective implementation of the items in the study area. Whereas, inferential statistics move beyond the description of a specific observation to make inferences about the larger population from which the sample was drawn. It was used for testing investigated research objectives. Likewise, multiple regression analysis was used to analysis marketing strategy in sport management. On the other hand, practices of marketing strategy in sport business management in sport office, strategies of measuring marketing performance in sport office, and the role of marketing strategy in sport business management in sport office. The qualitative data collected through interviews and document review was analyzed through narrative description to complement the quantitative data. Finally, conclusions were drawn from the major findings & possible recommendations from the identified problems were suggested.

### **3.10 Ethical Considerations**

The researcher was discussed with sport office managers and expertise in order to inform them and to facilitate this study. Ethics are a set of principles of right conduct, and the rules and standards governing the actions of a person; they define what is or is not legitimate or moral. Internationally, codes of behavior and legal considerations exist so as to provide fixed rules and principles for researchers. However, sport management researchers was often face conflicts in their principles and must weigh up the benefits of the knowledge to be obtained

from the research versus the rights of those taking part in the research study. McMillan and Schumacher (2006, pp. 142–145) involving participants in a research work it is important considering the ethical principles lay down to protect them. Furthermore, the study participants was reassured of confidentiality by explaining to them and by writing on questionnaires that information was kept strictly, handled confidentially and anonymously that no one have opportunity to see the response except the researcher. The information they provided was not being used for anything other than the research purpose. Moreover, the researcher respected the expertise and managers. Then, the researcher informed them that questionnaires and interview was used to collected relevant data according to the agreement which is signed with respondents.

#### **4. PRESENTATIONS, ANALYSIS AND INTERPRETATION OF DATA**

This chapter deals with presentation, analysis and interpretation of the data gathered from the respondents' through questionnaires and interviews. Thus, the quantitative as well as qualitative analysis of data was employed in this study. The qualitative part was supposed to be corresponding to the quantitative analysis. The study covered thirteen (13) sport offices that are located in Sidama Regional State, and targeted at the role of marketing strategy in sport business management. As indicated at the beginning, among various data collecting instruments; questionnaire, and semi structured interview were used to collect necessary information for this study. Thus a total of questionnaires were distributed to 78 respondents. However, properly filled and returned questionnaires were 78 (100%). While among 13 interview respondents 13 (100%) were properly participated and gave necessary information on the issue under investigation. In general (100%) of respondents participated and gave necessary information on the issue raised through questionnaire and 100% semi-structured interview. Therefore, the total response rate is sufficient and safe to analyze and interpret the data.

In analyzing the data, different statistical techniques and procedures were used. Initially, the data collected through questionnaire were coded and inserted in to SPSS version26 for analysis. Accordingly, a researcher used descriptive statistics such as frequency count and percentage were computed to indicate the background characteristics of the respondents whereas mean and standard deviation to analyze the quantitative data and also researcher also used inferential statistics. Moreover, the qualitative analysis was also done.

##### **4.1 Response Rate of the Quantitative**

Data In this study, totals of 78 respondents were selected to complete the questionnaires. From these, 78 experts have properly completed and submitted, there by generating a return rate of 78 (100 %).

**Table 4.1:-** Questionnaire Return Rate of the Study

Variables	Sample size			Reponses			Return rate %
	M	F	T	M	F	T	
Expertise	61	17	78	61	17	78	100%

**Source:** Field Data, 2023

As it can be seen in table, out of the 35 questionnaires distributed to the expertise 78 (100%) were properly completed and returned. The responses given by them were analyzed and interpreted. Thus, in the following section analysis and interpretation of data were presented in the following sub-sections corresponding to the basic questions and characteristics of respondents.

## **4.2 Characteristics of Respondents**

This section provides some basic background information relate to sample population that helps to know the overall information of the respondents' with assumption that it might have some kind of relationship on the role of marketing strategy in sport business management. Accordingly, the characteristics of the study groups were examined in terms of sex, age, educational qualification, work experience and marital status in years and responsibility. The summary of data was presented in table 4.2 below.

**Table 4.2:- Expertise Response on Background Information**

No	variables	Categories	distribution	
			F	%
1	Sex	Male	61	78.2
		Female	17	21.8
		Total	78	100
2	Age	Between 20-29	27	34.6
		Between 30-39	31	39.6
		Between 40-49	20	25.7
		Above 50	0	0
		Total	78	99.9
3	Education qualification	Diploma	8	10.3
		BA/BSc Degree	50	64.1
		M.A/MSc. Degree	14	17.9
		Other	6	7.7
		Total	78	100
4	experiences	Between 1-5 years	39	50
		Between 6-10 years	22	28.1
		Between 11-15 years	17	21.9
		Above 15 years	0	0
		Total	78	100
5	Marital status	Single	17	21.8
		Married	50	64.1
		Widowed	5	6.4
		Divorced	6	7.7
		Total	78	100

**Key: - F=frequency**

As shown in Table 4.2 item one out of 78 expertise's 61 (78.2%) were male and 17 (21.8%) were females. It shows that majority of expertise in the selected sport office of Sidama Regional State were male. From this, one can understand that the number of females in the sport office expertise profession is lower as compared to males. Hence, there is a need to encourage females to the position of expertise in the study area.

In relation to age in the same table roughly 31(39.6%) of the office fill into the 30-39 years age category. Thus, they were highly experienced and knowledgeable to perform different activities in order to improve his/her performance in the sport office.

Regarding academic qualification, the respondents were categorized into four groups, diploma, first degree, and Master degree and other. As the result indicate that 8 (10.3%) had diploma, 50 (64.1) had BA/BSc degree, 14 (17.9) had MA/MSc and had other 6(7.7).

In relation to working experience is, out of the 78 expertise 39 (50%) had services from 1-5 years. But the rest 22(28.1 %), 17(21.9%) and 0 (0.00%) of the expertise have 6 -10, 11-15 and above 15 year of service respectively. the result shows that, most of the expertise are in the experience year of five and less, these need a critical aid and coaching, mentoring and training should be offered for them because they may face various management performance level in the area. Concerning to the expertise marital status, out of 78 expertise 17(21.8%) were single, 50(64.1%) were married, 5(6.4%) were widowed and 6(7.7%) were divorced. The result shows, the most of expertise were married and the second level is single.

**Table 4.3:- Manager Response on Background Information**

No	variables	Categories	distribution	
			F	%
1	Sex	Male	11	84.6
		Female	2	15.4
		Total	13	100
2	Age	Between 20-29	0	0
		Between 30-39	7	54.8
		Between 40-49	6	46.2
		Above 50	0	0
		Total	13	100
3	Education qualification	Diploma	0	0
		BA/BSc Degree	8	62.5
		M.A/MSc.Degree	3	23.1
		Other	2	15.4
		Total	13	100
4	Experiences	Between 1-5 years	2	15.4
		Between 6-10 years	8	61.6
		Between 11-15 years	3	23.1
		Above 15 years	0	0
		Total	13	100
5	Marital status	Single	2	15.4
		Married	9	69.2
		Widowed	2	15.4
		Divorced	0	0
		Total	13	100

As shown in Table 4.3 item one out of 13 managers 11 (84.6%) were male and 2(15.4%) were females. It shows that majority of managers in the selected sport office of Sidama Regional State were male. From this, one can understand that the number of females in the sport office manager is lower as compared to males. Hence, there is a need to encourage females to the position of managers in the study area.

In relation to age as table shows the age 7(54.8%) of the office fill into the 30-39 years age and 6(46.2) of the office managers category. Thus, they were highly experienced and knowledgeable number to perform different activities in order to improve his/her performance in the sport office. In relation to working experience is, out of the 13 managers 2(15.4%) had

services from 1-5 years. But the rest 8(61.6 %), 3(23.1%) and 0(0.00%) of the managers have 6-10, 11-15 and above year of service respectively. The result shows that, most of the experts are in the experience year of five and less, these need a critical aid and coaching, mentoring and training should be offered for them because they may face various management performance level in the area.

Concerning to the expertise marital status, out of 13 managers 2(15.4%) were single, 9(69.2%) were married, 2(15.4%) were widowed and 0(0.00%) were divorced. The result shows, the most of managers were married.

### **Marketing strategy related questions**

#### **4.3 The Practice of marketing strategy in sport business management in sport office**

The practices of marketing strategy in sport business management were asked positively using likert scale through which respondent shown their level of agreement. The respondent were asked to indicated their level of agreement on the following measurements scale such as 1= Strongly disagree, 2= Disagree, 3= Undecided/Neutral, 4= Agree, and 5= strongly agree. Their responses organized in the following manner.

**Table 4.4:- Practice of marketing strategy in sport business management sport office**

No	Items	position	%	SD	D	U/N	A	SA
1.	Sport marketing strategy is available in the Sidama region sport office.	Exper tise		3	15	15	38	7
			%	3.8	19.2	19.2	48.7	9.0
2.	The marketing strategies are commonly used for sport business management in sport office.	Exper tise		0	6	27	31	14
			%	0	7.7	34.6	39.7	17.9
3.	Marketing strategy is functional in every year in the region.	Exper tise		2	10	9	41	16
			%	2.6	12.8	11.5	52.6	20.5
4.	Marketing strategy currently look good and effective in the Sidama region sport office.	Exper tise		0	11	7	42	18
			%	0	14.1	9.0	53.8	23.1
5.	Successful sport business implementation marketing strategies are used in the region.	Exper tise		0	21	12	13	32
			%	0	26.9	15.4	16.7	41
6.	The standard measuring marketing strategy performances are available in the region.	Exper tise		0	7	38	20	13
			%	0	9.0	48.7	25.6	16.7
7.	Marketing tactics differ between traditional business strategies in the region.	Exper tise		0	9	13	37	19
			%	0	11.5	16.7	47.4	24.4
8.	The ways of branding plays in the implementation of marketing strategies for sports business management are high in the Sidama region sport office.	Exper tise		0	13	9	42	14
			%	0	16.7	11.5	53.8	17.9
9.	The ethical consideration should be taken into account when organizing marketing strategies in sport business management of region.	Exper tise		0	12	16	35	15
			%	0	15.4	20.5	44.9	19.2
10	There are advancements in digital marketing and social media impacted in the region.	Exper tise		0	9	16	31	22
			%	0	11.5	20.5	39.7	28.2
11	The idea and practice of marketing strategy are adequate in the Sidama region sport	exper tise		0	7	15	40	16
			%	0	9.0	19.2	51.3	20.5

	office							
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**Source: Field Data, 2024**

As it indicated in table 4.4 item 1 above for, sport marketing strategy is available in the Sidama region sport office majority of the experts' 7(9.0%) were strong agreed, 38(48.7) were agreed, 15(19.2%) were undecided and 15(19.2%) of the experts were disagreed.

As it indicated in table 4.4 item 2 above for, the marketing strategies are commonly used for sport business management in sport office majority of the experts' 14(17.9%) were strong agreed, 31(39.7) were agreed, 27(34.6%) were undecided and 6(7.7%) of the experts were disagreed.

As it indicated in table 4.4 item 3 above for, Marketing strategy is functional in every year in the region, majority of the experts' 16(20.5%) were strong agreed, 41(52.6%) were agreed, 9(11.5%) were undecided and 10(12.8%) of the experts were disagreed.

As it indicated in table 4.4 item 4 above for, Marketing strategy currently look good and effective in the Sidama region sport office, majority of the experts' 18(23.1%) were strong agreed, 42(53.8%) were agreed, 7(9.0%) were undecided and 10(12.8%) of the experts were disagreed.

As it indicated in table 4.4 item 5 above for, Successful sport business implementation marketing strategies are used in the region, majority of the experts' 32(41%) were strong agreed, 13(16.7%) were agreed, 12(15.4%) were undecided and 21(26.9%) of the experts were disagreed.

As it indicated in table 4.4 item 6 above for, The standard measuring marketing strategy performances are available in the region, majority of the experts' 13(16.7%) were strong agreed, 20(25.6%) were agreed, 38(48.7%) were undecided and 7(9.0%) of the experts were disagreed.

As it indicated in table 4.4 item 7 above for, Marketing tactics differ between traditional business strategies in the region, majority of the experts' 19(24.4%) were strong agreed,

37(47.4%) were agreed, 13(16.7%) were undecided and 9(11.5%) of the experts were disagreed.

As it indicated in table 4.4 item 8 above for, The ways of branding plays in the implementation of marketing strategies for sports business management are high in the Sidama region sport office, majority of the experts' 14(17.9%) were strong agreed, 42(53.8%) were agreed, 9(11.5%) were undecided and 13(16.7%) of the experts were disagreed.

As it indicated in table 4.4 item 9 above for, The ethical consideration should be taken into account when organizing marketing strategies in sport business management of region, majority of the experts' 16(20.5%) were strong agreed, 40(51.3%) were agreed, 15(19.2%) were undecided and 7(9.0%) of the experts were disagreed.

As it indicated in table 4.4 item 10 above for, There are advancements in digital marketing and social media impacted in the region, majority of the experts' 22(28.2%) were strong agreed, 31(39.7%) were agreed, 16(20.5%) were undecided and 9(11.5%) of the experts were disagreed

As it indicated in table 4.4 item 11 above for, The idea and practice of marketing strategy are adequate in the Sidama region sport office, majority of the experts' 22(28.2%) were strong agreed, 31(39.7%) were agreed, 16(20.5%) were undecided and 9(11.5%) of the experts were disagreed

#### **4.3.1 Descriptive statistics on Practice of marketing strategy in sport business management in sport office**

In this sub-section, the efforts have been made to establish the opinions of the expertise' on the role of marketing strategy in sport business development management which dominantly practiced is it practice of marketing strategy in sport business development management in sport office, of Sidama Regional State which is represented by number 1-11 alternatives questions. The respondents' opinions have been presented in Table 4.5 below.

**Table4.5:-Descriptive statistics on Practice of marketing strategy in sport business management in sport office.**

<b>No.</b>	<b>Practice of marketing strategy</b>	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>
1.	Sport marketing strategy is available in the Sidama region sport office.	78	3.54	.921
2.	The marketing strategies are commonly used for sport business management in sport office.	78	3,68	.860
3.	Marketing strategy is functional in every year in the region.	78	3.76	1.009
4.	Marketing strategy currently look good and effective in the Sidama region sport office.	78	3.86	.936
5.	Successful sport business implementation marketing strategies are used in the region.	78	3.72	1.258
6.	The standard measuring marketing strategy performances are available in the region.	78	3.50	.879
7.	Marketing tactics differ between traditional business strategies in the region.	78	3.85	.927
8.	The ways of branding plays in the implementation of marketing strategies for sports business management are high in the Sidama region sport office.	78	3.73	.949
9.	The ethical consideration should be taken into account when organizing marketing strategies in sport office.	78	3.68	.960
10.	There are advancements in digital marketing and social	78	3.85	.968

	media impacted in the region.			
<b>11.</b>	The idea and practice of marketing strategy are adequate in the Sidama region sport office	78	3.83	.859

**Source: Field Data, 2024**

According to Zaidatol & Begheri (2009) mean values from 1.00-1.49 was considered as strongly disagree; 1.50-2.49 as disagree, 2.50-3.49 as undecided, 3.50-4.49 as agree and 4.50-5.00 as strongly agree items were used to analyzed.

The above table 4.5, item 1 shows the mean = 3.54 with S.D = .921 of respondents' opinions was found in agree with the practices have use sport marketing strategy is available in the Sidama region sport office. Which means respondents have a good opinion (agree) on that the marketing strategy variables have use on practice of marketing strategy in sport business management.

Item 2 shows the mean=3.68 with S.D = .860 the marketing strategies are commonly used for sport business development in sport office. Which is the respondents' opinions was found in agree with the marketing strategies are commonly used for sport business development in sport office.

Item 3 shows the mean= 3.76 with S.D= 1.009 of respondents' opinions was found in agree with the Marketing strategy is functional in every year in the region. Which means the respondents have a good opinion (agree) on that sport business management in the region sport office.

Item 4 shows the mean= 3.86 with S.D= .936 of the respondents opinions was found in agree with Marketing strategies currently look good and effective in the Sidama region sport office. This means the respondents have a good opinions on the marketing strategies currently look good and effective in sport office.

Item 5 shows the mean = 3.72 with S.D= 1.258 of the respondents opinions was found in agree with Successful sport business implementation marketing strategies are used in the region.

This implies the respondents have good opinions on the successful sport business implementation marketing strategies in the sport office. Likewise, all variables items scored relatively medium scales of standard deviation which tells us that the data are narrowly spread. This means that the respondents have a close opinion regarding each variable of the study. This implies that practice as marketing strategy According to Kotler & Armstrong (2011), and Varadarajan (2009) Marketing strategy refers to an organization's integrated pattern of decisions that specify its crucial choices concerning products, markets, marketing activities and marketing resources in the creation, communication and/or delivery of products that offer value to customers in exchanges with the organization and thereby enables the organization to achieve specific objectives.

Item 6 shows the mean = 3.50 with S.D= .879 of the respondents opinions was found in agree with the standard measuring marketing strategy performances are available in the region. Which means respondents have a good opinion (agree) on that the marketing strategy variables have use on practice of marketing strategy in sport business management Sidama region sport office.

Item 7 shows the mean = 3.85 with S.D= .927 of the respondents opinions was found in agree with Marketing tactics differ between traditional business strategies in the region.

Item 8 shows the mean = 3.73 with S.D= .949 of the respondents opinions was found in agree with The ways of branding plays in the implementation of marketing strategies for sports business development management are high in the Sidama region sport office. Which means respondents have a good opinion (agree) on that the marketing strategy variables have use on practice of marketing strategy in sport business management Sidama region sport office.

Item 9 shows the mean = 3.68 with S.D= .960 of the respondents opinions was found in agree with the ethical consideration should be taken into account when organizing marketing strategies in sport business development of region. Which means respondents have a good opinion (agree) on that the marketing strategy variables have use on practice of marketing strategy in sport business management Sidama region sport office.

Item 10 shows the mean = 3.85 with S.D= .968 of the respondents opinions was found in agree with There are advancements in digital marketing and social media impacted in the region. Which means respondents have a good opinion (agree) on that the marketing strategy variables have use on practice of marketing strategy in sport business management sport office.

Item 11 shows the mean = 3.83 with S.D= .859 of the respondents opinions was found in agree with The idea and practice of marketing strategy are adequate in the Sidama region sport office, Which means respondents have a good opinion (agree) on that the marketing strategy variables have use on practice of marketing strategy in sport business management Sidama region.

#### **4.3.1 Regressions Analysis about practice of marketing strategy in sport business management sport office**

This study intends to identify the most contributing independent variable in the prediction of the dependent variable. Thus, the strength of each predictor (independent variable) influencing the criterion (dependent variable) can be investigated via standardized Beta coefficient. The regression coefficient explains the average amount of change in the dependent variable that is caused by a unit change in the independent variable. The larger value of Beta coefficient an independent variable has, brings the more support to the independent variable as the more important determinant in predicting the dependent variable.

**Table 4.6:- linear Regression Analysis practice of marketing strategy in sport business management Sidama region sport office**

Model	USC		SC		Sig.
	B	Std. Error	B	t	
(Constant)	3.907	.424		9.223	.000
Sport marketing is available in the Sidama region sport office	.624	.117	.522	5.332	.000
The marketing Strategies are commonly used for sport business development and sport office	.363	.158	.255	2.298	.024**
Marketing strategy is functional in Sidama region sport office	.481	.128	.396	3.762	.000
Marketing strategy currently look good and effective in the Sidama region sport office	.287	.146	.219	1.959	.005
Successful sport businesses implement and tailor marketing strategy have in the region	.617	.115	.487	5.365	.000
The standard measuring marketing strategy performances are available in the region	.454	.151	.326	3.006	.004
Marketing tactics differ between traditional businesses and those in the Sidama region sport office	.574	.136	.463	4.212	.000
The ways of branding plays in the implementation of marketing strategies for sport businesses development in the region	.346	.143	.268	2.429	.018**
The ethical considerations should be taken into account when organizing marketing strategies in the region	.789	.114	.626	7.003	.000

<b>There are advancement in digital marketing and social media impacted the approach to marketing in the region</b>	<b>.291</b>	<b>.141</b>	<b>.230</b>	<b>2.063</b>	<b>.043**</b>
<b>The idea and practices of marketing strategy are adequate in the Sidama region sport office</b>	<b>.328</b>	<b>.159</b>	<b>.231</b>	<b>2.066</b>	<b>.042**</b>

**Source: Field Data, 2024**

USC= Unstandardized coefficients,

SC=Standardized coefficients

\* = Correlation is significant at the 0.05 level

\*\* = Correlation is significant at the 0.01 level

As shown on the above table, item 1 shows, Sport marketing strategy is available in the Sidama region sport office. Beta coefficient value is .624 with the significant value of .000, therefore marketing strategy on sport business management had significant on sport office. This implies that as practice of marketing strategy in sport business management increased. Linear regression analysis produces a line of best fit referred to as the least squares regression equation. This line can be thought of as a prediction line (Bluman, 2001). How linear regression could be applied to Sport Management Research could be as follows.

Item 2 shows, The marketing strategies are commonly used for sport business development in sport office beta coefficient value is .363 with the significant value is .024 which is lower than .001, hence marketing strategies are commonly used for sport business management is found to have positive significant impact on sport business management Sidama region sport office.

As shown on the above table, item 3 shows, marketing strategy is functional in every year in the region. Beta coefficient value is .481 with the significant value of .000 which is lower than .001 therefore marketing strategy on sport business management had positive significant on sport office. Because the marketing strategy that contributes sport business management in sport office, this finding is in line of, Kotler & Armstrong (2011) Marketing strategy has developed into a serious device for all of these small and medium businesses to stay competitive in the market and produce stronger stress marketing strategies have become a vital

tool for all companies everywhere in the world to endure in an extremely competitive marketplace environment and to be stronger.

Item 4 shows, marketing strategy currently look good and effective in the Sidama region sport office beta coefficient value is .287 with the significant value is .005, hence marketing strategies strategy currently look good and effective in the Sidama region sport office is found to have positive significant impact on sport business. Successful sport business implementation marketing strategies are used in the region beta coefficient value is .617 with the significant value is .000 hence successful sport business were implemented in sport office as shown finding result have positive significant.

While the standard measuring marketing strategy performances are available in the region beta coefficient value is .454 with the significant value is .004, hence the standard measuring marketing strategy performances are available which is found in positive significant. This implies that as standard measuring marketing performances are available sport office performance the finding was shown increased the standard measuring strategy in sport office.

Item 6 shows, Marketing tactics differ between traditional business strategies in the region beta coefficient value is .574 with the significant value is .000 hence marketing tactics differ between traditional business strategies in the region therefore the marketing tactics have positive significant in sport business development in the region.

The ways of branding plays in the implementation of marketing strategies for sports business development management are high in the Sidama region sport office. Beta coefficient value is .346 with the significant value is .018 hence ways of branding plays in the implementation of marketing in the region the finding shows they have significant impacts on the sport office.

Item 8 shows, the ethical consideration should be taken into account when organizing marketing strategies in sport business development of region the Beta coefficient value is .789 with the significant value is .000 therefore the finding shown positive impacts on the sport office.

Item 10 shows, There are advancements in digital marketing and social media impacted in the region beta coefficient value is .291 with the significant value is .048 hence there are found in

line of significant impacts advancements in digital marketing and social media and it is impacted.

Item 11 shows, the idea and practice of marketing strategy are adequate beta coefficient value is .328 with the significant value is .042 hence the finding of the idea and practice of marketing strategy are adequate in sport office. This implies that when the idea and practice of marketing strategy are adequate in Sidama region sport office.

In general, the regression equation predicts that Sport marketing strategy is available (X1) , give direction to expertise (X2), marketing strategies are commonly used for sport business development (X3), Marketing strategy is functional in every year in the region. (X4), Marketing strategy currently look good and effective (X5) Successful sport business implementation marketing strategies that were expressed by statistically significant independent variables were  $Y=3.907+0.624 X1 +0.363 X2 +0.481 X3 +0.287 X4 +0.617 X5$ , were 3.907 is constant.

#### **4.4 The strategies of measuring marketing performance**

The strategies of measuring marketing performance were asked positively using likert scale through which respondent shown their level of agreement. The respondent were asked to indicated their level of agreement on the following measurements scale such as 1=Strongly disagree, 2= Disagree, 3= Undecided/Neutral, 4= Agree, and 5= strongly agree. Their responses organized in the following manner.

**Table 4.7:- Descriptive statistics the strategies of measuring marketing performance**

No	Items	positi on	%	SD	D	U/N	A	SA
1.	Focusing on specific marketing segments can be beneficial for Sidama region sport office.	Exper tise		3	14	14	40	7
			%	3.8	17.9	17.9	51.3	9.0
2.	Marketing segmentation helps to adjust specific needs in the Sidama region sport office.	Exper tise		0	5	27	31	15
			%	0	6.4	34.6	39.7	19.2
3.	Multiple segmentations can be expensive and time consuming in the region.	Exper tise		2	9	9	41	17
			%	2.6	11.5	11.5	52.6	21.8
4.	Marketing positioning can help us to find a place where we fit compared to other sectors.	Exper tise		0	10	7	43	18
			%	0	12.8	9.0	55.1	23.1
5.	Marketing positioning can help us in developing and sustaining an appropriate marketing mix.	Exper tise		0	20	13	13	32
			%	0	25.6	16.7	16.7	41
6.	We are used essential metrics to measure marketing performance in the context of sport business development.	Exper tise		0	6	39	20	13
			%	0	7.7	50	25.6	16.7
7.	The Marketing performance metrics area aligned with the overall business objectives to sport business development.	Exper tise		0	8	14	37	19
			%	0	10.3	17.9	47.4	24.4
8.	We are used key performance indicators (KPIs) to measuring successful.	Exper tise		0	12	9	43	14
			%	0	15.4	11.5	55.1	17.9
9.	There are challenges that you are measuring the effectiveness of their marketing effort in the region	Exper tise		0	11	16	36	15
			%	0	14.1	20.5	46.2	19.2
10	Sport organizations benchmark is their	Exper		0	8	16	31	23

	marketing performance against industry in the region	tise	%	0	10.3	20.5	39.7	29.5
11	There are digital marketing channels influenced the way of marketing performance business management in the Sidama region sport office.	exper		0	7	15	41	15
		tise	%	0	9.0	19.2	52.6	19.2

**Source: Field Data, 2024**

As it indicated in table 4.7 item 1 above for, Focusing on specific marketing segments can be beneficial for Sidama region sport office, majority of the experts' 7(9.0%) were strong agreed, 40(51.3) were agreed, 14(17.9%) were undecided, 14(17.9%) of the experts were disagreed and 3(3.8) were strong disagreed.

As it indicated in table 4 item 2 above for, Marketing segmentation helps to adjust specific needs in the Sidama region sport office, majority of the experts' 15(19.2%) were strong agreed, 31(39,7) were agreed, 27( 34.6%) were undecided, 5(6.4%) of the experts were disagreed and 0(0.00) were strong disagreed.

As it indicated in table 4 item 3 above for, Multiple segmentations can be expensive and time consuming in the region, majority of the experts' 17(21.8%) were strong agreed, 41(52.6) were agreed, 9(11.5%) were undecided, 9(11.5%) of the experts were disagreed and 2(2.6) were strong disagreed.

As it indicated in table 4 item 4 above for, Marketing positioning can help us to find a place where we fit compared to other sectors, majority of the experts' 18(23.8%) were strong agreed, 43(55.1) were agreed, 7(9.0%) were undecided, 10(12.8%) of the experts were disagreed and 0(0.00) were strong disagreed.

As it indicated in table 4 item 5 above for, Marketing positioning can help us in developing and sustaining an appropriate marketing mix, majority of the experts' 32(41%) were strong agreed, 13(16.7) were agreed, 13(16.7%) were undecided, 20(25.6%) of the experts were disagreed and 0(0.00) were strong disagreed.

As it indicated in table 4 item 6 above for, We are used essential metrics to measure marketing performance in the context of sport business development, majority of the experts' 13(16.7%) were strong agreed, 20(25.6) were agreed, 39(50.0%) were undecided, 6(7.7%) of the experts were disagreed and 0(0.00) were strong disagreed.

As it indicated in table 4 item 7 above for, The Marketing performance metrics area aligned with the overall business objectives to sport business development. majority of the experts' 19(24.4%) were strong agreed, 37(47.4%) were agreed, 14(17.9%) were undecided, 8(10.3%) of the experts were disagreed and 0(0.00) were strong disagreed.

As it indicated in table 4 item 8 above for, We are used key performance indicators (KPIs) to measuring successful, majority of the experts' 14(17.9%) were strong agreed, 43(55.1%) were agreed, 9(11.5%) were undecided, 12(15.4%) of the experts were disagreed and 0(0.00) were strong disagreed

As it indicated in table 4 item 9 above for, There are challenges that you are measuring the effectiveness of their marketing effort in the region, majority of the experts' 15(19.2%) were strong agreed, 36(46.2%) were agreed, 16(20.5%) were undecided, 11(14.1%) of the experts were disagreed and 0(0.00) were strong disagreed

As it indicated in table 4 item 10 above for, Sport organizations benchmark is their marketing performance against industry in the region, majority of the experts' 23(29.5%) were strong agreed, 31(39.7%) were agreed, 16(20.5%) were undecided, 8(10.3%) of the experts were disagreed and 0(0.00) were strong disagreed

As it indicated in table 4 item 11 above for, There are digital marketing channels influenced the way of marketing performance business development in the Sidama region sport office, majority of the experts' 15(19.2%) were strong agreed, 41(52.6%) were agreed, 15(19.2%) were undecided, 7(9.0%) of the experts were disagreed and 0(0.00) were strong disagreed

#### **4.4.1 The strategies of measuring marketing performance**

In this sub-section, the efforts have been made to establish the opinions of the expertise' on the role of marketing strategy in sport business development management which dominantly

practiced is it practice of marketing strategy in sport business management in sport office, of Sidama Regional State which is represented by number 1-11 alternatives questions. The respondents' opinions have been presented in Table 4.8 below.

**Table 4.8:- Descriptive statistics the strategies of measuring marketing performance**

<b>No.</b>	<b>Strategies of measuring marketing performance</b>	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>
<b>1.</b>	Focusing on specific marketing segments can be beneficial for Sidama region sport office.	78	3.51	.908
<b>2.</b>	Marketing segmentation helps to adjust specific needs in the Sidama region sport office.	78	3.72	.851
<b>3.</b>	Multiple segmentations can be expensive and time consuming in the region..	78	3.79	.998
<b>4.</b>	Marketing positioning can help us to find a place where we fit compared to other sectors.	78	3.88	.911
<b>5.</b>	Marketing positioning can help us in developing and sustaining an appropriate marketing mix.	78	3.73	1.245
<b>6.</b>	We are used essential metrics to measure marketing performance in the context of sport business development.	78	3.51	.864
<b>7.</b>	The Marketing performance metrics area aligned with the overall business objectives to sport business development.	78	3.86	.908
<b>8.</b>	We are used key performance indicators (KPIs) to measuring successful.	78	3.76	.928

9.	There are challenges that you are measuring the effectiveness of their marketing effort in the region	78	3.71	.941
10.	Sport organizations benchmark is their marketing performance against industry in the region	78	3.88	.953
11.	There are digital marketing channels influenced the way of marketing performance business management in the Sidama region sport office.	78	3.82	.849

**Source: Field Data, 2024**

According to Zaidatol & Begheri (2009) mean values from 1.00-1.49 was considered as strongly disagree; 1.50-2.49 as disagree, 2.50-3.49 as undecided, 3.50-4.49 as agree and 4.50-5.00 as strongly agree items were used to analyzed.

The above table 4.8 item 1 shows the mean = 3.51 with S.D = .908 of respondents' opinions was found in agree with Focusing on specific marketing segments can be beneficial for Sidama region sport office. The strategies have use measuring marketing performance in sport business management of sport office. Which means respondents have a good opinion (agree) on that the marketing strategy variables have use on strategies of measuring marketing performance in sport business management. Likewise, all variables scored relatively medium scales of standard deviation which tells us that the data are narrowly spread. This means that the respondents have a close opinion regarding each variable of the study.

Item 2 shows the mean= 3.72 with S.D= .851 of respondents' opinions was found in agree with Marketing segmentation helps to adjust specific needs in the Sidama region sport office. The strategies have use measuring marketing performance in sport business management of sport office.

Item 3 shows the mean= 3.79 with S.D= .989 of respondents' opinions was found in agree with Multiple segmentations can be expensive and time consuming in the region. Which

means respondents have a good opinion (agree) on that the marketing strategy variables have use on strategies of measuring marketing performance in sport business management.

Item 4 shows the mean= 3.88 with S.D =.911 the respondents opinions was in agree with Marketing positioning can help us to find a place where we fit compared to other sectors. The strategies have use measuring marketing performance in sport business management of sport office. Which means respondents have a good opinion (agree) on that the marketing strategy variables have use on strategies of measuring marketing performance in sport business management Sidama region sport office.

Item 5 shows the mean= 3.73 with S.D = 1.245 of the respondents opinions was agree with Marketing positioning can help us in developing and sustaining an appropriate marketing mix. Which means respondents have a good opinion (agree) on that the marketing strategy variables have use on strategies of measuring marketing performance in sport business management.

According to item 6 shows that Mean (3.51) with the standard deviation (.864) of the respondents' opinion was we are used essential metrics to measure marketing performance in the context of sport business management.

While to item 7 shows that Mean (3.86) with the standard deviation (.908) of the respondents' opinion were, the Marketing performance metrics area aligned with the overall business objectives to sport business management.

In the same table of item 8 of mean (3.76) with standard deviation (.928) of the respondents' opinion were found in the likert scale were we are used key performance indicators (KPIs) to measuring successful. Which means respondents have a good opinion (agree) on that the marketing strategy variables have use on strategies of measuring marketing performance in sport business management sport office.

On the other hand item 9 shows of mean = 3.71 with S.D= .941 of the respondents' opinion were found in the challenges that you are measuring the effectiveness of their marketing effort in the region sport office. Which means respondents have a good opinion (agree) on that the

marketing strategy variables have use on strategies of measuring marketing performance in sport business management Sidama region sport office.

According to item 10 shows that Mean (3.88) with the standard deviation (.953) of the respondents' opinion were Sport organizations benchmark is their marketing performance against industry in the region sport office.

According to item 10 shows that Mean (3.82) with the standard deviation (.849) of the respondents' opinion were, there are digital marketing channels influenced the way of marketing performance business management in the Sidama region sport office. This implies that when the strategies of relationship between marketing strategies and sport business management become attached each other.

#### 4.4.2 Regression analysis the strategies of measuring marketing performance

**Table 4.9:- linear Regression Analysis practice of marketing strategy in sport business management Sigama region sport office**

Model	USC		SC		
	B	Std. Error	B	t	Sig.
(Constant)	1.324	.443		2.990	.004
Focusing on specific marketing segments can be beneficial for Sidama region sport office.	.487	.0125	.395	3.832	.000
Marketing segmentation helps to adjust specific needs in the Sidama region sport office.	.380	.134	.310	2.844	.006
Multiple segmentations can be expensive and time consuming in the region.	.376	.118	.369	1.491	.016
Marketing positioning can help us to find a place where we fit compared to other sectors.	.305	.127	.267	2.414	.018
Marketing positioning can help us in developing and sustaining an appropriate marketing mix.	.343	.088	.409	3.910	.000

We are used essential metrics to measure marketing performance in the context of sport business management.	.186	.137	.154	1.363	.177NS
The Marketing performance metrics area aligned with the overall business objectives to sport business management.	.333	.126	.289	2.636	.010
We are used key performance indicators (KPIs) to measuring successful.	.307	.124	.273	2.474	.016**
There are challenges that you are measuring the effectiveness of their marketing effort in the region	.637	.104	.575	6.130	.000
Sport organizations benchmark is their marketing performance against industry in the region	.194	.124	.177	1.566	.121NS
There are digital marketing channels influenced the way of marketing performance business management in the Sidama region sport office.	.233	.138	.190	1.686	.006

**Source: Field Data, 2024**

USC= Unstandardized coefficients,

SC=Standardized coefficients

\* = Correlation is significant at the 0.05 level

\*\* = Correlation is significant at the 0.01 level

As shown on the above table, item 1 shown, Focusing on specific marketing segments can be beneficial for Sidama region sport office. Beta coefficient value is .487 with the significant value of .000, therefore marketing strategy on sport business management had significant on sport office. This implies that as strategies of measuring marketing performance in sport business management were increased. Linear regression analysis produces a line of best fit referred to as the least squares regression equation. This line can be thought of as a prediction line (Bluman, 2001). How linear regression could be applied to Sport Management Research.

As shown on the above table, item 2 shown, Marketing segmentation helps to adjust specific needs in the Sidama region sport office, Beta coefficient value is .380 with the significant value of .006, therefore marketing strategy on sport business management had significant on sport office. This implies that as strategies of measuring marketing performance in sport business management were increased.

Item 3 shown, multiple segmentations can be expensive and time consuming in the region, Beta coefficient value is .376 with the significant value of .016, therefore marketing strategy on sport business management had positive significant impacts on sport office.

Item 4 shown, Marketing positioning can help us to find a place where we fit compared to other sectors, Beta coefficient value is .305 with the significant value of .018, therefore strategies of measuring marketing performance had positive significant impacts on sport office.

Marketing positioning can help us in developing and sustaining an appropriate marketing mix. Beta coefficient value is .343 with the significant value of .000 hence strategies of measuring marketing performance had positive significant impacts on sport office.

Item 6 shown, We are used essential metrics to measure marketing performance in the context of sport business management, Beta coefficient value is .184 with the significant value of .-177, therefore strategies of measuring marketing performance had negative significant impacts on sport business management in sport office. This implies not significance in strategies of measuring marketing performance.

The Marketing performance metrics area aligned with the overall business objectives to sport business management, Beta coefficient value is .333 with the significant value of .010 hence strategies of measuring marketing performance had positive significant impacts on sport office.

**When interviewed were conducted to managers' on the:**

*The marketing performance metrics area aligned with the overall business objectives to sport business development. One of sport office manager said that: the marketing performance is the*

*ways of developing marketing mix it is a combination of product, price, promotion and place. For example, the product should be designed to meet the needs of the target. The price should be for competitive; promotion should be effective in reaching the target and place should be convenient for the target. It is important to monitor and evaluate the results of the marketing strategy to see how effective it is achieving the business goals and objectives. This is helps our organization to adjustments of marketing strategy.*

*“Market segmentation involves breaking down this total group into smaller groups based on something that the consumers have in common, such as their age, gender, interests or needs. Market segmentation recognizes that it is not possible for a sport organization to be all things to all consumers”.*

As shown on the above table, item 8 shown, We are used key performance indicators (KPIs) to measuring successful, Beta coefficient value is .307 with the significant value of .016, therefore marketing strategy on sport business development had significant on sport office. This implies that as strategies of measuring marketing performance in sport business management were increased.

**The interview conducted the managers when asked,** How do you measure which key performance indicators (KPIs) are most relevant for assessing the success of marketing initiatives in sport business management?

*One of sport office managers asserted that: while as our organization given clearly define the specific marketing objectives for each initiative; based on the marketing objectives, identify the relevant metrics that will measure the success of the initiative; by set benchmarks or target values for each KPI to assess progress and measure improvement; by identify what strategies or tactics are working well and which need to be adjusted; by assess the most relevant KPIs may vary depending on the target audience and industry; gather feedback from stakeholders, including sales, operations, and finance teams, to identify additional relevant KPIs.*

There are challenges that you are measuring the effectiveness of their marketing effort in the region, Beta coefficient value is .607 with the significant value of .000, therefore marketing

strategy on sport business development had significant on sport office. This implies that as strategies of measuring marketing performance in sport business management were increased.

As shown on the above table, item 10 shown, Sport organizations benchmark is their marketing performance against industry in the region, Beta coefficient value is .194 with the significant value of .-121, therefore marketing strategy on sport business management had negative significant on sport office. This implies that as strategies of measuring marketing performance in sport business management were no significance.

There are digital marketing channels influenced the way of marketing performance business development in the Sidama region sport office, Beta coefficient value is .233 with the significant value of .006, therefore marketing strategy on sport business development had positive significant impact strategies of measuring marketing performance on sport office.

#### **4.5 The role of marketing strategy in the management and development of a sport business at the sport office**

The role marketing strategies in the management and development of a sport business at the sport office were asked positively using likert scale through which respondent shown their level of agreement. The respondent were asked to indicated their level of agreement on the following measurements scale such as 1=Strongly disagree, 2= Disagree, 3= Undecided/Neutral, 4= Agree, and 5= strongly agree. Their responses organized in the following manner.

**Table 4.10:- Descriptive statistics the role of marketing strategy in the management and development of a sport business at the sport office**

<b>N</b>	<b>Items</b>	<b>positi</b>	<b>%</b>	<b>SD</b>	<b>D</b>	<b>U/N</b>	<b>A</b>	<b>SA</b>
<b>1</b>	The marketing at the sport office influence brand positioning and perception in the Sidama region	Expert ise		3	14	14	40	7
			<b>%</b>	3.8	17.9	17.9	51.3	9.0
<b>2</b>	The specific marketing tactics are commonly used to attract and retain sponsors and partners	Expert ise		0	5	27	31	15
			<b>%</b>	0	6.4	34.6	39.7	19.2
<b>3</b>	To sell products present have many opportunities that entail risk and rewards in the region.	Expert ise		2	9	9	41	17
			<b>%</b>	2.6	11.5	11.5	52.6	21.8
<b>4</b>	Promoting the values that are essentials for collaborative work in develop sport marketing	Expert ise		0	10	7	43	18
			<b>%</b>	0	12.8	9.0	55.1	23.1
<b>5</b>	Sport marketing describes the marketing of products that are not sport related through association with sports in the region.	Expert ise		0	20	13	13	32
			<b>%</b>	0	25.6	16.7	16.7	41.0
<b>6</b>	The extents of marketing strategies are integrated effectively with other sectors in the region.	Expert ise		0	6	39	20	13
			<b>%</b>	0	7.7	50.0	25.6	16.7
<b>7</b>	The integration of digital marketing platforms enhances the reach with stakeholders in region	Expert ise		0	8	14	37	19
			<b>%</b>	0	10.3	17.9	47.4	24.4
<b>8</b>	We are satisfied with allocation of resources for marketing activities in the Sidama region office.	Expert ise		0	12	9	43	14
			<b>%</b>	0	15.4	11.5	55.1	17.9

9	The effective marketing strategies are contributed to the overall financial of a sport in the region.	Expert ise		0	11	16	36	15
			%	0	14.1	20.5	46.2	19.2
10	Sidama region sport office measures the success and impact of marketing strategies on business development and management.	Expert ise		0	8	16	31	23
			%	0	10.3	20.5	39.7	29.5
11	Sport offices measure the impact of their marketing efforts of fans loyalty, tickets sales, merchandise revenue in the Sidama region	Expert ise		0	7	15	41	15
			%	0	9.0	19.2	52.6	19.2
12	The role that community engagement and corporate social responsibility play in region.	Expert ise		3	6	14	33	22
			%	3.8	7.7	17.9	42.3	28.2
13	We are adapting the marketing strategies to respond to changing technological advancement in region.	Expert ise		0	8	18	32	20
			%	0	10.3	23.1	41.0	25.6

**Source: Field Data, 2024**

As it indicated in table 4 item 1 above for, The marketing at the sport office influence brand positioning and perception in the Sidama region sport office majority of the experts' 7(9.0%) were strong agreed, 40(51.3) were agreed, 14(17.9%) were undecided and 14(17.9%) of the experts were disagreed.

As it indicated in table 4 item 2 above for, The specific marketing tactics are commonly used to attract and retain sponsors and partners a region sport office majority of the experts' 15(19.2%) were strong agreed, 31(39.7) were agreed, 27(34.6%) were undecided and 5(6.4%) of the experts were disagreed.

As it indicated in table 4 item 3 above for, To sell products present have many opportunities that entail risk and rewards in the region sport office majority of the experts' 17(21.8%) were strong agreed, 41(52.6) were agreed, 9(11.5%) were undecided and 9(11.5%) of the experts were disagreed.

As it indicated in table 4 item 4 above for, Promoting the values that are essentials for collaborative work in develop sport marketing, majority of the experts' 18(23.8%) were strong agreed, 43(55.1) were agreed, 7(9.0%) were undecided and 10(12.8%) of the experts were disagreed.

As it indicated in table 4 item 5 above for, Sport marketing describes the marketing of products that are not sport related through association with sports in the region sport office majority of the experts' 32(41.0%) were strong agreed, 13(16.7) were agreed, 13(16.7%) were undecided and 20(25.6%) of the experts were disagreed.

As it indicated in table 4 item 6 above for, The extents of marketing strategies are integrated effectively with other sectors in the region sport office, majority of the experts' 13(16.7%) were strong agreed, 20(25.6) were agreed, 39(50.0%) were undecided and 6(7.7%) of the experts were disagreed.

As it indicated in table 4 item 7 above for, The integration of digital marketing platforms enhances the reach with stakeholders in region sport office, majority of the experts' 19(24.4%) were strong agreed, 37(47.4) were agreed, 14(17.9%) were undecided and 8(10.3%) of the experts were disagreed

As it indicated in table 4 item 8 above for, We are satisfied with allocation of resources for marketing activities in the Sidama region office, majority of the experts' 14(17.9%) were strong agreed, 43(55.1) were agreed, 9(11.5%) were undecided and 12(15.4%) of the experts were disagreed.

As it indicated in table 4 item 9 above for, The effective marketing strategies are contribute to the overall financial of a sport in the region, majority of the experts' 15(19.2%) were strong agreed, 36(46.2) were agreed, 16(20.5%) were undecided and 11(14.1%) of the experts were disagreed.

As it indicated in table 4 item 10 above for, Sidama region sport office measures the success and impact of marketing strategies on business development and management, majority of the experts' 23(29.5%) were strong agreed, 31(39.7) were agreed, 16(20.5%) were undecided and 8(10.3%) of the experts were disagreed.

As it indicated in table 4 item 11 above for, Sport offices measure the impact of their marketing efforts of fans loyalty, tickets sales, merchandise revenue in the Sidama region, majority of the experts' 15(19.2%) were strong agreed, 41(52.6) were agreed, 15(19.2%) were undecided and 7(9.0%) of the experts were disagreed.

As it indicated in table 4 item 12 above for, The role that community engagement and corporate social responsibility play in region, majority of the experts' 22(28.2%) were strong agreed, 33(42.3) were agreed, 14(16.7%) were undecided and 6(7.7%) of the experts were disagreed.

As it indicated in table 4 item 13 above for, We are adapt the marketing strategies to respond to changing technological advancement in region, majority of the experts' 20(25.6%) were strong agreed, 32(41.0) were agreed, 18(23.1%) were undecided and 8(10.3%) of the experts were disagreed.

#### **4.5.1 Descriptive statistics the role of marketing strategy in the management and development of a sport business at the sport office**

**Table 4.11 Regression descriptive statistics the role of marketing strategy in the management and development of a sport business at the sport office**

<b>No.</b>	<b>Strategies of measuring marketing performance</b>	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>
<b>1.</b>	The marketing at the sport office influence brand positioning and perception in the Sidama region	78	3.55	.847
<b>2.</b>	The specific marketing tactics are commonly used to attract and retain sponsors and partners	78	3.71	.839
<b>3.</b>	To sell products present have many opportunities that entail risk and rewards in the region.	78	3.76	1.022
<b>4.</b>	Promoting the values that are essentials for collaborative work in develop sport marketing	78	3.85	.941
<b>5.</b>	Sport marketing describes the marketing of products that	78	3.71	1.250

	are not sport related through association with sports in the region.			
6.	The extents of marketing strategies are integrated effectively with other sectors in the region.	78	3.47	.864
7.	The integration of digital marketing platforms enhances the reach with stakeholders in region	78	3.82	.922
8.	We are satisfied with allocation of resources for marketing activities in the Sidama region office.	78	3.69	.930
9.	The effective marketing strategies are contributie to the overall financial of a sport in the region.	78	3.67	.963
10.	Sidama region sport office measures the success and impact of marketing strategies on business development and management.	78	3.83	.973
11.	Sport offices measure the impact of their marketing efforts of fans loyalty, tickets sales, merchandise revenue in the Sidama region	78	3.87	.878
12.	The role that community engagement and corporate social responsibility play in region.	78	3.79	1.073
13.	We are adapting the marketing strategies to respond to changing technological advancement in region.	78	3.78	.962

**Source: Field Data, 2024**

According to Zaidatol & Begheri (2009) mean values from 1.00-1.49 was considered as strongly disagree; 1.50-2.49 as disagree, 2.50-3.49 as undecided, 3.50-4.49 as agree and 4.50-5.00 as strongly agree items were used to analyzed.

The above table 13, item 1 shows the mean = 3.55 with S.D = .847 of respondents' opinions was found in agree with the marketing at the sport office influence brand positioning and perception in the Sidama region.

The above table 13, item 2 shows the mean = 3.71 with S.D = .837 of respondents' opinions was found in agree with the specific marketing tactics are commonly used to attract and retain sponsors and partners.

Item 3 shows the mean = 3.76 with S.D = 1.022 of respondents' opinions was found in agree with to sell products present have many opportunities that entail risk and rewards in the region. This implies the role of marketing strategy in sport business had high impacts on products presents to sport office.

Item 4 shows the mean = 3.85 with S.D = .941 of respondents' opinions was found in agree with Promoting the values that are essentials for collaborative work in develop sport marketing. This means collaborative work was essentials to sport office.

Item 5 shows the mean = 3.71 with S.D = 1.250 of respondents' opinions was found in agree with Sport marketing describes the marketing of products that are not sport related through association with sports in the region.

Item 6 shows the mean = 3.47 with S.D = .864 of respondents' opinions was found in agree with the extents of marketing strategies are integrated effectively with other sectors in the region. This implies the about marketing strategies sport sectors had high level of integration with other sectors.

Item 7 shows the mean = 3.82 with S.D = .922 of respondents' opinions was found in agree with the integration of digital marketing platforms enhances the reach with stakeholders in region Which means respondents have a good opinion (agree) on that the marketing strategy variables have use on the role of marketing strategy in sport business development and management in sport office.

Item 8 shows the mean = 3.69 with S.D = .930 of respondents' opinions was found in agree with the integration of digital marketing platforms enhances the reach with stakeholders in region. This implies the digital marketing platforms which enhances the marketing strategy in sport business development and management Sidama region sport office.

Item 9 shows the mean = 3.67 with S.D = .967 of respondents' opinions was found in agree with We are satisfied with allocation of resources for marketing activities in the Sidama region office were the found in the role of marketing strategies in sport business development and management, This implies the marketing activities were satisfied with allocation of resources in region sport office.

Item 10 shows the mean = 3.83 with S.D = .973 of respondents' opinions was found in agree with Sidama region sport office measures the success and impact of marketing strategies on business development and management Sidama region sport office.

Item 11 shows the mean = 3.87 with S.D = .878 of respondents' opinions was found in agree with Sport offices measure the impact of their marketing efforts of fans loyalty, tickets sales, merchandise revenue in the Sidama region sport office.

Item 12 shows the mean = 3.79 with S.D = 1.073 of respondents' opinions was found in agree with the role that community engagement and corporate social responsibility play in region. Which means the social engagement and corporate had in community

Item 13 shows the mean = 3.78 with S.D = .962 of respondents' opinions was found in agree with We are adapting the marketing strategies to respond to changing technological advancement in region. This implies the marketing strategies were changed by advanced technology in region sport office.

#### **4.5.2 Multiple regression analysis the role of marketing strategy in the management and development of a sport business at the sport office**

This study intends to identify the most contributing independent variable in the prediction of the dependent variable. Thus, the strength of each predictor (independent variable) influencing the criterion (dependent variable) can be investigated via standardized Beta coefficient. The regression coefficient explains the average amount of change in the dependent variable that is caused by a unit change in the independent variable. The larger value of Beta coefficient an independent variable has, brings the more support to the independent variable as the more important determinant in predicting the dependent variable.

**Table 4.12:- linear regression analysis the role of marketing strategy in the management and development of a sport business at the sport office.**

Model	USC		SC		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.710	.441		3.876	.000
The marketing at the sport office influence brand positioning and perception in the Sidama region	.281	.093	.328	3.025	.003
The specific marketing tactics are commonly used to attract and retain sponsors and partners	.426	.110	.407	3.881	.000
To sell products present have many opportunities that entail risk and rewards in the region.	.174	.097	.202	1.801	.076
Promoting the values that are essentials for collaborative work in develop sport marketing	.445	.094	.476	4.720	.000
Sport marketing describes the marketing of products that are not sport related through association with sports in the region.	.250	.075	.365	3.320	.001
The extents of marketing strategies are integrated effectively with other sectors in the region.	.967	.036	.951	26.687	.000
The integration of digital marketing platforms enhances the reach with stakeholders in region	.257	.113	.252	2.272	.026
We are satisfied with allocation of resources for marketing activities in the Sidama region office.	.415	.097	.439	4.257	.000

The effective marketing strategies are contribute to the overall financial of a sport in the region.	.417	.095	.448	4.369	.000
Sidama region sport office measures the success and impact of marketing strategies on business development and management.	.375	.096	.407	3.889	.000
Sport offices measure the impact of their marketing efforts of fans loyalty, tickets sales, merchandise revenue in the Sidama region	.421	.104	.420	4.035	.000
The role that community engagement and corporate social responsibility play in region.	.196	.093	.236	2.117	.038
We are adapting the marketing strategies to respond to changing technological advancement in region.	.253	.103	.272	2.468	.016

**Source: Field Data, 2024**

As shown on the above table, item 1 shows, The marketing at the sport office influence brand positioning and perception in the Sidama region. Beta coefficient value is .281 with the significant value of .003, therefore the role of marketing strategy in the management and development of a sport business at the sport office. This implies that as role of marketing strategy in sport business development and management increased. Multiple regression analysis produces a line of best fit referred to as the least squares regression equation.

Item 2 shows, the specific marketing tactics are commonly used to attract and retain sponsors and partners in the Sidama region. Beta coefficient value is .424 with the significant value of .000, therefore the role of marketing strategy in the management and development of a sport business at the sport office.

Item 3 shows, to sell products present have many opportunities that entail risk and rewards in the region. Beta coefficient value is .174 with the significant value of .074, therefore the role of marketing strategy in the management and development of a sport business at the sport office.

Item 4 shows, promoting the values that are essentials for collaborative work in develop sport marketing in the region. Beta coefficient value is .445 with the significant value of .000, therefore the role of marketing strategy in the management and development of a sport business at the sport office.

**In related to this question the researcher interviewed managers'** as they list, how do you collaborate with other department within the sport office, such as sales, operations, and finance, to ensure alignment in implementing marketing strategies?

*While by creating regular meetings or communication platforms to facilitate information sharing and discussion: clearly the role and responsibilities of each department in implementing marketing strategies: by establish clear lines of communication and accountability to avoid confusion: communicate marketing plans and objectives to other departments to ensure alignment: by engaging sales, operations, and finance teams in the development of marketing office.*

Item 5 shows, Sport marketing describes the marketing of products that are not sport related through association with sports in the region. Beta coefficient value is .250 with the significant value of .001, therefore the role of marketing strategy in the management and development of a sport business at the sport office.

Item 6 shows, the extents of marketing strategies are integrated effectively with other sectors in the region. Beta coefficient value is .967 with the significant value of .000, therefore the role of marketing strategy in the management and development of a sport business at the sport office.

Item 7 shows, the integration of digital marketing platforms enhance the reach with stakeholders in region. Beta coefficient value is .257 with the significant value of .026, therefore the role of marketing strategy in the management and development of a sport business at the sport office.

**In related to this question the researcher interviewed managers'** as they list, how do you approach the integration of marketing strategy with overall business management to drive growth and development in a sport office setting?

*The sport office managers asserted that: to integrated marketing strategy our organization are follow align marketing goals with the overall business strategy and mission of the sport office; established specific, measurable, achievable, relevant and time- bound marketing objectives; determine the optimal product, price, promotion and place strategies; ensure that marketing strategies support the objectives of the sport office's overall business plan; build relationships with external stakeholders such as sports organizations, sponsors, and media outlets.*

Item 8 shows; we are satisfied with allocation of resources for marketing activities in the Sidama region office. Beta coefficient value is .415 with the significant value of .000, therefore the role of marketing strategy in the management and development of a sport business at the sport office.

Item 9 shows; The effective marketing strategies are contribute to the overall financial of a sport in the region. Beta coefficient value is .417 with the significant value of .000, therefore the role of marketing strategy in the management and development of a sport business at the sport office.

Item 10 shows; Sidama region sport office measures the success and impact of marketing strategies on business development and management. Beta coefficient value is .375 with the significant value of .000, therefore the role of marketing strategy in the management and development of a sport business at the sport office.

Item 11 shows; Sport offices measure the impact of their marketing efforts of fans loyalty, tickets sales, and merchandise revenue in the Sidama region. Beta coefficient value is .421 with the significant value of .000, therefore the role of marketing strategy in the management and development of a sport business at the sport office. Generally, a number of variables contribute to any behaviour (Bluman, 2001; Howitt and Cramer, 2000; Muijs, 2011; Wild and Seber, 2000). For example, if you are considering purchasing some sporting memorabilia there are a number of factors that contribute to your decision whether to purchase or not. When more than one independent variable is used we generally are able to account for more of the variability (or components of the dependent variable) than when a single independent variable is used.

In related to this question the researcher interviewed managers' as they list, *What tools and methodologies do you use to track the impact of sport marketing strategies on fan engagement, brand awareness, and revenue generation in the sport industry?*

*The sport office managers asserted that: while the tools and methodology in this organization is ticket sales could be used to track how many spectators and fans are attending games; merchandise sales data could be used to track how many fans are purchasing team merchandise;*

Item 12 shows; The role that community engagement and corporate social responsibility play in region. Beta coefficient value is .196 with the significant value of .038, therefore the role of marketing strategy in the management and development of a sport business at the sport office.

Item 13 shows; we are adapting the marketing strategies to respond to changing technological advancement in region. Beta coefficient value is .253 with the significant value of .016, therefore the role of marketing strategy in the management and development of a sport business at the sport office.

#### **4.6 Discussion of the Result**

The study was aimed on assessing the role of marketing strategy in sport business management in Sidama regional state sport office. Under the umbrella of marketing strategy; practice of marketing strategy, strategies of measuring marketing performance and role of marketing strategy in sport business management as indicated in literature review section. As indicate in the above table 8, all of the regression coefficients (Beta Coefficients) between the marketing strategy and practices have positive values. Hence, there were no inverse relationships between the marketing strategy variables and practices. The finding of this study were seen in terms of the results of the previous study to cross-check the similarity and the dissimilarity between the results of the current study and the previous studies. The result of the current study and the pervious study that had conducted by different Literature Reviews also improve the consistency of this study. According to Kotler & Armstrong (2011), Varadarajan (2009), Aaron C.T. Smith (2008) were similar and supporting each other organization's integrated pattern of decisions that specify its crucial choices concerning products, markets, marketing activities and marketing resources in the creation, communication and/or delivery of products that offer value to customers in exchanges with the organization and thereby enables the organization to achieve specific objectives. 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. since the results of both studies indicated that plan strategy, relationships with the customers, advertise to a wide range of customers and market, product, consumer segments, competition were important for Marketing Strategy in Sport Business Management of Sidama region sport office.

Similarly, According to (Smith, Aaron C.T., and Stewart, Bob , 2015 ) Marketing strategy currently look good and effective in the Sidama region sport office. It is essential to remember that pricing goals should support a broader product and brand positioning strategy, which in turn should underpin marketing objectives and the achievement of organizational objectives .There are two main types of pricing goals: Profit-based pricing goals, Sales-based pricing goals.

According to the finding on this study have Similarly, According to Shilbury, Westerbeek, Quick, Funk, & Karg, (2020) Focusing on specific marketing segments can be beneficial for

Sidama region sport office. Market segmentation is a consumer-oriented philosophy, and endeavors to satisfy as many needs and wants in the marketplace as possible. Moreover, by segmenting the marketplace an organization can more judiciously allocate marketing resources, and this should result in greater returns on the investment, or 'more bang for the bucks'.(Shilbury et al., 2020)

From this description one can conclude that the respondents have on the Multiple segmentations can be expensive and time consuming in the region. Which means respondents have a good opinion (agree) on that the marketing strategy variables have use on strategies of measuring marketing performance in sport business development management. According to, (John Beech and Simon Chadwick. P. cm. 2007) support the idea that multiple segmentation means choosing more than one segment and developing a separate and unique marketing mix for each one. However, not all the elements of the marketing mix need to be changed for each market segment. For example, different promotions may be employed for each segment, but the same product, price and distribution options may remain.

According to, (Smith, Aaron C.T., and Stewart, Bob, 2015) Marketing positioning can help us in developing and sustaining an appropriate marketing mix. The successful market positioning is a differentiated sport brand or product. If a sport brand or product has been differentiated it means that each target market segment attributes a specific value or set of features to it that are unique and special compared to competitors. In short, a differentiated sport brand or product stands out from the rest.

According to the findings all respondents confirmed that marketing strategy in sport business development management can also be acceptable to the community of any organization, if it fails to provide opportunities for individual employees to have clear carrier prospects. Finally, the researcher has faced so many challenges during the thesis preparation because of related literatures. This kind of research was not made before this when the researcher try to find and refers there was lack of related literatures effectively so it was that difficult to organize the data, compare and contrast the results and to give analysis were the main challenges of their investigator.

## **5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

This part of the study deals with the summary of the major findings, general conclusion drawn on the bases of the findings and recommendations which are assumed to be useful to enhance the role of marketing strategy in sport business management of Sidama Regional State sport office.

### **5.1. Summary**

Role of marketing strategy seems to be one of the most important tools for in sport business management in sport office. The managers to sport office was describe some thought about marketing strategy and marketing performance is the ways of developing marketing mix it is a combination of product, price, promotion and place. The product should be designed to meet the needs of the target. The price should be for competitive; promotion should be effective in reaching the target and place should be convenient for the target. Therefore it is important to monitor and evaluate the results of the marketing strategy to see how effective it is achieving the business development in sport office. The study is aimed on assessing the role of marketing strategy in sport business management in Sidama regional state sport office. In order to meet this purpose, the following basic research questions are designed.

1. What are the practices of marketing strategies of the sports business management in Sidama region sport office?
2. What strategies are used to measuring marketing performance the sport business management in Sidama region sports offices?
3. What are the roles of the sport marketing strategy the development of sport business management in the Sidama region sports offices?

To answer these research interview questions descriptive survey design is employed. To this role, the study is conducted in 13 purposive selected sport office of Sidama Regional State.

A total of 91 expertise and mangers were selected through purposive sampling technique to participate in the study. 13 managers were selected by purposive sampling technique, since they have experienced about marketing strategy to sport office managers. To gather necessary information on the issue 78 questionnaires are distributed to expertise are properly filled and returned. In addition, semi-structured interview was conducted with 13 sport office managers

to obtain in-depth information regarding to role of marketing strategy in sport business management in Sidama region sport office. The data collected from expertise through closed ended items of the questionnaire is analyzed and interpreted by using different statistical like, percentage, means, standard deviation, frequencies tables, and linear regression analysis. The analysis of the quantitative data is performed in the help of SPSS version 26 computer program. The data gathered through open ended items of the questions of semi-structured interview is analyzed qualitatively using narrations to support the result obtained from quantitative analysis. Finally the research came up with the following major findings.

### **5.1.1 Regarding on the practices of marketing strategy in sport business management in Sidama region sport office.**

- ❖ Considering with the role of marketing strategy that are applied in the sport business management in sport office the data collected from respondents through questionnaire and interview, in aggregate revealed that in selected study area the majority of respondents' opinion were marketing strategy is practiced in sport business development in sport office. This implies that marketing strategy were used business to management of sport office finance.
- ❖ The result of independent variables of descriptive statistics has shown that the mean score of marketing strategy variables (independent variables) i.e. the practice of marketing strategy in sport business management. The result indicated that the highest mean score from the independent variable is 3.86 for relationship marketing and the lowest mean score is 3.50 for practice of marketing strategy.
- ❖ According to result obtained from linear regression analysis reveal marketing strategy have positive significant effects on sport business management in Sidama region sport office. This implies that as marketing strategy increased, in sport business management Sidama region sport region becomes increased. According to result obtained from beta coefficient value indicates the practices of marketing strategy in sport business management in sport office is found to have positive significant impacts on sport business management Sidama region sport office.

### **5.1.2 Concerning on the strategies of measuring marketing performance in sport business management in the Sidama region sport office**

- ❖ Concerning the strategies of measuring marketing performance for the expertise the data collected from the respondents through the questionnaire, The result of independent variables of descriptive statistics has shown that the mean score of marketing strategy variables (independent variables) i.e. the strategies of measuring marketing performance in sport business management. The result indicated that the highest mean score from the independent variable is 3.88 for relationship marketing and the lowest mean score is 3.51 for strategies of measuring marketing performance. According to result obtained from linear regression analysis reveal Essential metrics to measure marketing performance in the context of sport business development, Beta coefficient value is .184 with the significant value of .177, therefore strategies of measuring marketing performance had negative significant impacts on sport business development in sport office. Shows that there was low level of sport organizations benchmark is their measuring marketing performance, low level of essential metrics to measure marketing performance. Beta coefficient value is .194 with the significant value of .121, therefore marketing strategy on sport business management had negative significant on sport office. This implies that as strategies of measuring marketing performance in sport business management were no significance.
- ❖ Generally this shows that the marketing strategy in Sidama Regional State of sport office were not attempted to do for improvement of sport business management because of they were found in low level on measuring marketing performance. But the result obtained from linear regression analysis reveals that measuring marketing beta coefficient value are with the significant value of .018, the strategies of measuring marketing performance is found to be had positive significance effect on sport business management Sidama region sport office.

### **5.1.3 Concerning on the role of marketing strategy in the management and development of a sport business at the sport office**

- ❖ The findings revealed that marketing strategy on creating conducive sport business development and management area were moderately involved in Sidama Regional State of sport office. The result of independent variables of descriptive statistics has shown that the mean score of marketing strategy variables (independent variables) i.e. the role of measuring marketing performance in sport business management. The result indicated that the highest mean score from the independent variable is 3.85 for relationship marketing and the lowest mean score is 3.47 for role of sport marketing strategy in sport business management. According to result obtained from linear regression analysis reveal Beta coefficient value is .196 with the significant value of .038, therefore the role of marketing strategy in the management and development of a sport business at the sport office.
- ❖ Generally this shows that the marketing strategy in Sidama Regional State of sport office that the role of marketing strategy was moderately assessed in the sample of sport office. This implies by using this method expertise, how used marketing strategy to sport business development in sport office. To this role their marketing strategy achievement is improved and their measuring marketing performance is increased.

## **5.2. Conclusion**

Based on the results, this study identified three different role of marketing strategy in sport business management in Sidama region sport office. This means practices of marketing strategy in sport business development management, the strategies of measuring marketing performance in sport business development, and the role of marketing strategy in sport business development and management of sport office.

The finding result indicates descriptive statistics have shown that the mean score of marketing strategy variables i.e. practices, strategies and role of marketing strategy in sport business management have agreement level in sport office. In this case, relatively relationships have marketing strategy with sport business management in sport office.

In practices of marketing strategy in sport business development management, marketing strategy is functional in every year in the region. Therefore marketing strategy on sport business development had positive significant on sport office. Because the marketing strategy that contributes sport business management in Sidama region sport office.

The study concluded that the way marketing strategy (practices, strategies, and role of marketing strategy have positive significant effect on sport business management in Sidama region sport office on the selected study area.

Regarding the practices of marketing strategy in sport business management the findings revealed that marketing strategy between the managers' and expertise was high level.

But the findings have shown from the linear regression indicates that the way of marketing strategy in sport business development management have positive significant impacts in sport business development in sport office. By creating regular meetings or communication platforms to facilitate information sharing and discussion, clearly the role and responsibilities of each department in implementing marketing strategies and by establish clear lines of communication and accountability to avoid confusion its performance become capable.

In general, according to this study, researcher has identified three types of marketing strategy in the study area of sport office: practices of marketing strategy, strategies of measuring marketing performance and role of marketing strategy in sport office. However, the dominant

one was practices of marketing strategy and role of marketing strategy which is a based on power in sport office.

With regard to the strategies of measuring marketing strategy performance were found in medium level. Which is by set benchmarks or target values for each KPI to assess progress and measure improvement; by identify what strategies or tactics are working well and which need to be adjusted; by assess the most relevant KPIs may vary depending on the target audience and industry; gather feedback from stakeholders, including sales, operations, and finance teams, to identify additional relevant KPIs.

### **5.3. Recommendations**

Based on the above conclusions, the following recommendations were forwarded to be the remedy of the effect by concerned bodies to alleviate and to improve the marketing strategy skills which are associated with in sport business management of Sidama Regional State sport office.

Recommendations for sport office managers' As the result shows that most of the sport office managers' most used practices of marketing strategy and role of marketing strategy, but also least used of strategies of measuring marketing performance in terms of involving in sport business management in Sidama region sport office which has influence on the sport business development. So that sport office manager should apply combined and multiple marketing strategy or should use depending on the situation are better for organization.

The sport office managers should be used marketing mix to sport business development: the product should be designed to meet the needs of the target. The price should become competitive; promotion should become effective in reaching the target and place should become convenient for the target. It is important to monitor and evaluate the results of the marketing strategy to see how effective it is achieving the business goals and objectives. This is helps your organization to adjustments of marketing strategy.

The Sport office managers and experts should develop market segmentation, targeting and positioning strategy so that it helps to sport business management Sidama region sport office. By using strategic planning, an organization will be able to reach its targets by applying viable marketing strategies meant to place the sport offices sport business management in a more favorable place than its competitors. Therefore, the employees and managements should use sport marketing strategy through using designing strategic plan to enhance the sport business performances.

Finally, the sport business management extremely demands the role of sport marketing strategies that continuously considered, revised and implemented in the sport business management. Therefore, the employees and managements of Sidama region sport office should always consider the sport marketing strategy to improve sport business managements in sport office.

### **Limitations and Suggestions for Future Research**

The findings of this study will provide a platform for a variety of future research efforts. In this study, only marketing strategy were taken into consideration. So, it is recommended that a similar study will be undertaken using large area of the same sector and make a comparative analysis. It is also recommendable to investigate the research model of this study in other sectors which will be helpful for generalization purposes. Hence, a potential area of future research is to investigate the effect of marketing strategy on sport industry performance. This research is also limited in that it only focused on the marketing strategy of firms measured on practice, strategies of measuring marketing performance and role of sport marketing strategy.

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## **7. APPENDIX I**

### **HAWASSA UNIVERSITY**

#### **COLLEGE OF NATURAL SCIENCE DEPARTEMENT OF SPORT SCIENCE**

##### **Questionnaire will be filling by sport office expertise**

##### **Dear Respondents;**

This questionnaire is designed to collect data about “**the role of marketing strategy in sport business management in Sidama regional state sport office**”. The information gathered through this questionnaire by the researcher will be strictly used only for research purpose. Your genuine and honest responses determine the success of the researcher and the study. Thus, you are kindly request to complete the questionnaire carefully and honestly. Please, read the instruction for each item in the questionnaire carefully before you give the response. If you want to change any of your answers, make sure that you have cancelled your earlier response(s).

##### **General direction:-**

- You do not have to write your name
- Read all instructions before attempting to answer the questions
- No need of discussing with other to fill the questionnaire
- Give your answer for all questions
- Your answer should represent your thinking
- Feel free to give your responses. Give a true picture of your thinking about the present performance of marketing strategy.
- To give your own answer put a tick mark “√” on the space provided under the column
- if you will like more information about the questionnaire or the study, you can reach directly to me on +25192873420 or [zinabutuluka6@gmail.com](mailto:zinabutuluka6@gmail.com)

**Thank you in advance for your cooperation!**

**Part one: - Personal data of respondents**

**Direction:** - please put a tick mark (√) in the box provided blow.

Please give only one answer.

1. Name of Woreda and office \_\_\_\_\_
2. Sex: Male  Female
3. Age: Between 20-29  Between 30-39  Between 40-49   
Between above 50 year
4. Educational Qualification: Diploma  B.A/BSc Degree  M.A/M.Sc.   
Degree Any other
5. Work experience in years: Between 1-5 years  Between 6-10 years   
Between 11-15 years  above 15 years
6. Your responsibility: expertise  Manager
7. Marital status: Single  Married  Divorce

**Part Two: marketing strategy**

**Instruction.1:-** This part of the questionnaire is containing close ended items that focus on the marketing strategy under investigation. Based on the concept of each item, please select the option that directly represent your opinion and indicate the extent to which you are agree by marking (√) using the following 5-point Likert type scale represented by 1=Strong Disagree (SD); 2=Disagree (D); 3=Undecided (UD) 4 =Agree 5=Strong Agree (SA)

**Section 1: Item related to practices of marketing strategy in sport business management in the Sidama region sport office**

No	items	Rating scales				
		1	2	3	4	5
1.	Sport marketing strategy is available in the Sidama region sport office.					
2.	The marketing strategies are commonly used for sport business management in the sport office.					
3.	Marketing strategy is functional in your sport office?					
4.	Marketing strategy currently look good and effective in the Sidama region sport office.					
5.	Do successful sport businesses implement and tailor marketing strategies in the region?					
6.	The standard measuring marketing strategy performances are available in the region.					
7.	Marketing tactics differ between traditional businesses and those in the Sidama region sports office.					
8.	The ways of branding plays in the implementation of marketing strategies for sports businesses management in the Sidama region.					
9.	The ethical considerations should be taken into account when organizing marketing strategies in sport business development in Sidama region.					
10.	There are advancements in digital marketing and social media impacted the approach to marketing in the Sidama region sports office.					
11.	The idea and practices of marketing strategy are adequate in the Sidama region sport office.					

**Items related to the strategies of measuring marketing performance in Sidama region sport office**

No	items	Rating scales				
		1	2	3	4	5
1.	Focusing on specific marketing segments can be beneficial for Sidama region sport office.					
2.	Market segmentation helps to adjust specific needs in the Sidama region sport office.					
3.	Multiple segmentations can be expensive and time consuming in the region.					
4.	Market positioning helps us to find a place where we fit compared to other sectors.					
5.	Market positioning can help us in developing and sustaining an appropriate marketing mix.					
6.	We are used the essential metrics to measure marketing performance in the context of sport business management.					
7.	The marketing performance metrics area aligned with the overall business objectives to sport business management.					
8.	We are used Key performance indicators (KPIs) to measuring marketing successful.					
9.	There are challenges that you are measuring the effectiveness of their marketing efforts in the Sidama region sport office.					
10.	Sports organizations benchmark is their marketing performance against industry standard and competitors in the Sidama region sport office.					
11.	There are digital marketing channels influenced the way of marketing performance business development in the Sidama region sport.					

**Items related to the role of marketing strategy in the management and development of a sport business at the sport office**

No	items	Rating scales				
		1	2	3	4	5
1.	The marketing strategy at the sport office influence brand positioning and perception in the Sidama region.					
2.	The specific marketing tactics are commonly used in sport offices to attract and retain sponsors and partners.					
3.	Do using sports to sell products present many opportunities that entail both risk and rewards?					
4.	Promoting the values that are essentials for collaborative work in developing sports business marketing in the region.					
5.	The marketing of products that are not sport related through association with sports in Sidama region.					
6.	The extents of marketing strategies are integrated effectively with other sectors in the Sidama region sport office.					
7.	The integration of digital marketing platforms enhances the reach and engagement of sport office initiatives with stakeholders in the region.					
8.	There are satisfied with allocation of resources for marketing activities in the Sidama region sport office.					
9.	The effective marketing strategies contribute to the overall financial performance and sustainability of a sport business in the region.					
10.	Do you believe the Sidama region sport office measure the success and impact of marketing strategies on business development and management?					
11.	Sport offices measure the impact of their marketing efforts of fans loyalty, ticket sales, merchandise revenue, and other key performance indicators.					
12.	The role that community engagement and corporate social responsibility					

	play in shaping the marketing strategy of the Sidama region sport offices.					
<b>13.</b>	There are adapt the marketing strategies to respond to changing technological advancement, and competitive pressures in the region sport business.					

**Dear managers:** I am a post graduate (Masters) student of Hawassa University. I am carrying out study on topic: “The role of marketing strategy in sports business management in Sidama regional state sport office”. This interview guide is for sport office managers. It is on this background that you have been availablely selected to participate in the research by faithfully answer the question ask by the researcher. You are request to be as honest as possible when answer these questions. Your response will be highly respected and according with highest confidentiality.

**Thank you for your progress kindly cooperation!**

**Section I: Background Information of the managers.**

Name of woreda and office \_\_\_\_\_

Your department of specialization\_\_\_\_\_

Your service year in this sport office\_\_\_\_\_

How long have you been a manager’ \_\_\_\_\_

**Part II: Guiding Questions for Interview**

1. How do you prioritize and align marketing strategies with the overall business goals and objectives in a sport business environment?
2. When faced with limited resources, how do you determine which marketing tactics to prioritize for maximum impact on sport business management?
3. Can you provide an example of a marketing strategy adjustment you made in response to a changing market trend with in sport industry?
4. What tools and methodologies do you use to track the impact of sport marketing strategies on fan engagement, brand awareness, and revenue generation in the sport industry?

5. How do you measure which key performance indicators (KPIs) are most relevant for assessing the success of marketing initiatives in sport business management?
6. How do you approach the integration of marketing strategy with overall business management to drive growth and development in a sport office setting?
7. How do you collaborate with other department within the sport office, such as sales, operations, and finance, to ensure alignment in implementing marketing strategies?