



**A Marketing Framework for Improved Competitive
Advantage of Professional Football Clubs in KwaZulu-
Natal, South Africa**

BY

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NOVEMBER 2020



**A Marketing Framework for Improved Competitive
Advantage of Professional Football Clubs in KwaZulu-
Natal, South Africa**

**Submitted in fulfilment of the requirements of the degree of Doctor of
Philosophy in Management Sciences (Marketing) in the Faculty of Management
Sciences at the Durban University of Technology**

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DECLARATION OF ORIGINALITY

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ACKNOWLEDGEMENTS

Glory be to God in the highest for the enormous grace bestowed upon me to start and complete this study. I am very appreciative and sincerely thankful to my supervisor, Dr. Rufus Olufemi Adebayo, a Doctor of Marketing at the Department of Marketing and Retail Management, Faculty of Management Sciences, Durban University of Technology (DUT). Dr. Adebayo has been a great support for me and encouraged me to finish this study despite all odds. He is a loving brother and a straight and serious academician. You have been a source of encouragement in correcting and empowering my writing skills and research competence. This study would have been abandoned and buried if the Lord had not used you to accomplish it. Your academic experience to seriously scrutinise every content of this study has helped in the accomplishment of it. My academic journey will always be influenced by your contributions and involvement in this special area of my life.

I thank Professor Darry Penceliah for his wealth of experience and contributions for directing this study towards the right path. My sincere appreciation to the Head of Department, Professor J. P. Govender who I have met twice and has impacted my success with very few words. I appreciate Dr. Peter T. Tlapana for his constant administrative and academic skills thus making it possible for me to complete my Ph.D. I am so grateful to you and the members of the Department of Marketing and Retail Management DUT for all your support to attain this most essential part of my life and academic career.

My humble appreciation also goes to the Research Office at the Durban University of Technology under the leadership of Dr. Bloodless and all the grant assistants for assisting in the provision of funding for my research. To the owner of the football clubs researched in New Germany, Durban, Richards Bay, Kloof, and Riverside in KwaZulu-Natal, South Africa; for the trust and support given to conduct my study with their players and club members. I sincerely thank you all for this endless support. To my beloved wife, Jabu Irene Abon, for the advice and sincere love, and endless prayers, I appreciate you dearly. May you succeed in all that you do. You deserve a better dedication as regards my success. I thank God for giving you to me as a gift of life and

thanks for the joy you have given me. Thank you for making it possible for me to be a successful man. Finally, to God Almighty be the glory for all that He alone has done in my life, most especially for helping me to come this far. Thank you, Lord.

DEDICATION

I, therefore, dedicate this work to your nobility, my dearest wife, Jabu Irene Abon, for your genuine love, prayers, patience, and perseverance. I love you and thank you.

ABSTRACT

Strategic marketing has become a necessary part of any football club that desires success and competitive advantage over others. Therefore, to draw spectators' and supporters' attention, a football club needs to incorporate the correct mix of marketing into their football business. It has become clear that football club operations and marketing activities are inseparable and need to be consistent with each other. Supporters become attracted to a brand in the same way that people become committed to watching matches. This study examined whether the principles of marketing were incorporated into the business operations and services of potentially professional football clubs (PPFCs) in the KwaZulu-Natal province of South Africa. It examined how fundamental values of marketing and football clubs are interrelated and interconnected to offer business values for profitability purposes. The study also explored the way marketers make use of the marketing mix in their day to day activities with Manchester United as a leading example of this practice. This study explored how football clubs can apply the service marketing mix of the 7Ps to achieve profitability i.e. product (players), promotion (matches and club products), place (delivery), price (exchange), people (football staff's involvement in service delivery), process (the service delivery instrument), and physical environment (the services delivery settings).

A football business marketing theoretical framework derived from profit marketing is presented which is designed to influence football organisations' behaviour and improve their business operations. This study was conducted in New Germany, Kloof, Riverside, Richards Bay, and Durban communities located in KwaZulu-Natal, South Africa. The sample size of this survey and the number of units required in gathering data was based on a questionnaire, interviews, and focus groups with professionals in the football business. Five hundred questionnaires were sent to the respondents and 428 were retrieved. Ten interviews were conducted with officials in five PPFCs while five focus group discussions consisting of 12 participants each were conducted among the selected football clubs' members.

The study used a mixed-method approach, using both quantitative and qualitative methods of data collection. The findings reveal that the PPFCs' efforts aimed at

gaining competitive advantage are surrounded by several processes. Therefore, the use of a marketing strategy is essential for these clubs to achieve their goals and objectives, more importantly, their profit intentions. It was established that marketing strategies can be employed to empower a football club's business operations and establish proper conduct among competitors. Arising from the findings are recommendations that PPFCs need to have a better understanding of the marketing mix and plan strategically to achieve the objectives and goals of their football operations. Thus, the study suggests that the 7Ps can assist in reinforcing football club plans strategically and can enhance club success.

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CHAPTER 1: INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Football, as the most popular sport among other sports, is a household name in the world. In KwaZulu-Natal (KZN) province, South Africa, five football clubs are competing in the marketing environment. The clubs are situated in different areas of KZN and are categorised as potentially professional football clubs (PPFC). This study is of the view that the use of marketing by PPFCs could bring about numerous sponsorship opportunities and could also serve as an impetus to disseminate various club missions. In addition, since some of the clubs' activities are seasonal, it would be of interest to examine the applicability of marketing by football clubs in KZN province and whether their tactics for seasonal operations could help to achieve the various club projects. It is also noted that a huge amount of money is invested yearly in marketing programmes. Furthermore, this study also highlights some of the professional football clubs (PFCs) in Europe and South Africa that use marketing strategies as a way of improving their profitability and competitive advantages and have been successful. It also explains how much progress marketing can bring into PPFCs if extensively and consistently used.

One of the PPFC goals is to capture the total interest of football supporters just as a manufacturer of a product will capture the hearts of consumers. This can be done by strategising a marketing approach that will place the interest of the clubs in the hearts of the football fans, spectators, and supporters. In addition, the issue relating to low attendance when watching matches during the season could be another challenge that confronts PPFCs.

Reiss (2011: 1) reveals that "marketing" can be referred to as the business of promoting and selling one's products or services, and this includes marketing research and advertising. According to Shank and Lyberger (2015: 5), marketing strategies define the role marketing can play in any professional football organisation while sports marketing is defined as the applicability of marketing principles and practices to sports management. Marketing plans succeed when a detailed plan with the organisation's blueprint is in place and such plans must be incorporated with the organisation's plans (Ferrell and Hartline 2014: 32; Mullin, Hardy, and Sutton 2014: 32).

However, there is a need for assurance if marketing is considered by PPFCs football club management before they embark on the selling and buying of players. Marketing can play a positive role if considered along with seasonal operations of any PFCs or PPFCs. The use of marketing as a strategy to attract sponsors, stakeholders, and football spectators is not clear in the PPFC management strategies in KZN. Morgan (2012: 1) expounds on the role of marketing as a significant contributor to an organisation's business performance and emphasises that for any profit business organisation to succeed it is essential to link marketing with business practices. Moreover, the commercialisation of football is a requirement for financial competitiveness (Krabbenbos 2013: 2). Although some of the football clubs are established as organisations with a business orientation, the use of marketing guidelines to execute proper marketing by clubs included in this study was not evident. Thus, this study examines the clubs in KZN's understanding, applicability, and utility of marketing to improve their competitive advantage.

For this study, data was collected chronologically with the use of a quantitative and qualitative approach. The football clubs were selected according to the South African football clubs' highest level of playing structure, namely, premiership and Mvela division one (professionals). The convenience sampling method was used to determine the sample size considering the total population of this study and the number of units that would be required in the process of gathering data. Ten interviews were conducted with officials in the five clubs (two officials in each of the clubs) while a questionnaire was drawn up to collect data from players, spectators, and sponsors. From the findings, a marketing framework was developed as a prerequisite for football clubs in KZN, South Africa.

1.2 RESEARCH PROBLEM

According to Angheluta, Strambu-Dima, and Zahariah (2009: 172), the use of marketing is a complex matter and its success or failure depends on the way it is being used. In professional football clubs, marketing activities are directed mainly at players (product) and coaches (product influencers), but not often towards sponsors, spectators, club community activities, and the promotion of soccer matches. It is of great value to examine the ways in which football clubs apply marketing in order to influence and position the clubs in the mind of the target consumers, in terms of how marketers understand needs and wants of people, for example, the customers (spectators), shareholders and business partners (club proprietors), and society at large (community programmes). It is, therefore, necessary to

explore the applicability of marketing by professional football clubs in their organisational programmes.

1.3 AIM

The aim of this study was to determine how a marketing framework can assist PPFCs in KwaZulu-Natal to improve their competitive advantage.

1.3.1 Objectives

The objectives of this research were as follows:

- To identify the marketing principles used by PPFCs to gain competitive advantage and reach their business goals;
- To find out to what extent the PPFCs adopt marketing practices to encourage competitive advantage within and outside the organisation;
- To acknowledge the relationship between the PPFCs' approaches to business and the use of marketing tactics to improve the clubs' seasonal performance;
- To note the use of the service marketing mix (7Ps) model by the PPFCs as opposed to the traditional 4Ps; and
- To develop a marketing framework as a possible guide for PPFCs in their organisational systems.

1.3.2 Research questions

- What are the marketing activities PPFCs adopt in bringing in good players for the season?
- How do PPFCs attract fans, spectators, and supporters to watch matches?
- How do PPFCs generate income/profit through gate fees for matches during the season?
- What is the type of PPFCs product manufactured for sale to the supporters and public?

1.3.3 Research propositions and hypotheses

Arising from the literature review, three qualitative propositions and three quantitative hypotheses were prepared to guide the research. The reason for using mixed methods is to

make sure that whatever contention comes from one can be easily solved by the other during study analysis.

Proposition 1: It is proposed that the PPFCs need to identify basic marketing principles that can identify and satisfy their needs.

Proposition 2: It is proposed that there is a need for PPFCs to redefine the use of marketing strategies in order to achieve their goals and objectives.

Proposition 3: It is proposed that the 4Ps marketing mix is not adequate for promoting the operations of a PPFC.

Hypothesis 1: If internal and external factors pose tough challenges in a PPFC then this could affect the successful applicability of marketing in that PPFC.

Hypothesis 2: If there is any PPFC using a service marketing mix (7Ps) then such a PPFC will be more successful than another PPFC using a traditional marketing mix (4Ps).

Hypothesis 3: If PPFCs engage in corporate social responsibility then they will gain more supporters and the club will be better recognised.

1.4 JUSTIFICATION FOR THE RESEARCH

According to Graham (2013: 1), one of the main challenges' +marketers encounter is how to get the word out to their potential customers. The reality is that to succeed marketers need to understand the main goal of marketing which is to "get the right message to the right person at the right time". Marketers must make sure that they do this by applying the following five steps which will enable them to identify who their audience is and the best ways to connect with them:

1. Acknowledge that you have a precise target audience.
2. Determine what standards you intend to use to identify the consumers you most wish to reach.
3. Identify what your customers and prospects want most from you.
4. Identify the best channels to be used in communicating with these consumers.
5. Measure campaign results to determine and actualize that you are reaching the right people.

Kindström (2010: 479) states that organizations should focus on all avenues of their business models holistically, and not just change isolated features. The study further proposes that organisations should improve on their abilities to build relationships with customers in order to visualise the intangible value of service offerings and to advance a dynamic service offering collection that is adaptive to change and improve attendance to customer needs. This could, however, be too stimulating and can result in the distraction of a professional football club's mission statement if not properly handled. Club owners and stakeholders should have the knowledge and experience of marketing and the use of marketing strategies to benefit club business operations to achieve outstanding success.

There is a need to understand whether the application of marketing in the football business by PPFCs is likely to cause owners and stakeholders to become marketers in the administration of football activities. Kartakoullis *et al.* (2014: 355) state that football clubs need to carefully re-examine and re-develop the nature and range of their value propositions and analyse significant stakeholders. Embarking on such will assist the club to draw strength from club strategic collaborations and be able to identify existing competitors within the business environment. One question that one may ask is whether supporters can be regarded as consumers in the business of football. Ottosen, Hyde-Clarke, and Miller (2012: 14) emphasise that the media and the Fédération Internationale de Football Association (FIFA) place supporters as the most essential consumers in a market. Desbordes (2007: 22) mentioned that football consumers are buyers of products such as tickets to watch matches, newspapers to read reports from the tournament, supporter gear and clothing, and food and drink at the venues.

Similarly, one could say that there are new offerings to present to the consumers (spectators) in the professional football market. The ability to be creative in understanding consumers' needs and be innovative in presenting something new should all be included to improve PPFC competitive advantage. For example, PPFCs' should seek improved competitive advantage, understand new areas of marketing for improvement, particularly the 7Ps. The 7ps are the services marketing mix which serves as an extension of the 4Ps framework. The vital elements of product, promotion, price, and place endure but three additional elements, namely, people, physical evidence, and process are added to the 7Ps mix (Boundless Marketing 2019: 1). According to Strydom (2011: 133), manufacturing a product or service and then delivering it to the consumer is a comprehensive process that

requires building relationships with several role-players in the marketplace. This study investigates ways that PPFC based marketers are making use of the traditional marketing mix (4Ps) to deliver a product to the final consumer and how PPFCs can also apply the service marketing mix (7Ps) in order to communicate social and profit values to their society.

This study proposes that inadequate or non-existing practical marketing principles may contribute to the factors which prevent PPFCs from achieving better competitive advantages. Dolles and Soderman (2013: 10) point out that PPFCs should focus on multi-offerings. PFCs should be able to focus on offering more products and services that are beyond football games and players e.g. merchandising. What should also be examined is the reason why some supporters choose one team rather than another. Supporters want to have fun (entertainment), excitement, and see skillful players – what they expect should be provided.

A variety of offerings creates a broader approach for the consumer in football, addressing the following: the spectators and supporters, the club members (club membership), the media, and the sponsors. Generally, the focus of this study is to determine how a marketing framework can assist PPFCs in KwaZulu-Natal in improving their competitive advantage and determine whether the use of marketing strategies or core principles of marketing can be useful for PPFCs in KZN, enabling them to fulfil their profit and social mandates. In addition to the above, this study aims to contribute to the body of existing knowledge on the use of marketing strategies by social marketers within the profit sector in the Durban area of KZN, South Africa. Although much work has been done on advertising and social media, very little has been done on core marketing principles for the professional football clubs in KZN specifically and South Africa as a whole. This means that to build good customer relationships, marketing principles should be defined and acknowledged.

1.5 OVERVIEW OF THE RESEARCH METHODOLOGY

1.5.1 Research design

Qualitative and quantitative research approaches (mixed methods) were to collect data and determine how a marketing framework could assist PPFCs in KZN in improving their competitive advantage. According to Hayes, Bonner, and Douglas (2013: 8), mixed methods research involves the collection and analysis of both quantitative and qualitative data in a single study. Mixed methods research seeks to build on the strengths (Rauscher and Greenfield 2009: 92) and reduce the weaknesses (Palinkas *et al.* 2011: 44) of both

qualitative and quantitative approaches to draw inferences which can lead to an increased understanding of the topic being researched. Qualitative and quantitative data were collected sequentially with qualitative components through interviews and focus groups (e.g. what are the marketing mediums your club uses to gain an advantage during competition?) followed by quantitative components through the use of questionnaires (e.g. a number of games your team was covered by the media during competition). Data from both were integrated at one or more stages during the research process (i.e. the data collected through the questionnaires was integrated with the data collected through interviews and focus groups).

1.5.2 Population of Interest

The study sought to determine the practical use of a marketing framework for the improved competitive advantage of PPFCs in KZN. The research location involved five professional football clubs, that is, data was collected from five PPFCs in KZN, in Durban, Richards Bay, Pietermaritzburg, and Kloof. The reason for choosing these clubs was based on the numbers of PPFCs available within KZN. The researcher had prior discussions with the respondents on the importance of questionnaires, interviews, and focus groups to ensure that everyone in the chosen study area understood the research study.

1.5.3 Sampling

The target population was the five PPFCs in the KZN province of South Africa in the provincial Premiership and Division 1 (South Africa Football Association 2018: 1). Football clubs in the premiership are recognised by the South Africa Football Association (SAFA) as PPFCs. Specific target participants for the study in both the qualitative and quantitative aspects were selected from these five PPFCs, such as coaches, club owners, managers, supporters, and players. In the qualitative aspect, the target population was clubs' marketing staff, stakeholders (owners), SAFA agents, and club recruiting agents while the quantitative aspect included players, coaches, and team managers.

Convenience sampling was used to select the units to represent the population of interest. The elements in the population had an equal opportunity of being selected through samples from three geographical areas of the KZN Province, South Africa (Lammers and Badia 2005). The units of analysis were two focus groups (among coaches and players), two interviews (among marketing managers and team managers), and four questionnaires (supporters). These participants produced data during the evaluating phase of the study,

identifying challenges facing selected professional clubs in using marketing to improve competitive advantage and to assist in designing a framework to increase the use of marketing (Krueger and Casey 2010: 378). The participants, who are professionals in the field of football, were selected through snowball sampling (which assists the researcher to recruit hidden populations that may not be discovered from other methods of sampling). This study identified 500 respondents for both methods, with 100 for each PPFC.

1.5.4 Data collection

A letter was written to the respondents explaining the purpose of the study, inviting them to participate in the study, and assuring them of confidentiality. In addition, a letter of informed consent was signed by each football club participating in the research process. The questionnaire and a digital recorder were used to collect information from respondents to measure all variables of interest. The questionnaire was enveloped and was sent through postage to each respondent to collect responses for analysis.

Data originates in numerous ways and from various sources and can have various purposes. It is important to carefully match the data type to the data source and the requirement from the design. According to Uwe (2018: 231), two kinds of data sources are available, namely primary and secondary data sources. The type of data that is collected for analysis should conform to the methodology chosen. Primary data signifies data collected entirely by the researcher for use in the project being researched. Secondary data are data that have already been collected, although not necessarily for the purpose the researcher is investigating (Uwe 2018: 232).

The techniques used for collecting empirical data are highlighted below:

- In-depth interviews with a variety of knowledgeable professionals and officials within the PPFCs, for example, club owners, stakeholders, team managers, technical staff; and
- Focus group discussions with identified players, community members, supporters, and spectators.

1.5.5 Qualitative and quantitative data analysis

The eventual analysis of the information obtained from unstructured interviews and focus group discussions was based on the interviewer's records. A researcher has an ethical obligation to the research community to give an accurate account of how the analysis of

data was undertaken (Du Plooy 2009: 398). The researcher is expected to report the thematic analysis and the interpretation of the research data collected from the primary source. Analysis of qualitative data can be demanding and strenuous. Buchanan and Jones (2010: 3) state that the process of analysing qualitative data involves coding or categorising data. Neill (2011: 11) confirms that qualitative data analysis is the process of bringing order, structure, and meaning to the mass of collected data. With the aid of qualitative research software (NVivo 10) this study provides an analysis of themes. It also discusses underlying themes with illustrative quotes, units, and patterns such as feelings or folk sayings or proverbs. Digital recordings were transcribed into text which was analysed. The discussion of the findings in Chapter 6 is drawn directly from the in-depth interviews and focus group discussion. Responses from interviews and focus groups were recorded and transcribed to acquire accuracy and intense analysis. Quantitative data were analysed using SPSS. The type of statistics that were used in this study is descriptive statistics which includes tables and graphs, percentages, and bar charts. Statistical tests were conducted to describe the central tendency and variation for each collected variable, to determine the empirical relationship between two variables to reach conclusions beyond the immediate data alone.

1.5.6 Validity, reliability, and trustworthiness

Validity is concerned with the meaningfulness of research components (Drost 2011: 105). This means that the researcher needs to develop a strong support for the validity of the study. Data were collected using video and audiotape recordings, note-taking, and collection of documents. Both verbal and non-verbal responses were captured via videotape. This helped to guarantee the accuracy of the data collected. To ensure validity, the findings of the study are generalisable to other people and other situations by ensuring that the conditions under which this study was carried out were representative of the situations and time of the results of this study. To increase confidence in research data, methodological triangulation was employed for both methods.

Results from interviews are provided to look for a similarity of results through all the respondents that participated in the questionnaire. According to Roberts, Priest, and Michael (2006: 43), reliability is concerned with the extent to which the results of a study or a measure are repeatable in different circumstances. The reliability of the measuring instrument helps to show the differences between data gathered for a study and data gathered for a different purpose. In other words, data that are originally gathered for a study should be used to answer research questions, which can help the applicability of the study

at hand. The way to estimate reliability in a quantitative study is the consistency or stability of measurement, which this study has taken into consideration. Reliability in qualitative requires that the study is dependable which can be accomplished to enhance the concept of quality to generate understanding. In addition, the interviews and focus group data will be used to illustrate the objectives of the study.

To demonstrate exceptional evidence for the results reported in this study, it was necessary to maintain a high level of trustworthiness through the qualitative and quantitative methods. The following criteria ensure valid interpretation of data, and were adhered to:

1. Credibility: the researcher will endeavour to participate adequately in the research setting so that the recurring design in data can be properly identified and verified. Also, the researcher will ensure that the study has tested what is meant to be tested.
2. Transferability: the study will allow confidentiality for the readers to apply the findings of the study.
3. Dependability: this study will be reliable and will give confidence for any future researcher to use information in the study and still end up with a similar result.
4. Confirmability: research will be objective for the study findings to be the result of the ideas and experiences of the informants (Rasiki 2007: 3; Zohrabi 2013: 259).
5. To ensure trustworthiness through the quantitative method, the research settings must give room for the same conclusion repeatedly and the conclusion must be accurate.
6. The result must independently be verified without any complications (Shenton 2004: 63; Connelly 2016: 435).

1.6 LIMITATIONS OF THE STUDY

The study covers only five PPFCs in the Durban area of KwaZulu-Natal Province. Other football clubs that are in other leagues such as the Professional Soccer League (PSL), Mvela, semi-professional teams (i.e. teams playing in Vodacom league Division 2) and amateur teams (i.e. teams playing in Castle League Division 3, super league teams and SABC teams) were excluded as a result of time and cost constraints and their unavailability. The football clubs selected are professional (Division Premiership Clubs) and these were the only targeted clubs for this study. Furthermore, the study aimed to examine the marketing of profit organisations through social means; to this effect, it concentrated on the marketing of services and goods. An association was formed based on the use of the service

marketing mix (7Ps) and the traditional marketing mix (4Ps), but specific attention was given to the service marketing mix.

1.7 OUTLINE OF THE THESIS CHAPTERS

This study contains eight chapters. The literature review is covered in two chapters, with the methodology being presented in one chapter, presentation of results and discussion in two chapters, and the conclusions and recommendations are covered in the final chapter. The outline of the thesis is presented in more detail below.

Chapter 1: Introduction

This chapter outlines the introduction of the study to the reader. It focuses on the study background and describes the importance of marketing to football clubs and states the problems to be investigated and the research methodology that was used to find solutions to the stated problems. It includes the aims and objectives of the study along with the scope, limitations, delimitations, and justifications for the study as well as a summary of the chapters.

Chapter 2: An overview of marketing and marketing mix, business strategies, profit organisation issues and the marketing of clubs

The literature review provides an overview of principles of marketing as used by PPFCs including previous research on marketing principles and philosophies. It defines the key concepts of both commercial marketing and service marketing. It explains the importance of marketing processes and theories associated, social marketing, service marketing, and profit marketing. Focuses on knowledge of business strategies regarding commercial roles and narrowing this down to the expected commercial roles of PPFCs. Explains the marketing ability of football marketers and their challenges.

Chapter 3: Business strategies, profit organisation issues and the marketing of clubs

This chapter focuses on the conceptual framework that forms the structure of the study and the theory that supports the study's knowledge of business strategies regarding commercial roles and narrowing this down to the expected commercial roles of PPFCs. It explains the marketing models use by another world exceptional football club. The chapter outlines professional football as a business organisation as follows: marketing as a framework for study; marketing strategy theory; a connection between marketing and professional football

as a business organisation; and the central role of strategic planning and effect of using a marketing strategy.

Chapter 4: Research methodology

This chapter provides a detailed explanation of the methodology that was used. It presents the research design, qualitative research methodology using sampling and data analysis, the justification for selecting respondents, data collection, strategies to enhance trustworthiness, and consistency of the empirical research.

Chapter 5: Presentation of results

This chapter presents the results of the fieldwork and findings i.e. the focus groups and interview processes, and the results of the fieldwork conducted among club owners, stakeholders, spectators, club management, players, and SAFA club agents at the five professional clubs in Durban KwaZulu-Natal selected for the study.

Chapter 6: Discussion and interpretation of findings/results

This chapter presents a discussion of the findings in terms of the research objectives and basic factors influencing the marketing ability of the professional football clubs. It also presents the service marketing mix model and professional football club's marketing mix model developed from the literature review and interprets the findings that are presented in Chapter 6 in terms of the model.

Chapter 7: Conclusions and recommendations

This is the final chapter which presents the conclusions and recommendations of the study. Several recommendations regarding the findings in relation to the research problem, objectives, and propositions are presented. Recommendations based on findings from profit marketers and social marketers are also presented. It sets out a range of recommendations for further research regarding the marketing framework for professional football clubs as profit organisations.

1.8 CONCLUSION

The chapter introduced the background to the study, aim, and objectives of the study, the research problem, and the methodology as well as the delimitation and limitations of the study. It presented an outline of the study showing how it has been structured in order to attain the expected result. In the following chapter, the literature review covering the

marketing concepts and utility as well as social marketing, services marketing, and profit marketing perspectives will be presented and discussed.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

This literature review chapter describes what marketing is, the importance of marketing processes, and theories associated with the study. While relevant information to this study is critiqued, the chapter focuses on the fundamentals of this study which are embedded in profit/business marketing principles, services marketing, and social marketing theory.

2.2 MARKETING PRINCIPLES

2.2.1 Marketing as a framework for the study

According to Kotler and Armstrong (2012: 19), marketing should be defined as the management process for classifying, anticipating, and satisfying customer necessities to generate profit. Kotler (2011: 4) defined marketing as the way in which an organisation communicates creatively (uniquely), productively and profitably with the market place (supporters/fans); as the art of satisfying customers (supporters) at a profit; and as a process which includes ways of obtaining and transferring the right goods (sports product) and services (for example a football match) to the right people (supporters) at the right place (stadium), time and price, with the right communications and promotions.

Thus, marketing essentially represents consumer-oriented activity (i.e. to meet consumers' needs, e.g. supporters/fans). Akrani (2010: 1) confirms that marketing is an activity that satisfies human wants (striving to win the league) and raises social welfare (catering for the community). Kotler and Armstrong (2012: 34) add to this by saying that marketing emphasises the achievement of organisational goals which depends on the organisation (e.g. a PPFC) knowing the needs (good players) and wants (to be the best club) of the target markets (e.g. in South Africa) and delivering the desired satisfactions (what it requires) better than competitors do. In this regard, customer focus and value are the paths to sales and profit. Sense and response (customer-centred) philosophy is the key factor in this issue instead of making and selling (product-centred). The need is to understand that finding the right customer for the product is not as essential as finding the right product for customers. Football clubs are expected to follow the steps of those organisations that have made proper use of marketing strategies to compete in the business environment.

Krush, Sohi, and Saini (2014: 33) explain that the marketing roles of firms continue to evolve into numerous patterns including the dispersal of marketing capabilities. In today's marketing environment organisations require great responsiveness to be stable and productive by making sure the product is within an affordable cost. These dynamics consistently require the firm and its functions to access their resources within the organisation and across its boundaries. Besides, organisations should see this as a growth process to transform an established structure. Kotler and Armstrong (2012: 90) emphasise that organisations must understand their environment, the forces, and actors that surround marketing which could affect the marketing management staff's ability to build and maintain proper marketing structure. It is expected that marketers that desire success must be able to track events that occur in their environment and seek the opportunity that will turn their organization around to attain greater heights. Most importantly, organisations and marketers must be able to identify what their marketing environment consists of (e.g. micro-environment and macro-environment).

According to Wells (2016: 1), a competitive environment is the dynamic external system in which a business competes and functions. The more sellers there are of a similar product or service, the more competitive is the environment in which the organisations operate and compete. For example fast food restaurants – there are so many to choose from therefore the competition is very keen. There are two main types of competitors as described below:

- Direct competitors are businesses that are selling the same type of product or service as you. For example, Sundown FC is a direct competitor of Pirates FC (Gnyawali and Park 2011: 652).
- Indirect competitors are businesses that still compete even though they sell a different service or product, for example, men's and women's football. The products or services offered in this type of competition tend to be those businesses that can be substituted for one another. For example, considering travelling, you have the option to travel by any available means (e.g. plane, train, or car). Therefore, airlines also compete with train lines and buses (Gnyawali and Park 2011: 652).

Mena and Chabowski (2015: 1) state that organisations need to provide value for their various stakeholders (investors, shareholders, sponsors, participants, and patrons). Thus, multiple stakeholders must be attended to in order to strengthen and empower marketing functions. In today's business customers, employees, suppliers, shareholders, regulations, and communities all play a role within the marketing environment. Given this, a precise

understanding of the organisation's internal operators in delivering value to its stakeholders is critical. Möller and Parvinen (2015: 2) point out that business organisations with clear implementation programmes enjoy better results from their planning efforts. It is also obvious that specific business marketing areas need to be highlighted by management: customer relationship management system (CRM) and their implementation, relational selling programmes and practices, and value-based selling. These bring easy solutions for the management of the business-customer relationship, particularly regarding sales.

St. Clair (2015: 3) states that the Chief Marketing Officer (CMO), as a C-level corporate executive in business marketing that is responsible for organisational activities, should play her/his role in creating, communicating, and delivering offerings that have value for customers and business partners. Germann, Ebbes, and Grewal (2015: 1) write that there is a relationship between marketing academics and practitioners. However, in order to make marketing applications effective in any organisation, it is advised the CMO must be super effective and beneficial to the organisations and consumers. Research carried out by Germann, Ebbes, and Grewal (2015: 1) show that the performance of the firms that employ a CMO, is on average, approximately 15% greater than that of the firms that do not employ a CMO. The same is expected of every club manager in PFCs. The CMO position and responsibilities must be well defined in the way they operate so that all the stakeholders can benefit from the profession.

Le Meunier-FitzHugh *et al.* (2016: 165) view marketing from another angle by considering the value and the concept of value co-creation in marketing networks. New angles in marketing are growing to provide a competitive advantage to organisations in increasingly saturated markets. The service-dominant logic revolves around the concept that value is always co-created by customers and organisations which is not certain in the use of marketing strategy in PFCS in KZN province. Somehow, organisations should be able to strive to succeed to create their own competitive space and achieve market growth every year. Organisations that have service-dominant culture will, however, create networks of support in supplying their products which will enable stronger solutions to be offered to their customers. Le Meunier-FitzHugh *et al.* (2016: 165) state that customers have the power to determine value, buyer, and seller to co-create through joint interaction (service). Also, co-creation of value is not simply inviting the customer to take part in the product development, but to integrate the organisation's offering into the lives of the customer. The overall

definition of marketing, therefore, recognises the process of managing relationships as one of its key components.

2.3 GENERAL DEFINITION OF MARKETING

Marketing in profit business organisations is functioning at an advanced level with the availability of multiple designs, marketing competencies, and variations (Krush, Sohi, and Saini 2014: 2). However, it is important to understand the general definition of marketing to explore the relationships between marketing and sports specifically, football games. According to Kotler and Armstrong (2012: 19), marketing is the management process of identifying, anticipating, and satisfying customer requirements profitably. This description of marketing is developed to identify the type of marketing tools that may help PPFCs to satisfy their customer needs and to build customer relationships. In this regard, it is helpful to define what sports marketing is. According to Shank and Lyberger (2015: 38), sports marketing is the specific application of marketing principles and processes to sports products and the marketing of non-sports products through an association with the sport. The main benefit of sports marketing is that it permits marketers to be associated with the popularity and devotion many fans feel and have towards their favourite teams and athletes. Marketers use sports to reach a certain segment of the population by using a product(s) to connect with the consumers (The Marketing School.org 2012: 2).

The American Marketing Association (2013: 1) states that marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. These definitions show clearly that selling and advertising are not the only role of marketing; it can also create value for customers and consumers by building good relationships. Kotler and Armstrong (2012: 32) specify that marketing is the art of creating and satisfying customers at a profit. This means that marketing can also serve as a provider of benefit to the customer through an exchange process. Marketing transpires when people decide to satisfy needs and wants through exchange relationships. According to Kotler and Armstrong (2012: 21), the exchange is the act of obtaining the desired item from someone and offering something in return. After viewing these definitions of marketing as both a process and an exchange, it will be reasonable to view marketing as an exchange process. Marketing is an exchange process (i.e. the buyer and seller) which involves two people. As described by Du Plessis, Strydom, and Jooste (2012: 9) this process enables people to give up something of value for something else which they value.



Figure 2.1: Customer Relationship Marketing (CRM) model
Source: adapted from Hunter (2016)

The model in Figure 2.1 explains that campaigning through marketing events can be used to achieve a club's success. Further, delivering of club services to consumers and communities regularly and strategically builds up good customer relationship marketing (CRM). In turn, CRM builds-up enduring community and consumer support with quality club brand and products as a back-up resulting in a good match-up with sales and marketing of club products. Therefore, all PPFCs should embark on different types of marketing promotions (campaigns) to create more awareness of their capabilities. In addition, clubs must be able to deliver their services as expectations will be high from consumers (supporters) after promotions. Any PPFC that intends to succeed must place the love of their community at the centre, by creating a lasting relationship through community support programmes with their supporters. However, the club must make sure that their brand is strong enough to compete in the market through their presented products and services (e.g. jerseys and club shirts).

Finally, the sales and marketing of club products must be strategic in the ways that they are sold, and the issue of cost must be properly addressed. Marketing is an effort to balance activities, exchange items, and ensure that items (product) exchanged are acceptable to consumers within the context of mutually shared relations. Predominantly in this study,

exchange necessitates money and services because two or more people commune in a transaction that involves money (capital) and service (for example buying a ticket to watch a game). This is the same type of exchange that takes place within any marketplace which consists of people who have needs and are willing to pay in exchange for what they want (products or services). For example, a football club wants good players to play for them to get good results, the community needs a good team to watch to boost their social needs, sponsors need a good team to promote their products, supporters need a good team to give their support to, and the stakeholders want a profitable club to invest in with suitable returns on investment. Thus, football clubs have a responsibility to meet the needs of their teams to retain and maintain their relationships with the above-mentioned stakeholders.

All these transactions will involve two factors: (1) money and (2) services, which must be acceptable either way. This implies that marketing is connected to football's business and can be used to turn the activities involved into an advantage or valuable opportunities, but this depends on the level of applicability of marketing tools in order to achieve such goals. During the exchange process, all the parties involved exchange something of value – between the buyer (money/labour) and the seller (product/service). This shows that there is a “relationship” within the transaction process. Relationship marketing (supporters/club) plays an important role in the concept of exchange. The marketing concept is based on the organisation making use of its resources to recognise customers' needs and wants and in return offering products and services to meet those identified needs. Once these needs have been met through an effective exchange transaction between the two parties or more parties, the process of marketing is considered as complete (Winer and Dhar 2011: 6).

The third definition stipulates that marketing is about getting the right goods and services to the right people, at the right place, at the right time, at the right price and with the right communications and promotions (The Chartered Institute of Marketing 2009: 2). A comparative definition by Kotler and Keller (2012: 27) indicates that marketing is a way of identifying and meeting human and social needs. Therefore, one can say that marketing is a social process whereby individuals and groups obtain what they need and want through creating, offering, and freely exchanging products and services of value with others. From these definitions and based on the purpose of this study, it is useful and practical to look at marketing from a profit and social perspective. According to Lamb, Hair, and McDaniel (2013: 3), marketing is an activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients,

partners, and society at large. This implies that marketing is more than selling goods or rendering services only and that it must find ways of delivering values and benefits to customers as well. Kotler (2011: 1) explains that marketing is meeting the needs of your customers at a profit.

According to Kotler and Armstrong (2012: 29), marketing must not be viewed in the old pattern of selling alone but must entail the modern understanding of satisfying customers' needs. It was stated that marketers must have an understanding that consumers have needs and therefore must meet those needs. They define marketing as the process by which companies create value for customers through building a strong customer producer relationship so that value can be continually released to the consumer in return (Figure 2.2).



Figure 2.2: Relationship Marketing
Source: adapted from Google Venn diagram (2016)

The needs and expectations of customers should be the requirement that guides what to produce and how to produce and marketing activities that must be directed to this end to satisfy the customers. Akrani (2010: 1) indicates that marketing is an important socio-economic activity; it is an essential activity for the satisfaction of human wants and for raising social welfare. If marketing is well strategised, it can lead to a mutual relationship between the buyer and the seller. Marketing cannot be discussed in ignorance of the service marketing mix that creates the activities that boost the relationship between the marketer and the customers. Given the above, it is imperative to distinguish what is tangible (concrete) as a product from those things that are intangible (in-concrete) as services. Positive interaction should be the key that makes the distinction between people and the

organisation because there is a need for exclusive creation and management of the relationship along with other traditional marketing-mix factors (Adebayo 2015: 33).

The relevance of the 7Ps in the area of sports marketing (specifically professional football clubs) is that football club players (people) and the service process is linked to the way such services are being provided to the public (consumers) as the end-users (process). The physical evidence denotes those elements used for promoting and operating in order to deliver good services. Most importantly, it is essential to explain how the traditional marketing mix should be adjusted and linked up in the areas of pricing, product, place, and promotion activities as emphasised by Kotler and Armstrong 2012: 312). Delivery of value to the people by creating an on-going relationship with them and delivering valuable services to them in a conducive environment in a way they can feel and see (physical evidence), will always create an organisational advantage in a competitive environment.

2.4 THE INFLUENCE OF MARKETING IN BUSINESS ORGANISATIONS

Vivekananth (2015: 497) and Lavie (2006: 153) emphasise that one of the main roles of marketing an organisation is to develop and nurture marketing competencies and to access knowledge and competencies through internal and external resources and incorporate this into cohesive routines. Krush, Sohi, and Saini (2014: 34) reveal that the influence of marketing on business may either heighten or diminish the organisation, but this depends on the existence of the marketing competencies. Auh and Merlo (2012: 3) specify that marketing departments have gained popularity in organisations due to the role they play and the central position they occupy in the organisational workflow which means that they function as the shock absorber of any organisation, therefore improving performance overall.

In addition, Hult (2011: 519) mentions that a marketing organisation is conceived of as an institution for incorporating market and marketing knowledge. Marketing may impact the organisation through its possession of marketing abilities and can also integrate internal and external knowledge and skills into such abilities (Krush, Sohi, and Saini 2014: 35). Theodosiou, Kehagias, and Katsikea (2012: 1058) specify that competitor and innovation orientations serve as an essential contributory factor to the development of marketing capabilities and in turn, make marketing skillful thus having a positive influence on firm

performance. Therefore, it is the responsibility of all the staff to impact the organisation positively.

Roesler (2015: 1) states that most business owners and marketers are knowledgeable regarding the value of social media and its contribution to the success of their businesses. People can be influenced to act in a specific way because of certain content that is spread through social media which is positive in relation to a business. Business owners can influence the kind of things shoppers find when connected to social media. This could be done by encouraging consumers to use social media while shopping by including information about their social media presence and marketing application at their point-of-sale. If people know they can find out about specials on social media, they will be encouraged to do so.

According to Roesler (2015: 1), when goods are produced it is expected that such products will be marketed through marketers who will then bring the product closer to the consumers by influencing them through various new product adoption processes such as the Awareness-Interest-Evaluation-Trial-Adoption process. They will help in developing effective ways to promote the product while helping the manufacturers and investors to obtain enough return on their investment. Marketing also plays an important role in helping producers with new product identification and development processes through active market research. Consumers have needs which they want to satisfy therefore marketers should embrace these concepts and seek to satisfy them through finding and locating manufacturers or service providers for those products or services. The marketers are also significant in contributing to consumers' standard of living because they can introduce relevant products to consumers.

Multiple researchers have sought to understand the relationship between influential marketing departments and business performance (Gaskill and Winzar 2014: 3). The results of the studies on this topic have been varied and provide little clarity as to whether the marketing department influences or contributes to business performance. Influential marketing departments are beneficial to organisations. This view is supported by authors such as Krush, Sohi, and Saini (2015: 37) and Homburg *et al.* (2015: 2), who found that marketing departments influence and have a significant impact on firm performance, profitability, stock returns, and the stature of marketing within the firm.

Belch and Belch (2016: 185) explain that a company will only grow if it is built on strong customer relationships and this could only be achieved through an effective integrated marketing plan. This will communicate organisational mission, values, and messages in ways that speak to the target audience. The place of marketing in business progression and success cannot be neglected. It is therefore very clear that organisations that make good use of marketing in their organisational operations are more successful than those who choose to ignore it. The same goes for football organisations that apply marketing to all areas of their services.

2.5 EFFECT OF USING A MARKETING STRATEGY

Marketing strategies propel a positive change in any business organisation when putting into action and the extent of such change can only be determined in the way and manner that such strategies are utilised. Ferrell and Hartline (2014: 22) emphasise that marketing strategy creates a visible change that occurs due to dynamic conditions. This type of change is either positive or negative. On the one hand, the change becomes positive when marketing strategies are well planned and structured and being handled by a professional. Negative change, on the other hand, arises when the marketing strategies are not properly planned or organised. In whatever way the marketing strategies are applied in football clubs' activities or services, it is obvious that one thing becomes visible and that is called "change" which occurs in the following areas: customers, competitors, and marketing organisation.

Nouri and Abbasian-Naghneh (2015: 106) state that it is essential to give full attention to service marketing mix actions because it is the set of marketing tools that an organisation can use to promote success in its target market, not just one particular tool. The marketing mix includes product, place, promotion, personnel, physical assets, and process. Ferrell and Hartline (2014: 23) express that for organisational success, marketing strategy usage must be dynamic and continuously updated for any organisation to be regularly identified as the best.

2.6 STRATEGIC MARKETING THEORY

West, Ford, and Ibrahim (2015: 7) define strategic marketing as a creative opportunity for a business to sustain competitive advantage using a good marketing structure. Kotler and Keller (2009: 30) assert further that the two levels at which marketing in any business organisation should operate are the strategic and tactical levels. Additionally, complete

planning, implementation, and control process should be formulated which must then be duly followed by any organisation to achieve an excellent result:

- Planning, which involves corporate, division, business, and product planning.
- Implementation, which involves organising and implementation.
- Controlling, which involves measuring, diagnosing results, and taking corrective action.

One may ask why an organisation must be strategic in planning. Hill, Jones, and Schilling (2014: 160) argue that companies at the leading edge require excellence and any organisation that craves to be at the frontline must operate through four levels of strategic marketing as stated below:

1. Corporate strategy – which agrees with the allocation of resources between the various department and business units and profitable ways of managing and maintaining these resources.
2. Business strategy – the outlined strategies of specific strategic business units (SBUs) then all these strategies are combined into the corporate strategy.
3. Market strategy – the marketing managements' contribution to the formulation of the business strategy.
4. Functional strategy – the development of departmental strategies at the middle management level.

West, Ford, and Ibrahim (2015: 6) agree that marketing strategy involves certain insights which include the ability to recognise, anticipate and satisfy consumers' needs which is the task of any business that is meant to deliver value to customers and make a profit from it. Kotler and Keller (2009: 74) further state that the firm makes something (player) and sells it (product) which means the club through the coach develops a player to sell the player to another club at a profit.

2.6.1 The central role of strategic planning

The central instrument for directing and coordinating all marketing efforts is the marketing plan. This specifies the product, promotion, merchandising, pricing, sales channels, and service. Kotler and Keller (2009: 80) indicate that the planning, implementation and control process involves the following: planning (corporate planning, division planning, business planning, and product planning); implementation (organising and implementation); controlling (measuring, diagnosing results and taking corrective action). The first course of

action for any corporate manager is to review opportunities for improving an existing business. Ansoff's market expansion grid (Kotler and Keller 2009: 85) explains the four relevant strategies: market penetration (based on current products and current markets); market development (based on current products and new markets); product-development (based on new products and current markets); and diversification (based on new products and new markets) (Figure 2.3). These four strategies could be considered profitable for football clubs' business operations if strategically administered and utilised by them in their day-to-day operations, for example, players' recruitment, team games, and community development through promotions.



Figure 2.3: Product market expansion grid

Source: Bhasin (2018: 1)

2.7 NATURE OF PROFIT MARKETING

Business Dictionary (2016: 1) defines profit orientation marketing as a business or organisation that operates for the primary objective of making money which is the opposite of a non-profit organisation. Although most commercial enterprises have some form of profit orientation to motivate employees to maximise revenues, the most successful producers also incorporate a customer orientation into their corporate philosophy to protect the company's reputation and facilitate clients' satisfaction with its products. According to Lombardo (2016: 1), organisations need to define the main objective of their pricing strategy. It is also advisable that different objectives should be based on profit, sales, competition or customers and the result should be customer satisfaction. Lombardo (2016: 1) further advises that every company should have specific ways to establish a profit-orientation pricing strategy. This could be achieved by concentrating on target profit pricing and target return pricing. The main goal of target profit pricing is to reach a specified level of profit by

using the price to make sales that produce a certain profit per unit. The second method of for-profit orientation is called maximising profits (Lombardo 2016: 1).

According to McNamara (n.d.: 1), the main aim of a for-profit organisation is to generate a profit. The owners can decide to keep all the profit for themselves or spend some or all of it on the business. Owners may also decide to share part of the profit with their employees using various types of compensation plans, for example, employee profit-sharing. A nonprofit organisation exists to provide a service to the community. The word “nonprofit” refers to a type of business operating under rules that prohibit the making of profits. UK Essays (2016: 1) advocates that marketing-oriented organisation’s main key is to keep the customer happy by satisfying their needs and demands. Organisations of this nature are intended to stay closer to their customers than their rivals. The key features of this type of organisation are that they constantly place the customer first and share common values of superior quality products, the organisational structure has less official red tape in comparison to other organisations, and marketing programmes and strategies are designed to be guided by the company’s overall strategy. These organisations exchange ideas and values with stakeholders and normally follow the contributed decision-making process from a top-down approach.

2.7.1 Profit-oriented organisations and entertainment organisations

This section expands on what a profit-oriented organisation is expected to be, and the meaning and importance of an entertainment organisation as related to this study. According to eDynamic Learning (2019: 1), sports and entertainment marketing is a field that offers careers that combine or connect entertainment with traditional marketing, but with greater excitement. This field requires an understanding of sports and entertainment marketing, but there is a need to have a good perception of the basic principles of marketing generally. Meanwhile, in a profit-oriented company, the convenience of the functions and employees takes the first place. In addition, Collins (2015: 48) states that sports are perceived as entertainment and have become an essential part of every television channel, particularly football.

A profit-oriented organisation does not believe in undergoing marketing research as a fundamental activity to improve productivity. A customer-oriented organisation is open to change to activate its strategy and policy to satisfy customers’ changing requirements. It does not mind doing away with its most valued practice if it impedes customer satisfaction

(Chand 2015: 1). A profit-oriented organisation seeks to generate more income than it disburses. Such organisations use a variety of strategies to make profits and it has been noted that because these types of organisation disseminate professional services they are tagged as profitable businesses. Typically, an organisation that falls within this group mostly displays successful services and that is why they are in constant demand (Hawthorne 2016: 1). Meanwhile, Relvas *et al.* (2010: 165) emphasise that professional football clubs could be service enterprises involved in the business of performing, entertaining, and financial profit. For example, European football clubs have increased their focus on entertainment as a form of business and use several avenues to earn revenue from the media, sponsorship, and marketing contracts. Collins (2015: 14) argues that the arrival of money earned through television has tarnished sport and turned into an entertainment spectacle rather than the demonstration of superior human emotion, competition, and leisure.

A profit-oriented organisation believes in organisational longevity more than the customer and believes customers come and go. A customer-oriented organisation understands and respects that competitors may be serving customers better and customers may start to find competitors' offering attractive if they do not live up to expectations. A profit-oriented organisation fails to believe that what its customers want is not what they think they want. It only tries to understand the customers when they stop buying their products. In a customer-oriented organisation, employees who go out of their way to be useful to customers are rewarded and celebrated (Chand 2015: 1). According to Callejo and Forcadell (2006: 51), entertainment has a vital role to play in every society beyond the community through culture and knowledge growth. For example, professional sports competitions have been identified as one of the most significant branches of the entertainment industry (Brunkhorst and Fenn 2010: 45).

A profit-oriented organisation has no interest in new markets because it feels satisfied doing what it does and becomes incapable of doing any other thing because it wants to remain what it is. A customer-oriented organisation shows a willingness to do whatever it takes to maintain its competitive advantage, even if it must overhaul its business. A profit-oriented organisation endeavours to maintain its standards and it does not matter if a competitor preys on its customers. It repeats producing what has been sold in the past unaware of how its customers and competitors are developing. In conclusion, Frandsen (2010: 54) expounds there is an appealing pleasure in just watching a sports performance due to the variation

involve between what is familiar, known, the ritual of the game, expectations, and unpredictability.

2.7.2 The use of corporate social responsibility in profit-oriented organisations

The concern of the public in the role of the business organisation in society is growing and could be used as a substantial tool to achieve profit goals by strategizing solutions that will solve those concerns. More pressure is now placed on organisations to be more accountable and show more commitment to society, especially where they are located, through social and environmental activities. One could ask the question of why business organisations should be involved in societal matters, and what are the gains or benefits for them of investing in the public. Walters and Tacon (2011: 7) state that corporate social responsibility (CSR) is broadly referred to as the responsibility that business has beyond profit maximisation and has become a means through which organisations seek to demonstrate accountability and commitment to society. Several researchers have found an association between CSR and firms' performance (Alafi and Husein Al-sufy 2012: 102; Galbreath 2010: 514; Galbreath and Shum 2012: 211; Lin, Yang and Liou 2009: 56; Rettab, Brik and Mellahi 2009: 371; Oeyono, Samy and Bampton 2011: 285). Saeidi *et al.* (2014: 2) argue that the association between CSR and a firm's performance is complex and customer satisfaction, reputation, and competitive advantage should be included in further studies on the relationship between CSR and firm performance. It was concluded that CSR and firm performance must have strong ties in order to impact organisational goals.

Kolyperas (2012: 8) states that football clubs are fundamentally perceived as a central point of community identity and a place of conciliation where differing and conflicting social and stakeholder interests can interrelate. Scholars have long recognised the broad ability of sport to convey social outcomes which include improved physical health, enhanced education, social inclusion, empowerment, and peace through building CSR. This has grown the significance and relevance of CSR in professional football or soccer. However, the interpretation of CSR depends on how one perceives the relationship between business and society either together or separately. It is still not clear how the PPFCs in KZN apply CSR in promoting their football business. Professional football clubs are facing cumulative pressures to balance business with social goals, but the question arises whether these stakeholder-oriented organisations understand the nature and impact of CSR (Kolyperas 2012: 16).

Football in the world at large is the biggest family and the parent of all sports. The Union of European Football Association (UEFA) (2015: 1) emphasises that football is an essential part of worldwide society and arguably the world's most popular sport because it carries the largest number of followers, so it has a valuable role to play in promoting social development and social tolerance. The UEFA approach to CSR is carefully structured and designed to create and retain a long-term benefit for society through football. The fundamental directives of the UEFA CSR proposals are grounded on the selection of five-year strategic partnerships. These seek to promote anti-discrimination and diversity, social integration and reconciliation, an active and healthy lifestyle, implementing football for everyone. UEFA also contributes by funding football foundations and charity programmes such as football for all abilities (for people in wheelchairs, for instance).

For example, Fulham FC established a foundation to contribute to society. This shows that CSR cannot be properly disseminated if a department or section with the club is not created for it. The Fulham Football Club (2016: 1) states on their website: "We are immensely proud of the work that our community team has been doing for over 20 years and grateful for the involvement and support of the businesses we work with". The Fulham Football Club Foundation was registered as a charity in 2005 and one of its main goals is to deliver inspirational initiatives across nine major societies in London and Surrey boroughs. The Foundation's mission is "building better lives through sport", which it achieves through executing several projects. This has created an employment opportunity for more than 135 full time and sessional staff that worked with more than 37,000 youths. The club stated: "We host a range of activities throughout the season to engage with our community, and the Club's Foundation runs many activities to achieve its on-going aim of building better lives through sport. We believe the development will genuinely benefit the community, create more jobs, and bring more money into local business" (Fulham Football Club 2016: 1).

Reiche (2014) specifies that apart from the performance of these clubs on the pitch, the 18 Bundesliga clubs also work hard to make an impact in society. The European Commission states that CSR is a concept "whereby companies integrate social and environmental concerns in their business operations and their interaction with their stakeholders voluntarily". How CSR positively affects PPFCs' profits should be a source of encouragement to continually practice it. CSR can be viewed as a basis for competitive advantage because it is a source of support that can contribute to the firm becoming more profitable (Deloitte Football Money League, 2010: Appendix 17).

Reiche (2014) notes that PFCs were already participating in charity matches in the nineteenth and twentieth centuries. To impact society, the revenue collected from these charity matches was dedicated to local institutions such as hospitals, victims of major disasters or to support injured players. Such occasional charity matches still occur in modern football. As a result of theoretical and experimental advances, an increasing number of shareholders and institutional investors have accepted the idea that the strategic adoption of CSR might lead to clubs' financial rewards (Lee 2008: 53). In addition, clubs have developed a better strategic approach to their societal contributions and have generated administrative capacities for their societal work and identified priorities to work on a long-term framework (Reiche 2014: 2).

In South Africa, for example, the PSL football club Bidvest Wits is highly corporately committed to social responsibility. They have established youth zones called KuthataIsikathi to reach out to the youth in their communities, and Sizanani Community Centre to reach out to HIV/AIDS patients. They have also established the Wits Paediatric Fund to take care of pediatric health issues (Bidvest Wits Football Club 2016: 1). Thus, CSR can play an important role in societies such as ours and if professional football clubs must survive profitably, CSR must be considered corporately.

2.8 MARKETING STRATEGY THROUGH WORD-OF-MOUTH AND CUSTOMER REFERRALS – BRANDING

A brand (name of a club or logo) can be a powerful tool if strategically placed because consumers (supporters) who are involved with the organisation can then assist in spreading the name of the organisation. Karakaya, Badur, and Aytekin (2011: 1) mention that knowledge about customer purchasing decision-making can improve strategic marketing policies and, therefore, gain a competitive advantage in the market. Modelling of purchasing decision-making indicates that persons are related to one another with imperceptible connections and the influence an individual receives from others can affect their purchasing decision, particularly using word-of-mouth (WOM). In this regard, it has been noted that certain people have a greater influence than others on consumers' buying decisions and they are known as opinion leaders. This is an era of consumer satisfaction which is not about selling but is more about interacting. Businesses have lots to learn from customers and interact with them through social media, being attentive to their feedback, and using this to improve and innovate products and services (Priyanka and Srinivasan 2015: 3).

What, when, why, where, and how consumers decide to acquire, use, and dispose of a product are very important questions to understand consumers' behaviour (Hoyer and MacInnis 2007: 6). Presently there are more ways of interactive connection with consumers than ever before; for example, the internet plays a vital role by connecting with consumers through social networking sites, blogs, wikis, and recommendations of sites (Hennig-Thurau *et al.* 2010: 312). Everyone receives resources from other individuals they are connected to and these connections can originate from friends, family members, people with related life values and interests' people who are physically close to each other and can extend to one another through the internet (Libai *et al.* 2010: 267). In understanding individuals' behaviours, it is important to understand the dynamics of their networks.

Obviously, marketers usually focus on the 4 Ps which probably got glued into their system as they pursued their marketing career, however, in recent times marketers have also started to focus on and master the 3Es: Engage, Equip, Empower. This is also related to the PPFCs and their products (players) because the practicality of the 3Es will enable the product to become the most beloved and talked about product in its category, which will no doubt ultimately lead to increased sales. A good WOM marketing campaign can generate thousands of conversations, recommendations and can triple sales in just a year (Whitler 2014: 1).

Nielsen (2012: 1) mentions that WOM recommendations from friends and family are regularly referred to as earned advertising and presently are still the most effective. In his online survey, 84% of global respondents across 58 countries stated that WOM source is the most trustworthy. Trust in advertising on branded websites increased by 9 percentage points to 69% in 2013 as the second most trusted format, a rise from fourth-place ranking in 2007. Sixty-eight percent of survey respondents indicated that they trust consumer opinions posted online, which ranked third in 2013, up to seven percentage points from 2007. Supporters and fans follow football clubs that care about their needs and passions and they give all their heart to serve them.

According to Marrs (2018: 1), WOM marketing is at its best when happy customers promote the business. The aim of using WOM marketing is to make available for customers' an amazing, life-affirming product or service so that they cannot help but share their experience with friends, family, co-workers, and the person they wait with at the bus stop every day. It

is quite awesome to see passionate customers doing marketing work for an organisation. These customers also need help, especially in the online area when WOM marketing has advanced quite a bit. Traditionally, WOM marketing referred to verbal confirmations regarding business. Nowadays WOM marketing also occurs via Facebook, Twitter @s, Amazon reviews, Yelp reviews, and similar sites, customer testimonials, blog posts, brand mentions, message forums, and old school chatter. The five steps to follow in improving WOM marketing are; amazing staff and service that gives people a reason to appreciate their services; uniqueness by becoming an industry thought leader; creating a good name; and, engage the social community actively.

According to Leone and Christodouloupoulou (2015: 200), WOM is referred to as exchange of information about products and services between consumers. It involves descriptions, evaluations, and recommendations about new and existing products and brands. WOM has helped and led different marketers to develop different techniques for encouraging and facilitating WOM marketing. WOM helps to educate customers about the product offerings of the firm and encourages them to share this information with their social networks. Customer referrals can be described as a type of positive WOM that originates from a firm's customer and focuses on recommending the purchase of a product or service and by facilitating such purchase. It is relevant today as numerous online and mobile social tools make WOM communications and referrals very easy (Leone and Christodouloupoulou 2015: 200).

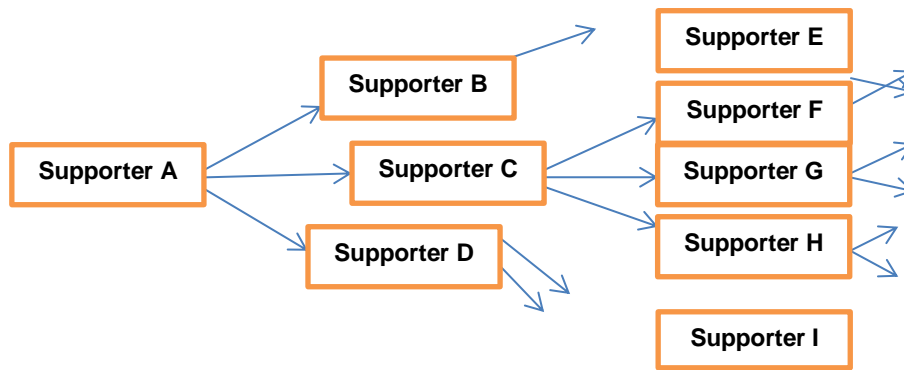


Figure 2.4: Word-of-Mouth connections

Source: Adapted from Leone and Christodouloupoulou (2015)

Thus, one may ask: to what extent can WOM help to build a brand name or attract people to be attached to a PPFC brand? The model shown in Figure 2.4 explains that WOM supporter A attracts supporters B, C, and D who also spread the information about the club to other people who eventually become club supporters (i.e. supporters E, F, G, H and I). In addition, these supporters also then attract supporters through WOM, etc.

Referral marketing is another similar and effective business strategy that can be used by PPFCs to support the use of WOM. Berman (2016: 19) states that referral marketing relies on inspiring or using customers that are satisfied with the organisation as points of reference whose testimony can attract new customers that can also enjoy such services and then provide referrals to other customers. A compensation system for referrals can be developed based on either direct payment or increased visibility. Southwell *et al.* (2010: 1627) observe that using or engaging social networks as a technique for information dissemination can supplement traditional promotions and conservative mass media broadcast approaches.

Referrals can be a decisive element or component in the formation of relationships between customers and an organisation (Peck *et al.* 2013: 7). Peck *et al.* (2013: 7) further explain that with support and encouragement satisfied customers will recommend products or services by WOM. But if the relationship with existing customers is bad, resulting WOM can hamper organisational progress. Guo (2012: 373) added that online referral marketing, for instance, is a business strategy or practice that rewards customers that successfully refer other customers to a website or upon completion of a sale, typically via their personal social contacts. Major advantages of referral marketing programmes as compared to other marketing programmes include the following: greater reliability of friend and family member

recommendations, access to new customers that traditional marketing programmes may not reach, and better correspondence of referred customers' needs to a good or service.

2.9 HISTORICAL PERSPECTIVE ON SPORTS MARKETING

Fullerton and Merz (2008: 91) state that in 1978 the term 'sports marketing' was first used in the United States in a story in the *Advertising Age*. Thereafter, various academic authors and professionals have used it to describe a variety of activities associated with sports promotion. Sports marketing emphasised the two distinct streams that exist within the broad concept of sports marketing, which is: marketing 'of' sport, and marketing 'through' sport. Since then, several definitions have been offered by authors regarding sports marketing to make it operational in the sports business, as presented below.

Van Herdeen (2003: 252) and Fetchko, Roy and Clow (2018: 5) presented the first definition of sport(s) marketing along the lines that sports marketing describes the activities of consumer and industrial product and service marketers who are progressively using sport as a promotional means of achieving stated goals and objectives for their (non-sport related) products or services. This view conveys that sports marketing is the marketing of a company's image or products/services through sport, but this is too narrow and explains why some marketing texts, consultants, and corporate decision-makers confuse sports sponsorship with sports marketing. This mix up does not give a clear orientation of the term which might be the reason why some of the professional football clubs are still uncertain as regards the power of sports marketing. A better, broad-based definition is presented by Gray and McEvoy (2005: 229) who define sports marketing as a way of anticipating, managing, and satisfying consumers' wants and needs by applying the principles and practices of marketing.

The study by Fullerton and Merz (2008: 91) does not specifically define the model (concept) but focuses on the efforts of marketers who use sports as a marketing platform for non-sports products. The study further states that "sports have become a marketing medium in and of itself with the ability to target, segment, promote, and cast products and services in heroic lights. More and more companies you'd never think of being remotely attached to sports are using sports to enhance and embellish their marketing" such as Coca-Cola and Visa. Van Heerden (2003: 293) summarises sports marketing as a promotional drive for consumers, industrial goods, and services. The author also states that it is the marketing of sports products and services to sports consumers through which sports associations adopt

a market orientation to generate revenue and remain commercially feasible in an intensively competitive environment. It was noted from the study that “sports marketing does not have a single and consistent definition”. Another study discovered that businesses could incorporate marketing through sports by referring to sports entities such as athletes, teams, and programmes in the firm’s marketing plan (Fullerton and Merz 2008: 92).

Fullerton and Merz (2008: 92) present a different perception of the practice of sports marketing. In their manuscript, sports marketing is defined as “the process of designing and implementing activities for the production, pricing, promotion, and distribution of sports product to satisfy the needs or desires of consumers and to achieve the company's objectives”.

Van Heerden (1998: 71) formulates three scenarios or circumstances that contextualise sports marketing:

- *Scenario 1* is the marketing of sports products and services, such as equipment and facilities, which he said might be consumed by professional athletes or amateurs.
- *Scenario 2* is the marketing of an organisation through its association, such as sponsorship with sports events, teams, and individuals.
- *Scenario 3* is the marketing by sports bodies and codes of themselves and their events to attract sponsorship, participants, spectators, funding, and corporate involvement.

This does not mean that priority must not be given to meeting consumers’ needs because that is the key. Van Heerden (2003: 250) defines sports marketing as “the application of marketing principles and processes to sports products and the marketing of non-sport products.”

Similarly, Fullerton and Merz (2008: 91) describe sports marketing in a way that incorporates two dimensions: “sports marketing consists of all activities designed to meet the needs and wants of sports consumers through exchange processes. Sports marketing has developed two major dimensions: for example, the marketing of sports products and services directly to consumers of sport, and the marketing of other consumer and industrial products or services using sports promotions”. They further state that sports marketing is the “specific

application of marketing principles and processes to sports products and to the marketing of non-sports products through an association with sports” (Fullerton and Merz 2008: 92).

Shank and Lyberger (2015: 38) state that sports marketing is “the specific application of marketing principles and processes to sports products and the marketing of non-sports products through an association with the sport”. The sports industry currently is experiencing tremendous growth through broad expansion and sports marketing plays an important role in this dynamic industry. Sports marketing should not be directed towards profit-making alone but also as a social way of life. In Shilbury *et al.*’s (2015: 16) study, sports marketing was defined as a social and managerial procedure through which the sport manager seeks to obtain the needs and wants of sporting organisations by them creating and exchanging products and value with others.

2.10 SPORTS SECTOR AND MARKETING MANAGEMENT

Hedenborg and Peterson (2016: 107) state that the sports sector and football have been subjected to increased commercialisation, professionalisation and internationalisation. An understanding of the contesting issues with the professional football clubs in KZN province is important. One can assume that gaining a competitive advantage in their seasonal tournaments is faced with numerous challenges. Challenges include how to increase and improve supporters or fans supporting base in watching games and retaining current supporters or fan members from shifting to other clubs (competitors). Furthermore, it is still not clear how these PPFCs administer football operations to perform well in their seasonal competitions. It could also be that ways to satisfy the needs and wants of supporters, players’ and community members are still complicated. Therefore, the issue of who the consumers and customers in PPFCs are and how they can be treated or satisfied in order to empower and improve clubs’ successes might still need consideration.

According to Thomas *et al.* (2010: 1), PPFCs in Africa and specifically in South Africa are facing diverse challenges which have affected and diverted them from the competitive edge. However, this study posits that using a marketing framework to improve competitive advantages in KZN clubs is a vital element that needs to be established to guarantee the irrelevance. The marketing mission relating to these PPFCs, therefore, requires a great understanding of how to use marketing activities if these clubs are to compete successfully with other PPFCs in the world, which can be achieved through caring for their supporters, communities, players, technical crew members, and increasing revenues. According to

Shank and Lyberger (2015: 69), sports marketing relates to promotional activities such as public relations, advertising, sponsorships, and personal selling. Sports marketers are also involved in activities such as product and service strategies, pricing decisions, and distribution issues which are referred to as the sports marketing mix, defined as the harmonised set of elements that sports organisations use to meet their marketing objectives and satisfy consumers' needs.

2.11 SPORT AND CORPORATE SOCIAL RESPONSIBILITY

According to Kott (2005: 3), professional sports organisations could not enter socially responsible initiatives at a rapid pace until CSR started playing a significant role in sport. Sports organisations have realised that CSR is a potential instrument for sports organisations, and that sport is uniquely positioned to influence society and specifically local communities. Walters and Panton (2014: 18) mention that sports organisations are indirectly knitted into society, which is an integrative characteristic that is less evident in other commercial business organisations. It is acknowledged that CSR initiatives of sports organisations possess advantages that do not exist in other organisations. One of these advantages is the reputation of celebrity athletes and the media exposure of the events and leagues those teams and athletes are involved in (Babiak and Wolfe 2006: 216). Walters and Panton (2014: 19) list seven unique features of sport and CSR:

1. Mass media circulation and communication power,
2. Youth appeal,
3. Positive health impacts,
4. Social integration,
5. Sustainability awareness,
6. Cultural understanding and integration; and
7. Immediate gratification benefits that empower CSR.

Clubs are coming to understand the idea that CSR can be good for them and are developing strong relationships with the local community. The successful implementation of corporate citizenship initiatives can convey various benefits for football clubs such as the development of long-term loyalty, legitimacy, trust, and brand equity. All these can contribute to the development of competitive advantage and improve financial performance in clubs (Walters and Chadwick 2009: 52). Headley (2004: 44) adds that these advantages can result in sports organisations having greater effects than other businesses in providing inspiration in areas such as education and health care for children, health and exercise, environmental

concern, and social/cultural enrichment. Margolis and Walsh (2003: 268) state that CSR can be used strategically to turn social problems into business benefits and opportunities.

Coalter (2007: 537) cautions that evidence for the benefits is not consistent and the processes through which sport is presumed to lead to these benefits need to be well understood. Walters and Chadwick (2009: 51) propose that the idea of CSR is good for sports clubs because most of them have understood the concept that strong relations with a club's local community are essential for any sports organisation. The authors also state that the successful application of corporate citizenship initiatives can convey a range of benefits for football clubs. Such benefits include the development of long-term loyalty, legitimacy, trust, and brand equity, which can contribute to the development of competitive advantage and improvement of financial performance. Walters and Panton (2014: 20) explain that employing CSR in football clubs must show visible or physical evidence to encourage further activities. Examples of CSR in Scottish Premier League clubs demonstrate that effective application of CSR policies by football clubs can offer many benefits to the donors and stakeholders. It may be that some football clubs have started a paradigm shift by inverting Carroll's pyramid and putting philanthropy at the base of their organisation (Figure 2.5).

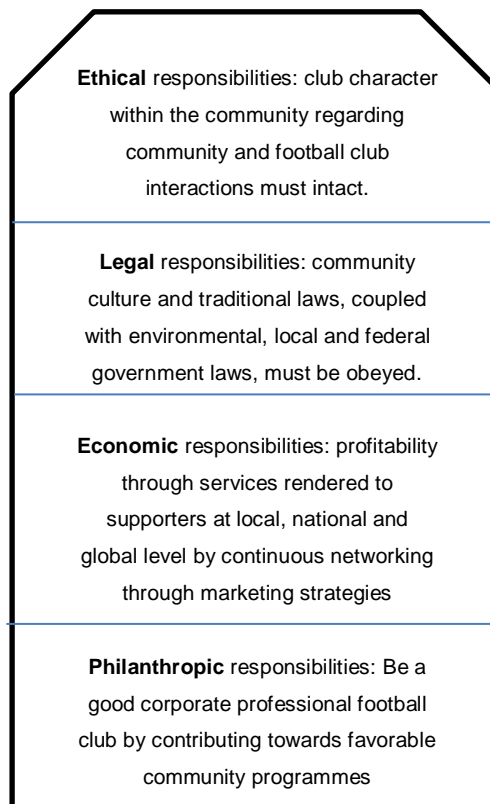


Figure 2.5: The Pyramid of Corporate Social Relationship
Source: Adapted from Wagner-Tsukamoto (2015: 9).

PPFCs are expected to be philanthropic within and beyond the community in which they situated by organising community programmes (e.g. campaigns on HIV/AIDS) that will benefit the environment (e.g. sponsorship of education) and profit the club. Ethical responsibilities mean that the club must be able to develop a cordial relationship with the community through regular communication. In the area of ethical issues, PPFCs must respect community culture and tradition (legal responsibilities) and present individuals or groups of professionals of decent character and acceptable interactions. Thus, all programmes, interactions, and relationships channeled towards the community must be rewardable (e.g. more people to watch games and buy club products). The reality is that many football clubs have been run as not-for-profit organisations by their owners (Deloitte Football Money League 2010: 2). It is obvious that if any professional club wants to be nationally or globally identified, CSR should be strategically considered because it is an efficient way of marketing the club's business.

2.12 BRIEF HISTORY OF FOOTBALL AND FOOTBALL BRANDING

2.12.1 Origin

According to FIFA (Fédération Internationale de Football Association [FIFA] 2016: 1), the modern-day history of the world's favourite game extends for more than 100 years. The story began in 1863 in England, when the Football Association in England was formed as the sport's first governing body. The very earliest form of the game for which there is scientific evidence was an exercise from a military manual dating back to the second and third centuries BC in China and was called Tsu' Chu. It consisted of kicking a leather ball filled with feathers and hair through an opening measuring 30-40cm in width, into a small net fixed onto long bamboo canes. Another form of the game originating in the Far East was the Japanese Kemari, which began some 500-600 years later which is a sport lacking the competitive element of Tsu' Chu with no struggle for possession involved. The game remained popular for 700-800 years and was later taken to Britain by the Romans.

FIFA (2016: 2) states that in England, Richard Mulcaster, the great pedagogue, and head of the famous London schools of Merchant Taylors and St. Paul, provided good support for the sport. He pointed out that the game, even though it needed some refinement, had positive educational value as it promoted health and strength. Playing the game of football then resulted in resentment because it disturbed the public peace and was banned for 300 years until the ban was lifted at first unofficially and ultimately with the formal consent of the Football Association on a small scale. There was scarcely any progress at all in the development of football for hundreds of years. Later, the rules of football were established in 1863 and the size and weight of the ball were standardised. A match was arranged between London and Sheffield in 1866 as the first encounter and the duration was prearranged as 90 minutes. Football has flourished for over a thousand years in diverse rudimentary forms, in the very region which we describe as its home, Britain.

2.12.2 Growth

According to FIFA (2016: 2), in the 19th century, a new attitude was developed towards football. Games became an integral part of the school curriculum and participation in football became compulsory. In 1863 developments reached a climax with a decisive meeting with 11 London clubs and schools' representatives at the Freemason's Tavern and a set of fundamental rules were made which were acceptable to all parties, to govern the matches played among them. This meeting marked the birth of the Football Association which started with 50 member clubs. The first football competition in the world, the FA Cup, was

established in 1872 and by 1888 the first league championship was underway. The first international game was played in 1872 and was contested by England and Scotland. The first moves towards professionalism came in 1879 when Darwin, a small Lancashire club, twice drew against the invincible Old Etonians in the FA Cup, before the famous team of London amateurs finally won at the third attempt. Two Darwin players, the Scots John Love and Fergus Suter are reported as being the first players ever to receive remuneration for their football talent. This practice grew rapidly, and the FA found itself obliged to legalize professionalism as early as 1885. This development predated the formation of any national association outside of Great Britain (namely, in the Netherlands and Denmark) by exactly four years (FIFA 2016: 2).

The next countries to form football associations after the Netherlands and Denmark in 1889 were New Zealand (1891), Argentina (1893), Chile (1895), Switzerland, Belgium (1895), Italy (1898), Germany, Uruguay (both in 1900), Hungary (1901) and Finland (1907). FIFA was founded in Paris in May 1904 with seven founding members (France, Belgium, Denmark, Netherlands, Spain, Sweden, and Switzerland). The German Football Federation cabled its intention to join on the same day. By 1912, 21 national associations were affiliated to the FIFA. By 1925, the number had increased to 36, while in 1930 – the year of the first World Cup – it was 41 members. Between 1937 and 1938, the modern-day Laws of the Game were set out by future FIFA President Stanley Rous. He took the original Laws, written in 1886 and subject subsequently to piecemeal alterations, and drafted them in a rational order. By the late 1930s, there were 51 FIFA members. In 1950, after the interval caused by the Second World War, that number had reached 73. Over the next half-century, football's popularity continued to attract new devotees and at the end of the 2007 FIFA Congress, FIFA had 208 members in every part of the world (FIFA 2016: 4).

2.13 PROFESSIONAL FOOTBALL AS A BUSINESS ORGANISATION

Peeters and Szymanski (2014: 2) state that professional football is a business that involves investment in players, stadiums, customer service, and community and a return from ticket prices, merchandise, sponsorship, and broadcast rights. The journey of professional football officially started in England in 1885, and while technology has changed, the fundamentals of the business model of football remain the same. Clubs take a lot of risks in spending a great amount of money in hiring players with the expectation of success in competition – league, and cup – which in the other way attracts fans and supporters. Clubs that are successful grow by improving the quality of their team and by enlarging their stadiums.

Those teams that are unsuccessful risk financial failure as revenues fail to match promised expenditures.

According to Dogan (2015: 6), modern-day professional football clubs in most countries are tagged as established business organisations and business newspapers have sports pages that confirm football practices as being business-oriented organisations. Morrow and Howieson (2014: 3) report that several professional football clubs have now become complex businesses. It is further expressed by (Relvas *et al.* 2010: 166) that professional football clubs are involved in the act of performing, entertaining, and gaining financial profit while in business. Kranbbsenbos (2013: 2) mentions that long-time expansive economic development in the football industry using marketing strategies always results in organisational excellence.

Similarly, Bourke (2003: 399) and Vaeyens, Philippaerts, and Malina (2005: 1003) observe that interest from the public connected with the commercial environment within the game has propelled professional football clubs to operate as service-oriented organisations in areas of performance, entertainment and financial profit within the business sector. One would assume that with marketing activities professional football clubs would attain greater profits but the extent to which marketing is used to achieve financial profit is still uncertain. Buhler (2006: 25) indicates that the reason why clubs relate to business is because of the involvement of business-oriented people and an increase in marketing-minded staff operates football in a business manner. In addition, Cooper, and Joyce (2013: 108) clearly state that the financial features of football clubs are essential in order to achieve success on the field of play. Buhler (2006: 26) explains that due to numerous dealings with stakeholders and having the mandate to satisfy consumers with the available products (players), football clubs are linked to other business organisations.

Szymanski (2016: 16) states that the pattern of success and failure can be accounted for by the nature of the competitive system. Two essential facts affect football markets: firstly, you need money to buy talent. Understanding that there are many buyers and sellers and the performance of players is constantly observed in order to get the best – the football labour market more closely resembles the standard of perfect competition than does the regular labour market models where there are symmetric information and market failure. Secondly, failure in competition leads to falling revenues because fans follow success. The

comparative efficiency of these two markets can be demonstrated using audited accounting data from English football.

Rohde and Breuer (2016: 244) state that in the late 19th century most football clubs converted into joint-stock companies. Local and national businesspeople, companies and sports investors have since been able to acquire shares in English football clubs. Stock exchanges experienced a boom of English football clubs going public in the 1990s though most public listings were not successful, and the period of listing was followed by a period of de-listing in the 2000s (Leach and Szymanski 2015: 65). Rohde and Breuer (2016: 247) state that the largest shareholders of clubs with distributed ownership are estimated to have a net wealth of \$0.06b at their disposal. This compares to \$3.2b by domestic majority investors and \$5.1b by foreign majority owners. The relative wages of players in foreign majority-owned teams are estimated to be only 7% of their owners' personal net wealth – one-fifth of that of domestic majority owners (35%) and a small fraction of clubs with minority owners (102%). These figures clearly show supreme resources in the form of private net wealth by foreign owners which benefit clubs in the overinvestment environment of European professional football. Foreign owners also seem to be less bound to budget constraints than domestic owners.

The labour migration of players from Brazil to other elite football nations around the world has had a significant impact on the business aspect of the game there, with sign-on fees, transfer fees, players' salaries, and bonuses leaving clubs in Brazil in huge debt with the government. To solve this problem, the government of Brazil created a national lottery business called TIMEMANIA which is the biggest lottery in Brazil. The aim was to assist clubs to pay the debt owed to the government and to assist their football operations. This business provides clubs with 22% of the lottery revenue which has assisted clubs to pay back the debt they owe the government and to be able to stay in existence and survive (Mezzadri, Maoski and Donha 2016: 215).

Szymanski (2016: 18) reveals that owners of American teams are often categorised as profit-maximisers because they view professional football as a business for making money. In most of the world and especially in Europe, football clubs have been noted to be win maximisers because they spend a lot on the success of the team in order to break even. Some clubs in Europe notably Barcelona and Real Madrid in Spain and most of the clubs in the Bundesliga operate more like a business organisation through membership associations

that elect the management board. In England, clubs operate as limited liability companies with shareholders, and the Americans have started to buy up clubs (e.g. the Glazer family at Manchester United have taken a lot of money out of the club).

Frydenberg, Dezotti, and Carrono (2016: 229) state that in Argentina commercialisation of football began in the 1920s and gave birth to professionalisation which started in 1931. Television stations began showing football matches in the 1950s although this affected the quality and quantity sales of football products which suffered a huge set back in the 1970s and 1980s. During this time there were doubts as to whether the television rights would negatively affect stadium capacity but fortunately, it was resolved, and television was incorporated into the football business. The president of the Argentina Football Association (AFA) signed a business contract with Carlos Avila (owner of Torneos Competencies) for television rights to empower the football business in Argentina.

In an interview with Jessica Motaung, as recorded by Modise (2015: 1), the brand manager for Kaizers Chiefs FC stated that the club did not just spring up, that certain steps were taken that made the club to be where it is today. Jessica stated the following:

When I came in, I decided to build a strong marketing team, and make sure that we keep in touch with innovation, new technologies, and the right partners. I think we've also had great partnerships through Vodacom, Nike, and Hollard. We choose partners who understand our vision, the long-term investment, and where we're going but also, changing the game. It's been very important for us as a club, not to focus purely on sponsorships alone but much partnership which eventually translates into business initiatives. For example, with Hollard, it started as a joint venture, then went into them sponsoring the sleeve but we are out there actively selling Kaizer Chief's funeral and legal policies. Also, with Vodacom, it started as sponsorship and now we have the Kaizer Chiefs sim card. You can, go out and have your Kaizer Chiefs mobile starter pack. Regarding, Nike, the business is there in terms of the replica as others, so the model is very different for us. We have other sponsors who are part of the fold (Modise 2015: 1).

The above confirmation of the way professional football clubs do business in Europe, America, and South Africa show that clubs will not be able to survive without the knowledge of business in their organisation.

2.14 TRANSFORMATION OF POTENTIAL PROFESSIONAL FOOTBALL CLUBS' BUSINESS THROUGH MARKETING

European football has become an important research topic in international business and administration (Hamil and Chadwick 2010: 26). Despite these currently challenging economic times, there is a persistent revenue growth in European football, which illustrates the constant loyalty of supporters and the persistent appeal of football to sponsors and broadcasters (Deloitte Football Money League, 2010: 5). Football has however experienced dramatic changes and turn-over in the last 18 years, with indications that the global game is now worth \$12 billion per annum while commentators suggest the industry grew by up to 25% during the same period (Chadwick and Arthur 2008: 3). The use of marketing in European Football has yielded tremendous benefits in football clubs that are truly run as business organisations.

The Deloitte Football Money League (2016: 1) reveals that the Real Madrid Football Club has been leading the Deloitte money league club analysis for 11 years. The team generated €577m in the 2014/15 season which has been sustained by growth through commercial revenue. Matchday income has been experiencing a massive increase, and the planned redevelopment of the team will continue to grow in the coming years due to the way marketing is being positioned for club success. Relatively, FC Barcelona's on-pitch achievements in the 2014/15 season have transformed into financial success, with revenue growth in all areas of the business. This has helped the club to be financially positioned above Manchester United into second place, with revenues of €560.8m. It is still not certain if the professional football clubs in KwaZulu-Natal province and South Africa in its entirety have been applying marketing in their club business in order to achieve this level.

Football is a multi-billion-pound industry driven by the marketing of its products (e.g. players' and club). Consumer retention targets have placed increasing importance on football organisations to develop their relationships with fans, spectators, and supporters. The emergence of digital platforms has provided football organisations with the tools to reach a range of stakeholders (shareholders, sponsors, and patrons) on a local and global scale. The English Premier League has led the way in applying marketing to football matters through related products and promoting growth. Understanding how this growth has been achieved in an unsettled economic environment makes this an ideal context for the study of marketing (United College of Football Business 2016: 1).

The Annual Revenue of Football Finance (2015: 8) expresses the cumulative revenues of the 'big five' European leagues (i.e. England, Germany, Italy, Spain, and France) which rose by 15% to €11.3 billion in 2013/14. All the five leagues reported revenues for the third successive year driving the total European football market to over €20 billion. Premier League clubs' broadcast revenues were worth €171m more than the total revenues of that of La Liga €405m Serie A clubs and €606m higher than Ligue 1. Bundesliga revenue increased by 13% (€257m), consolidating second place among the 'big five' leagues. La Liga clubs collectively grew revenue by €65m (3%) in 2013/14. A marginal €22m (1%) increase in total revenue for Serie A clubs in 2013/14 masked significant movements in the financial performance of Italy's clubs. Total revenue for Ligue 1 grew by €201m (15%), which was led by PSG's revenue growth of €75m. The total revenue from sponsorship and other commercial sources rose by €223m (42%) and this was driven by the commercial revenues of PSG and Monaco. Several leagues have entered into longer-term arrangements with broadcast partners to support the development of competitions and to provide more financial certainty for clubs through the use of marketing.

2.15 STRATEGIC PRINCIPLES FOR MARKETING FOOTBALL PRODUCTS

Strategic management is defined as a means employed by an organisation to determine its strategic path and maintain its plan to achieve its strategy (Kartakoullis *et al.* 2013: 1). Planning is normally regarded as prospective thinking that anticipates future actions. Marketing philosophy is grounded in satisfying customers' current and prospective needs, attitudes, and expectations. Since the earliest times, humans have strived to satisfy their material needs like food, clothes, and shelter. Therefore, marketing is considered to be one of the oldest sciences known to humankind, but in modern marketing, it does not only satisfy the consumers material needs and desires, but stretches to address social and psychological needs as well, and to be applied in the whole lifecycle of products, services, policies, sports, and tourism whether locally or internationally (Al-Khaldi 2016: 2).

Strategic planning deals with the systematic process of collecting information based on the larger picture and using it to establish a long-term direction. Such direction is translated into specific goals, objectives, and actions. It combines innovative thinking as a key element of modern strategy, with objective analysis and subjective evaluation of goals and priorities (Bresciani, Thrassou and Vrontis 2011: 199) to map out a future sequence of action. According to Business Queensland (2019: 1) "A good marketing strategy helps you define

your vision, mission, and business goals, and outlines the steps you need to take to achieve these goals”.

One of the functions of a marketing manager is to investigate and disclose the consumers' needs and the implicit and explicit desires of the different social classes involve, whether locally or internationally, for them to be appropriately and timely satisfied. In doing this perfectly, the marketing mix must be employed as a business tool engaged by organisations in order to enable them to thrive in a globally competitive environment (Kwon 2011: 5). The precise plan must be a clear statement with goals and objectives and with a clear strategy for the set goals to be achieved. To perform this efficiently and effectively, the planning phase must consider both the company's complexity and its relevant environment. Strategic planning places emphasis on long-term business objectives and the development and execution of these plans designed to reach those stated objectives (Kartakoullis *et al.* 2013: 3). The reality is that all plans should be organised along with the strategic objectives and outcomes.

In reference to the above statements, in the past six decades, the Manchester United football club (called the MU or Red Devils) has undertaken countless tours as a major part of their strategic plans. These strategies have resulted in the football club being ranked as the most successful English Premier League team. The MU organise international tours over the summer in markets such as Asia and South Africa to grow its fan base outside England. This strategy has broadened the team's supporting base and appeal for potential sponsors. The U.S. based Major League Soccer clubs started copying this promotional strategy about a decade ago, when David Beckham, then the game's biggest draw, joined the Los Angeles Galaxy. His signing gave Galaxy football club international credibility. The club took a lesson from MU on how to establish a global footprint by taking pre-season tours (Gianatasio 2015: 1).

Gianatasio (2015: 1) noted that the Galaxy team visit to Ireland generated considerable publicity, with highlights including an audience with Irish President Michael Higgins. Great benefits in terms of reach were reaped because the goal is to create new Galaxy supporters who will follow the team via television and interactive media and thus form a wide audience for sponsor messages. International matchups are just one tactic from the MU marketing playbook. Through its storied history, the franchise has tried out numerous promotional techniques, offering lucrative lessons for other football clubs. More than a few pro teams

and leagues have adopted its strategies. It is noted that MU's marketing prowess has been a key factor in its great success, helping it become the first soccer club to achieve a value of \$1 billion and as a money-generating juggernaut; the Red Devils show no sign of dropping the ball.

The earlier an organisation gets introduced into a spectator sport, the more it will be engaged and the more value such an organisation will create over time. For an established team like MU, it grows organically across generations. The club has devised innovative ways of building engagement beyond the walls of Old Trafford Stadium; they have strengthened their links with existing fans and attracted new ones by making the club an even more valuable partner for brands. MU was an early adopter of affinity marketing approaches through branding its credit card and mobile phone. From early on they devised a strategy to make continuous use of social media in an innovative manner (Gianatasio 2015: 2).

To succeed in sports marketing, specific application of marketing principles and processes to sports products and services must be duly followed (Nufer 2011: 1). The situation surrounding professional football clubs in KZN does not show that marketing principles are followed or if market research has been embarked on to know what is needed. Al-Khaldi (2016: 3) states that market research is key in strategic planning in that it enables the organisation to identify the most appropriate marketing mix. He mentioned that the mix should consist of the right product, sold at the right price, in the right place, using the most suitable promotional techniques. Also, marketers must ensure the following: the product must have the right features – for example, it must look good and work well. The price must be right. Consumers will need to buy in large numbers to produce a healthy profit. The goods must be in the right place at the right time and making sure that the goods arrive when and where they are wanted is an important operation.

Awareness needs to be created for the public to know about the product and a specific target group needs to be aware of the existence and availability of the product through promotion. Successful promotions help a firm to spread costs over a larger output. Certain techniques need to be applied to monitor the success of marketing activity. For example, when carrying out advertising it is helpful to track consumer awareness of the adverts and their messages. Evaluation can also take the place of other aspects of the marketing mix

e.g. which distribution channels were most effective? Was the chosen price the right one? Are the consumers buying the product as expected (Business Queensland 2019: 1)?

2.16 BUSINESS TO BUSINESS MARKETING BETWEEN PROFESSIONAL FOOTBALL CLUBS

Kartakoullis *et al.* (2014: 357) state that industrial marketing is generally referred to as business-to-business (B2B) marketing which involves transformation and renewal, developing dynamic capabilities, maintaining high levels of organisational flexibility, developing learning and knowledge transfer skills and using adaptive corporate culture. Ultimately, in a constantly shape-shifting business world, with no lasting competitive advantages, the only true competitive advantage comes from businesses' ability to keep up with change when most others cannot. It was further emphasised that football clubs, irrespective of their unique characteristics, are equally affected by these conditions. At both the strategic and tactical levels, the need for evolution is becoming increasingly recognised, but confusion is still common regarding the manner and nature of change. Of equal significance is football clubs' confusion regarding fundamental strategic questions regarding the nature and conditions of competition, product identity, and target markets. An effective strategic mission declares the individuality of a business and is both inspirational and pertinent to its stakeholders.

Vrontis *et al.* (2014: 361) report that Juventus Football Club's first and foremost goal is to give fans the most satisfaction in terms of sporting results, always keeping a starring role in football and continuing the winning tradition that has recurred in the Club's 100 years of glorious history. To maintain this winning tradition, the Club has collated a code of ethics that all employees and consultants must adhere to. Employees and consultants must endorse ethics in sport and reconcile the professional and business side of football with its ethical and social role, maintaining a style of conduct in tune with the Club's tradition, together with the utmost respect towards their fans and all sports enthusiasts in general. Juventus as a company, with shares on the Stock Exchange, also declares a series of duties towards its shareholders, with whom it wishes to maintain and develop a relationship based on trust.

The significance of consumer behaviour knowledge rests on the foundation of modern marketing philosophies which recognise the consumer as being the focus of marketing activity. For football clubs, the implications are many and profound. Football as a product

has two characteristics that make it, on the one hand, especially 'mouldable' in the hands of marketers, and on the other especially flexible in terms of target marketing. Specifically, the football product is extremely ambiguous and intangible in terms of the value it offers to customers. Equally importantly, the target markets of the football product are multiple, as different football market segments find different values in the same product (Thrassou *et al.* 2012: 295).

Practically, for businesses, value is supposed to be the most important measure in their strategic decision-making process. PFC executives could be effective, through the specific value-based method, in reducing the difficulty of the dilemmas. Chebbi *et al.* (2013: 267) focus on these dilemmas and indicate they have a common root: they are all associated with the choices regarding the values that need to be developed, for whom, and how. To make the choice, businesses have a tripod of functions to perform within their strategic marketing processes. Firstly, they need to identify the internal and, more importantly, external stakeholders of their potential value propositions. Secondly, they should undertake research that will relate weighted value manifestations with individual stakeholder segments. Lastly, they need to develop those capabilities needed towards the production of the values found to be most significant.

Vrontis *et al.* (2014: 362) stated that when considering the spectator sport product, the term 'fan' is a regularly utilised third term that is used in place of the term's 'customer' and/or 'consumer'. Specifically, the word 'fan' is often used to describe a person who attends a sporting event. While in many instances it is true, fans attend games, but an individual is not required to be a fan to attend or purchase the ticket product. To develop a framework for segmenting Business to Business (B2B) and Business to Consumers (B2C) markets for season tickets, a general examination of the definitions of these three terms is appropriate. First, a consumer is a person who uses a product or service while a customer is an individual or entity that purchases a product or service (Merriam-Webster 2014: 1).

Lardo *et al.* (2016: 4) state that football clubs gain financial benefits through the collective negotiation of some resources and suggest that there are three types of professional football clubs: the efficient (they rarely buy or sell the players and use competition strategies sparingly), the merchandisers (they strongly benefit from merchandising) and the competitors (they earn great sums and have access to top players). This study also emphasises the role that football leagues have in optimising primary management

resources, such as, for example, television rights. Vernhet, Augé, and Fernandez (2011: 459) have pointed out that strategies of co-opetition can be implemented through the mediation of leagues, which act as club intermediaries.

Managing relationships with customers and other interest groups have become the core of marketing. In the age of globalisation, competition is increasing. With product and service, quality is becoming a common standard in many industries and is no longer a major source of competitive advantage, and organisations are adopting a CRM approach as a means of differentiating themselves. CRM is a strategic orientation assuming that the customer prefers an on-going relationship with one organisation rather than changing organisations all the time. Based on this assumption, and because it is less expensive to retain satisfied customers rather than to attract new ones, marketers focus on building and keeping groups of profitable loyal customers by moving into long term mutually beneficial relationships (Sandhusen 2008: 4).

Bühler and Nufer (2015: 25) and Bruhn, Duff, and Richard (2014: 208) emphasise that transaction marketing is the satisfying of customers' needs through an exchange of goods and services and money. On the other hand, relationship marketing puts a major emphasis on close personal and long-term provider-customer relations as well on a high focus on the maintenance of existing customers rather than on the acquisition of new ones. Depending on the product sold and customers served, both relationship and transaction marketing can co-exist in a company's strategic marketing plan. Bühler and Nufer (2015: 25) proposed the definition of relationship marketing in sports as establishing and maintaining positive enduring and mutually beneficial relations between professional sporting organisations and their stakeholders. Professional sporting organisations are clubs, associations, or teams that are involved in spectators' sports on a professional level (Bühler and Nufer 2015: 51).

2.17 RELATIONSHIP BETWEEN MARKETING AND PROFESSIONAL FOOTBALL AS A BUSINESS ORGANISATION

Krabbenbos (2013: 8) emphasises that nowadays football commercialisation is mandatory for clubs to remain competitive financially. Some scholars such as Maguire and Pearton (2000: 759), Ernst and Young (2007: 1), and Relvas *et al.* (2010: 166) express that improved effort regarding entertainment and business by European football clubs have been influenced by several opportunities to earn revenues from media. Desbordes (2007: 1) further emphasise that the marketing of football is necessary, and the generation of more

revenue has become important for football clubs. Funding for sport and marketing contacts has also become the new ways of competition whereby organisation and large monetary prizes are available in Europe e.g. UEFA Champions' League (Relvas *et al.* 2010: 166). The European Union of Football Associations (UEFA) recently predicted that approximately 56% of Europe's 733 highly rated clubs generated 11.7 billion Euros from media rights, sponsorship deals, sales on tickets, and commercials (Kennedy 2012: 77).

2.18 THE USE OF MARKETING PRINCIPLES IN PROFESSIONAL FOOTBALL CLUBS IN EUROPE

In Europe, considering the way in which professional football club games are growing, one may say that marketing has a strong impact on the success of certain football clubs. For example, the success of Real Madrid of Spain, which seems to have been a model football club over the ages, may have been due to consistent use of marketing principles to re-align their annual football tournaments. Marketing principles in any professional club may be doomed if planning, structuring, and implementing is omitted. The main concern of this chapter is to explore, digest, and identify those PPFCs that are involved in the use of marketing principles to achieve excellent results.

2.18.1 Real Madrid (RM)

The use of marketing principles cannot be underestimated when it comes to professional football. A typical example is Real Madrid (RM) Football Club (FC) in Spain who uses marketing strategies to influence competitive advantages in Europe to maximise business goals. Deloitte (2019: 7) reports that RM is now the first club to generate more than €750m and has regained their position as the highest revenue-generating club in world football, with Manchester United slipping to third. Garcia (2011: 290) states that RM is a leading representative of the football industry in Europe and is most popular with customers due to their innovation in terms of marketing and resource management. One can assume that RM is known for a high-priced product, varied distribution system, new promotion innovations, high quality, different, and emotional in style. The integration and alignment of the different company approach into the general corporate strategy provide a unique direction and scope for the organisation which helps it to gain an advantage in a constantly changing environment (Johnson *et al.* 2011: 23).

According to Thrassou, Vrontis and McDonald (2009: 380), steps in a marketing plan can be universally applicable but the degree to which each of the separate steps is formalised depends to a large extent on the size and nature of the company. However, in some diversified companies, it is usually not possible for top management to have greater functional knowledge and expertise than junior management henceforth planning tends to be more formalised in order to provide a consistent discipline for those who must make the decisions throughout the organisation. Moreover, formalised planning procedures can generally result in greater profitability and stability in the long term and helps to reduce friction and operational difficulties within organisations.

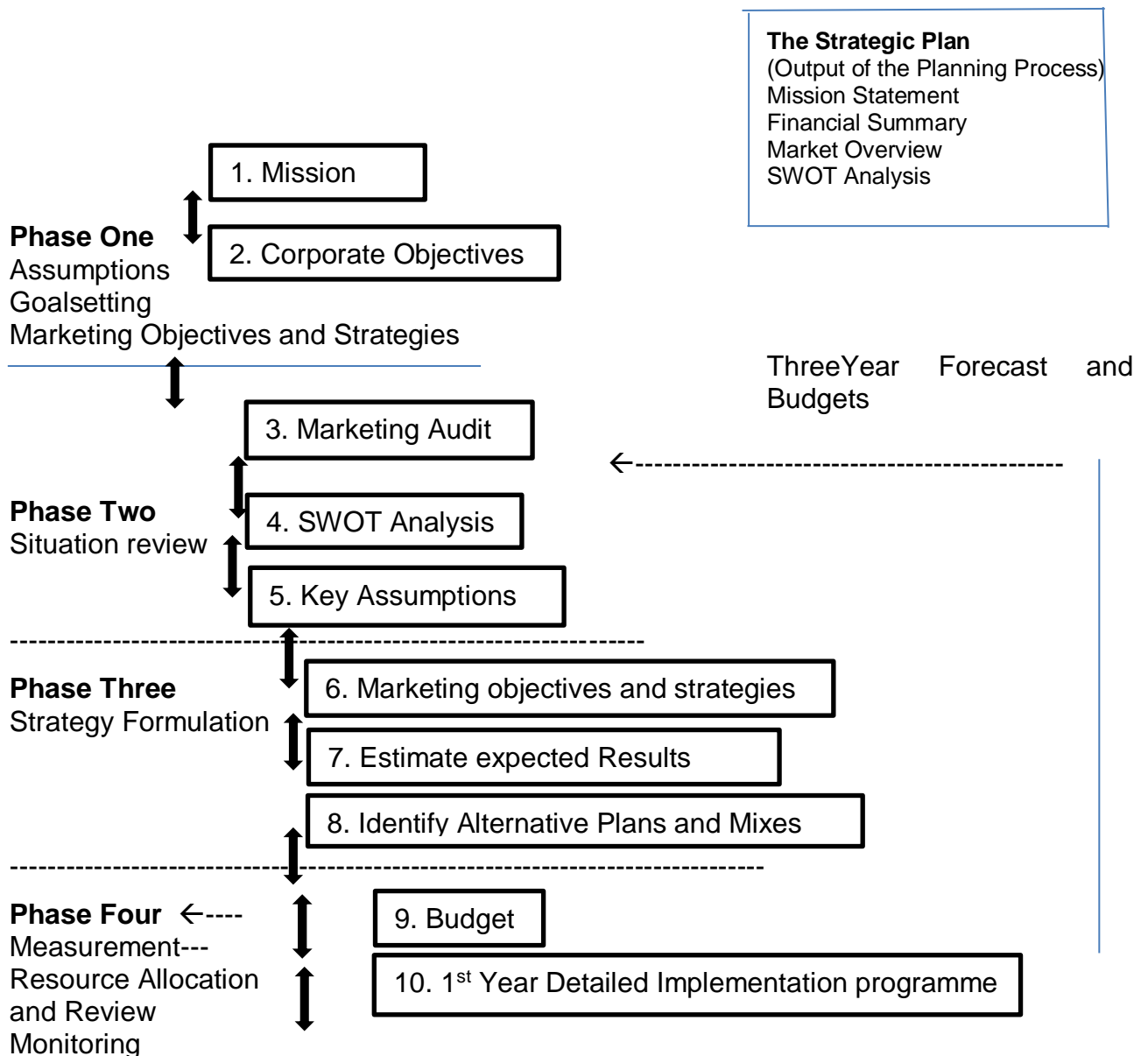


Figure 2.6: McDonald strategic planning process adopted by Real Madrid FC
Source: Adapted from Thrassou, Vrontis, and McDonald (2009: 380).

As laid out in Figure 2.6, the RM FC operates with the strategic planning process involving four phases:

- Phase One – goal setting: Mission and corporate mission of the club, for example, what the club stands for and what they intend to achieve.
- Phase Two: Situation review. This occurs in terms of marketing audit, SWOT analysis, and key assumptions of the club. For example, observation of the present situation of the club in areas of strength and weaknesses, in respect of what should be done (expectations), what the club stands for (present status), and what the club is not expected to fall for.
- Phase Three: Strategy formulation. Along with marketing objectives and strategy, it estimates expected results and identifies alternative plans.
- Phase Four: Resource allocation and monitoring. The first-year budget with a detailed implementation programme, which simultaneously, outlines and connects with other prospective year programmes. For example, the allocation of resources needed to achieve those plans and the ways to use these resources for the improvement of results.

It has been noted that the use of the traditional marketing mix is one of the principles that RM FC applies to gain a competitive advantage over competitors. Kotler and Armstrong (2012: 75) express that the marketing mix serves as a set of tactical marketing tools that a firm can combine to produce and satisfy the needs and wants in the target market. It also consists of all that the firm can do to influence the demand for its product. It is evident from the activities of RM FC of Spain that the use of the traditional marketing mixes i.e. the 4ps (product, price, place, and promotion) is used to deliver value to their customers. This implies that marketing programmes, spectators, and supporters can be used to support the organisation (football club) to achieve stated objectives. However, other specific marketing strategies used by RM FC are less emphasised, such as service marketing or branding. Figure 2.7 illustrates the 4Ps.

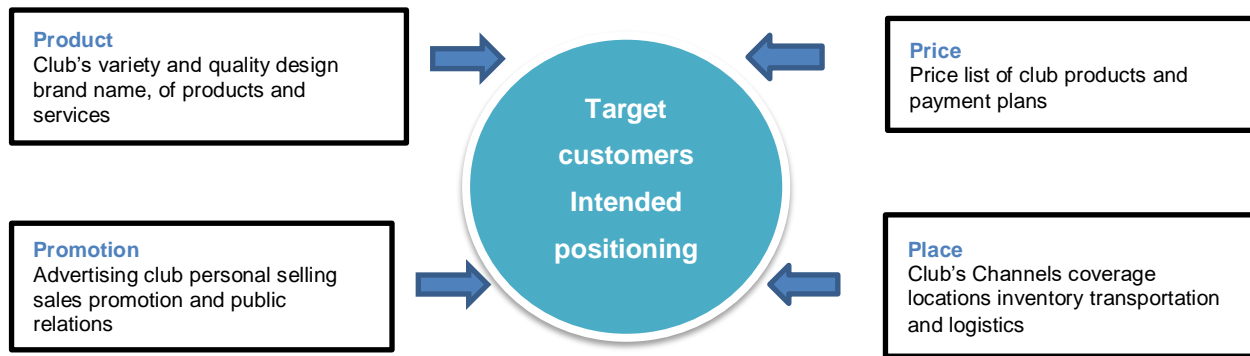


Figure 2.7: Kotler and Armstrong developing an integrated marketing mix

Source: Adapted from Kotler and Armstrong (2012: 76).

Figure 2.7 explains that the club's intended positioning in the hearts of target customers is vital and can be linked to the traditional marketing mix used by Real Madrid FC. Club product determines that various goods must be supplied with good designs and quality associated with a brand name, and such goods are to be delivered in good condition (services). The price list of such products and the way payment must be made are stated in the medium that advertises such goods and method of delivery must be made known to the consumers. The promotion of club products through specified media must always be connected to the club's mission statement to interact with the public for the enhancement of brand satisfaction. Lastly, the stated goals must be strategic for club achievement.

RM FC applies the marketing mix as follows:

- Price – value-based, emotional, quality, and differentiation.
- Product – using the Boston matrix, relative market share, and industry growth rate.
- Place – online ticket sales, online official store, stadium's ticket office, official stores/franchises, phone line selling, and international platforms.
- Promotion – no advertising, window display/stadium, social media, and mobile marketing, fan card loyalty programme (mail, letter, and magazine), sponsor and social events, international tours, Real Madrid TV channels, and players' fans activities perhaps have been the reasons for their success.

However, it is not clear whether PPFCs, specifically those in KwaZulu-Natal, use marketing in this manner. To analyse the marketing success of football brands, the conceptual framework of Customer-Based Brand Equity is often used by researchers. Hamon (2012: 4) explains that the framework is based on four dimensions: perceived quality, brand loyalty,

brand awareness, and brand association. On the side of the MU, their brand awareness is perhaps the strongest point of their strategy and is based on public relations and media. However, their brand associations are closely linked to results on the pitch whereby the club is seen as a team that always wins.

In addition to the marketing strategy used by RM FC, they also use branding. This is the main or key tool marketers use to distinguish their products from those of their competitors (Lamb, Hair, and McDaniel 2013: 169). A brand is a form of intellectual property, the central link of communication between an enterprise and its consumers. Brand equity is the value of having a recognised brand name to generate income from products (Gelb and Rangarajan 2014: 95). Branding with RM FC is understood to be a strong strategy to keep their image safe and provide a competitive advantage over competitors. According to Lee, James, and Kim (2014: 1), a brand image forms the foundation for making improved strategic marketing decisions about targeting specific market segments and positioning of the product. Branding has three main goals: product identification, repeat sales, and new product sales (Lamb *et al.* 2013: 170).

Gelb and Rangarajan (2014: 95) specify that the term 'brand equity' commonly refers to the quality that differentiates a brand from its commodity counterpart in the perceptions and feelings of customers and potential customers, thus reducing the price elasticity of goods or services that carry its name. The components under brand equity as applied by RM FC of Spain are as follows:

- Resonance – which creates a great fan base (100,000) that places them as a leading club in the world due to active participation in the market and community focus through the RM Foundation?
- Judgments – this serves as a good reputation due to the club's heritage and history as a respectable brand among competitors, with a good brand image.
- Performance – which indicates high quality and reliable products that bring in the highest revenue (football club), highest brand value (sports team), and football game merchandise hospitality?
- Salience – produces high awareness (recall and recognition) of the club in the society as a goal achiever.
- Imagery – stands for club status, nobility and success, and feelings, including displays of excitement, passion, happiness, sense of belonging to a community and satisfaction.

2.18.1 Manchester United FC

Like RM FC, Manchester United (MU) FC from England is a reputable professional football club that is known and highly esteemed in the world based on its marketing strategies. MU FC has a global brand which is the most popular in the world (Chadwick and Arthur 2008: 115). Leitão (2007: 6) states that one of the strategic guidelines of MU is aimed at improving the world recognition and valuation of their football club brand. This is reinforced through the selling of several merchandising goods with the MU's brands. Roy and Banerjee (2007: 140) explain that brand image can be defined as consumers' thoughts and feelings about a brand. Hsieh and Li (2008: 28) emphasise that a strong brand image does not generate superior brand messages of a specific brand as being above rival brands. Consequently, Burmann, Schaefer, and Maloney (2008: 158) note the importance of brand images for the behaviour of numerous target groups, saying that attention needs to be paid to the factors that are likely to influence brand images.

In the 1991/1992 football season, most football clubs failed in accomplishing the great potential of their brands, but the managers of MU transformed their merchandising through successful operations (Leitão 2007: 3). However, it is not clear if their success was based on the change of the organisational culture and the global business strategy of the club which shifted towards treating the club's supporters as consumers of goods and services associated with the football club brand (MU) (Chadwick and Arthur 2008: 118). The revenue gap between MU and its Spanish competitors RM has stretched to a level that it is difficult to foresee being bridged soon without help from exchange rate movements (Deloitte Football Money League 2010: 9). According to Hamon (2012: 3), MU is the international football club whose sports shirts/jerseys are the most frequently worn and sold on Chinese streets and arguably the most publicised in the news. The reason could be as a result of a focus on strategic marketing, on a long-term vision with the inclusion of marketing.

2.19 USE OF MARKETING PRINCIPLES BY TWO TOP PROFESSIONAL FOOTBALL CLUBS IN SOUTH AFRICA

In Africa, there is a need to check if there are clubs that are familiar with the use of marketing principles. This section takes a close look at two major South African professional football clubs in relation to marketing principles.

2.19.1 Orlando Pirates FC

This is thought to be the most popular professional football club in Africa, founded in 1937, with its base in Johannesburg. It is not clear if this PPFC uses the 4Ps or 7Ps as a marketing strategy to advance their competitive advantage as identified in European football clubs. It is not evident that Orlando Pirates FC uses more marketing strategies coupled with CSR than Kaizer Chief FC or vice versa. Although this club is not an area of study, one needs to investigate what makes it more popular than KZN PPFCs. What are the things they do in their operation that are not being done in KZN PPFCs? Superbrands (2016: 2) emphasises that the Orlando Pirates product is referred to as soccer and the service as entertainment while the club offers the “feel-good factor” to supporters all over the country and the continent. The question is: what services are rendered and in what manner are they rendered?

The club has partnered with the clothing retail company called Pep Stores to sell competitively priced branded merchandise to the public (Superbrands 2016: 2); this strategy has ensured that many populations can purchase affordable Orlando Pirates gear. However, no specific form of marketing has been identified that connects the club with consumers. It was also perceived that the club has always been about the people and that this partnership provides Pirates with an opportunity to bring legally branded products to the masses. It was stated that Orlando Pirates is also in partnership with Adidas, to design an Adidas/Orlando Pirates Heritage clothing brand that is presently marketed and sold globally, although the way this clothing is being marketed to ensure global outreach is still not identified or confirmed. Adidas was mentioned by Superbrands (2016: 2) in recognising the Pirates brand as a sustainable brand for the future. Pirates’ brand recognition and strength are questionable when placed alongside names like Real Madrid and AC Milan. The television programme “Up to the Bucs” is a programme that focuses solely on Orlando Pirates Football Club.

According to Superbrands (2016: 1), Orlando Pirates uses the media as a continental marketing strategy to expose the club to other parts of Africa. Superbrands (2016: 2) state that a monthly programme on Supersport 3 (a South African satellite channel) which is broadcast to over 50 African countries allows the club to be exposed to the wider African market and promotes the club’s brand beyond South African shores. Superbrands (2016: X) state that the “Show your Passion in Black & White” campaign created by the club is meant to cater for supporters of all ages who creatively exhibit their enthusiasm in the

colours of the club and get actively involved during the club's matches. The brand stands for: P– Performance; I– Innovation; R– Resilience; A– Accessibility; T– Togetherness; E– Elegance and S- Spirit. However, the structure of operation during which the brand was established is not presented like that of RM FC and MU FC. The Pirates brand represents the people, and therefore understands the importance of sticking to its essential values. Orlando Pirates epitomises the following: history, culture, and tradition. No wonder during their seasonal leagues and cup matches the stadium is always packed with supporters/spectators.

According to Superbrands (2016: 1), Orlando Pirates Football Club has become more than just one of the most recognisable brands in South Africa – it is ingrained in the culture of the country with an estimated 22 million supporters. It is assumed to be the most popular club in the country. According to the South African Broadcasting Corporation (SABC), Orlando Pirates is the most-watched soccer team in the country with a market share of 9.2%. The brand is so powerful today that even supporters of other teams will watch the super brand Pirates. The question is what makes the brand powerful? The issue of brand equity and brand association which stands as the pillar of every brand is still not emphasised.

2.19.2 Kaizer Chiefs FC

Kaizer Chiefs professional football club is another popular club in South Africa, established in 1970 and based in Soweto, Johannesburg (kaizerschiefs.com 2016). The team applies various marketing strategies to enhance performance through the following: funeral services, insurance cover, training, and supporters' gear. In South Africa, Kaizer Chiefs applies co-branding in its club marketing strategy, for example, co-branding with Hollard (funeral plan). This assists with club exposure and revenue as mentioned by Khobane (2014: 2).

According to Abratt and Kleyn (2012: 12), co-branding is a strategy of presenting two or more independent brands jointly on the same product or service and can also be referred to as co-marketing, joint branding, or brand alliance. Chang (2009: 955) states that the objective of adopting a co-branding strategy is to draw on the equity of the constituent brands in order to gain instant positive recognition and the value of the co-brand. The presence of the constituent brands in the co-brand strengthens the perception of greater quality that may lead to greater evaluation of the product to achieve a larger market share (Chang 2009: 956). Branding could be powerful and be highly appreciated if it is perfectly

done within the organisation or with another established organisation. The team is well connected to social mediums such as Facebook, Twitter, Google+, Instagram, and YouTube to network better with their consumers (supporters/spectators).

2.20 USE OF MARKETING PRINCIPLES IN SELECTED POTENTIAL PROFESSIONAL FOOTBALL CLUBS IN KZN SOUTH AFRICA

2.20.1 Shooting Stars Football Club and Academies

From the Shooting Stars website information (2019: 1) it is evident that the club uses marketing to accomplish the following vision: to assist in making the club be the best within the community and district and to endeavour to play an exciting brand of football and to be competitive in premier league football. There are sections where supporters can view fixtures of matches to be played, and where pictures of previous matches played can be viewed. There is also a section where the sponsor's names (RE/MAX Address, Mangrove Beach Centre, and Little Noddy) and products are popping up constantly. Junior teams and academy teams are also marketed on the site. The affiliated club (i.e. Riverside FC) junior team is marketed but the website does not display any CSR community partnership, neither does it show any section for club product marketing or mention any area that deals with the marketing mix. The club concentrates more on the performance of the teams and does not mention or show any avenue of marketing regarding how performance can be strategically used as a marketing tool. The website does not have any column that showed how strategic marketing serves as an advantage in the performance of the club.

2.20.2 Ekaya Football Club

The Ekaya football club website (2019: 1) displays information about the owner and the activities of the brand, of the club, and their football operations. The website displays a wellness package business that is not related to the marketing strategies for the competitive advantage of the club. Also, the club does not mention its football products and the names or logos of their affiliated European teams. The website does not show any picture or information that connects with football marketing either with spectators or communities (CRS), even though they do a lot, neither does the site show any sponsorship information. Part of the information in their service section is “our philosophy, direction, and vision will come from Lewis’s vast experience as a player and years of experience being involved with soccer in South Africa’s communities of various cultures and ethnic groupings which ranges from the rich, the average and the multitudes to the poorest of the poor” (2019). It also mentions soccer clinics with the pictures of the coaches involved in such soccer clinics. The

club website informed that the club concentrates on playing at tournaments and represents the South African Football Association (SAFA) as an agent to offer coaching services to local football associations. The site mentions that “EKAYA Football Club Academy has partnered with several local and worldwide organisations to make our goals achievable with limited financial resources” (2019). The vision, mission, and club culture are not stated, and football products are not displayed.

2.20.3 Riverside Football Club

The club website (Riverside FC 2019) club does not mention any basic and extensive marketing strategies to enhance competitive advantage except on social media such as Facebook, Twitter, and Google+ which are not updated as they are supposed to be. Moreover, there is virtually no evidence of any specific use of the traditional marketing mix or service marketing mix. It does not explain how the club has been either connecting with its consumers (supporters/spectators) or the communities around it. The club’s website only has two pages from the Riverside Sports website (i.e. the senior and junior column) and these pages were only dedicated to the history of the football club. Issues of marketing were mentioned in other pages of the sports club.

2.20.4 KZN Football Club and Academy

The club uses Facebook, Twitter (KZN Football Club 2019), and Google to market their players, display league results, and inform the public about the fixtures of the league or tournaments, but other club activities were not mentioned. Using Facebook, Twitter, etc. provides a channel for the club to connect with their supporters and the public (e.g. criticisms and praises). Figure 2.8 is an example of a Twitter post.



Figure 2.8: The pictures of KZN FC and academy

Source: <https://twitter.com/kznacademy?lang=en> <https://www.facebook.com/pg/www.durbanu19.co.za/posts/>

The Twitter blogs show 3,092 followers, 222 followings, 2,752 tweets, and 217 likes, and 669 posted photos and videos. On their Facebook community column they have 12,544 followers and 12, 242 total likes although there is no evidence of the rest of the marketing mix and other strategic planning to advance and expose the club through marketing to further gain competitive advantage.

2.20.5 Kloof Football Club

The Kloof Football Club (2019) has no evidence of any marketing ideas either through the website, Facebook, Twitter, or Google. The Club was established through an extension of Ekaya FC and academies and it feeds from the large umbrella of Ekaya FC. The sponsorship and marketing strategies of Kloof have benefited from Ekaya community work and the team has grown and developed to a level of having a position in a premier league.

2.20.6 Ekaya Football Club and Academies – the Ethekewini Kingdom and Youth Association

According to the information that was gathered directly from the owner of the Ethekewini Kingdom and Youth Association (Ekaya), Lewis Donnelly and his wife Thuli Donnelly, Ekaya

is a major brand name that generally promotes sports in KwaZulu-Natal. The Youth Association is well known in the province and South Africa as a brand has given birth to other brand names. The Ethekewini Kingdom and Youth Association established Ekaya FC in 2008 and now Ekaya FC has established several football clubs and academies in KZN province (e.g. Shooting Stars FC and academies, Kloof FC). That is why its mission statement is “We create Goals” as stated on their website (2019) (see Figures 2.9 to 2.12).



Figure 2.9: Ekaya group of the football club and association with professional affiliates
Source: Ekaya Collection 2018/2019



Figure 2.10: Ekaya football club and youth academy and its professional affiliates
Source: www.ekayafca.co.za; <http://riversidefc.co.za/academy/93.html>



Figure 2.11: Affiliated potential professional club coaches under Ekaya football connection with myself during the interview session

Source: Ekaya FC, Kloof FC, Riverside FC, Shooting Stars and KZN FC collection 2018



Figure 2.12: Shooting Stars FC Officials and myself at an award night after the interview

Source: Shooting Stars Collection 2018. <http://riversidefc.co.za/academy/93.html>

2.21 EXTENT OF MARKETING PRACTICES ADOPTION IN PROFESSIONAL FOOTBALL CLUBS TO ENCOURAGE COMPETITIVE ADVANTAGE

This section reveals the extent to which professional football clubs (PFCs) adopt marketing practices in order to encourage competitive advantages within and outside the organisation, and serves as a continuation of the previous section which explained the use of marketing practices by professional football clubs in Europe and South Africa. For lasting, consistent, and successful marketing practices to be adopted by PFCs, certain factors have to be defined otherwise encouraging competitive advantage through marketing practices within and outside the football organisation will be a futile effort. Moreover, the issue of football products and consumers of such products need to be identified and defined. Two prominent European football clubs using marketing practices extensively and successfully will be examined regarding how those marketing practices are consistently utilised. The PFCs selected for this study will also be examined to confirm the consistency and extent to which they use marketing practices.

2.21.1 The extent of marketing practices adoption in professional football clubs in Europe

The extent to which any professional club uses or correctly applies marketing strategies can determine their level and height of success. PFCs, especially in Europe, seem to have a good idea and experience of the applicability of marketing strategies. One of the main strategies noted is that PFCs in Europe use branding associations. PFC such as RM FC and MU FC use other strategic planning tools as well for gaining competitive advantage, for example, Ansoff's opportunity matrix, the Boston consulting group model, and product strategies (Lamb, Hair and McDaniel 2013: 17).

A brand, as defined by Kotler and Armstrong (2012: 255), basically signifies a name, term, sign, symbol, or design, or a combination of these, intended to identify the goods (products) or services of one seller or group of sellers and to distinguish them from those of competitors. In discussing a brand, several things need to be considered for it to be successful in the market. For example, the brand value which has to do with the total value of the brand as a separate asset; brand strength i.e. the brand's ability to improve the strength of attachment of consumer to the brand and brand image which describes the consumers' associations and beliefs about the brand (Wang and Tzeng 2012: 5602; Powers 2012: 7). Kotler (2008: 13) states that a brand should have physical specificities and qualities, i.e. a 'physique'. It combines either salient objective features or emerging ones.

In order to master the dynamics of a competitive environment, a brand should be constantly willing to change pre-emptively in responding to its competitors based on consumer preferences and fluctuations. An element for developing a brand's identity, brand salience, determines the level of customer awareness of the brand. However, a brand must meet the expected needs of customers (supporters/fans) to keep the customers glued to the brand. Powers's (2012: 1) strategic complete planning, implementation, and control process emphasises that through perceptual association brand salience can ascertain that customers know which of their needs the brand is designed to satisfy and how this connects to their own lives.

In terms of RM FC brand salience, it is evident that the brand has exclusive ability to endorse the team's message as a collective entity to its global consumer audience. Enhancing brand salience could characteristically be improved through traditional or digital media sources, community engagement, and communications, and public relations (Powers 2012: 18). It is observed that effective development of brand salience, through coordinated marketing campaigns or media platforms, can empower the growth of brand awareness among the fan base globally, and eventually augment the general strength of the brand.

2.21.2 Real Madrid

According to Powers (2012: 6), RM is the most lucrative brand in all sports clubs in terms of global brand salience. They capitalise on the passionate support of audiences for the beautiful game around the globe which makes them a super successful team. Powers (2012: 8) observes that incorporating an effective brand equity strategy can leverage a firm's core competencies and couple them with the firm's ability to develop internal brand identity efforts and entirely integrate them into subsequent marketing campaigns and marketing mix strategies.

Powers (2012: 14) states that a gradual transformation develops a strong brand, for example when a brand is perpetually redefined and reinvented, not just as a sports product, but as a fan-centric brand. Brand transformation improves the potential for fan engagement and differentiates sports products from immediate competitors and extends the durability of the product's life by reaffirming the dynamic principles governing traditional branding to consumers (Powers 2012: 14). Powers (2012: 14) further states that the city of Madrid's captivation with RM has broadened the breadth of its domestic focus to the global

marketplace. However, the club's commercial spread is principally unaffected by other league competitors irrespective of maximum brand awareness all through the country (Powers 2012: 19).

Real Madrid is estimated to have 300 million global fans, second only to MU's 330 million (Ozanian 2011: 1). It is noted that stronger media markets usually produce stronger brands and franchises. The club president Florentino Perez's transformation of the club into a global commercial enterprise has been used to solidify its international brand salience. This was done by showcasing the imagery and performance of the brand to an emotional audience through digital and traditional media, marketing campaigns, and social initiatives (Powers 2012: 19). The implementation of public relations media such as the club's website, Real Madrid TV (RMTV), targeted publications and community engagement programmes at national and international levels have facilitated the club's transition to a global brand.

RealMadrid.com has become one of the most prominent global sports brand websites and it serves as a primary vehicle for digital marketing. It is available to the public in Spanish, English, Arabic, Japanese, and Indonesian. RM is the only club that offers original content in over three different languages (Fazack 2019: 1). Accessible from any broadband device, the worldwide nature of the club's brand provides immediate access to information for the supporters wherever they want it. The online social presence as of 2011 attracts an average of 15 million unique users every month during the season, for a total of 93 million visitors in 2011, up 93.8% from the 48 million in 2010 (Real Madrid 2011: 2). At a total of 271.6 million page views, 60% of which came from outside Spain, RealMadrid.com is the second most visited club site, behind only Manchester United (Garcia 2011: 284).

Their mobile content, through Telefonica, incorporates the club's brand through mobile applications, text messages, and RSS services through the provision of a mobile compatible website and electronic newsletter. Downloads of the club's affiliated content have surpassed 450,000 (Real Madrid 2011: 2). The sponsorship agreements with STC and Samsung in the Middle East and European Union have invoked recent exploitation of mobile marketing technology and establish the club as the greatest global presence in mobile content distribution (Real Madrid 2010: 1). As of August 2017, Madrid had attracted 100 million followers on Facebook (The Local 2019: 1). As an innovator in digital branding strategies, RM's salience is acutely targeted through traditional media under RMTV and various trade publications (Garcia 2011: 1).

Incorporated programming with prestigious international platforms such as Al Jazeera, Portugal Telecom, and Digital Plus, has broadened RMTV's distribution capabilities to 90 countries and beyond with access to more than 20 million households (Real Madrid 2010: 2). The club is the only soccer club channel in the world that manages two versions (national and international). RM's brand is on show 24 hours a day and is a strategic tool for content management and is an example of how other organisations can influence their public in a way that does not involve media manipulation and creates an atmosphere of exclusivity between itself and its fans (Garcia 2011: 1). Before the beginning of every league campaign, the club embarks on a preseason tour to prioritised market locations to promote the internationalisation of the club. Recent tours included exhibition matches in Ireland, Canada, the USA, Germany, and Indonesia. As a socially conscious organisation the RM Foundation has established schools, camps, and outreach programmes in more than 33 nations. Through integration of community enrichment with technology advances and propagation of various media delivery platforms, RM has been able to mass market its brand through a range of services to a global audience (Deloitte 2011: 9).

2.21.3 Manchester United

According to McMahon (2018: 1), MU has around 37 million fans/supporters on their Facebook page in South America and the club is in the city of Manchester with a population is 430,818. Hamon (2012: 2) reports that MU is a medium-sized enterprise composed of almost 600 employees with an annual turnover of approximately £300 million. The club is a service firm that operates in a triad format (three members) in each country where it has a formal presence.

Thomsen and Zielke (2013: 18) point out that languages available on the club's homepage are English, French, Spanish, Arabic, Chinese, Japanese, and South Korean and the website and social media have grown 40% per year in the last five years. According to Hamon (2012: 2), considering MU supremacy, it is a community of "fandom" which consists of 333 million supporters/fans (including more than 190 million in Asia) with 200 branches of MU supporter clubs in 24 countries.

MU is the world's second-biggest football club when it comes to brand value. Part of their strategy has been to increase its brand interest by opening stores in Singapore, Macau, Thailand, and India. The biggest sponsors in MU presently are AON and Nike and the club

has been transformed from a national to international standard (Thomsen and Zielke 2013: 18). Chevrolet took over from as the lead sponsors for almost six years now (Statista 2019: 1). Hamon (2012: 19) states that their TV channel MUTV is received by 190 million homes worldwide. The MU mobile application is available in more than 16 countries including Bulgaria and Bangladesh. MU has also developed partnerships with 20 global partners such as Nike, AON, Audi, and DHL paying £110million for affiliation with the club according to Footy Headlines (2018: 1). The MU Foundation has been established as a CSR initiative of the brand which serves as a new battleground for competition for sports brands (Rouvrais-Charron and Kim 2009: 257).

2.21.4 A brief history of the journey towards professionalism for the selected teams

Five teams (Shooting Stars FC, KZN FC, Ekaya FC, Kloof FC, and Riverside FC) have allied for competitive advantage purposes, adopting a joint approach to coaching, administration, sponsorship, management, agency, and recruitment to face the challenges on their journey to professional status, since it is very difficult to operate alone due to inadequacy of facilities, equipment, sponsors, and lack of managerial resources. Shooting Stars and Ekaya soccer academies have been strong, therefore, the KZN FC and Ekaya FC and Shooting Stars FC decided to affiliate with them. Over the past ten years, the Shooting Stars and Ekaya Soccer Academies have been working together to form a formidable foundation that will sustain the structure towards their professional football goals. The journey or path that established this collaboration or partnership has three strong sponsorship pillars, namely, RE/MAX Address, Little Noddy pre-school, and Mangrove Beach Shopping Complex, all situated in Durban, KwaZulu-Natal.

The technical backbone of Ekaya and Shooting Stars Soccer academies and clubs have been Lewis Donnelly (Technical Director and Partner), who takes responsibility for technical matters and provides technical solutions for every possible technical problem. He oversees the recruitment of players and coaches through his grass-root contacts in KwaZulu-Natal and South Africa. Lewis is highly respected in KZN and South Africa and has vast experience of coaching at the grassroots level across both genders and has won many trophies and medals. Donnelly is a legend and a specialist in the area of discovering, recruiting, developing, packaging, and marketing players with a remarkable track record that all the affiliates are benefitting from.

2.22 THE HISTORY OF POTENTIAL PROFESSIONAL FOOTBALL CLUB IN KZN

This section explains the history of all the selected clubs and their activities and tells us about their vision and mission statement and what they stand for in sports.

2.22.1 Riverside Football Club



Riverside FC is a football club that plays in the Durban Central Football Premier League. The Club is based at Riverside Sports Centre in Durban North. At the outset, the club affiliated to the Natal FA and was obliged to enter the lowest league. The club gradually worked its way up through the leagues. In 1983 nine Divisions played in Division 1. At the 1983 AGM Mr. Martin Kleyn, a charismatic Durban attorney, was appointed Chairperson and the club subs were set at R20 – no player to be registered until his/her subs had been played in full! Furthermore, all players had to provide their white shorts and GOB socks (Riverside, 2019).

At the 1988 AGM Mr. Richard Pearton, a Durban attorney of note, was appointed as Chairperson, and he and Tony Barratt were thanked for their efforts in securing sponsorship from Pelican Systems. At the 1990 AGM Mark Willis was elected onto the committee and immediately suggested the club go on tour as he was of the view that it would be good for club spirit. The club had reached new heights under the management of Trevor Mussell and the squad comprised players such as Graham Kerr, Grant Coetzee, John Green, Eddie Stevens, Ryan Best, Graham Carter, Dennis Kruse, Kurt Stander, Mark Dykman, Ross Butterfield, Mark Colborn, Kenny Knowles, and Mike Marincowitz. At the 1991 AGM Chairperson Geoff Phillips reported on the “unity” meetings that had taken place during the year. By this stage, the club had 64 registered players and was ready to field four sides in the Natal FA leagues with the newly promoted first team to play in the Natal Premier League. The “unity” talks progressed well and the decision was taken to apply to join the Southern Natal FA Premier League. Some points made in support of the application were the excellent playing surface and facilities and the coach Trevor Mussell having coached at the professional level with AmaZulu and African Wanderers (Riverside Sports, 2019: 2).

2.22.2 Kloof Football Club



Kloof FC is the sister club of Ekaya FC which was established in 2015 with a vision to train and coach young players into the professional league. This is a club with great vision and mission statement “where the Eagles fly”. Kloof FC shares the same culture with Ekaya FC and collaborates to fulfil a mandate of accomplishment. The team is situated in Kloof, KZN. The club has been successful consistently in football and been playing in the premier league these last two seasons. It is a club that has good characteristics of potential professionalism and hopes to develop even further in the future.

2.22.3 EKAYA FC



The Ethekewini Kingdom and Youth Academy and Football Club (Ekaya FC) were established in 2008 as a football academy for both males and females. The club owner is Lewis Donnelly who has the vision to inculcate a fundamental coaching skill into players for them to discover who they are in society. Ekaya was born to make Kings and Queens. Ekaya FC has grown into a mature club that recruits, trains, nurtures, develops, and professionalises players. Ekaya organises several tournaments for communities in KwaZulu-Natal in Durban. Ekaya is connected to several European clubs that help in transferring players to Europe.

2.22.4 Shooting Stars Soccer FC and Academy



Shooting Stars Soccer Academy (SSSA) is dedicated to the promotion and development of soccer. Their purpose is a special commitment to provide each pupil world-class soccer coaching all year round and was the first academy of this nature in KZN. Training is provided to juniors and seniors, both male and female. Academy soccer inspires teamwork, respect for rules and authority, allegiance to others, and self-confidence. It stresses fitness,

endurance, and hard play at a time when bodies are developing, and lifetime habits are being formed.

Mr. Chris Pearson is a businessperson and Chairperson of the RE/MAX Address Group operating in the Upper Highway, Berea, and North Durban regions. His philosophy has always been to be consistent with being consistent with a positive approach and maintaining a balance in life. He is passionate about soccer and its future. SSSA coaches are highly qualified with local and international experience which includes England, Nigeria, and the DRC. Soccer experts are appointed as technical advisers to provide support to the Academy's coaches and to assist in keeping up with modern trends in the development of soccer. During the soccer season, term 2 and 3, SSSA coaches Riverside FC junior section. Riverside FC is affiliated to the Durban Central League.

The mission of SSSA is to be a unique centre of soccer excellence, working always to maximise the potential of all boys, girls, senior men, and ladies.

Their vision statement indicates that Shooting Stars strives to nurture each player to become an effective soccer player by providing a professional and optimal learning environment. The Shooting Stars' objective is to help players attain their unique definition of incredible success in the beautiful game.

The SSSA programme is committed to the community and promotes strong relationships between players, coaches, and parents. The academy aims to challenge athletes to achieve their potential while developing skills needed to compete at a highly competitive level. Through participation and education, the programme emphasises the values of sportspersonship, character, self-discipline, and teamwork. It is a goal of the academy for each athlete to attain the satisfaction and enjoyment of playing competitive soccer but with a perspective recognising balance in one's personal life. The programme exists for the benefit of those who want to achieve excellence in the sport of football and promote interest in the sport at the local level first. SSSA believes that this programme teaches individual players to excel, promotes competitiveness and family unity, and develops leadership skills that transcend athletics into every aspect of a player's life. SSSA's objective is to be recognised as a professional football organisation in Durban and South Africa. All coaches, players, and parents are representatives of SSSA. The SSSA programme consistently strives to compete with the elite of the region with class and dignity. Therefore, SSSA

coaches, players, and their parents must uphold the highest standards of sportsmanship, responsibility, and decent behaviour.

2.22.5 KZN FC



KZN Academy is the Provincial Football Academy for the South African Football Association in KwaZulu-Natal. The KZN Academy is about the opportunity. This club has no official website where one can view the marketing activities, they use to enhance performances. The only way to observe their marketing activities or their official existence is through Facebook which does not display much except for pictures. Their motto “it's kind of fun to do the impossible”.

The team only uses social media such as Facebook and Twitter to network with their fans and supporters, market club activities and to grow their contacts. However, the club uses the Facebook web page to list the names of their registered players, positions where they play, their official jersey numbers and date of birth. The team could also be seen through the Wikipedia web page with very few information that reveals their existence as a professional division one club (KZN Academy 2019 <https://www.facebook.com/www.durbanu19.co.za/>) (see Figures 2.13 to 2.20).





Figure 2.13: Pictures of Kloof FC and KZN FC
Source: Football Club Archive



Figure 2.14: Current Pictures of Kloof FC and award won in the last tournament
Source: Football club's collection



Figure 2.15: Branded balls of Ekaya FC
Source: Football Club Storeroom



Figure 2.16: Selected Football Clubs Logos
Source: Football Clubs marketing collections



Figure 2.17: Ekaya Football Club Players after a friendly game
Source: pictures taken by the researcher after a game



Figure 2.18: Evidence of marketing strategies
Source: Team Manager of Ekaya Football Club after the interview





Figure 2.19: KZN FC during a friendly game and group photo
 Source: Photographs taken by the researcher during the research



Figure 2.20: Shootings stars FC product and evidence of collaboration
 Source: Shooting Stars Football Club Collection 2019

2.23 THE RELATIONSHIP BETWEEN THE PROFESSIONAL FOOTBALL CLUBS' APPROACHES TO BUSINESS AND THE USE OF MARKETING STRATEGIES TO IMPROVE CLUBS' SEASONAL POSITION

According to Krabbenbos (2013: 2), ever since the 1980s there has been increased economic growth in the football industry whereby most professional football clubs are organised as businesses. In the contemporary football period, commercialisation is required for clubs in order to remain financially competitive. Management is an active component in all businesses and the quality performance of management determines the success of the business (Drucker 2007: 3). The football industry is international with players being transferred all over the world and international professional competitions being established in connection with top media football events and television broadcasting (Krabbenbos, 2013: 5). Football and other business organisations can be seen to have similar ways of strategising. A strategy is a design to accomplish a company's mission, basic objective as well as functional objective (Sherlekar and Sherlekar 2010: 210).

The question is: can strategy be the only tool for great success in any business? It can be said that for plans and strategies to be effective and well-implemented there is a need for cooperation within management otherwise plans and strategy will not succeed (Gominah 2014: 7). Planning is to decide in advance on what to do, how to do it, when to do it, and who is to do it (Sherlekar and Sherlekar 2010: 207). Businesses making the best use of strategic planning can take advantage of the best of opportunities in a regularly varying situation. Without planning, goals, and objectives cannot be accomplished (Gominah 2014: 8). Professional football has changed to a consumer-oriented service where the market is essential (Krabbenbos 2013: 8). The football industry changed from a utility maximising to a more profit maximising consumer-oriented service (Dejonghe 2008).

A marketing organisation is conceptualised as an institution for integrating market services and marketing knowledge (Hult 2011: 519). Football has experienced dramatic changes over the last 10 years, with some estimates indicating that the global game is now worth \$12 billion per annum. Football is a giant and fast-growing business, working at a global level (Krabbenbos 2013: 7). In professional football, the role of financial capital has increased significantly over time. The competitive barrier provides a means for the firm to sustain firm performance and competitive advantage (Krush, Sohi and Saini 2014: 34). Marketing capabilities provide a resource that can be configured for effectively attaining a competitive advantage. The configuration may be achieved by transforming existing

capabilities, developing new ones internally, or acquiring capabilities from external domains (Krush, Sohi and Saini 2014: 35).

Professional football clubs (PFCs) are consistently turning into publicly owned stock firms by responding to the reason (needs and wants) of the market. FCs are now selling many products and not the soccer matches alone (Krabbenbos, 2013: 9). The finances of any FC serve as necessary achievements in football (Krabbenbos 2013: 10). The most important benefit from a privately-owned business with shares structure, compared to a membership structure, is the ability to attract large private investment. According to Krabbenbos (2013: 11), the majority of football clubs are owned by private investors, industrial enterprises, wealthy industrialists, media companies and other groups of business people (e.g. Manchester United, Chelsea, Vitesse Arnhem, and others) who have injected large amounts of capital into their clubs in order to make them compete more effectively in the global football players' transfer market (Krabbenbos 2013: 12).

2.24. CONCLUSION

This chapter established and provided insight into marketing as a framework for the study concerning marketing orientations. It shows how marketing essentially represents customer-oriented activities with the organisation. It classifies marketing theories associated with this study. It systematically presents insights into the understanding of the general definition of marketing and explored relationships between marketing and sports. It has presented marketing as a system that does not only focusing essentially on meeting the needs of the target market to establish client satisfaction standards but also described marketing as an exchange process in relation to value creation and value proposition, from a customer relationship marketing perspective. In addition, the chapter reviewed the strategic influence of marketing within the broad context of social change. In other words, the chapter sees strategy as a valued phenomenon with the inclusion of strategic marketing theory which and four levels of strategy: corporate strategy, business strategy, market strategy, and functional strategy.

The nature of profit is nothing new as regards profit-oriented organisations, as evidenced in the academic literature, and today most entertainment organisations (such as sports organisations) include some element of profit in their activities. So, it has been noted in this chapter that the nature of profit in entertainment industries or organisations should follow a

strategic marketing process. In the same vein, the chapter has critically defined the role of marketing for different types of services and revealed the relationships between the professional football clubs' approaches to business and the use of marketing strategies to improve the club's competitive advantages. The conceptual framework as it pertains to non-profit organisations, including the sports organisation, is considered in the next chapter.

CHAPTER 3: CONCEPTUAL FRAMEWORK

3.1 INTRODUCTION

Grant and Osanloo (2014: 16) state that the structure and vision of a study become unclear if there is no theoretical framework. It is like a house that cannot be built without a blueprint. Therefore, a research approach that contains a theoretical framework makes the dissertation study strong and structured with an arranged flow from one chapter to the other. Imenda (2014: 54) also comments that theoretical and conceptual frameworks offer confirmation of academic standards and procedures. Such frameworks explain why the study is relevant and how the researcher anticipates filling the gap in the literature. This study adopts the Digital Marketing concept alongside Hexagon Prism Model of Kapferer (2008) and the brand image of Real Madrid (RM) was used to generate keen insight into the applicability of marketing by the football clubs. It also explores the communication model in connection with the service marketing mix among professional or potential professional football clubs or organisations.

3.2 THE USE OF DIGITAL MARKETING AS A CONCEPTUAL FRAMEWORK FOR FOOTBALL CLUBS

Digital marketing is defined as the use of technologies to sustain marketing activities to advance customer knowledge by matching their needs (Chaffey 2013: 1). According to Dellea, Schmid and Zahn (2014: 12), football is a sport of passion and intuition. It cannot be reduced to a soulless set of calculations. At the same time, football is also becoming more intelligent and rational. What benefits can clubs expect? Using data to modify content and marketing messages effectively will make it possible to nurture long-term brand loyalty. However, insights into fans' preferences will also open doors for immediate revenue diversification by enabling cross-selling and up-selling.

Businesses need a perfect idea on how to start doing digital marketing but do not know the way to go about it. In the present time, social media channels such as Facebook, Twitter, Google, and other social media firms have successfully transformed the approaches and views of consumers which have assisted in reforming many businesses. This was done through gaining access to an enormous network of customers with trustworthy data associated with the feedback of customers' experiences in the digital marketing concept

collected from the internet and search engines of websites (Smyth 2007: 1). Digital marketing has created a positive impact by increasing sales revenue, especially for products where customers can read reviews and write comments about personal experiences using blogs. For businesses, online reviews work well as a part of the overall strategic marketing policy (Zhang, Dubinsky, and Tan 2013: 60).

Andzulis *et al.* (2012: 4) agree that social media introduces a ‘new avenue’ for two-way communication and generates ‘possibilities’ for more positive interactions between buyers and sellers when it is used properly. By extending sales interactions in a way that welcomes two-way communication, non-selling activities, and related components such as prospecting and after-sales follow-ups are encouraged using social media. This makes it easier for potential customers to ask questions or express needs while also making it more natural for salespeople to uncover additional selling opportunities, track customer activity, and communicate success stories. Agnihotri and Krush (2015: 4) structure a model that shows organisations’ information communication strategy as being a link between two constructs (Figure 3.1).

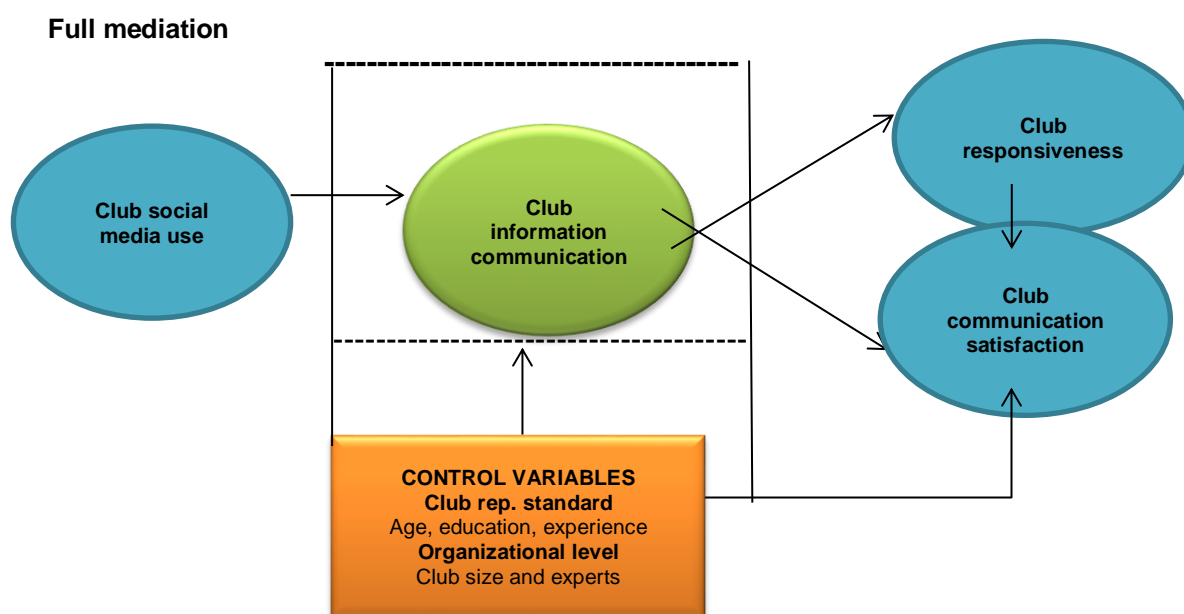


Figure 3.1: Conceptual model
Source: Adapted from Agnihotri and Krush (2015)

The diagram in Figure 3.1 shows the usage of football club social media networks such as Facebook, Twitter, Google+, and Instagram. This relates to the club information communication environment where there is full mediation between the club and the fans/supporter. Club responsiveness to discussion through social media must be friendly

and accept the relationship between the professional football clubs' approaches to business and the use of marketing strategies to improve clubs' seasonal position. The club should make sure there is satisfactory communication from both ends to keep their network intact. Finally, the club must make sure that the person behind the social network communication is qualified, mature, and careful in managing communication flow within the social media network.

It is essential that customers are satisfied because this will serve as a reference for "final satisfaction" with a customer and this must be influenced throughout the entire sales process, from pre-purchase product expectations to the post-purchase resolution of complaints. At every stage, customer satisfaction will depend on the confirmation of their expectations concerning the product (Saeidi *et al.* 2014: 3). Since social media is continuously available to link buyers and sellers, the interactions occurring through this technology are likely to influence a salesperson's communication with customers. It is however imperative that specific information is conveyed through the most appropriate mechanism. To accomplish this, salespeople must be able to communicate new information and to correctly evaluate information that will be most useful to the customer.

Online services tools are more persuasive than traditional methods of communication; users experience an increase in self-esteem and enjoyment when through engagement with social media which itself is a motivating factor for businesses and marketing professionals (Arnott 2013: 1039). These days people are more attached to the web and have acquired experiences that positively affect the mental process of consumers and enhance their online buying decisions (Cetină, Cristiana and Rădulescu 2012: 184). According to Yannopoulos (2011: 2), the internet is the most powerful tool for a business's success. Marketing managers who fail to recognise the importance of the internet and utilise it in their business marketing strategy will be at a disadvantage because the internet changes the brand, pricing, distribution, and promotion strategy.

Observing the trending topics on Saturdays from the commencement of the premiership football league season (August to May), one realises that football is a big deal on social media. Premier League clubs have taken advantage of the use of digital and social channels which are now a major part of the marketing mix for most teams (Moth 2014:5). The Sunderland F.C uses social media to drive along with season tickets for the 2014/2015 season by generating a campaign that described fans as club legends for example by

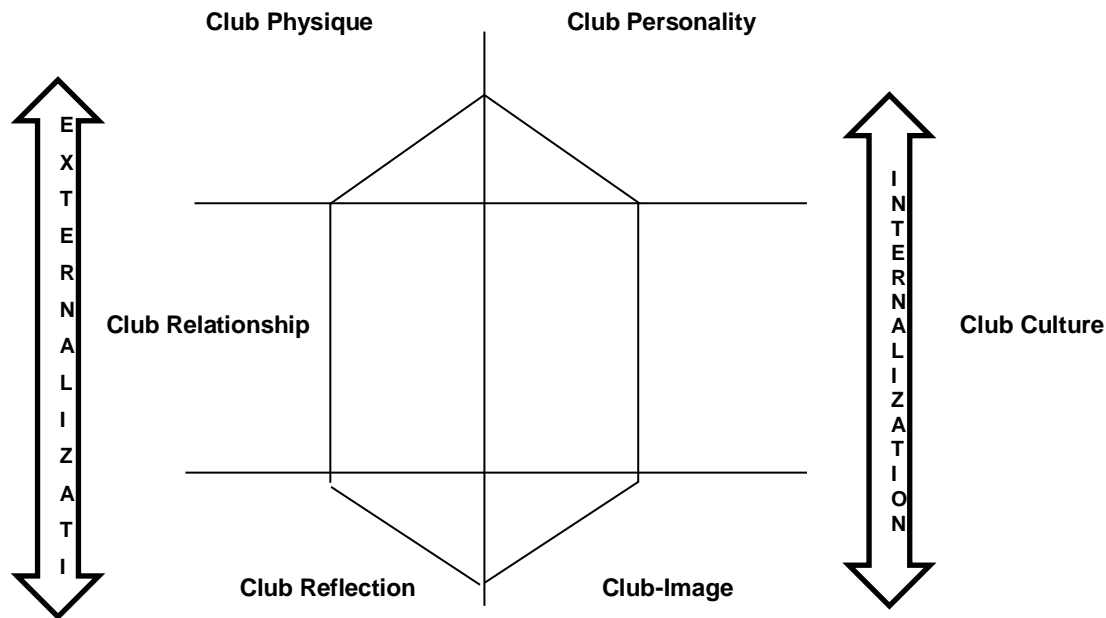
renaming the East stand after Brian Graham (in honour of a fan that had renewed his season tickets). The Manchester United club delightfully uses marketing; the club now has its own social media hub that pulls together all the columns from its official accounts on Facebook, Twitter, Google+, and Instagram. This is made accessible in seven different languages including Spanish, Malaysian, and Indonesian. The idea was to make available for the club's international fans the opportunity to watch a game at Old Trafford, though in reality, they were just watching via a Google Hangout (Moth 2014:5).

However, social media should not just be an ordinary network for marketing or public relations or simply an effective customer service tool. Many business organisations started by using social media to acquire information about the various products available and offered in the market, the most successful ones have significantly expanded their frontier by engaging their customers at every step of their social media strategy (the 'customer corridor'), which touches base with potential customers', communicates information about their products, engages the customers and facilitates repeat purchases of the products offered by the organisation (Priyanka and Srinivasan 2015: 6).

3.3 THE HEXAGON PRISM MODEL OF KAPFERER

It is noted that the hexagonal prism model of Kapferer is one of the strategies applied by RM FC as stated by Suarez (2014: slide 33) (Figure 3.2). This model places the club at the heart of the hexagon (as a baby) with all other components surrounding it. According to Kapferer (2008: 189), a brand is a plan, a vision, a project. This means that a brand is not just something of the moment but is a living organism that must be nurtured. Viot (2011: 216) explains that a brand is expected to own a 'personality' that will encourage consumers to express themselves, experience, and reflect the brand. The prism model has a different section which could be attributed to different areas of the club functions, for example, the internal part of the brand identity prism consists of personality, culture, and self-image and it provides a foundation from which to examine the identity of a brand. The middle section functions as a link between the sender and the recipient and this comprises two facets: culture and relationships. The final section of the prism comprises the recipient and is defined as consumers' reflections and self-image. This specifies that the consumer receives what has been communicated from the sender (Rashidi and Rahmani 2014: 89).

PICTURE OF CLUB



PICTURE OF RECIPIENT

Figure 3.2: Kapferer hexagonal identity prism model

Source: Adapted from Kapferer (2008: 1)

The identity prism model as used by RM indicates connectivity through a central control unit (RM FC). This model shows a unique network of the club with the internal and external environment as indicated in Figure 3.2 as follows:

- **Physique** – this indicates the formation, size, and form of development of the club in its entirety as speculated to be the most successful club in the world, participating in national and international competitions.
- **Relationship** – this could be a very serious matter as it inculcates high quality, thrilling, reliability, and satisfaction as regards the stand of the club's operation.
- **Reflection** – this involves specific consideration of certain relevant past reviews that have brought the club to stardom and which the club presently stands for such as being successful, competitive, historic, reliable, and global i.e. strategic operation.
- **Personality** – this is the combination of the club's qualities underlying its operation e.g. rich, global, successful, and historic which reflects club level of global recognition.
- **Culture** – the club has established the above characteristics and within the management and professional players. As a leader in the market, the club works hard to be the best; the club is above everything, they have respect for any competitor and are a good example of what they believe made them who they are and be where they are.

- Image – this indicates what the club stands for passionate, trustworthy, competitive, smart, successful, cool, historic, and noble i.e. the love we have for what we do which has made us what we are up to date.

All these could be visualised as a form of packaged marketing, professionally. This type of marketing picture is still not sure, nor certain or evident in the marketing character of KZN PPFCs.

3.4 THE BRAND IMAGE PROMOTED BY RM FC OF SPAIN

The brand image of Real Madrid (RM) FC in the form of the prism model (Figure 3.3) has been used by the Club to augment team performance in their football cum business endeavours. Therefore, this will also be a part of the consideration for the appropriateness of the study.

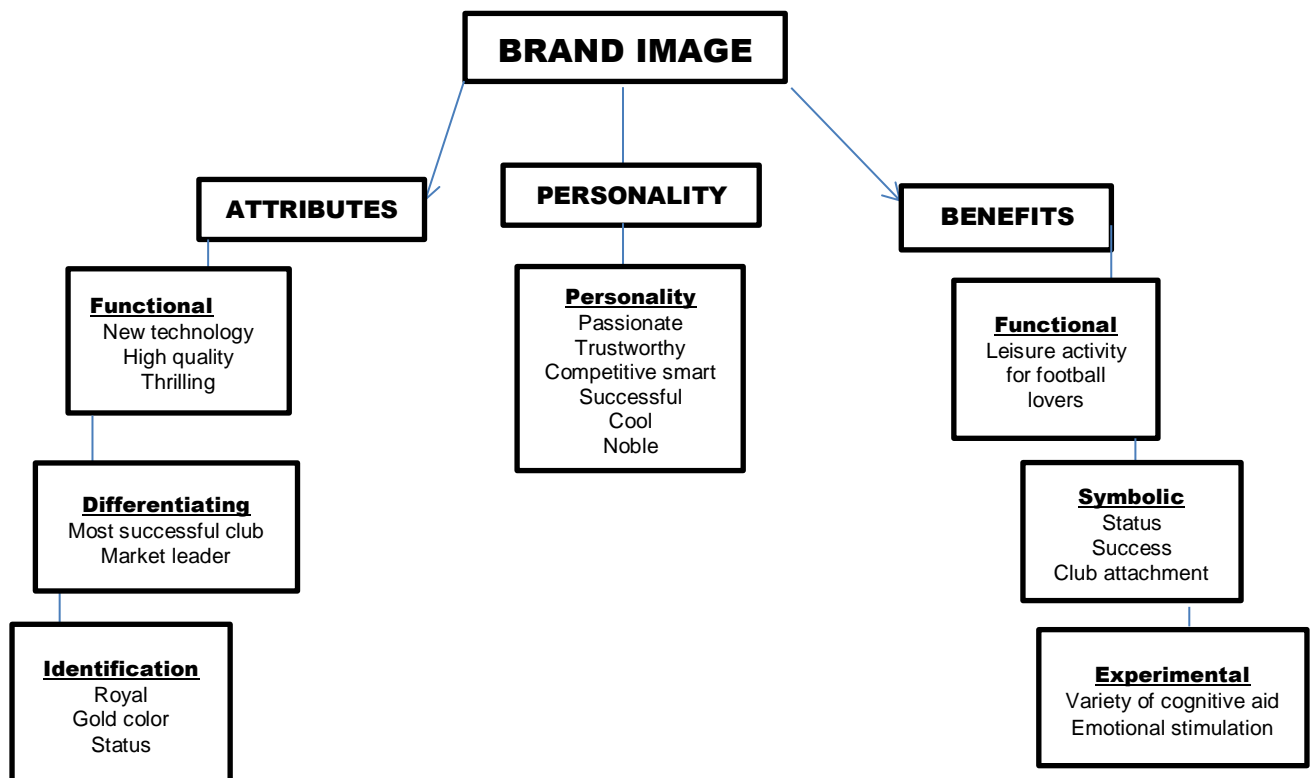


Figure 3.3: Marketing strategy at Real Madrid CF
Source: Adapted from Suarez (2014: slide 35)

RM FC has applied the brand image in a way that encourages higher competitive advantage to the club's success by sub-dividing the components of the brand image (attributes, personality, and benefits) into different sections as related to the club's operational system.

For example, the attributes and benefits components are attached to further related components of the brand image such as functional, differentiating, symbolic, identification, and experimental sections.

3.5 UNDERSTANDING THE RELATIONSHIP BETWEEN FOOTBALL OPERATIONS, PERSONAL SELLING, AND DIRECT MARKETING

The term 'marketing' to the public means selling. According to Futrell (2008: 43), under the selling concept, a company makes a product and then uses various selling methods to persuade customers to buy the product. In effect, the company is bending customer demand to fit the company's supply. Selling, in turn, usually implies advertising and personal selling to the public. Yet, the act of selling is only one part of a firm's marketing activities. Manning, Ahearne, and Reece (2012: 37) explain that personal selling is a process of developing relationships, discovering needs, matching the appropriate products with these needs, and communicating benefits through informing, reminding, or persuading. Conversely, there are assertions that there is a similarity between personal selling and football operations in a way that the club manager (company representative) engages the club players (through progressive training) to build up the players for their league games in accordance to the rules of the game to perform brilliantly well to create a good image in the hearts of their supporters and spectators (customers or prospective customers). Meanwhile, the salesperson progressively builds up an equally rewarding relationship with the customers, diagnoses their needs, and customises the product to meet these needs through WOM.

Shimp and Andrews (2013: 678) describe personal selling's primary purposes as being educating customers, offering product usage and marketing assistance, and providing after-sales service and support to buyers. Supporters and spectators need conviction or assurance that the club they are supporting is the right one that can take care of their social needs. The analysis here is drawn from the concept of marketing, in terms of developing and communicating a positioning strategy which emphasises the act of designing the company's offering (products/services) and image to occupy a distinctive place in the minds of the target market (Kotler and Keller 2009: 308).

The marketing presentation strategy in terms of personal selling is like a public announcement for a football match with the use of motivational or persuasive words. For example, the presentation strategy, according to Manning, Ahearne, and Reece (2012: 235), combines elements of the relationship, product, and customer strategies. The analysis

is that in any type of selling the salesperson should attempt to determine the various buying influences. Manning, Ahearne and Reece (2012: 239) state that in the selling presentation strategy, when presenting to a buying committee, it is important to make sure that all parties feel involved. In other words, selling involves altering sales behaviour in order to improve communication with the customer, with all available means of persuasion, the pattern of reasoning to be used, the language or style of communicating, and the delivery. This principally illustrates rhetoric as commercial rhetoric that uses the basic tools of classical rhetorical theory. However, this suggests that selling and rhetoric share the same tools within the broad categories of classical rhetorical theory and marketing principles.

Direct marketing messages focus on the customer, data, and accountability. Thus, interpersonal communication, customer relationship, and the creation of actionable segments are integral to any good direct marketing campaign. According to Kotler and Keller (2009: 572), direct marketing is the use of consumer-direct channels to reach and deliver goods and services to customers without using marketing middle persons. Direct marketers use several channels to reach individual prospects and customers: direct mail; catalogue marketing, telemarketing, interactive television, kiosks, web sites, and mobile devices. Although many people direct their thoughts towards advertising when discussing communications, all elements of the marketing mix deliver a message to potential customers (Winer and Dhar 2011: 281). According to Fill (2011: 20), another distinction is that direct marketing represents a shift in focus from mass to personalised communications.

3.6 THE SERVICES MARKETING MIX

In this section, how services marketing is recognised, categorised and preferred is analysed. It is important to understand how professional football club operations are viewed as a form of services marketing and more importantly, how to market a professional football club as a profit organisation. Both profit and non-profit organisations share competitive traits in the sense that they are competing with one another in the areas of service delivery. In this section, the process will be simplified firstly by identifying the theoretical consequences followed by the presentation of an overview of the services marketing mix components. The diversity of ways in which the services marketing mix are interpreted is massive; some relevant studies on services marketing mix and studies regarding professional football clubs' efforts to implement the principles of the services marketing mix are presented in this section.

The 7Ps of services marketing, which serves as an extension of the four-marketing mix to seven elements, will be discussed. The model is presented in Figure 3.4, followed by a discussion on each of the elements. This discussion is essential as each contribution will provide an insight into how services marketing can be applied in service organisations, profit organisations and the area of service quality within a market. The influence of marketing on profit organisations (such as a professional football club) will be provided to recognise the reasons why for-profit administrators need to be involved in various marketing systems and for the use of certain operating principles.

3.6.1 Recognition of the services marketing mix

According to Brandenburg (2014: 1), service marketing is mostly focussed on a specific target market, such as business travellers or leisure travellers. Van der Merwe *et al.* (2013: 4) concede that the marketing of service is more encouraging than the marketing of a product because selling a product that consumers can see, feel, and touch (i.e. tangible) is easier than selling of an intangible service, such as banking services. Lamb *et al.* (2010: 467) state that a service can be designated as a deed, process, or performance that necessitates some sort of interaction between the consumer and the service provider. Cohen (2011: 4) mentions that marketing serves as a means of connecting the products and services one has to offer to customers who want and need them.

It is therefore imperative that there must not be a limitation to displaying pre-existing features, also service features can be adjusted to meet the needs of customers (Adebayo 2015: 43). Preferably, emphasis should be laid on certain areas of one's service which eventually will serve as a solution to prospective challenges and satisfy customer needs by offering a trial period. Practicing this method might positively affect access to the professional football club which could bring success. Beckwith (2013: 1) points out that the way service is approached will determine how easier, cheaper, and more profitable marketing will become. Concentrating on the needs of prospective customers is a key to successful selling and can determine organisational success. This provides the opportunity to discover the benefits of the service provided and exhibit the means of value provision through service.

There is a difference between services marketing and traditional product marketing. The services marketing literature describe four services characteristics namely: intangibility, inseparability, heterogeneity, and perishability. These listed characteristics show the

distinction between services marketing and the marketing of the product. According to An (2014: 567), the distinguishing characteristic of services marketing is intangibility, which is the incapacity to assess the value gained from engaging in an activity using any tangible evidence. Intangibility is a central concept in marketing of services which has been addressed by many authors (Berry 1980; Wolak, Kalafatis and Harris 1998; Grove, Carlson and Dorsch 2002) who have recommended that in distinguishing between all products and services, intangibility would not be appropriate for practice in service marketing.

The term inseparability connotes that services cannot be disconnected from their providers, whether they are people or machines (Kotler and Armstrong 2012: 257). Inseparability is accepted to reflect the instant delivery and consumption of simultaneous occurrences of services. This can enable consumers to figure out the performance and the quality of the service (Hoffman and Bateson 2011: 19). Senthil, Dharmalingam, and Panchantham (2011: 38) state that inseparability reveals the interconnectivity between the service provider, the service receiving customer, and other customers involved in the same experience. Black, Childers, and Vincent (2014: 279) state that production and consumption processes transpire simultaneously, and several other factors can change the service outcome and the perceived service quality. These include the customer's role as co-producer, their connection with the employee and other customers.

Vance (2014: 1) points out that the success of a service-based business largely depends on the quality of its salespeople, customer service representatives, or other front-line employees who deal with the customers due to the principle of inseparability. The club proprietors, stakeholders, team managers, and coaches are in position as service providers in the case of a professional football club (PFC). Thus, inseparability in terms of PPFCs certainly involves the ability to perform. The collective potentials and quality of leadership provide the ability, strength, and sense of responsibility whereby there can be productive performances and display of success in whatsoever direction they face.

Senthil, Dharmalingam, and Panchantham (2011: 38) observe that service providers are frequently in continuous contact with their customers and therefore must construct their service operations with the customer's physical presence in mind. Supporters can get involved physically in receiving the service from the service provider (owner of the PPFC and staff) as their duty involves watching games and being a part of the PPFC through the supporters' club forum. So, supporters are a supportive part of the product while the football

players are the core part of the product (Dhenak 2010: 2) because the simultaneity of service involves being produced and consumed at the similar time.

Variability of service arises from the struggle in standardising services (Moeller 2010: 363). Variability happens when different people are involved in service delivery, thus services are not homogenous in the same way that goods can be. Roy and Sivakumar (2014: 47) state that variability arises when more labour and knowledge content is required so the central organisation should deploy more resources to ensure that heterogeneity is properly managed. Heterogeneity in the provision of services, and the tangible output in professional football business, is the club itself. The club consists of players from different backgrounds brought together to achieve the main goal of providing services through different approaches under one leadership with the same training sessions.

Moeller (2010: 364) states that perishability means that services cannot be hoarded. Senthil, Dharmalingam, and Panchantham (2011: 38) disagree, stating that services can be kept in systems, buildings, machines, knowledge, and people. Nevertheless, the outcome at the end of the consumption process shows perishability and this is important when observing goods, but also services. Football matches must be played at specified times within fixture list and players' have to play be prepared to play within those specified dates otherwise such a match will be cancelled in favour of the opposing team and the points given to the opposing side, meaning that such a team or club will have lost three points. Also, in such a situation, a ticket for such a match becomes useless because the service to watch their home team playing has not been delivered. Moeller (2010: 364) adds that perishability is not only associated with service outcomes, but also with the capacity of service providers. In derivation from Moeller, perishability in PFCs determines that services keep away from the supporters, fans or spectators can bring a club into disrepute and relegation. The supporters and the spectators attached to every PFC deserve the right to enjoy preserved or consumable services in all capacities.

Services are meant to be consumed by consumers and yet such services could still be re-packaged in a better way and delivered more acceptably. Consequently, it is relevant to reflect on how the traditional mix has been modified by the addition of another 3Ps; the 7P marketing mix has now received widespread acceptance in services marketing literature (Palmer, 2009; Kar, 2010).

Most service organisations market more than one service to draw more consumers for organisational stability. This might involve deciding upon new services that need to be introduced to a specific type of target market and existing services that need to be maintained, and services that need to be eliminated. However, such services can only be performed using the services marketing mix. An overview of the service marketing mix ingredients is shown in Figure 3.4 and discussed below.

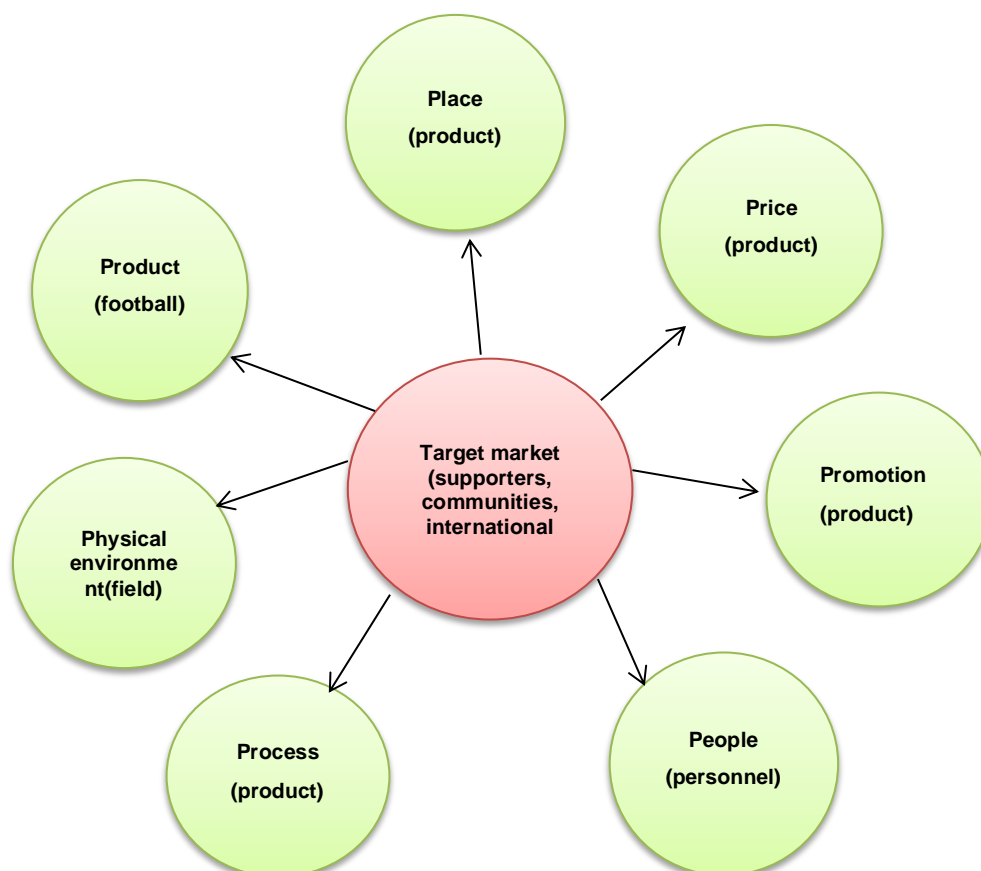


Figure 3.4: Services marketing mix model – 7Ps
Source: Adapted from Claessens (2018: 1)

The services marketing mix shown in Figure 3.4 is called the 7Ps. It has been extended from the traditional marketing mix model of four elements to seven elements. The four basic elements are Product, Price, Place, and Promotion. These elements provide a picture of the product or price mix of an organisation, combining promotional plans that could approach and serve customers based on well-considered distribution and customer contact channels (Van Vliet 2011: 2). The three Ps that have been added are People, Process, and Physical Evidence. All seven elements of the services marketing mix are further discussed below.

3.6.2 Place

According to the Chartered Institute of Marketing (2009: 5), 'Place' is where the product is bought and serves as a means of product distribution to a specific place (e.g. football club). Additionally, the product must be available in the following manner: in the right place, at the right time and in the right quantity, while keeping storage, inventory, and distribution costs reasonable. 'Place' can also mean the way products are displayed to customer groups. This could be in a shop window, or via the internet (on the field of play or club websites). In line with the understanding of the commercial traditional marketing mix of a tangible product (for example), it seems that place designates how the product gets to the consumer (Kotler and Armstrong 2012). Distribution choices include the warehouse, trucks, salesforce, retail outlets where the product is sold (Weinreich 2010: Strydom 2011: 5). In the area of intangible products, place refers to decisions regarding the channels through which consumers are reached with a service.

Besides, 'Place' is influential (because it is the point of distribution) regarding the service buyer's satisfaction and frequently offers a different type of value in terms of utility to the consumer (Kotler and Armstrong 2010: 1). Boshoff and du Plessis (2009: 169) state that there must be a distinction between the various levels of interaction concerning service providers and their customers, followed by a discussion on the options available for the service delivery as derived from the interaction. Lamb, Hair, and McDaniel (2013: 201) state that when considering the selection of a service, the key factor should be convenience. This means that there should be a decision whether to distribute services to end-users directly or indirectly through other firms. This is related to the supply chain of any organisation (Strydom 2011: 133).

According to Donovan and Henley (2010: 299), consideration of Place commonly overlaps with partnerships in that partners are frequently chosen because they can provide access to various target groups in either physical locations or via memberships accessible by direct mail, email or online. Depending on circumstances, intermediaries are collaborators and in other cases are simply used as delivery channels. Thus, profit marketing organisations need to take distribution systems seriously, in all spheres, to disseminate their messages and the products they are producing. Kotler and Keller (2009: 50) point out that a marketplace can be physical, for example, the store you shop in, or digital, for example, shopping on the internet. However, with a PPFC, home could mean an office structure for football administrative matters and a football stadium where football games are played (services)

and where supporters and spectators can watch games. According to Lotenberg (2010: 131), Place refers to channels of distribution. It is a powerful force in behaviour change and differentiates competitors' offerings by delivering different bundles of benefits.

3.6.3 Product

According to Lamb, Hair, and McDaniel (2013: 165), a product can be defined as everything, favourable and unfavourable, received by a person during an exchange (i.e. tangibles or intangibles). Palmer *et al.* (2011: 36) state that products serve as the means of how organisations seek to satisfy customer's needs (i.e. type of players, jerseys, balls, coaches, manager). It is anything that the organisation offers to potential customers, whether this is tangible or intangible. Services are very different from products (Kar, 2010: 10), therefore in a profit marketing, the product is not necessarily a physical offering (Weinreich 2010: 1). Based on commercial marketing, Kotler, and Armstrong (2012: 234) define products and services as being anything that can be offered to a market for attention, acquisition, use or consumption that might satisfy a want or need. Service is defined as any activity that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Products are delivered through services but there are many products associated with PFCs that need to be improved (either tangible or intangible) when necessary (e.g. level of quality, differentiation, price, the variation of distribution, and adequate promotion).

3.6.4 Price

In profit marketing, price usually refers to monetary costs experienced when acquiring goods or services, but non-monetary costs are also involved. According to Thackeray and Brown (2010: 166), price is involved in exchange for receiving a package of benefits. The fact remains that if the costs prevail over the benefits for an individual, the supposed value of the offering will be low, and it is doubtful that it will be adopted. Conversely, when benefits are observed as superior to their costs, chances of trial and adoption of the product is much greater. Weinreich (2010: 2) argues that in setting the price, issues to be considered include that if the product is priced too low, or provided free of charge, the consumer may perceive it as being low in quality. Likewise, if the price is too high, some customers may not be able to afford it. Therefore, when profit marketers seek to balance these deliberations, they frequently end up charging at least a nominal fee to increase perceptions of quality and confer a sense of "dignity" to such transactions (gate fee).

Numerous pricing strategies can be used by profit marketers in making the desired behaviour seem to incur fewer costs and add up more benefits while making the undesired behaviour appear to have less benefit and superior cost (Bromer 2013: 2). Lee and Kotler (2011: 280) state that the task of the marketer is to ensure that the offering to the consumer (benefits) is equal to or better than what they will have to give up (costs).

The specific objective (and opportunity) of a price tool is to develop and provide incentives that can be used to increase non-monetary benefits for the desired behaviour. The context in social marketing signifies that costs are usually short term and certain, whereas benefits are often long term and less certain (Donovan and Henley 2010: 308). Pricing is relevant for the commercial marketing of products because it regulates the way that business can generate an income to pay all the costs incurred in the development and distribution of the product or service (Strydom 2011: 158). Historically, the price has been an actor that serves to influence buyers' choice, and therefore commodity production (Du Plessis, Strydom and Jooste 2012: 270).

When the products are not visible, a price still must be incurred in exchange for receiving a bundle of benefits (from this invisible product) (Thackeray and Brown 2010: 166). According to Strydom (2011: 159), price is the quantity of the value consumer exchanges for the benefits of using the product or service of the manufacturer or service provider. Price may, therefore, be described as the amount of money a willing buyer is ready to pay a prepared seller for a product offering at a point in time (Adebayo 2015: 187).

Brian (2012: 5) offers an astute representation of the ideal exchange transactions in non-profit marketing which have two basic requirements of exchange transactions. The first is that there must be at least two parties involved. The second is that each party involved should have something of potential value to the other(s). In some transactions, money is exchanged for products (goods or services); in others, goods and money are exchanged for good feelings and tax benefits; in others still, time and effort are exchanged for money and feelings of comfort and/or responsibility. Koekemoer (2010: 9) agrees, stating that, in the absence of any specific knowledge about a product, consumers will equate a high price with high quality. Therefore, the football product and the price must be made known to consumers (spectators and supporters) for them to appreciate the quality of the product with the tagged price.

According to Strydom (2011: 159), price is the value consumers exchange for the benefits of having or using the product or service of the manufacturer or service provider. Notably, the price is not only the amount of money paid to a manufacturer for a product or service, or the exchange can be in kind, e.g., when products are bartered (exchanged). Price can, therefore, be described as the amount of money a willing buyer is prepared to pay a willing seller for a product offering at a point in time. Brian (2012: 5) offers an accurate representation of the ideal exchange transaction in non-profit marketing which has two basic requirements of exchange: Firstly, there should be at least two parties involved. Secondly, each party involved should have something of potential value to the other(s). In some transactions, money is exchanged for products (goods or services); in others, goods and money are exchanged for good feelings and tax benefits; in still others, time and effort are exchanged for money and feelings of comfort and/or responsibility.

3.6.5 Promotion

Promotion is the base for advertising, sales promotions, personal selling, packaging/point of sales, and direct marketing. Promotion could be a way or technique used in communicating a product to consumers. Shimp and Andrews (2013: 7) are of the view that communication is a process whereby commonness of thought is established, and meaning is shared between individuals or between organisations and individuals. Fill (2011: 5) interprets marketing communications as being an audience-centred activity which attempts to encourage engagement between participants and provoke conversations. Kotler and Keller (2012: 40) state that marketing orientation is concerned with the idea of satisfying the needs of the customer using the product and the whole cluster of things associated with creating, delivering, and, finally, consuming it.

Regardless of the misinterpretations regarding the overall use of marketing communication methods by the professional football clubs in achieving their goals, the adoption of marketing communication strategies by certain PPFCs has become more prevalent in Europe especially regarding the traditional marketing mix (product, price, place, and promotion), as well as the service marketing mix (people, physical evidence and process). Riley (2012: 1) adds that a marketing-oriented approach means a business reacts to what customers want.

However, it has been specified and established that communications should be viewed more broadly than just media advertising, public relations, and professional salespeople.

According to Shimp and Andrews (2013: 7) communication is the process whereby commonness of thought is established, and meaning is shared between individuals or between organisations and individuals. Koekemoer (2010: 11) adds that marketing communication is not something marketers 'do' to consumers. It is what occurs when marketers are sensitive to consumers' needs and wants and communicate with them in a responsible, respectful, and relevant way.

Communication can be viewed as the work of persuading somebody is a way of performing an act (coarsely, that of affecting someone's focus and desires) by using some form of communication, usually language. As such, persuasion constitutes a "speech act," an act performed in, or by, speaking (Taillard 2000: 1). Persuasive communication, in this study, comprises various forms of marketing communications messages designed to enhance customers' impressions of the basic offer. These consist of non-personal verbal messages (personal selling and WOM support) and non-verbal messages. In other words, persuasive communication intends to stimulate wants by encouraging customers to imagine the benefits of the basic offer (product). It is also noted that marketers attempt to stimulate wants by supplying facts or by appealing to the customer's imagination. Ilardo (1981: 3) states that persuasion is a communicative process of altering beliefs, attitudes, intentions, or behaviour of another by the conscious or unconscious use of words and nonverbal messages.

Marketing communication is the coordination of promotion efforts to ensure the maximum informational and persuasive impact on customers. Koekemoer (2010: 15) states that promotional inducements are substantive or extra benefits, beyond the benefits of the basic offer, intended to motivate customer actions. This study relates promotional inducement to what is commonly called sales promotion which promotes the marketer's product more aggressively. From this perspective, one could question concerns that conviction (persuasion/inducement as seen in the case of marketing) is different from marketing.

3.6.6 Process

According to Bromer (2013: 3), the process deals with how a service is delivered which includes measuring the success of the service, such as providing the service in a timely fashion to solve a specific need. Services should be reinforced by a clear definition and efficient process. In other words, everybody (service providers and consumers) should know what to do and how to do it. Kar (2010: 12) adds that with services, being intangible processes, become more crucial to ensure standards are met. Bhasin (2017: 2) maintains

that the service process is how a service is delivered to the end customer. It is also a critical component in the service blueprint, wherein before establishing the service, the company defines exactly what should be the process of the service product reaching the end customers.

The Chartered Institute of Marketing (2009: 6) emphasises that the process of providing a service and the behaviour of those who deliver it are crucial to customer satisfaction. Issues such as waiting times, the information is given to customers and the effectiveness of staff are all vital to keeping customers pleased. In addition, in a service situation, customers are likely to have to queue before they can be served and the service delivery itself is likely to take a certain period of waiting time. It helps if marketers ensure that customers understand the process of acquiring service and the acceptable delivery times (Kotler and Keller 2009: 402). Zeithaml, Bitner, and Gremler (2012: 22) state that the actual delivery steps that the customer experiences, or the operational flow of the service, also give customers evidence on which to judge the service.

3.6.7 People

Ivy (2008: 290) states that in the service marketing framework people are all directly or indirectly involved in the service encounter, namely, the firm's contact employees, personnel, and other customers. Due to intangibility and inseparability of production and consumption for services that involve the simultaneous production and consumption of services, service firms depend heavily on the ability of contact employees to deliver the service. However, as awareness increases, the product becomes simpler and they become off-the-shelf commodity products as noted in online marketing. Also, buyers at times prefer face-to-face interaction and they place a high premium on brand names and reliability.

People are an essential ingredient in service provision, therefore recruiting, developing and training the right staff is necessary to create a competitive advantage. Kar (2010: 12) concurs that people are crucial in-service delivery and that intensive training for human resources on how to handle customers and how to deal with contingencies is crucial to business success. Besides, it becomes imperative for service organisations to find ways in which they can successfully manage the contact employees to ensure that their attitudes and behaviours are helpful to the delivery of service quality. According to Donovan and Henley (2010: 314), customers make judgements about service provision and delivery based on the people representing such organisations. They propose three main factors

relevant to all people's tasks: interpersonal skills, product knowledge skills, and process skills. They affirm that people factors are important in all organisations, whether for profit, not for profit or government departments. They state further that regardless of people's role in the organisation, the staff members with whom the client interacts are generally the most important influence on attitudes towards the organisation.

From a service marketing point of view, people define a service. People can make or break an organisation, because people create first impressions in the service industry (Shah 2012: 165). The practice of a football business cannot be separated from coaches and managers. As stated previously, people are crucial in-service delivery, and intensive training for human resources is crucial to business success (Kar 2010: 12). Thus, training employees for efficiency is one of the most important areas in the service industry (Van Vliet 2011: 4).

3.6.8 Physical evidence

According to Kotler and Keller (2012: 380), unlike physical products, services cannot be seen, tasted, felt, heard, or smelled before they are bought. A service cannot be experienced before it is delivered. Therefore, choosing to use a service can be perceived as a risky business because you are buying something intangible. The Chartered Institute of Marketing (2009: 7) stresses that this uncertainty can be reduced by helping potential customers to 'see' what they are buying. Case studies and testimonials can provide evidence that an organisation keeps its promises. Similarly, Palmer *et al.* (2011: 37) agree that the intangible nature of service means that potential customers are unable to judge a service before it is consumed, thereby increasing the perceived riskiness inherent in a purchase decision. The authors affirm further that an important element of marketing planning is, therefore, to reduce this level of perceived risk by offering tangible evidence of the nature of the service. They propose several forms that can be deemed evidence: a brochure can describe and give pictures of important elements of the service products, the appearance of staff can give evidence, and buildings are frequently used to give evidence of a service's nature.

Wirtz, Chew and Lovelock (2012: 24) raise the point that if the service requires customers to enter the service factory, it is important to start thinking about the design of the physical environment. The appearance of the buildings, landscaping, vehicles, interior furnishings, equipment, staff members' uniforms, signs, printed materials, and other visible cues provide tangible evidence of a firm's service quality. Ivy (2008: 290) agrees that physical evidence

refers to the environment in which the service is assembled and in which the seller and customer interact, combined with tangible commodities that facilitate performance or communication of the service. Boshoff and du Plessis (2009: 249) see physical evidence as a form of communication; what a customer sees, hears, feels, or smells when entering a service environment invariably 'talks' to the customer. The question is whether the customer will experience the intended message or not. Physical evidence during service delivery communicates with customers and it plays a role in creating the service experience, in satisfying customers, and in enhancing customer's perception of quality.

Zeithaml, Bitner and Gremler (2012: 219) concur that physical evidence is the environment in which the service is delivered and in which the firm and the customer interact, and any tangible commodities that facilitate performance or communication of the service. The first part of this definition includes the actual physical facility in which the service is performed, delivered and consumed. The second part suggests that physical evidence is particularly important for communicating about credible services. However, in services, there is often nothing to move through physical channels to distributors and retailers for sale to end-users. Experiences, performances, and solutions cannot be physically shipped and stored (Lovelock and Wirtz 2007: 99). The physical environment remains the service company's focus. As noted earlier regarding services, quality is very difficult to measure, and trust is fickle. Palmatier, Dant and Grewal (2007: 172) assert that trust is a central element in the development of marketing relationships and is defined as one's willingness to engage in risky behaviour accompanied by the belief that one's partner can be relied on to fulfil its future obligations. Hoffman *et al.* (2009: 264) maintain that due to the intangibility of services, service quality is difficult for consumers to objectively evaluate. As a result, consumers often rely on the tangibles or physical evidence that surrounds the service to help them form their evaluations.

There are several existing research studies focusing on building trust rather than on developing a trustworthy image. For example, Schiffman, Thelen and Sherman (2010) and Fang *et al.* (2008) focus on trust at different organisational levels, while Sekhon *et al.* (2013) focus on the multidimensional nature of trust. Got Questions Ministries (2019) points out that physical evidence is critical in guiding customers through the purchase process and making them feel comfortable and trusting towards the service provider. Often, it is also the means through which the service is provided. That is, physical evidence can be used to convey a desirable image since it is the only tangible part of a service offering and includes

facility design, equipment, signage, employee dress, reports, business cards, statements and guarantees (Zeithaml, Bitner and Gremler 2009: 24).

3.7 CONCLUSION

This chapter has been specifically structured to offer an understanding of the principles of marketing as applied by professional football clubs and to provide a general overview of marketing orientation. It identifies the marketing philosophies concerning this study, including what marketing is meant to be, what it should be, and what marketing is not expected to be. It analytically presents examples of marketing offerings and justifies an organisation's presence as intending to satisfy customer wants and needs, while meeting organisational objectives. In this chapter, sports marketing is explained as being about marketing and the service marketing mix. It defines, discovers, and analyses what CSR is and its usage in profit organisations such as professional football clubs.

This chapter noted how world-class professional football clubs such as Real Madrid FC and Manchester United apply marketing strategies in their football operations, particularly the 4Ps with the inclusion of best services to their customers (spectators/supporters). It also identified how the top professional football clubs in South Africa (Orlando Pirates and Kaizer Chiefs) use marketing strategies to gain competitive advantage, though there is a wide gap between European professional football clubs and South African professional football clubs in the application of marketing strategy. To some extent, European football clubs are still yet to make use of the service marketing mix because they still mainly use traditional marketing. In this regard, the chapter has critically defined the role of marketing for different types of services. According to Palmer *et al.* (2011: 35), the principle of the extended marketing mix (as indeed with the traditional marketing mix) is to break a service offering down into several parts and to arrange them into manageable subject areas for making strategic and tactical decisions. The impact of marketing on profit matters has been also been acknowledged in this chapter.

CHAPTER 4: RESEARCH METHODOLOGY

4.1 INTRODUCTION

This chapter describes, identifies, and discusses the methodological approaches that were used in accomplishing this study. It also focuses on the philosophy that is related to the research techniques. The approaches and frameworks within which empirical research was conducted are also discussed. This chapter explains the choices regarding the strategies, approaches, procedures, and techniques that were most appropriate for this study. More precisely, it clarifies how the sample of football clubs, coaches, club owners, managers, supporters, and the players were selected. In addition, it examines the research quality and thoroughness, presenting the significance of validity and reliability of the data.

4.2 RESEARCH DESIGN

The research design enunciates the type of data that is required, the methods that are used to collect and analyse data, and how the components answer the research questions. According to Dannels (2018: 15), a research design is a plan of how the research is going to be conducted, indicating who or what is involved, and where the study is to take place. Most importantly, the research design section is a component in the methodology of a study that links the conceptual research problems to the related and attainable empirical research. The notion of who specifically and what exactly should be investigated is documented in terms of the components of analysis, population parameters, type of sample, and time measurement needed.

4.3 RESEARCH APPROACH (MIXED-METHODS)

The research method that was used for this study was a mixed-method approach. According to Sandelowski (2000: 246), researchers have progressively moved to mixed-method practices to enlarge the scope and advance the analytic power of their studies. Venkatesh, Brown and Bala (2013: 21) state that mixed methods research is a method that associates quantitative and qualitative research methods into one research inquiry. The work of this nature can assist in developing rich understandings of numerous phenomena of interest that cannot be fully understood using only one method. Sandelowski (2000: 250) further states that mixed-method studies are effective at the level of sampling, data collection, and data analysis. McCusker and Gunaydin (2014: 1) explain that qualitative research is considered suitable for investigation of aspects of social life and its methods produce words,

rather than numbers, as data for analysis. On the other hand, quantitative methods measure percentages or numbers.

Mixed methods research has been labelled the third methodological drive (paradigm), with both methods (i.e. quantitative and qualitative methods) representing the first and second movements (paradigms) respectively. Even though the terms 'mixed-methods' and 'multimethod' have been used interchangeably in social and behavioural sciences, there are important conceptual differences between the two (Venkatesh, Brown and Bala 2013: 22). McCusker and Gunaydin (2014: 2) explain that research that acts on the strengths of both quantitative and qualitative methods is now recognised as indispensable in numerous fields of research. Having a proper understanding of such methodologies and a systematic combination of the relevant techniques can guarantee rigour. Mixed methods research uses quantitative and qualitative research methods either concurrently (i.e., independent of each other) or sequentially (e.g., findings from one approach notify the other), for a better understanding of a phenomenon of interest (Venkatesh, Brown and Bala 2013: 23).

4.3.1 Reasons for choosing mixed method research

According to Sparkes (2015: 3), the benefits of a mixed-method approach is that it offsets weaknesses and provides stronger inferences by taking advantage of the complementary strengths of the two methods to offer stronger and more accurate interpretations. It triangulates thus permitting greater validity in a study through seeking authentication between quantitative and qualitative data. It serves as a completion through a combination of methods that permit a better complete and comprehensive picture of the studied phenomenon to emerge, so it generates new perceptions. According to Venkatesh, Brown and Bala (2013: 24), mixed methods research can address confirmatory and exploratory research questions concurrently. Even though both qualitative and quantitative methods can debatably be used to explore similar research questions, qualitative methods have typically been used more in social sciences and some other fields for exploratory research to develop a profound understanding of a phenomenon and to inductively generate new theoretical understandings (Punch 2013: 301; Venkatesh, Brown and Bala 2013: 24).

Mixed methods can also assist to highlight the similarities and differences among aspects of a phenomenon. However, the same study stated that the interest in, and the expansion of, mixed methods designs has been fuelled by practical considerations, bearing in mind the need for cost-effective research and the increasing competition for research funding

(Östlund *et al.* 2011: 370). Data collection comprises the gathering of both numeric information (e.g., employing instruments) and text information (e.g., through interviews) in a way that the final database represents both methods (Creswell 2008: 20). The benefits of a mixed-method approach in research are complementarity, completeness, developmental, expansion, corroboration/confirmation, compensation, and diversity (Venkatesh, Brown and Bala 2013: 25).

Terrell (2012: 260) states that there are two distinct data collection phases (quantitative and qualitative) and either can be collected first. Precedence can be given to either or both data types. However, data are integrated and combined during interpretation. A theoretical perspective, a conceptual framework, and/or specific idea guides the study.

The use of triangulation as a procedural or methodological metaphor facilitates the incorporation or integration of qualitative and quantitative findings and assists the researcher to present their theoretical propositions and their findings. Mixed methods using triangulation may also provide a better understanding of the links between theory and empirical findings, contest theoretical assumptions, and assist in the development of the new theory (Östlund *et al.* 2011: 370). The target population for this study is players, agents, club managers, sponsors, and supporters from the five selected football clubs.

4.3.2 Selection of football clubs

This study comprises Ekaya Football Club (FC), Shooting Stars FC, KooFC, Riverside FC, and KZN FC which are all located in KwaZulu-Natal, South Africa. The sample size of a survey most typically refers to the number of units to be chosen from the data collected. The population for this study was drawn from selected PPFCs in KwaZulu-Natal. In qualitative research, the sample size is based on the largeness of the sample. The number of focus group respondents, depth of individual interviews, or ethnographic observations is needed (Unite for Sight, 2013: 1). Guided by these statements, the selection of participants was convenient with regards to coaches, club owners, managers, supporters, and players. The participants that were potential professionals in the field were selected through convenience sampling (which helps to recruit hidden populations that may not be found from other methods of sampling). This sampling method guaranteed that not only that the football clubs were represented through the selected five clubs, but all the teams were included in the focus group discussions. Questionnaires were distributed to selected PPFCs and data were

collected. Table 4.1 shows the names of PPFCs selected and the number of questionnaires distributed. Focus group size and interview plans are shown in Table 4.2.

Table 4.1: Questionnaire distribution plan

Area	POTENTIAL PROFESSIONAL FC	NO OF QUESTIONNAIRES
New Germany	Ekaya FC	100
Durban	Shooting Stars FC	100
Richards Bay	KZN FC	100
Kloof	Ekaya FC	100
Riverside	Riverside FC	100

Table 4.2: Interview and focus group plan

AREA	POTENTIAL PROFESSIONAL FC	NO. OF INTERVIEWS	NO. OF FOCUS GROUPS	NO. OF RESPONDENTS PER FOCUS GROUPS
New Germany	Ekaya FC	2	2	6
Durban	Shooting Stars FC	2	2	6
Richards Bay	KZN FC	2	2	6
Kloof	Ekaya FC	2	2	6
Riverside	Riverside FC	2	2	6

4.4 SAMPLING DESIGN

A mixed-method (quantitative and qualitative approach) descriptive study approach was used for this study. The qualitative part of the study was achieved using interviews and focus groups used by the researcher to collect information from participants. The researcher chose different days and weeks to visit each selected PPFC, with the open-ended questions in hand to interview clubs. The researcher organised focus group meetings with clubs on suitable dates to gather information on the topic. The quantitative aspect of the study involved the distribution of questionnaires to these clubs which were completed and returned. Representative samples were drawn concerning relevant variables in this study, such as age, gender, and the number of years spent in the club.

The researcher used different quantitative and qualitative tools to clarify data records to avoid confusion. Investigating an entire target population is not frequently practical, realistic, or financially worthwhile. In cases of that nature, it is obligatory to draw a sample (Du Plooy 2009: 107). According to Herek (2012: 1), typically researchers are unable to make direct observations of all individuals in their population of the study. As an alternative, they collect data from a subsection of individuals as a sample for observations to make inferences with respect to the whole population. Consequently, sampling is the selection of a subsection of individuals within a statistical population for estimation of the whole population characteristics.

Convenience sampling was used for this study. According to Etikan, Musa and Alkassim (2016: 3), convenience sampling is appropriate or applicable to both qualitative and quantitative studies. Quantitative methods are envisioned to accomplish breadth of understanding while qualitative methods are used to achieve the depth of understanding. According to Hancock, Ockleford and Kate (2009: 21) and Guetterman (2015: 1), sampling can transpire at numerous stages, either when collecting data and during interpreting and reporting of data. Observation shows that the difference in sampling strategies between quantitative and qualitative studies is because of the different goals of the individual research approach.

Price (2013: 1) states that a convenience sample is a non-probability or opportunity sample, i.e. a sample is drawn without any underlying probability-based selection method. Principally, a convenience sample is not perceived as a complete enumeration of all the possible units of the population, a census, or a careful, scientific sample. A major disadvantage of this sample approach is that it can lead to poor quality data and lacks intellectual credibility. The researcher used this sampling method to select members of the focus groups.

Etikan, Musa and Alkassim (2016: 3) state that convenience sampling is affordable, easy and the participants are willingly available. Therefore, it is required for the researcher to describe the difference between this sample and one that is randomly selected. It is a necessity to describe the participants who might be omitted during the selection process and the participants who are overrepresented in the sample. The main disadvantage of convenience sampling is that it can be biased. Also, another great concern related to convenience sampling is the problem of outliers (i.e. cases that arise that are not part of the study) (Etikan, Musa and Alkassim 2016: 3).

There is a component of convenience sampling embedded in many qualitative studies, nevertheless, a more thoughtful and careful approach to the selection of a sample is justified. According to Koerber and McMichael (2008: 463), even though convenience sampling is not suitable in every situation, it can provide an acceptable sample in many situations. The possible downside in making use of this technique is the familiarity of the subject matter or population, which might tempt the researcher to generalise beyond the narrow population. In this study, the researcher used snowball sampling. In this form of

sampling the researcher intentionally and actively chooses the most productive sample to answer the research questions.

4.5 SAMPLE SIZE

According to Sarmah and Hazarika (2011) sample size is determined by choosing the number of observations or replicates to be included in a statistical sample. The sample size is an essential aspect of any empirical study whereby the goal is to produce inferences about a population from a sample. The approximate size of the population was 500 and based on this number the questionnaires were distributed and 428 (85.6%) were retrieved from the clubs which includes the questionnaires for club officials and players. Each PPFC were given questionnaires to distribute according to their strength to ascertain the quantitative part of this study. The high number of players in this segment of the football business was able to justify this number of questionnaires. The age range used in giving questionnaires was between U14 and U16 while random sampling was used to select players and non-players used for this study. The Ekaya FC players (New Germany) were the most represented in the study (31%) because of their large numbers and ability to attract players followed by the Shooting Stars FC and Riverside FC due to their collaboration (26%), Kloof FC (22%) and KZN FC (21%).

4.6 DATA COLLECTION

Letters of the invitation were written and sent to the respondents which explained the purpose of the study and assured them of confidentiality. Additionally, a letter of informed consent was given to them and signed by the manager of each football club that was researched including participants that participated in the research process. The study used a mixed-method approach i.e. questionnaires, interviews, and focus group discussions/interviews to collect data from purposively identified respondents consisting of players, club officials, club owners, sponsors, etc. The identified football clubs, officials, and players were informed of their right not to answer questions they were not comfortable with. Ten participants, based on positions such as coaches, club owners, managers, and supporters, players from Durban, New Germany, Kloof, Richards Bay, and Riverside were selected for detailed interviews to understand the marketing framework used by the football clubs and how it has improved its competitive advantage. Two focus groups per club, consisting of six participants in each group, were conducted among the selected football club members in the five communities.

The study focuses on two main sources of data, namely primary and secondary. The secondary data which constituted the core of the literature review was induced from textbooks, journals, articles, previous research, and internet sources. The primary data was gathered from the field through questionnaires, interviews and focus groups and constituted the opinions of owners, managers, coaches, players, and supporters of the selected clubs.

Field notes were kept of every interview, which formed part of the raw data that was analysed. At the post-interview stage, a detailed diary was kept for understanding and the interpretation of the context of each of the participants and their respective football clubs. After the discussion process, the data were organised in preparation for the data analysis. In all, at least two officials from each club were selected for the qualitative interview section of the study. With regards to the players, using convenience sampling, 12 members from each of these clubs numbering 60 in total participated in the focus group discussion of this study.

4.6.1 Data Collection Instrument

Since the study employs the mixed method, the data collection instruments that were used for the study were questionnaires, interviews, and focus group discussions. The quantitative questionnaires were distributed to the clubs for the coaches, club owners, managers, supporters, and players to complete. The qualitative interviews were unstructured and supplementary questions were generated during the discussion. The interviews aimed at owners or their representatives, managers, and officials of the clubs while focus group discussions were aimed at the players' using research objectives which were to understand the relationships between marketing and club operations whether it satisfies club's needs, how club marketers can adopt marketing concepts to create a competitive edge and influence target audience behaviour, and how the service marketing mix (7P's) model applies to the club as a profit organisation and how the clubs present a value proposition to their members and supporters. From these, the marketing framework was developed and is presented in Chapter 7 as a guide for clubs in fulfilling their social roles in KwaZulu-Natal in South Africa.

4.7 MIXED METHOD-DATA ANALYSIS

All quantitative data were captured using the Statistical Package for Social Science (SPSS version 26) for statistical analysis. Descriptive statistics using tables and bar-graphs were computed to describe the central tendency and variation for each collated variable. All

quantitative responses were converted into pie and bar charts. The assistance of an independent statistician was used in completing the statistical analysis. The data analysis was also done by using a mixed-method (quantitative and qualitative) approach. All qualitative data as collected by the researcher were given to the statistician in the same manner as quantitative data for analysis. For qualitative analysis, the software package NVivo 10 was used. This is a software package used worldwide by qualitative researchers for qualitative data analysis.

NVivo 10 was used to code the data gathered from focus group discussions, interviews, observations, videotape, and audiotape. This software programme allows or permits the following: spending more time on analysis and discovery, reduction of administrative tasks; working systematically to ensure the researcher does not miss anything in the data; interrogating the information and uncovering subtle connections in ways that simply aren't possible manually; rigorously justifying findings with evidence; managing all material in one project file and easily working with the material in one's language (QRS International n.d.). The responses to the questions were numbered and coded. All data were captured using SPSS (version 22) for statistical analysis purposes.

Qualitative data analysis is a routine or task that is demanding, repetitive, and challenging. Buchanan and Jones (2010: 3) and Nelson, Groom and Potrac (2014: 182) state that analysing qualitative data is a process that involves coding or categorising. Neill (2011: 11), and Taylor (2014: 185) state that qualitative data analysis is a procedure of bringing order, structure, and meaning to the quantity or mass of collected data. In this study, data were collected through a descriptive study where no attempt was made to change behaviour or conditions but to quantify performance, time, and treatment. The researcher has reported the thematic analysis and the interpretation of the research data that were collected from the primary source. This was used to transform coding of the text into themes as the researcher worked with each of the raw materials.

4.8 VALIDITY

Guion (2011: 2) states that in order to increase confidence in research data, methodological triangulation is employed to create innovative ways of understanding a phenomenon, reveal unique findings, challenge or integrate theories, and provide a clearer understanding of the problem. Methodological triangulation involves the use of multiple qualitative and quantitative methods. Results from focus groups and interviews were provided to see if

similar results were found. This helped the study to establish validity and trustworthiness which can be assessed through four principles: credibility, transferability, dependability, and confirmability. The measurement of human behaviour belongs to the widely accepted positivist view, or empirical-analytic approach, to discerning reality (Smallbone and Quinton 2004: 4). Because most behavioural research takes place within this paradigm, measurement instruments must be valid and reliable (Drost 2011: 105). Meanwhile, validity is concerned with the meaningfulness of research components. This means that the researcher needs to develop a strong support for the validity of the study. This could be internal validity or external validity.

According to Bernstein (2018: 116), internal validity addresses the reasons for the outcomes of the study and helps to reduce other, often unanticipated, reasons for those outcomes. To ensure internal validity in this study, the internal consistency and validity of the instruments were checked to reduce errors in the measurement. The material for analysis from the data that were collected was drawn from the critical views of interviewees or respondents' situations regarding whether their clubs had changed specific challenging situations by using marketing tactics and adverts. This was also used to validate the procedures and the results. Internal validity was structured to target issues relating to the research questions sequentially. The items in the interview guides and focus group discussions were restricted to seek information relevant only to the issues about the study. In addition, the construction of the questions was simple and clearly stated, and instructions were made with no trace of complexity so that what the researcher sought to understand remained unchanged.

According to Drost (2011: 120), the external validity of a study or relationship is the capacity to generalise the findings to other persons, settings, and times. The notion is that generalising to well-explained target populations should be differentiated from generalising across populations. To ensure generalisability, this study addresses its findings to other people and other situations and ensures that the conditions under which the study was carried out were representative of the situations and time of the results. More significantly, the samples of participants drawn from the population of interest represent the population at the time of the study.

4.9 RELIABILITY

According to Roberts *et al.* (2006: 43) and Drost (2011: 106), reliability is the extent to which the results of a study or a measure are repeatable in different circumstances when different

persons perform the measurements, on different occasions, under different conditions, with supposedly alternative instruments which measure the same thing. This suggests that reliability is the consistency or stability of measurement. Zohrabi (2013: 259) posits that procuring comparable results in quantitative research is rather direct and easy because data are in numerical form. However, in qualitative approaches to research achieving identical results are difficult because the data are in narrative form and subjective. Reliability in this study was guaranteed by keeping detailed information on decisions that were made throughout the process to enhance the study's credibility and reliability. Precise and accurate themes were developed to describe the data, such as statements from interview transcripts, and confirmed by coding the data for stability.

Reliability indicates that the study can be repeated with the same results. Specifically, this was guaranteed with the use of a detailed interview guide, by developing and keeping a database of the empirical data, and by using a formal, computerised analysis technique. Only data that were originally gathered for this study were used to answer the research questions. In estimating the reliability of a measurement, recording its stability is imperative which this study took into consideration. The uses of computers, recording, and monitoring materials are used to estimate and evaluate the stability of measures. Therefore, the nature of the research design increased validity and reliability, especially through the in-depth interview and focus group discussions which were staged to help in explaining explicitly the different processes and phases of the inquiry in order to increase the reliability of the research.

4.10 TRUSTWORTHINESS

Considerable effort was taken to ensure trustworthiness in this study. The qualitative analysis chosen was thematic analysis using Nvivo 10 (QSR International. n.d.). This helped to manage a large proportion of sections devoted to assessing the trustworthiness (validity) and consistency (reliability) of this study. Loh (2013: 1) suggests that issues of trustworthiness, narrative truth, verisimilitude, and utility need to be attended to for any narrative study to ensure its quality. The approach was sufficiently systematic and carefully implemented in ensuring rigour in this study. In addressing credibility, this study attempted to ensure that the true image of the phenomenon under study is being presented (Shenton 2004: 63; Cope 2014: 89). The qualitative analysis consisted of interviews and focus group discussions, resulting in the development of themes such as the relationship between marketing and football clubs, the football club's value proposition, social issues, concept,

and practice of marketing by the clubs. The proximity between the two methods (interviews and focus group discussions) as stated by Padgett (1998: 88), Nyumba *et al.* (2018: 23) and Flynn, Albrecht and Scott (2018: 2) is an indication of the level of authenticity and credibility (rigour and trustworthiness).

4.11 CONCLUSION

According to Etikan, Musa, and Alkassim (2016: 2), convenience sampling and purposive sampling are non-probability sampling techniques that a researcher uses to select a sample of participants from a population. Even though non-probability sampling is associated with several limitations due to the subjective nature in choosing the sample, it is beneficial especially when randomisation is impossible when the population is very large. It can be of use when there are limited resources, time, and workforce, and when the research does not intend to generate results to create generalisations pertaining to the entire population.

This procedural (methodology) chapter discussed the empirical (experiential) study and articulated the standard against which the quality of the research can be assessed. Thus, this chapter focused on the research methodology employed in this study. It explained the necessary research steps, the instruments that were used to gather data, and the procedures followed in the administration and coordination of the research instrument. Additionally, it presented an outline of the sampling technique, a summary of the in-depth interview and focus group techniques that were employed in ensuring the validity and reliability of the empirical findings. The next chapter presents the empirical results based on the data gathered from the questionnaires, interviews, and focus groups.

CHAPTER 5: PRESENTATION OF RESULTS

5.1 INTRODUCTION

This chapter presents the results of the quantitative questionnaires, the qualitative interviews, and the focus group discussions. Ryan, Coughlan, and Cronin (2013) state that interviews are broadly used as a tool or instrument for collecting data in qualitative research. They further specify that interviews are characteristically used as research plans to gather information regarding participants' views, experiences, and beliefs about a specific research question of interest. Generally, this research study aims to determine a marketing framework for the improved competitive advantage of potential professional football clubs in KZN, South Africa. In addition, it seeks to understand how these football club's stand out in their use of marketing strategies. To accomplish the study, aim, several objectives were identified as stated below:

1. To identify the marketing principles used by PPFCs to gain competitive advantage and reach their business goals.
2. To find out to what extent the PPFCs adopt marketing practices to encourage competitive advantage within and outside the organisation.
3. To acknowledge the relationship between the PPFCs approaches to business and the use of marketing tactics to improve the clubs' seasonal performance.
4. To note the use of the service marketing mix (7Ps) model by the PPFCs as opposed to the traditional 4Ps; and
5. To develop a marketing framework as a possible guide for PPFCs in their organisational systems.

The transcribed contents of the interviews, the notes written in the field during the interviews and focus group discussions, and the written or documentary evidence recorded during the study were all analysed and presented together. The conclusions from each logical methodology are drawn together to provide an overall conclusion to the empirical element of the research in the concluding chapter of this study. The model developed from the themes and relevant literature is presented in Chapter 7. Conclusions regarding the sub-objectives and the propositions are also presented.

5.2 PARTICIPANT DEMOGRAPHICS: CLUB NAME, AREA, LEVEL, AND DATE OF ESTABLISHMENT

Five hundred questionnaires were distributed and 428 were retrieved from the clubs which includes the questionnaires for club officials and players. Data collected from the study shows that five football clubs, namely Ekaya FC, Shooting Stars FC, Kloof FC, Riverside FC, and KZN FC participated. The Ekaya FC players (New Germany) and were the most represented in the study (31%) because of their heavy structuring and ability to attract players followed by the Shooting Stars FC and Riverside FC due to their collaboration (26%), Kloof FC with 22% and KZN FC with 21%. Regarding age and gender of players, 72 (60%) were 16-21 years of age while 18 (40%) were 22-24, and all were males. Regarding the age of club officials, two (30%) were 30-45 years of age and three (70%) were 25-30. Nine officials were interviewed: two from Kloof FC, three from Ekaya FC, two (30%) from KZN FC, and two from Shooting Stars FC and Riverside FC. Regarding the date of club establishment, two clubs (50%) were established in 2010, one was established in 2008 (25%) and one (25%) was established in 2011. All the clubs represented play in Premier Durban Central and Premier Durban South.

5.3 PRESENTATION OF QUANTITATIVE RESULTS BASED ON RESEARCH OBJECTIVES

The questionnaire was divided into two parts with questions for players and supporters and questions for club officials (team manager, club agents, sponsors, and club owners). Section A of the questionnaire dealt with the demographics while section B dealt with Objectives 1 to 5. Five hundred questionnaires were given to all the club members and 428 were retrieved. On the players and supporters' part each question had six columns for ticking or circling the choice of answer to each statement, i.e. strongly disagree (SD); disagree (D); Neutral (N); agree (A); strongly agree (SA); Not available (NA).

The questionnaire for the club officials was divided into two sections and the focus group was also divided into two sections. Section A was for demographics while section B was for questions to be answered by picking one answer out of the five options, i.e. satisfied (S); dissatisfied (DS); somewhat satisfied (SS); somewhat dissatisfied (SD); neither satisfied nor dissatisfied (NS or DS).

The quantitative results from the officials, players, and supporters in relation to the stated sub-objectives of the study are presented below.

5.3.1 Objective 1: To identify the marketing principles used by the PPFCs to gain competitive advantage and accomplish their business goals

Club officials (Figure 5.1). Most of the officials indicated that they were satisfied with their clubs and were satisfied with the ways their football clubs meet the players' and supporters' needs. A few indicated that they were neither satisfied nor dissatisfied with the way players' needs were met, and four officials indicated that they were somewhat satisfied.

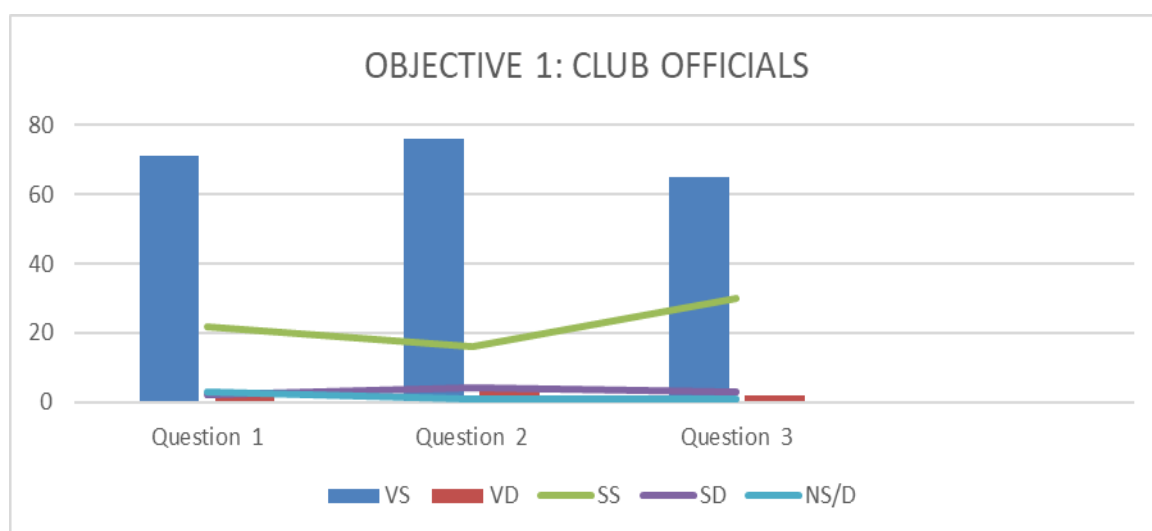


Figure 5.1: Objective 1 analysis of results from club officials' questionnaires

Players (Figure 5.2). Most of the players strongly disagreed that football clubs will be competitive and be more successful without marketing because previously in the qualitative analysis they appreciated the power and influence of marketing in players and club success while very few indicated that they disagreed. Thus, almost all players from the clubs strongly agreed that marketing professionals should handle marketing matters in clubs if clubs want to have success. They also strongly agreed that if football club programmes that will support competitive advantage are introduced and practised, clubs will be more profitable and give them an edge over the opposing team or club (their competitors).

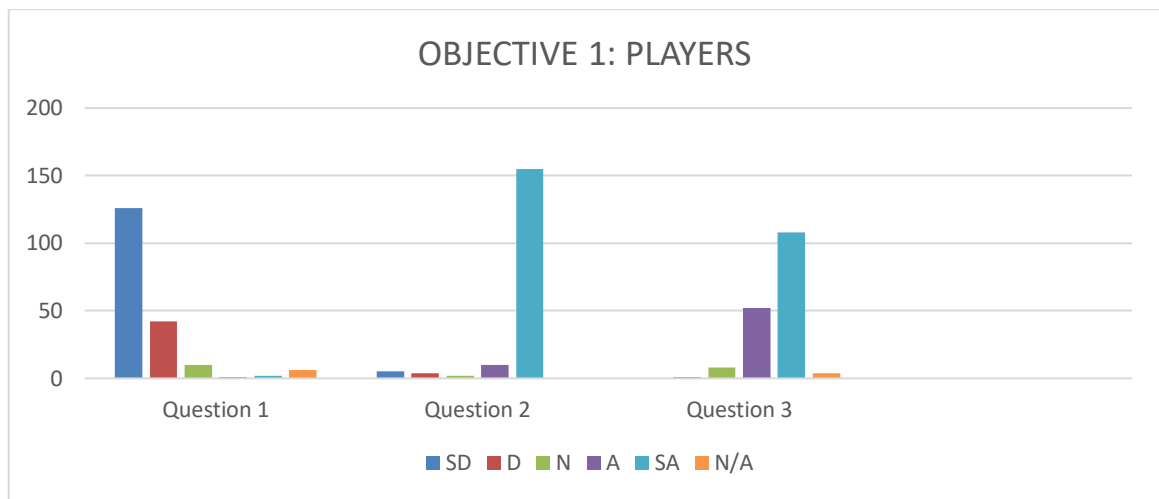


Figure 5.2: Objective 1 analysis of responses from players

Supporters (Figure 5.3). In the same way, most of the supporters strongly disagreed that the lack of usage of marketing will make the teams be competitive and be more successful because they have a notion that using marketing will be an added advantage. Some numbers of spectators disagreed and influence of marketing in players and club success while some were neutral. Thus, almost all supporters from the clubs strongly agreed that marketing professionals should handle marketing matters in clubs if clubs want to have success.

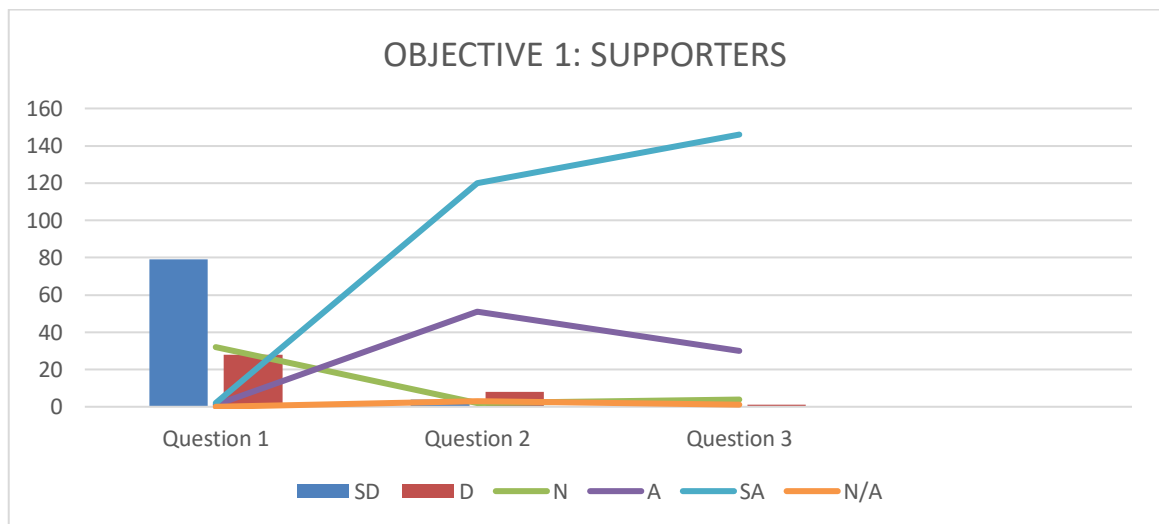


Figure 5.3: Objective 1 interpretation of responses from clubs' supporters

5.3.2 Objective 2: To find out to what extent the PPFCs adopt marketing practices to encourage competitive advantage within and outside the organisation

Club officials (Figure 5.4). Responses indicated that club officials were very satisfied with the ways their clubs use marketing to promote club activities while some indicated that they

were somewhat satisfied. A few indicated they were somewhat dissatisfied. All club officials indicated that they were encouraged in the way that their football settings treat them.

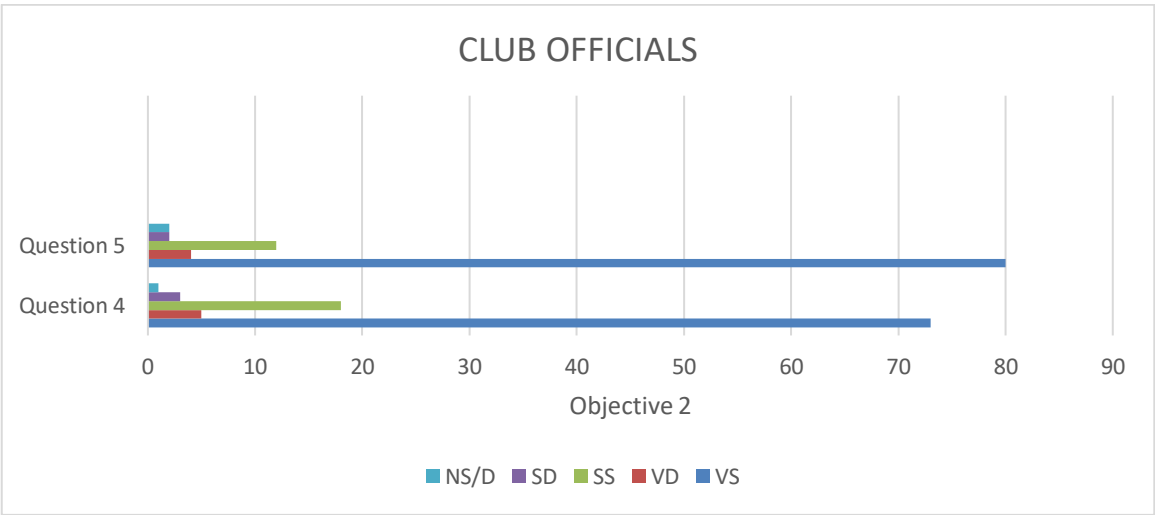


Figure 5.4: Objective 2 responses from club officials

Players (Figure 5.5). Some players disagreed with the ways their clubs were treating their supporters. Some chose to strongly disagree while the majority indicated they were neutral or were not sure if they agreed or disagreed with the way supporters were treated. Most of the players indicated that they strongly agreed that marketing can be applied to help influence supporters to get involved in the football club business while a few agreed. All the players strongly agreed with the statement that there is no need to adopt any new marketing concepts because they all admire the marketing strategies of bigger clubs and wish their clubs could get to that level.

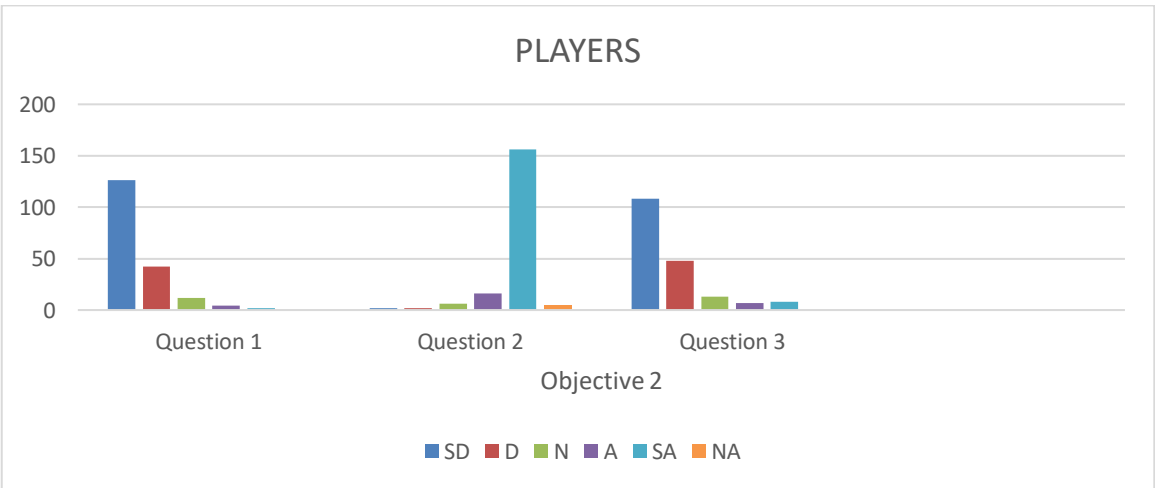


Figure 5.5: Objective 2 responses from selected clubs' players

Supporters (Figure 5.6). The supporters indicated that they strongly disagreed that the clubs are approaching their needs in the best way. Some disagreed or were neutral or agreed to the process.

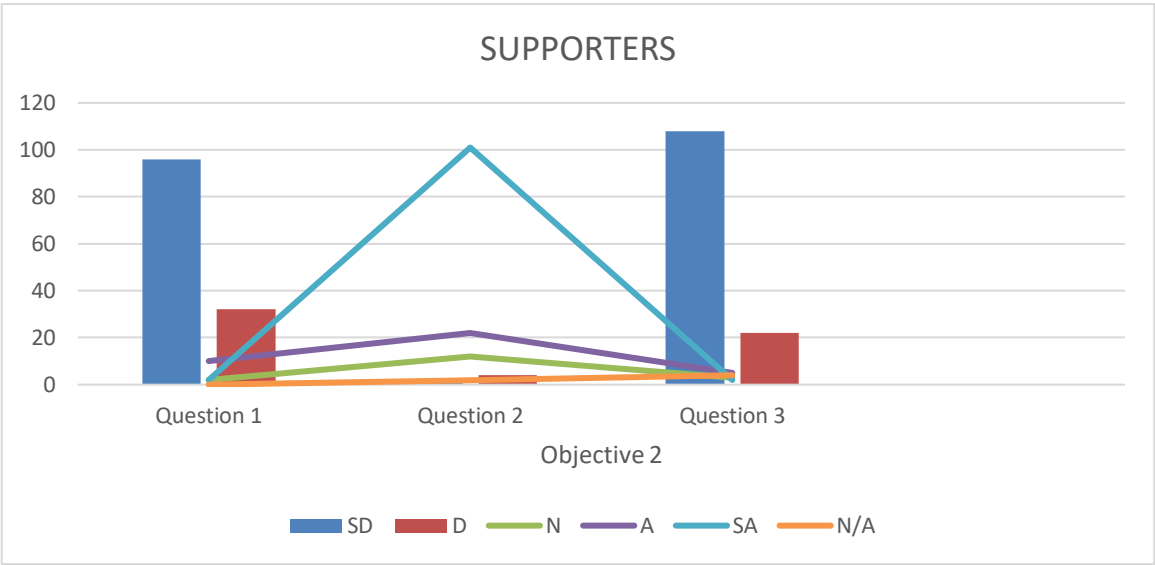


Figure 5.6: Objective 2 responses from selected clubs’ supporters

5.3.3 Objective 3: To acknowledge the relationship between the approaches to business by the PPFCs and the use of marketing tactics to improve the clubs’ seasonal position

Club officials (Figure 5.7). The responses from the officials indicated that they were very satisfied with the business administration of their clubs. Only two indicated they were not satisfied while one indicated neither satisfied nor dissatisfied. On the statement asking whether they were satisfied with the manner and approaches their football club used when handling matters, all the officials indicated they were very satisfied with the use of marketing strategies by their club to achieve a competitive advantage over other clubs. On the statement regarding satisfaction with the use of marketing tactics by football clubs, 50% were very satisfied, a few were very dissatisfied, some were somewhat satisfied while a few were neither satisfied nor dissatisfied.

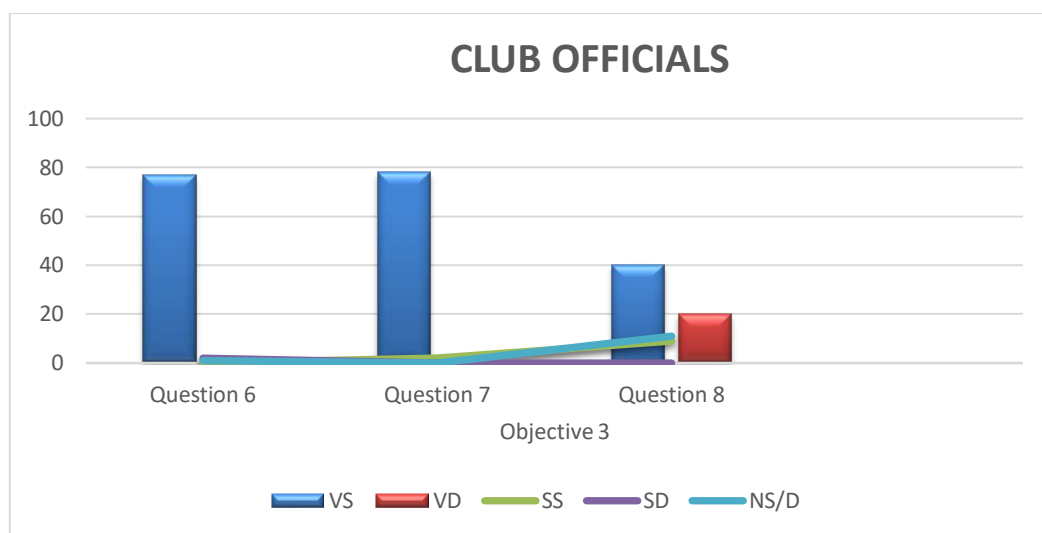


Figure 5.7: Objective 3 responses from selected club officials

Players (Figure 5.8). Most of the players (98%) indicated that they strongly agreed that football is a profitable business and marketing will improve clubs' profit margins. Moreover, they indicated that they strongly agreed that when club products were distributed to supporters and stakeholders there is a connection between the football club and the society. Very few players chose 'agreed' and many players indicated neutral on the statement regarding their football club rendering promotional services perfectly, which seems to be a signal of doubt and confusion regarding their clubs' services in that area.

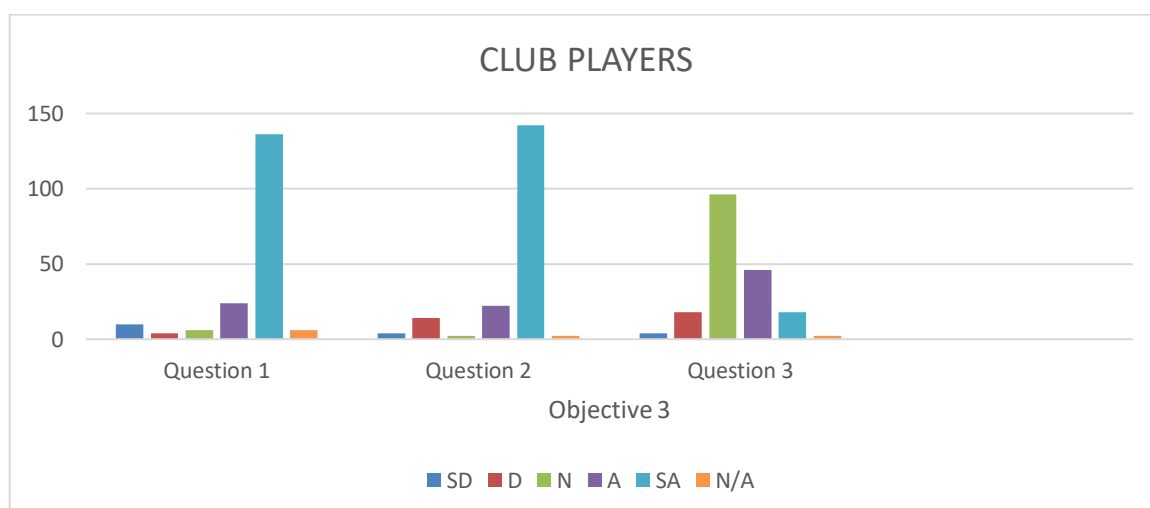


Figure 5.8: Objective 3 responses from selected clubs' players

Supporters (Figure 5.9) The supporters also indicated strong agreement like the players and club officials that marketing will greatly improve the club's profit margins as it has assisted with other European and South African clubs.

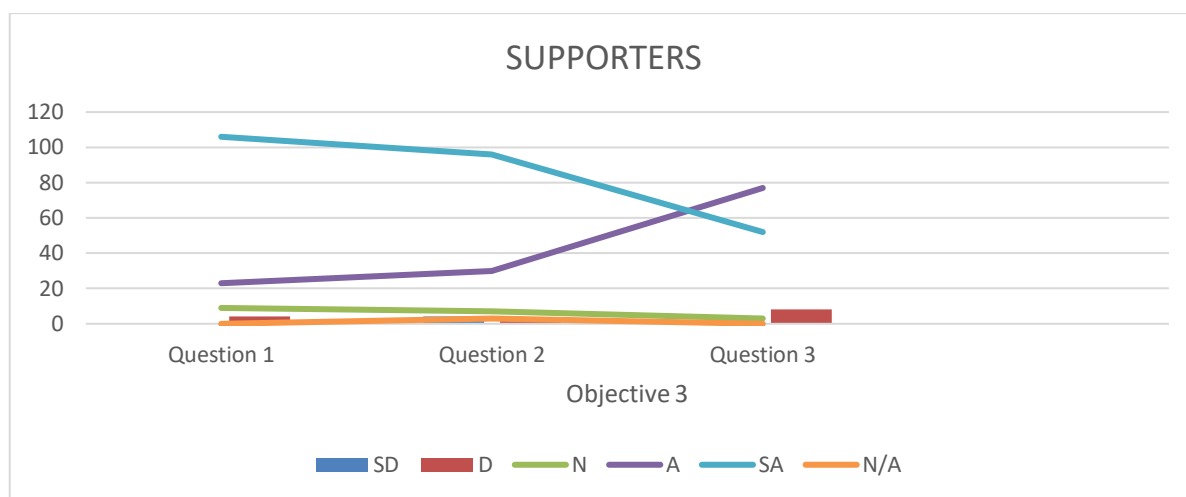


Figure 5.9: Objective 3 responses from selected clubs' supporters

5.3.4 Objective 4: To note the appropriate use of service marketing mix (7Ps) model by the PPFCs as opposed to the traditional 4Ps

Club officials (Figure 5.10). The results show that club officials were very satisfied with the ways their clubs promote players within and outside their community. Furthermore, they signified that they are also very satisfied with the process and strategy their club used in hiring coaches and players.

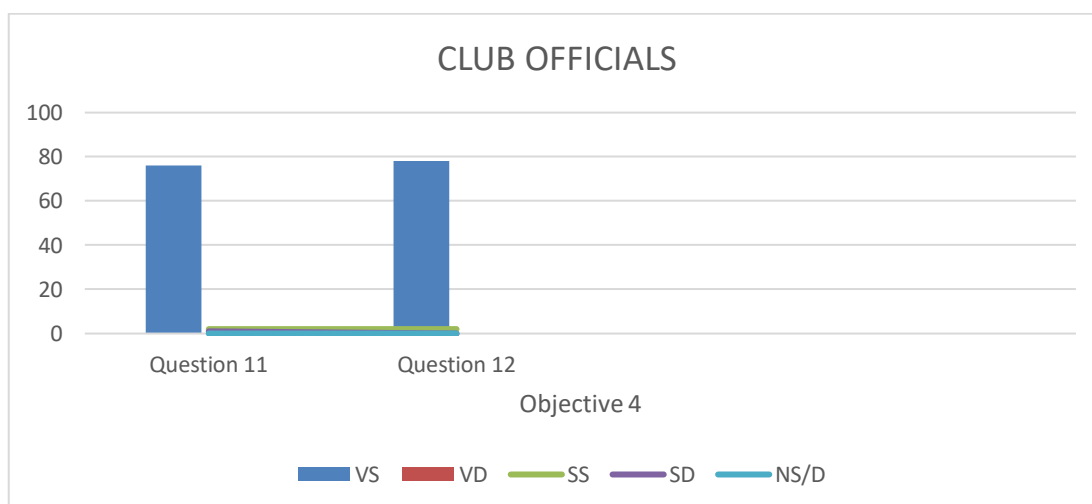


Figure 5.10: Objective 4 responses from selected clubs' officials

Players (Figure 5.11). The results show that players strongly agreed that marketing tactics in football business will improve club profit margins and most of them were neutral on the statement that says football players are well catered for in their clubs while some agreed and two chose not available (N/A). Most players indicated agreed with the statement that people will recognise their clubs even if they did not use signage on their cars, taxis, or home while a few strongly agreed.

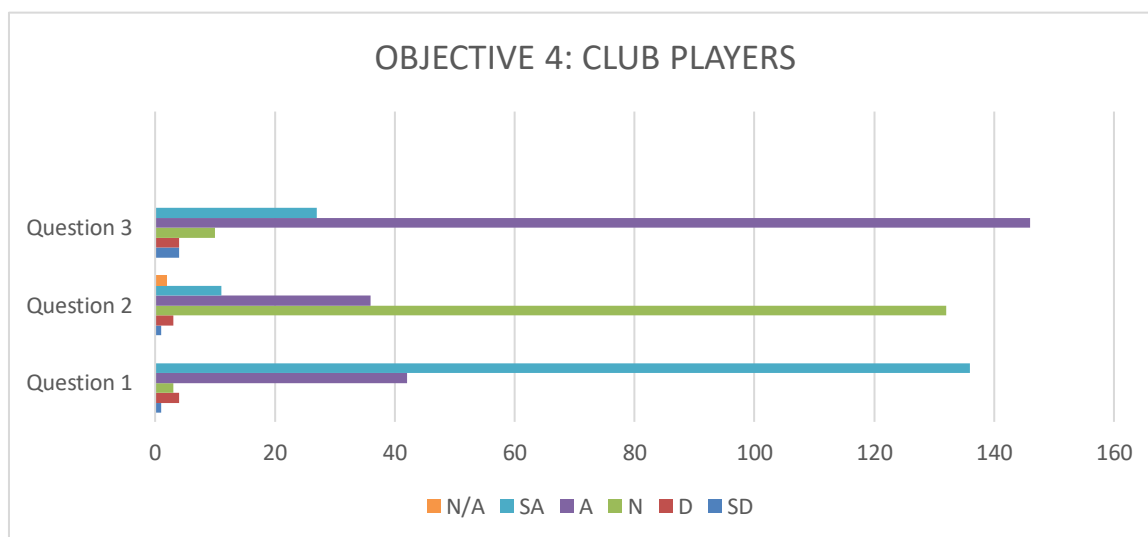


Figure 5.11: Objective 4 responses from selected clubs' players

Supporters (Figure 5.12). Some of the supporters strongly disagreed while some agreed that the application of marketing tactics in football business will improve profit margins while some indicated neutral and others agreed and strongly agreed.

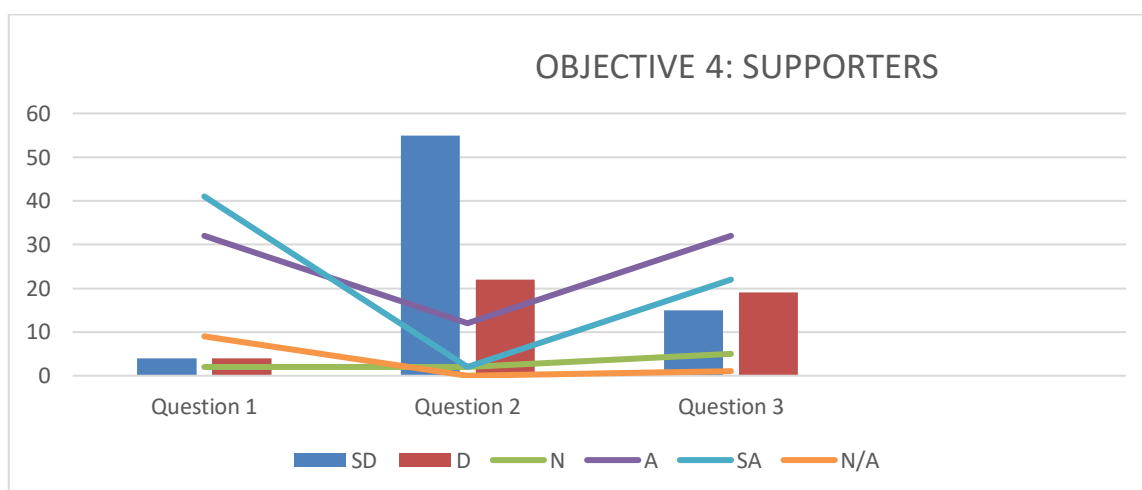


Figure 5.12: Objective 4 responses from selected clubs' supporters

5.3.5 Objective 5: To develop a marketing framework as a possible guide for the PPFCs in their organisational systems

Club officials (Figure 5.13). Responses from club officials indicated that most of them were neither satisfied nor dissatisfied with the management allocation of the profit their football clubs generated through gate takings. Also, they were very satisfied with the current steps their clubs were taking to improve and be placed ahead of other clubs within their local

community. Almost all the officials said that getting positive investors and selling the brand to local or international marketers will make their clubs more profitable like Manchester United Football Club.

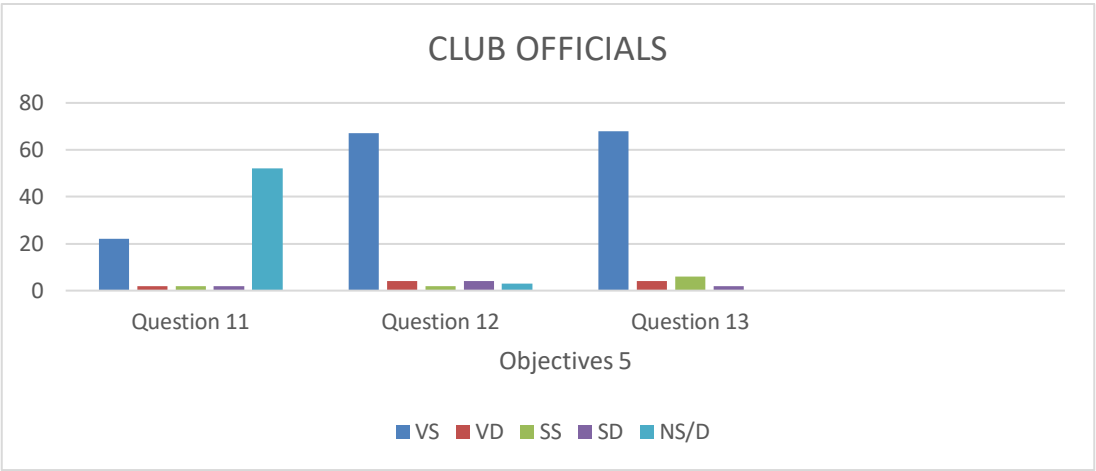


Figure 5.13: Objective 5 responses from selected clubs’ officials

Players (Figure 5.14). Half of the players disagreed that their club needs advice on how to apply marketing to achieve the desired profit and to help their operations. On the other hand, players strongly agreed that their football clubs need a better marketing plan to achieve higher profits and help their organisations.



Figure 5.14: Objective 5 responses from selected clubs’ players

It is interesting to note that both players and officials of the club were closely related in their answers while some responses may have been given because players or coaches did not want to be in trouble.

Supporters (Figure 5.15). Most of the supporters strongly disagreed that their club needs advice on marketing while some strongly disagreed. A few were neutral, some agreed while others strongly agreed.

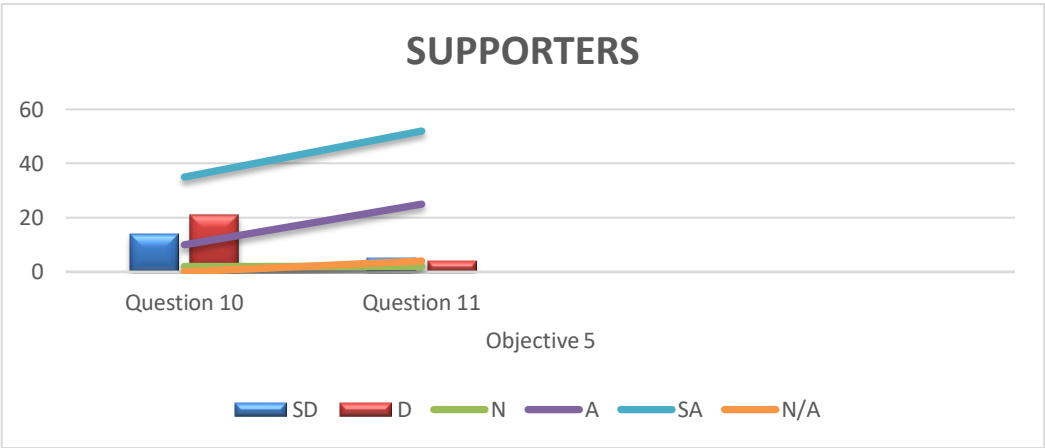


Figure 5.15: Objective 5 responses from selected club's supporters

5.4 PRESENTATION OF INTERVIEW RESULTS BASED ON RESEARCH OBJECTIVES

The main results of this study arise from the questionnaires, interviews, and focus groups with club officials and sponsors, combined with field notes taken during the sessions and discussions conducted with the coaches, managers, players, and stakeholders. Given the audiotape interpretations and comparing them with the field notes written during the interviews revealed an on-site analysis of this study.

All the findings are presented concerning the stated objectives and the themes which emerged from the data. The core discussion areas that evolved from the data are marketing principles used by clubs to achieve desired seasonal goals; the relationship between the potential professional football clubs and marketing, the use of marketing strategies to accomplish business targets, and the service marketing mix used during the process of practicing marketing. These core areas are presented through numerous sub-themes drawn or gathered from the interviews. Thus, within these core areas, detailed sub-themes are discussed in terms of the connections, similarities, and dissimilarities between marketing and football clubs; how selected clubs, with the use of marketing strategies, strive to accomplish their business obligations as connected with the understanding of the proper use of marketing strategy by the clubs for business purposes.

This section discloses each club's level of perception or awareness and insight into the relationships and connections between marketing and the football club, services, and marketing strategies associated with the specified purposes. In the end, an overall conclusion of the relationships between marketing and the football clubs, the nature, the suitability, and relevant practice of the marketing strategies is offered.

5.4.1 Objective 1: To identify the marketing principle used by the PPFCs to gain competitive advantage and accomplish their business goals

Research questions developed after surveying the relevant literature were used to get the discussions going and to generate data regarding the marketing of the football clubs and to identify the marketing principles used by these clubs.

Research question: Recruitment of good players has a very great impact on the football team's performance during competition. What are the ways that your football club follows to bring in good players for the season?

The term 'recruitment' in relation to a football club may seem different yet they are related as is the case in any other company or organisation. Every employee in any organisation undergoes a recruitment process before being employed and this is what happens in football clubs too. The recruitment strategies of a football club during recruitment are identified by club officials and sponsors in the excerpts from interviews appearing below.

Richards Bay FC, KZN FC, and Riverside FC

Recruitment is very important to us and for example, as an ex-international professional goalkeeper, trainer, and agent, my job, is to work with the club and make sure young and trainable goalkeepers are identified and recruited into the club. We recruit players and goalkeepers at an early age and train them for future purposes. We make use of a football organisation called KZN Goalkeepers Coaching to recruit them young. Organising grassroots tournaments in different places of KZN to allow players to be seen and for us to be able to identify good players that should be recruited.

Kloof FC and Ekaya FC

To us, recruitment is good connector to place a team either at the lower or higher level of the league or tournament, but we believe all these depends on how you recruit what you recruited. Several experiences in the past have taught us how to handle issues of

recruitment with more seriousness and diverse ways. For instance, we have a development structure that handles this because we recruit through organising competitions for players. Also, we recruit players from a very young age group such as age eight to be able to train them properly. We nurture them all through maturation in skills and techniques and for professional and management purposes.

Ekaya FC & Shooting Stars Soccer FC

It has been an area of focus from several years back because recruitment is a vital part of any organisation. Experience from previous wrong recruitments which were linked to favoritism have debarred us from fulfilling our stated goals and objectives. This present time, we have criteria for recruiting and we are one of the best within the province to fulfill the main target. We have a recruiting structure and a plan for what we need every year to fill our academies and from the inside, especially in moving players in and around.

Research question: A good product will always attract consumers for consumption. How does your club identify a good player that will perform and encourage supporters to watch your games?

Football Club Kloof & Riverside: Ekaya FC and Riverside FC

This is a very deep question because the gym we have is very rare and it is difficult to find such a facility. However, we used what we have to package our players, in terms of good training programmes and market them abroad to places like the United Kingdom and Europe for a good market, which gives us a competitive advantage ahead of another team. In most cases, our players (products) are exceptional because we identify them in competitions and tournaments, and we have a department that specialises in this aspect.

Football Club Richards Bay: KZN FC

We have our ways of spotting players from our community through games either during the league or tournament. We have a local agent that connects us with teams within the locality, but it has been a sort of biased process. Therefore, we form an alliance with Ekaya and Shooting Stars to have a stronger recruiting base for our team and generally for the whole affiliates' teams. This has been helping because we always play competition and now that we are promoted to the premier division, we have restructured our recruitment base. Good players make the market and bring in the money.

Research question: What are the things you do to fully prepare your players for games from the beginning of the season?

Football Club New Germany& Durban: Ekaya FC & Shooting Stars FC

As we have proposed to be professionals in the future, we prepare our players from the beginning of the season through pre-season programmes with good nutrition, good and professional mentoring, and life coaching. We discovered that players need to know why they are doing what they are doing and what they intend to be in the future. Most of these players irrespective of their talents comes from challenging and abused families, no father figure, and backgrounds of distant parents (i.e. parents are nowhere to be found or abandoned their children).

Shooting Stars FC& Riverside FC

A good recruitment base is what we make sure we approach because if your players are leftovers then you will struggle throughout the season to maintain and sustain in the league. We ensure that we plan our pre-season meaningfully by making sure that the duration of time is standardised because players will need to train hard and recuperate sufficiently before the league. Also, connecting with our community partners and supporters club is a sense of belonging because they are an important part of the club. The club does not have enough finance for branding that was why RE/MAX was approached for sponsorship and support. Most importantly, our players are from the Shooting Stars Academy, they serve as our feeders.

5.4.2 Objective 2: To find out to what extent the PPFCs adopt marketing practices to encourage competitive advantage within and outside the organisation.

Concerning the above objective, the discussion was connected to the research question regarding the adoption of marketing practices by football clubs e.g. ways of attracting fans, spectators, etc. Again, three questions that emerged from the literature were presented in order to draw out important information.

Research question: How do you attract fans, spectators, and supporters to watch your games?

Football Club New Germany & Riverside FC: Ekaya FC

This is an area where the club lacks a bit but what the club did was to work through the parents and encouraged them to come and watch and love football. Also, we make sure we play quality and professional football to keep our image in the mind the people that come to watch our games. It all about getting different faces of publicity through ideal marketing systems. At Riverside FC we also network with our old players that are involved with the team and local clubs around us to assist when we need players. Despite that, we still work through our culture in the process of recruitment.

Research question: What are the plans you use in retaining your old supporters and to attract new ones?

Ekaya FC

The club does quite a bit of promotion especially on the day we play our games such as T-shirts, the opportunity to play raffles and win gifts, branded soccer balls, caps, face towels, and even flyers for supporters to distribute to their friends. We do all this in making sure we remain on the track of future professionals.

Shooting Stars FC and Ekaya FC Management

Fortunately, our group is into so many businesses and we have sponsors, for example, RE/MAX Address, Little Noddy Pre-school, and Mangrove Shopping complex, among others. We do not have many sponsors from the outside, but we intend to keep all operations in-house to avoid interferences. Also, to pay other extra from our pocket and not to have too many hands on the table in order not to mess up the vision.

Research question: Do you think quality players are important in the game of football to encourage performance?

Kloof FC and Ekaya FC

Of course, part of our vision is to recruit and train quality players, and those that know us to know we do not relate to anything that is not quality content. Part of our players that are being marketed both within and outside of the country was developed qualitatively as a

future professional because no professional club or agent anywhere in the world presently wants to relate with junks. To us, quality is key and no substitute for that because if it's 1% less of quality it's no quality and performance suffers. Ekaya responded that "We completely believe that", and we have our connections all over KwaZulu-Natal and beyond and we always touch with them often because our players presently have opportunities for trial in Europe and the majority of them were lucky to sign a contract there".

5.4.3 Objective 3: To acknowledge the relationship between the approaches to business by PPFCs and the use of marketing strategies to improve the clubs' seasonal position.

It is a challenge for clubs to find a relationship between marketing strategies and generating an income; even though they practice both it is evident they find it difficult in combining both practices. This is reflected in the responses below.

Research question: How does your football club generate income to care for players, coaches, and administrative expenses and salaries?

Ekaya FC and Riverside FC

The club has been in lack of money even though it does not have so much due to our professional developmental structure. We work for our money grant from an early age and help from (RE/MAX Address) through Chris and Lisa Pearson as a major sponsor. We have received scholarships and they have assisted with sponsoring of major events. In addition, players have also received incentives in a little way they could afford. So, we depend on a sponsor to pay players a small salary to be able to survive and focus on the plan. Riverside responded we have some quality sponsors from different areas who have been helping consistently. However, we do find a way of making some marketing connections through other sports because Riverside is a sports club. We have members in our clubs and other sports that support our sports as we do support theirs as well. There are annual donations and monthly donations that keep us going besides selling players abroad or into higher clubs in South Africa.

Research question: How do you place gate fees for your matches during the season?

Football Club New Germany & Riverside: Ekaya FC (technical director) & Riverside Manager

On the issue of gate fee, we could not do that but what we did was to attach a small amount of money for participating clubs in our organised tournaments to pay to us to generate some amount of income to encourage those who are involved in the areas of cleaning such as jersey washing, environmental cleaners, and field manager. Riverside responded that gate fee has been an issue with their club because they do not have a stand and in most cases registered members of the sports club usually watch their games. However, for a member who comes to watch a game, an extra small is charged to be paid at the gates, and the ticket is issued for that visitor.

Research question: Do you see the beauty of your clubhouse and office complex as an impetus that attracts people to be associated with your club?

Football Club Kloof & Riverside: Ekaya FC (Coach)& Riverside FC (Coach)

Of course, we see this as an image that portrays our personality because people are attracted to a good image, and people, fans, and supporters often come into the office to greet, chat and offer advice that as a contribution to the upliftment of the club. Our facility encourages our players in wanting to associate more with their clubs. Response from Riverside was that “our clubhouse has been an impetus that affects people because we make sure that our clubhouse is one of the best within the sports clubhouses because we understand the marketing advantage that such building, we have on supporters”.

Football Club Richards Bay: KZN FC

Of course, our clubhouse at this level is not very much attractive but presentable because we make sure we keep it so neat and accommodating. Since we have the clubhouse, we discovered that it attracts more supporters because they have a place to walk into and show their loyalty to us sometimes by buying a small branded item or come in to give a piece of advice.

Research question: Does your club have any other ways of income than gate fees?

Football Club New Germany: Ekaya FC (Manager)

Like I said previously, we only depend on sponsors, participating fees charged by the clubs during our tournaments, and some of the souvenirs we sell. That is what we depend on now. However, part of the money we make from our soccer academy service fees paid by parents every month is channelled towards the development and growth of the football clubs.

Football Club Richards Bay & Riverside: KZN FC (Coach) & Riverside FC (Coach)

Our sponsor provides support and we are supported by the city which provides us with the opportunity of receiving some specific grants and philanthropic support. We all make money from players we sell to our contact teams in Greece and Portugal to sustain the team. Riverside responded that they sell club products and make some good money from the couple with help from their sponsors and donations as indicated earlier.

5.4.4 Objective 4: To note the appropriate use of the service marketing mix (7Ps) model by the PPFCs as opposed to the traditional 4Ps

This section critically measures the appropriateness of the service marketing mix practised for instance: price, place, etc. as a modernised and improved way of service marketing than its traditional ways.

Research question: How many people could you estimate watches your matches in the last 3 months?

Football Club: Kloof & Riverside: Kloof FC & Riverside FC

The managers from both teams agree by giving similar information by saying “If you want to get spectators there are specific important things you do, you must have a good brand and get everyone involved e.g. the parents, community, etc. Good promotion pulls out the people to watch games plus players playing good football because its’ all about playing decent and wonderful type of football for you to pull spectators and increase supporters and fans. Now that we have been promoted to the premier side all must be done professionally”.

Research question: Is the price of your tickets reasonable for people to buy in order to watch your games?

Football Club Richards bay & New Germany: KZN FC (Manager) & Ekaya FC (Sponsor)

We do not charge spectators presently; we allow sponsors to take that up. Our goals are to market the players for better opportunities in the future. Therefore, all our sponsors are the ones that help to take care of all issues of tickets to ensure that everything goes well, and all financial loopholes are blocked. Ekaya FC sponsor said that they do strike a balance in between, otherwise, there will not be any supporters or spectators coming. We do make

sure the ticket prices are reasonable even though we support our club by meeting up with the target especially when the expected incomes on tickets are not met.

Research question: Is the environment where your home matches are played safe for fans/supporters to come and watch your games?

Football Club Durban Management: Shooting Stars FC and Ekaya FC

Yes, it is a well-known ground and there is security around the playground to help any of our supporters and spectators that come around to watch our games. We also create safely by informing the policemen and they stay around during the game.

Football Club Management: KZN FC

We have a lot of safety backups and these places our team in a good build-up position for more spectators even though we still not having lots of spectators and supporters watching our games like the same problem associated with professional clubs. Yet, we hold safety matters as a very high priority.

Football Club Management: Riverside

Our environment is very safe, and we have the support of the police that watches 24/7 even though we have our own security company that makes sure nothing bad goes wrong especially when we have a game or training.

Research question: What are the steps taken to ensure that your club is well-positioned in the heart of the members of the community?

Football Club Durban Management: Shooting Stars and Ekaya FC

We take advantage and opportunity of RE/MAX Address as the biggest selling property company in South Africa of which we are associated because we wear their brand. We merge up players irrespective of their status to make sure that the gaps of being disadvantaged are filled up and when spectators see such things it encourages them to want to do more in being the flesh and body of the club.

Research question: Where is your clubhouse situated?

Football Academy and Club Durban: Shooting Stars Management and Coach

Our clubhouse for both the academies and clubs is in Berea Durban and here in New Germany where we are having this interview. Remember we affiliated together with Ekaya FC and Academy.

Football Club Durban Richards Bay: KZN FC

Our clubhouse is at Kings Park stadium where we based and also, we can be reached here at New Germany through our affiliates Ekaya FC and Shooting Stars FC and academies. We affiliated together to create strength of purpose and vision grounded on team-based support for professionalism reasons. Riverside FC responded that the club is situated at Durban North within the community at a very safe place as mentioned and close to the freeway.

Research question: How do you promote the club and the players to the community, province, and South Africa?

Football Club New Germany: Ekaya and Shooting Stars Academies /FCs

We try to empower our supporters by making sure they have good and current information about what we are doing with football especially now that we are in the premier division which makes expectations to be very high. The strategy is to use our spectators and supporters to transfer given information to the community because they are closer to them than us. Also, we take advantage of local newspapers that give us interviews occasionally which is good including RE/MAX Address adverts in newsletters.

Football Club Kloof and Riverside: Ekaya FC and Riverside FC

Sometimes we take our players to the community for a visit especially when they play a big match and perform. Also, we make posters and talk about our players even in our club magazines and on our websites. Like I previously mentioned we give out some souvenirs for free and sell some depending on the target, and on these souvenirs, we place our players and the team logo and names. Riverside informed that sometimes they take their players to watch bigger games on the club bus and they visit different clubs and communities on such trips. The team makes sure on a journey like this, players are putting on team clothing (i.e. with team names and logos).

Research question: Can you please mention some of your club's products manufactured for sale to the supporters and public?

Football Club Durban partner: Shooting Stars FC (Owner and management) and Riverside FC

For example, RE/MAX Address and our preschool are all remarkable brands that support our soccer clubs and we do our best to make sure that our products are very informative, and the type supporters will cherish for club promotion purposes. Riverside stated that several club jerseys, T-shirts and tracksuits, bags, mufflers, jugs, cups were manufactured and sold.

5.4.5 Objective 5: To develop a marketing framework as a possible guide for the PPFCs in their organisational systems.

This objective will expose the marketing framework as organised and practiced by these potential football clubs. These responses are stated below.

Research question: Does your team have a training field and its stadium?

Football Club Richards Bay & Riverside: KZN FC and Riverside FC

Of course, we make use of Kings Park stadium outside the field for our training ground and play games inside of the stadium because we have not yet got our training field and stadium. They are very expensive to have one now, but we think of it along with our long-term plan. The Riverside FC informed that there are not less than four fields for both training and games even though they do not have a stadium yet, but their fields are very good and decent.

Football Club Kloof and Durban: Ekaya FC, Shooting Stars FC, and academies

Of course, it belongs to us and no team of our level got one in KwaZulu-Natal, we have training fields like three well-managed fields and some rare facilities such as hostels for players to stay.

Research question: What are your plans to make your club the best professional club in South Africa?

Football Club Kloof (Owner, Coach, and Manager): Ekaya Durban and Shooting Stars FC

I will state that we have been working close to schools as our source of the type of player we need and the best route to fulfil the vision and establish a unique way of modern development for excellence. This is where we see players that are more educated and talented and are ready by the virtue of their talents and educational intelligence combined is a key factor for us. When players are educated and are shipped to a country such as the USA, they will not be left out or feel inferior.

Football Club Kloof Management: Shooting Stars FC and Ekaya FC

At this point, U17 was recruited in 2018 and with the structure, we put in place since last year we plan to contract at least 17 players. We need players, good management, kits must be made available for all the players and all the coaches must be top and knowledgeable coaches, organisation of contracts. We brought in a goalkeepers' coach, an assistant coach with Lewis as the head coach. Also, making discipline is our watchwords and believes in the rainbow team. We are very concerned with their technique in play. All selected 17 players will have opportunities to be exposed to Europe, USA, and even here in South Africa professional league because sometimes it's good for them to first get exposed to their home football so they can have a bit of what it takes to be professional outside of the country.

Football Club Riverside: Riverside FC

The club has the intention of expanding its management and administration base like their model team even though it will take a long time to get there, but with a step ahead every time they plan to get there. The club is planning on how to improve players' welfare and increase the effort on team/players' awareness to empower their competitive opportunities. Most importantly to open a new connection with a team of their choice for a stronger club base.

Research question: Does your team have a working plan to develop and sell players?

Football Club Kloof and Durban (Owner, Coach, and Manager): Ekaya FC

This is the goal to recruit players, develop them, and sell them into the market to a win-win situation (i.e. the players make money and we make money as well). This will also bring income to sustain the vision, the club, and its affiliates as you can see, we have clubs attached to us for sustenance.

Football Club Management: Shooting Stars FC and Kloof FC

We have local and international agents and we work harmoniously together to get players into befitting teams. I oversee the agents. My son plays for the U19 in England and I intend to get these players into at least conference clubs in England. Like I said we are trying players from the nine tiers into six tiers and we planning to get also into Portugal. The game is different in the UK and if we are taking players into such league, it's a lot of work. The English game is quite different from what we see here, and we must do everything possible to make it work.

Research question: Do you believe in setting goals and objectives for the season?

Football Club New Germany & Riverside: Ekaya FC and Riverside FC

We have set goals and objectives and assess them twice in a year to see if we are fulfilling those set goals and objectives or we are derailing from them. The season will be a mess if goals and objectives are not set or set clearly. Riverside also contributed similarly that the club has general and specific goals set and all these are re-visited and adjusted if need be.

Football Club Kloof Management: Shooting Stars FC and Ekaya FC

It depends on the age group if it is a lower age group, we bring in much enjoyment and fun and we do not put too much pressure on the lower age group. We believe that as they grow up they will melt into the structure.

Research question: How do you make sure those goals and objectives are achieved?

Football Club Kloof and Riverside: Kloof FC and Riverside FC

Kloof FC explained "we ensure that all the departments involved in the operation of football and all affiliates are engaged with the mission and work it all through together. We review

as I have said and correct faults and find a way forward through all challenges because they are always there". Riverside FC emphasised that they have professionals in all the positions that measure and assess every goal and objective and make sure they are fulfilled. Our goals and objective are imbibed in our vision and mission statement, so it becomes very practicable and easier for accomplishment irrespective of the challenges within.

Football Club New Germany and Durban: Shooting Stars FC and Ekaya FC

Constant communication with players must be displayed to station everyone on vision. Depending on the level of players. If they are players on contract, they must be disciplined to display trained skills and techniques within the tactics as expected. Sometimes we bench players to make them discipline and if a player finds himself in that category he just must buckle up to the competition and get better. It is very important for us that stated goals and objectives are achieved. Therefore, we charge or encourage our technical and administrative department to ensure they show discipline as well as the players by making sure all that is planned within the vision is all accomplished.

5.5 CONCLUSION – ANALYSIS OF QUALITATIVE INTERVIEWS

The findings from this study emphasise the significant and noteworthy use of marketing strategies by the selected PPFCs to improve competitive advantage. The outcomes of the study showed that the respondents understand the significance and positive implications of marketing strategies, plans, policies and approaches to communicate, notify, enlighten, educate, influence, and motivate club and team members, community members, supporters, spectators, and fans. In addition, the results show that clubs do make use of marketing strategies (even though not in totality) to position clubs programmes, matches or games, and training sessions in the mind of their consumers (public such as spectators, sponsors, supporters) in terms of branding, souvenirs, good players, to show commitment and club trustworthiness. Thus, clubs and academies researched have demonstrated the enthusiastic implementation of marketing strategies.

5.6 PRESENTATION OF FOCUS GROUP RESPONSES

Focus group discussions were an aspect of the qualitative methodology used in this study. These are complementary to the qualitative interviews as discussed above. The sections below present the contents of the focus group discussions in connection with the field notes taken during the discussions conducted with the members of the clubs. There are three main themes evolved from the data, namely the recognition and relationship matter between

marketing and the professional clubs, social issues (value proposition), and marketing strategies. These three main themes are established on various sub-themes extracted from the focus group discussions.

Within these three areas, specific sub-themes are presented in terms of the similarities and dissimilarities between marketing and football clubs; how these clubs, with the use of marketing strategies, were accomplishing their social mandate couple with an understanding of the use of marketing strategies by the football clubs (effectively or ineffectively). Although, with the focus group discussion guide, it is also important to note that the questions in this section were structured to provide an overall response to the empirical component of the research.

5.6.1 Objective 1: To identify the marketing principles used the PPFCs to gain competitive advantage and accomplish their business goals

Research question: How did you become a member of this football club?

Football Club Kloof FC Player

I was spotted in a competition and I did not know that the coach was watching all my games and luckily, I had a consistent performance with my team. Afterward, the management had a meeting with me and told me of their interest in wanting me to cross over to their team for the next season. A few other procedures were followed, and I became a part of this team.

Football Club KZN FC Player

The organisation was searching around for a local educated coach that knows the grassroots deeply and has developmental qualities that are purely professional. Meaning someone with a track record of progressive development structure. The position was advertised, and the team agent was informed of the intention of the team. This was when the aim of the club from that season cut beyond just playing but playing for the impactive result to prepare players for the professional journey.

Football Club Shooting Stars FC Player

I was a member of the team playing under the technical director and co-partner of the club. I played for quite a few years in this club and luckily got involved in coaching towards the later part of my playing career whereby I was one of the few players identified for coaching

education courses at different stages. At that time the club had the intention of re-organising its structure and re-developing its coaches for expansion purposes. I became a player and an assistant coach then later I became a full-time coach with the club.

Research question: What did you consider most attractive, that made you choose this potential professional football club among many others in South Africa?

Football Club Ekaya FC Player

The club structure and popularity – I mean it is a well-known club throughout the province, and they have a track record of players that played in the club and got better offers at better teams in the country and outside even in Europe. They have a structure that truly nurtures and feeds its other arms and branches. For example, Shooting Stars Academy feeds the Shooting Stars FC and Ekaya academies feed Ekaya FC.

Football Club: Shooting Stars Player

I am a developing coach for so many years and that is what I am very keen on doing, therefore, this football academy attracted me because of the way they respect their coaches and develop their players (i.e. player centred). The level of exposure they give to their players and coaches is great and that alone attracted me to apply and I was lucky to be an active part of the team.

Football Club: Kloof FC Player 2

As you know, to become a professional is a journey that must be consistent and not overnight. This club acts as a professional club even though still not one, they prepare and present their team in the acts and character of professionals from the basic stages. I discovered the position through an advert and applied and I was recruited and trained again even though I have been managing clubs' years back, but the ways of the team are quite different. I am happy to be a part of the journey.

Research question: Has your club by any means visited your community or catered for any need within your community?

Football Club: KZN FC Player

Our goal is to reach the immediate community where our club is situated in the places where we train and play our games. I am not sure if going to individual players' community is part

of the club's plan and what they target to gain from that, but we do visit close communities to improve game attendance.

Football Club: Riverside FC Player

No, my club has never visited my community nor cater to any need within it although we have different places we visit, but the club does not visit black communities because they are afraid, they could be attacked.

Football Club: Ekaya FC Player

What we do in the previous times was to visit selected communities like four in a year and organise football clinics or coaching workshops for them or connect with school principals with sports teachers to organise training programme and create more playing opportunities for the kids and youths. From there we can get to know players who live around our club zones and that are interested to join. The latter worked more for us because we gained more players through schools and that is what we still do now with schools around in the immediate communities.

Football Club: Ekaya FC and Shooting Stars FC Players

The Ekaya and Shooting Stars work in collaboration and this is how we run it. Ekaya has a deeper connection with several communities whereby they are well known because the owner has made names with them in the past. Ekaya Academy draws in players polish them at a very tender age and move them to Shooting Stars for further nurturing into maturation but do not go into individual communities except where our connections pointed.

Research question: What are the things you think your club does differently from other football clubs?

Football Club: Shootings Stars FC Players

We plan professionally for our players. I mean we are a player centred club. Our thoughts always radiate around what we can do better to help make our players better than what they are by exposing them to new meaningful training programmes.

Football Club: Riverside FC Players

My club does a lot of promotions by publishing club activities on Facebook, newsletter, magazine and the website. There is nothing new that I observed is done in terms of this because we mostly do the same thing as other clubs do.

Football Club: Ekaya FC Players

We have a unique way of development which makes people want to affiliate or play for us. When players come into our club it is just a matter of time, they change completely. People like our manner of approach to matters and what we do and the way we do what we do.

5.6.2 Objective 2: To ascertain to what extent PPFCs adopt marketing practices to encourage competitive advantage within and outside the organisation

Research question: What are the benefits your football club provides for you and other supporters?

Football Club: KZN FC Player

They provide publicity for us through the marketing department. Our pictures and games are publicised on websites and they do player of the month. Supporters are giving a gift for the best supporter of the month and after which the team visits that community to participate in specific community work.

Football Club: Riverside FC Players

Our football club provides membership benefits to all players (i.e. no member pays the annual membership fee). We have free tickets to watch certain games and we get discounts 25% off when we buy club products.

Football Club: Kloof FC Players

We are given training gear with branded ball and pictures also the club gives us training cash allowances to help keep up with specific financial constraints. We also enjoy publicity through the website and our pictures on the clubhouse wall of fame. Our supporters sometimes get free tickets to watch games and souvenirs. Their pictures are displayed on the clubhouse walls and our website.

Research question: Have you ever been benefited from the information that empowers you to know more about football?

Football Club: Shootings Stars FC Players

Of course, they send resources on soccer coaching from time to time and these are from reputable football coaching organisations. I benefit from coaching programmes from professional development and senior teams and transfer what I have seen in my coaching in the way it benefits my players.

Football Club: KZN Players

Apart from the coaching courses I attend yearly, I made sure I connect with my coaching communities to understand certain factors that affect players' performance. I also benefit from other coaches' coaching programmes and try to create several programmes myself through players playing problems that I have discovered in the game. I watch the game a lot to improve my sense of tactical understanding.

Football Club: Riverside FC

Yes, sometimes the club brings in referees or top coaches who come in and have some talks with us about the improvement in the game and this has helped us. Sometimes, it is about life experience through an ex-international player which is a bonus for us because we know more truth about the game.

Research question: What are the promotional activities your club renders to you and the public in order to position its love in your heart?

Football Club: Shooting Stars Players

We visit communities a lot also I appear on the sponsor's newsletter page and the local newspaper pages as well. When we visit the communities, we go out in the team's outfits showing our names at the back and front of our clothing.

Football Club: Ekaya Kloof FC Players

The club takes us out on social outings to show us to the communities. I am connected on Facebook and LinkedIn through the club whereby I meet a lot of friends and supporters and this helps me a lot.

5.6.3 Objective 3: To understand the relationship between the approaches by PPFCs to business and the use of marketing tactics to improve the club's seasonal position

Research question: Do you think your football club professionally handles football matters?

Football Club: Shooting Stars FC Players

Due to our targets and goals as regards our journey towards being a professional club in the nearest future, therefore, we try to address most of the matters even not all due to resources but most in a professional way. For example, issues with players training programmes, publicity, sponsorship, psychological aspect of the games, marketing events, and so on. We relate to the successful professional clubs in KwaZulu-Natal and its environment who have experience and can advise further stability of operation.

Football Club: KZN FC Players

My club sometimes takes us out to watch professional club training and games to gain practical experience on how a professional life goes, and the club invites few top professionals' players and coaches from time to time to have some talk moments with the players and coaches. These initiatives are sincerely helping on a professional journey.

Football Club: Kloof FC Players

We believe more on acting professionally even at this level, our coaches always chat about this, most especially in the way we approach every activity and most especially the club portrays us, especially before the public. The club makes sure we pick friendly games with professional clubs when the league pressure is less on them and the videos were recorded on how we relate to them vice versa.

Research question: In your opinion, do you think your football club will make more profits if they do more publicity through the media?

Football Club: KZN FC Players

Of course, we had a series of meetings on this already and progressively, for example, one of our targets this year is to arrange for specific sponsorship for club exposure. We recognise the expense and importance of this, and we are busy thinking of which area to

channel our publicity and what medium to start with because mostly media information goes broadly than expected. Our new level in the league “Premier Division” is the highest into professionalism and that is a bonus for us. And for the club to sustain we talk about how do we bring in money? Who do we connect to, to be in the flow? We are still working on this, but we will need direction and answers to those questions.

Football Club: Ekaya FC Player

Our new outfit needs people to know what we are doing because this was an abandoned facility for some years before we clean it up and operating. Also, our team just got promoted into the premier division. Nevertheless, people need to know this place is re-opened by a different organisation, our vision, and mission. However, being profitable as a club is a paramount target and we believe and know that only the media can expose us and by which we will have more people watching our games and sponsors and professional clubs approaching us and more money comes in.

Research question: What is your football club doing to influence the spectators to watch games?

Football Club: Shooting Stars FC Players

Interaction with the community and spectators is very important to us and we do not want to lose sight of that also we discover our spectators need to trust us that we will deliver, and they will not be wasting their resources on us. We have been winning our games, visiting the communities to create awareness and sponsoring tickets for games for some of our spectators.

Football Club: Kloof FC Players

We use our supporter's club to reach towards our spectators by distributing souvenirs to them to give to neighbours in their community. We also organise a date in a month and go into different communities with the team in club outfits distributing flyers. We do public announcements through a local radio station and newspaper.

Football Club: Riverside FC Players

Our football club sometimes gives out a free ticket to members' friends and family and they encourage supporters from other sports to come and watch football. More so, we encourage

players from different communities to encourage their community members to come and watch our games.

Research question: Do you think using marketing activities will help your club to excel in their football practices to make more profits and increase sponsors or stabilize supporters?

Football Club: KZN FC Players

Of course, we understand the power of marketing and how it turns things around although we do not have a marketing department. We presently looking at some easy way of marketing of getting involved with marketing to help increase the profitability of the club.

Football Club: Riverside FC

Marketing activities must help us in our two seasons although we might not have done so much, we believe that using marketing to support our efforts in football will enhance more success and help the club to profit better.

5.6.4 Objective 4: To assess the appropriate use of service marketing mix (7Ps) by the PPFCs as against the traditional 4Ps.

Research question: What are the ways of networking in your club that helps to change your behaviour?

Football Club: Shooting Stars Player

My club makes use of media such as WhatsApp, Instagram, and GroupMe to communicate with everyone. Players interact and connect through this, but we control it by making sure players are mindful of what is being discussed. Part of excellence is good networking internally and externally which changes the individual perspective of seeing things into a group perspective. Because we are the major tree other clubs are affiliated to, therefore we tend to consistently network with people as partners that have the authority to make things happen for the team. We network with top clubs in Europe, South Africa, and the USA including top agents.

Football Club: KZN FC Player

We invite top clubs in South Africa, Europe, and specifically Greece to see what we are doing here, and we are busy discussing which ways they can be of good assistance. Some agents have visited a few months back to see our training session and games and they are talking to clubs for us.

Research question: What type of message or service would you say encourages you to remain in this club and how do you become attracted to it?

Football Club: Kloof FC Player

The first thing that attracted me was the logo of the club that says, “we create opportunities” and I was very much attracted to this message and tried to find the club. The welcoming culture for the club is very encouraging and that got me stuck with it.

Football Club: Shooting Stars FC Player

The way of caring about our feelings and showing concerns for even our families has given me a lot of joy. It is a culture that everyone in the team so much embraces. The coaches and management want to know about my progress and plans and this I never experienced with my last club. There it was all about coming to play and win then go home.

Research question: How has your club been making efforts to recognise where marketing is needed in football club practices?

Football Club: Kloof FC Player

My club at the beginning of the season during the first meeting with us (players) and other technical and administrative staff emphasised their intentions to delve more into areas of exposure by researching the aspects of marketing in all affordable dimension. One of the areas highlighted was how to get more spectators to come and watch our games. I am keen on this because someone needs to see me play and get interested.

Football Club: Ekaya FC Player

My club is now making use of RE/MAX Address joint agency magazines to market our players and our games because we enjoy specific privileges through this company, therefore, the management has allowed us to maximise our marketing stands. Additionally, my club has expanded the content base of its website, and columns were created to

advertise our games and display our players. Also, we record our games and forward a short clip of actions to our supporters WhatsApp page because we have the contact numbers of most of the supporters who now send it to their friends.

Research question: The football club uses several ways to communicate such as face-to-face discussion by word-of-mouth, flyers and magazines, TV, DSTV, and radio. How do you rate the effectiveness of these media?

Football Club: Ekaya FC Player

All these media are effective and modern ways of approaching marketing issues but for us because we are still growing, we engage in more with word-of-mouth and flyers because they are cheap. TV has been the widest range at which to communicate and DSTV has grown mostly on a wider scale as well but irrespective of this it best to mix all these types of communication styles because they all have different accomplishments and purposes.

Football Club: Riverside FC Player

For me, the word-of-mouth like my colleague said and flyers are the widest easiest spread because not everyone has DSTV even though TV could be found mostly in every home. Word-of-mouth can convince people to get attracted to that which they do not want to be acquainted with and TV confirms the word-of-mouth by performance (seeing is believing).

5.6.5 Objective 5: To develop a marketing framework as a possible guide for PPFCs in their organisational system

Research question: In what areas do you think your football club needs improvement in order to perform its business mandate effectively?

Football Club: Kloof FC Player

Although my club is trying its best to stay on top of every issue that faces the club, I think we still need to find our route in what type style of operation is good for us and tending towards what we believe. The most important thing is to assess our culture and connect it with modern ways of business operation and the type of environment we are and ask this question: does it work for us?

Football Club: KZN FC Player

We need more encouragement in the areas of adequate programming, thinking of what brings in more profit? And taking out those things that do not work. Our networking can be improved, and we can try to channel our club products into selling to bring in profits besides giving out all of them free.

Research question: What was the situation around your community where your club is situated before the establishment of your club in terms of peace and protection of life?

Football Club: Ekaya FC Player

This is a very peaceful area and completely out of a dense city and the type of residents are well educated and sports loving. So, it is a bonus for us even though police patrol 24/7 around the community to ensure no hoodlums are parading.

Football Club: Kloof FC Player

The same thing we are experiencing, peace, and good security because we have our facilities away from the township where there are no troubles or vandalism. Although not near to a major population, we manage to make things work. Safety is the main factor.

Research Question: In your opinion, how can your football club be the most successful in KwaZulu-Natal and South Africa?

Football Club: Shooting Stars FC Player

We want to stay focus on the journey towards professionalism because becoming professional in all our acts is what will profit the club. We are targeting a more structured academy and club that has not been done in KwaZulu-Natal province and possibly the country. We also discover there is a need to follow a European structure adapted and fitting into our culture and open the club towards fulfillment.

Football Club: Riverside FC Player

We need to be consistent in what we believe and have been practicing over the years that has brought us success. We too should be affiliated to successful and standardised clubs of which their culture works with ours and they will be able to sponsor us and feed us and train our personnel and technical crew members. Also, due to the economic crunch and

irregularities the policies that operate within the soccer system therefore, we need genuine networking to survive. A brand survival that produces strength towards carrying on for good.

Research question: How can your football clubs be more profitable like Manchester United Football Club?

Football Club: KZN FC Player

It is a long and consistent journey; we need to study the foundation and structure of Manchester United. Connect with them to develop and feed us and we must genuinely follow what has been established and melt our culture into it. Areas of marketing, style of recruitment, creating and building up arms or departments that will operate professionally with reliable professionals and sponsors will take us there. We need people especially administrators that know what they are doing and are committed to the goals ahead.

Football Club: Ekaya Player

We are still searching for a way to build up a network of this nature because that is part of our goal even though we love Barcelona FC yet with what we are doing the picture fits properly into Manchester United. Our management is building up the network.

5.7 CONCLUSION – ANALYSIS OF FOCUS GROUP DISCUSSIONS

The answers from the qualitative interviews with players have been presented, to achieve Objectives 1 to 5 of this study. For instance, some of the answers in the above section indicated a level or amount of comparison in terms of visions and missions of the church presented in Objective 5 of the qualitative interviews. Even though a comprehensive discussion is presented in the next chapter, it is fascinating and motivating to know that numerous responses were related to integrated marketing communication techniques and more formal marketing communication strategies. Nevertheless, it is important to note in this section that the football club should accommodate the existing and incoming new members. The focus group discussions exposed the challenges facing the football clubs, including physical, socio-economic, and sponsorship difficulties. Furthermore, the findings show that the football clubs discovered a sense of balance between the numerous challenges to fulfil their social order within society.

5.8 CONCLUSION

This chapter offered the findings from empirical research. These included the findings from the interviews and focus groups on the results were presented concerning the objectives and the themes that emerged from the data. The purpose of this analysis was to identify and explore the use of marketing principles used by football clubs. The interviews revealed the relationship between marketing and the football club, social issues, spectators, and supporter's behaviour, services marketing mix, and value proposition of the football clubs. Furthermore, focus group responses were extracted and presented based on the above-mentioned themes. While using these methods, the researcher has minimised bias in the data collection, interpretation, and presentation of findings and has helped to achieve the validity and reliability of the findings.

CHAPTER 6: DISCUSSION AND INTERPRETATION OF RESULTS

6.1 INTRODUCTION

Chapter 6 discusses the results in relation to the research objectives and the literature review. This study aimed to determine how a marketing framework can assist PPFCs in KwaZulu-Natal to improve their competitive advantage. To meet this overall objective, several objectives were identified:

Objective 1:

To identify the marketing principles used by PPFCs to gain competitive advantage and reach their business goals.

Objective 2:

To find out to what extent the PPFCs adopt marketing practices to encourage competitive advantage within and outside the organisation.

Objective 3:

To acknowledge the relationship between the PPFCs approaches to business and the use of marketing strategies to improve clubs' seasonal position.

Objective 4:

To note the appropriate use of the service marketing mix (7Ps) model by the PPFCs as opposed to the traditional 4Ps.

Objective 5:

To develop a marketing framework as a possible guide for PPFCs in their organisational systems.

6.2 DISCUSSION OF FINDINGS IN TERMS OF THE RESEARCH OBJECTIVES OF THE STUDY

6.2.1 Identify the marketing principle used by football clubs to gain competitive advantage and accomplish their business goals

The goal of Objective 1 was to generate an understanding of the marketing principles or frameworks used or operated by the PPFCs. Their approaches are compared and the differences in their perceptions are described.

The empirical results indicate that footballing in the modern era is facing the challenge of transformation. Modern marketing principles require that contemporary football clubs need to direct themselves towards professionalism and the business of football. Football club administrators are gradually involved in developing new marketing strategies to connect with communities, for example, getting involved in community work. In this way, marketing principles become a dynamic and strategic tool for the PPFCs in this study to reach the public, spectators, and supporters and to advance the success of their football clubs. This means that the clubs must become familiar with marketing principles. In view of this, the goal of these football clubs is to popularise their image and position it for making a profit.

As discussed in Chapters 3 and 4, marketing involves negotiation between two or more persons sharing information regarding the clubface to face or via WhatsApp or through WOM (i.e. personal selling in the case of marketing). This involves the use of marketing programmes, and spectators and supporters can be motivated to support the organisation (football club) in order to achieve their stated objectives. This type of marketing principle can be used by a PPFC and typically by a PFC as well. Most importantly, electronic media is used with the target population (i.e. target market), and, depending on the strength of such a club, will determine how far it will circulate. The question is: how does a PPFC increase sales?

Nisar, Prabhakar and Patil (2018: 188) affirm that social media is an effective form of marketing to attract spectators and increase sales. Naidenova, Parshakovi and Chmykhov (2016) note the influence of football sponsorship on performance and sales, while a consistent positive demonstration of CSR as a social identity and as a vector for social cohesion can increase sales (Francois and Bayle 2017: 196). Kappel (2017: 1) points to

three major areas to concentrate on in order to increase sales in a company or organisation. Firstly, build customer relationships. Secondly, understand the internet to reach a larger customer base and communicate in unique ways (i.e. utilising the power of the web). Thirdly, think of your website as a sales channel and offer more benefits through your website to keep customers coming back.

The results of this study showed that the PPFCs were constant with the media or avenues they used in marketing even though they did not seem to improve on these by adding other ones. Da Silva and Las Casas (2017: 19) advised that it is important that sports clubs (football clubs) must design an appropriate marketing mix to influence and encourage customers (fans, supporters and spectators) to obtain benefits through attendance or participation.

A club mission statement should address this question “What is our market plan?” The mission statement must be clear and concise to assist in producing common sense regarding the purpose of the club and to guide decision-making and resource allocation in the future (Da Silva and Las Casas 2017). The mission statement will guide the recruitment exercise and marketing principles to follow during recruitment. In the area of recruitment, it was observed that clubs used a mixture of modern and traditional ways of recruiting players and coaches into their clubs. Therefore, elements or traces of marketing principles in this are Naseem limited, i.e. an effective recruitment strategy through marketing.

Parkinson (2015: 1) found that more than half of all sports fans desire to follow or track their teams digitally, and regularly make use of their laptops or smartphones to explore for sports-related content, mostly during game time. Clubs have developed various strategies to connect with their supporters and spectators even though they are still taking advantage of all these sources which will boost their sales and help to fulfill their mission statement. The result also indicated that the PPFCs like the PFCs use different marketing principles to drive their publicity to a wider range although because they are not of equal financial strength, most of them are tied to a common cheaper marketing medium (i.e. WhatsApp, flyers, and WOM).

Chang *et al.* (2017: 31) state that CSR is a significant matter in managing a business because consumers expect business participation in charitable (philanthropic) activities. Therefore, CSR could be regarded as a business exercise (Pomering and Johnson 2009).

Charitable actions by any football organisation will make the people or community speak highly of the organisation and spread the word about their good deeds. CSR serves as a basic method paving the way into the hearts of people. This could be found as well within the results of this study because interviews revealed that clubs give out affordable souvenirs and gifts to spectators and supporters including raffles.

Kulikova and Goshunova (2014: 44) observe that sports achievement is determined principally by the composition of players in the team. When a team is deprived of talented, highly skilled athletes, the sports club like a football club has little chance to attract and entice audiences and make potential investors, sponsors and advertisers interested and involved in a partnership with that club. The results of the study show that clubs' preparation for the season is still not as adequate as expected for a PPFC that aspires to the highest level. The reason for this is that some of the requirements, especially in the areas of investors, sponsors, and advertisers, are still not efficient even though there is evidence of at least a few.

According to David (2014: 1), customers (consumers) desire four things: low prices, high-quality products, specific products, and good service. Pinto (2014: 65) further mentioned that four out of five consumers regard the ethical behaviour of companies as significant. All these must be manifested from the beginning of the season until the end. Finally, all these components must be available and function cohesively before the season even starts for any club to perform excellently. It was not evident from the results of this study that these requirements are operational or consistent within these clubs.

6.2.2 To ascertain to what extent the football clubs adopt marketing practices to encourage competitive advantage within and outside the organisation

The intention of Objective 2 was to generate insight concerning the extent to which football clubs adopted practices to encourage competitive advantage within and outside the football organisation. The empirical findings revealed the following:

(i) The way fans, spectators and supporters are attracted to watch games

The maintenance, winning and attracting of new supporters to watch games are nagging issues in South African football generally except for the few traditional professional football clubs such as Kaizers Chiefs, Orlando Pirates, Sundowns and Supersport who carry a lot of weight in this area. According to Andras and Havran (2015: 44), the foremost business revenues of football businesses are as follows:

- Consumer market – i.e. ticket and season-ticket revenues;
- Players market – i.e. revenues on player transfers;
- Broadcasting rights market – i.e. revenues generated from broadcasting rights;
- Sponsorship market – i.e. revenues from commercial rights; and
- Merchandising market – i.e. merchandising revenues.

The club must make money to maintain their fans, spectators, and supporters. These sets of people are different in their characteristics and should be handled accordingly. For example, fans are devotees or followers of an individual or a set of individuals but are not as devoted to the club as supporters. Spectators are onlookers or watchers and they are very flexible in their thoughts about the club they are supporting and follow the waves of the game. Supporters are a group of followers or devotees who are obsessed, fanatical, and passionate in their support of their chosen clubs. The fascinating thing about these three groups is that there is a transition from being a spectator to a fan and from fan to a supporter, but this will depend on the two important things; (a) performance of the team (b) type of players within the team (c) how they are being taken care of. Therefore, a football club needs good money to stand up philanthropically for their team.

According to Doyle *et al.* (2017: 3), the achievement and sustainability of professional sports organisations mainly depend on attracting and maintaining an adequate number of fans. The results from the current study reveal that selected clubs have not been equal to that task. It was evident that they were unable to keep their supporters, fans, and spectators but depended on in season responsibility towards achieving their goals. What usually happens is that they lose most of their old supporters while they gain few new ones. The revenue that usually comes that clubs acquire during the season if the spectator stands are full would be quite huge if they were able to maintain, retain and pull in more of these three categories. “The clubs effectively treated their supporter's club as a source of revenue” (Hughson *et al.* 2017: 25). This cannot happen in South Africa football otherwise any team that practices such character will lose their supporters completely.

(ii) *Plans used to retain old supporters and to attract new ones*

A genuinely professional football club should always plan on how to retain old supporters and attract new ones since supporters hold a great advantage through their unrelentless support in the success of the game. According to Kenyon and Bodet (2017: 2), social media enables direct and indirect communication between users and organisations, whereby the

organisation maintains social media pages and profiles for their brands, services, and products. There are several ways to retain supporters one of which is to use social media for constant communication which shows supporters that the organisation cares about their opinions, advice, and suggestions. The supporters must be given a voice in certain matters even though the club holds the power. The relationship with supporters should be a key factor because supporters connect with friends and community members to join the support club depending on team performance and the care channeled towards them.

The relationship between football supporters and their clubs should be full of love, passion, and devotion even though it occasionally involves conflict and doubt (Madsen *et al.* 2019: 2). Therefore, it is very important to keep a healthy relationship with existing supporters and for the club to concentrate on new in-coming supporters. When fans or supporters identify with their team, it is profitable and provides opportunities for them to become members of a like-minded group that shares strong fan behaviour and attitudes towards their specific team (Zhang and Pitts 2018: 53). These clubs should, therefore, strive to create a strong relationship between themselves and their supporters.

(iii) The importance of quality players in the game of football in order to encourage performance

A football club that knows the importance of excellence and professionalism should be able to attract quality players. High-quality football players are an avenue that draws more supporters into the club. A club is highly marketed by supporters and the advertisers when such clubs perform well regularly due to the kind of players that are involved. According to Bergman and Logan (2016: 579), highly rated recruiting programmes are positively correlated with success on the field. Quality players determine the success of the team which eventually attracts good performances and consistent winning. The information extracted from the results of the current study shows that almost all the clubs crave excellence and therefore have a professional programme for recruitment. These teams are highly respected and recognised in the KwaZulu-Natal region for their level of success and consistently high performances.

Bentzen, Lemyre and Kenttä (2017: 4) state that a high-performance sport setting is regarded as complex, dynamic, and tempestuous, due to being unpredictable, ever-changing, highly competitive, and embedded within a high-pressure environment. This calls for serious-minded and competitive players that know how to calm down the pressure and

produce good performances in intense situations. Using marketing to attract players from other clubs is important in making sure the club recruiting programme is recognisable and the talk of the town. The clubs used for this study displayed high quality recruiting programmes which enabled them to get promoted and sponsored.

6.2.3 To understand the relationship between the approaches by the PPFCs to business and the use of marketing strategies to improve the clubs' seasonal position

Objective 3 sought to understand the relationship between the approaches by the PPFCs to football business and their use of marketing strategies as tools to improve their position during the season. The researcher sought to understand the strategies and the ways they were being used to accomplish the stated goals and objectives of the clubs. Some of the strategies are identified and discussed below.

- (i) The way football clubs generate income to care for players, coaches, administrative expenses, and salaries.*

According to Kennedy and Kennedy (2012), the big five football clubs in Europe jointly attracted an income of virtually €12 billion from television rights deals in their last round of negotiations with media groups. The big five commercial revenues, improved by corporate sponsorship, amounted to €2–3 billion annually and attracted over four billion viewers per season, which exceeded the income and viewers associated with the American National Football League. It is obvious the football business in the world has outgrown other sports considerably. The results from this study indicated little commercial revenue, with the main income coming from sponsorship, sales of club products, and sourcing philanthropic donations for club sustenance because very few spectators come in to watch games except when playing against a very popular team. It also emphasises that players, coaches,' and administrative officers' salaries were paid through players' sales, registration fees, and sponsors. Club field success must be complemented by positive financial sheets which should serve as the ultimate objective for club directors and presidents. This, of course, is important if any football club wants to sustain itself and prosper (Sabrie 2017: 1). Results also showed that these football clubs are battling to stabilize field success due to inadequate finances also they are trying to navigate fully into total use of making marketing mix to get their standing solidified.

- (ii) The way gate fees are placed for matches during the season*

Gate fees in every football club game are essential to financial growth and a good income source when there are large numbers of spectators and fans. According to Vamplew (2016: 324), profit-maximisation coupled with specified costs necessitates maximisation of entertainment worth to attract as many spectators as possible. However, it is generally contended that attendances become higher when the event outcome is not sure compared to when the result is predictable. When a match's result seems, doubtful spectators want to watch and know who eventually the winner will be especially if such clubs have enough spectators or supporters in the stands. Gate fees could be fixed by the attractiveness of stands in the team's stadium and the type of match to be played (Vamplew 2016: 331). The results for this study show that gate fees for games or matches were fixed based on two rates or fees and sometimes a high gate fee due to the type of matches to be played.

Bashiru (2015: 15) found that "availability of star players, cost of attendance, team affiliation, media promotion and fair officiating serve as a catalyst to fan attendance to stadiums". The author stated that the availability of star players greatly influences the influx of fans to the stadium. The cost of attendance at matches is a key economic factor and affects attendance at stadiums. The results of this study indicated that clubs based their gate fees on the perceived number of spectators that would come to watch a game and the type of game to be played. However, in most cases, clubs needed to find a way of subsidising spectators and supporters who wanted to come and watch their games as a strategy to make the stadium full.

When bigger matches are being broadcast on TV and less popular teams have games on the same day, at the same time, the gate fees on that day are reduced to attract more people to watch their games. Cox (2012: 75) found that live broadcasts have a small negative effect on gate revenue for the best performing clubs and a much larger effect for the worst-performing clubs.

It is doubtful whether initially many clubs were primarily interested in attracting spectators.

(iii) The attractiveness of clubhouses and office complexes as a driver to attract people to associate with the club

A clubhouse is an administrative facility of a football club where all administrative assignments are carried out. It is a place where you have offices of different departments handling club matters including the marketing department. A clubhouse is a place where the

players socialise and have meetings with their coaches and managers, a place where the club defines its culture, tradition, and capability. Visiting a clubhouse alone is sometimes enough to attract new players and supporters. It is a marketing field on its own because its appearance tells a lot about a club. Results from this study show that two selected clubs understood the importance of an attractive clubhouse, while the other two understood it to be a place where players meet while one is neutral. Two of the clubs have clubhouses situated in a good environment and are up to a professional standard.

(iv) Football clubs' sources of income apart from gate fees

The results from the PPFCs revealed that they are deficient in gate fees because they play most of their games on open grounds. The disadvantage of this is that people come in to watch freely except for some big tournaments when they play big teams in the Nedbank Cup etc. Clubs such as Ekaya FC and Shooting Stars FC have their grounds where they train and play games and spectators are in good numbers in most games. Given this reason, these clubs have decided to affiliate with one another to cover major weaknesses.

Commercials or advertisements in football and sports generally promote the brand and image of clubs' byway of affiliating or partnering with sponsors through shirt logos and banners. Thus, revenue connected to this feature is derived from the sale of merchandise (shirts, shorts, scarves, and almost anything bearing the team's logo) and the sale of sponsorship rights to sponsors (Sabrie 2017; Mukhtar 2015: 2). The results of this study show that clubs decided to locate other sources of revenue to generate funds for club spending, for example, selling souvenirs, organising major tournaments, connecting with sponsors, inviting football agents that are interested in quality players. Further, each club or group of clubs has their contacts and attachment to bigger professional clubs in Europe that buy players from them from time to time. These European professional clubs every season allocate a certain amount of money to these clubs tagged as development supporting trust fees (DSTF) which take care of a lot of spending issues. Also, these clubs individually advertise other organisations or companies on their jerseys, pants, caps and face towels, etc.

6.2.4 To access the appropriate use of the service marketing mix (7ps) model by the PPFCs as opposed to the traditional 4Ps

Objective 4 focused on the appropriate use of the service marketing mix by football clubs as opposed to just the 4Ps (traditional). The modern marketing mix (i.e. 3Ps – people,

process, and physical evidence) are not operating in isolation but rather inclusively with the traditional marketing mix (i.e. 4Ps – product, price, promotion, and place). The 3Ps differentiate the marketing mix for a service compared to the marketing mix for a product (Adebayo 2015: 200). The question remains: do these football clubs understand what a marketing mix is? Do they understand how to take advantage of them? Londhe (2014: 335) states that marketing is a corresponding or identification process because it combines the capabilities of a company and customers' wants.

(i.) Number of people you estimate watched your games in the past three months

According to Fallahi, Asadi, and Khabiri (2011: 159), spectators' attendance at stadiums during matches is very important. Making sure spectators are attracted to watch games at home stadiums is a suitable solution for many clubs in increasing their income and so being better than other clubs. The study results show that getting spectators to watch games in the past three months was a big challenge even though they are increasing but it has been a very small number. The only consistent people are the supporter's club members even though clubs are still building up these numbers as well, but they are faithful to the call. More supporters watch home games than away games because there is a need for transport from point A to point B. This is a similar problem even among the core professional teams. However, it is better than it has been in the past when there was almost no one coming to watch games at all. Londhe (2014: 335) further stated that the creation and delivery of exceptional value to prospective customers and the acquisition of sustained competitive advantage is of major significance and prominence in marketing.

Making use of professionals who know what the right marketing mix can do to promote a club is vital. Results also show that fans and spectators will rather go and watch AmaZulu, Golden Arrows or Maritzburg United when there is a home game here in KZN mostly in the past but nowadays the PPFCs make sure they play high-class football and at least two of these clubs recruited some good games this season to help pull their supporters from their clubs to the games. On the other hand, the situation is not the same as other clubs with enough funds to go to a higher level. Nevertheless, planning to increase the number of spectators coming to stadiums to watch matches is important for sports marketers who must have the awareness of those factors that inspire and influence spectators' attendance (Fallahi, Asadi and Khabiri 2011: 159) in order to help educate clubs for higher success.

(ii.) Affordability of tickets for people to buy in order to access the games

Another observation from the results is that half of the clubs were situated within poor communities (i.e. income is below average), and two of the clubs are situated within affluent communities and one club has more rugby and cricket supporters in its location than football supporters while the other club is located in the right population of interest. This observed situation impacts the sale of tickets. Almost all the clubs attested that they have to give out free tickets in most cases in order to have more people watching their games. Fallahi *et al.* (2011: 160) point out that people love to attend a social event with their friends and family members rather than just going alone. Therefore, clubs should investigate this aspect too. Team quality is another angle that clubs should focus on because when a team has quality players, coaches and administrators this is a sure banker for spectators' attendance.

Clubs can commercialize their ticket sales in order to grow their revenue. According to Sabrie (2017: 11), commercial revenue is the fastest-growing source of revenue source, mainly involving sponsorships. Gone are the days when tickets were sold walking door to door. In most cases these days, tickets are sold through agents or sponsors that take it upon themselves on behalf of the club to advertise and sell tickets. If clubs must be acknowledged as professionals, they should follow the footsteps in this regard of the top clubs such as Manchester United, Real Madrid, etc.

(iii.) Safety of fans, supporters, and spectators when they come and watch games

According to Amorim, Molina-Moreno and Peña-Garcia (2016: 1), violence and aggressive behaviour are unfortunate events that have been increasingly common in sports. Such events usually involve fans and leave a deep impact which has made authorities take actions after tragic events at football matches. It is important to understand the need for assured safety when dealing with a crowd or a lot of people and if they are expected to participate in a programme or social function. Further, the products (team, players, matches, etc.) should be situated in a place that encourages people's freedom of access. Therefore, the marketing mix must not deviate from making sure that people and places are well taken care of in the mix. What goes on in the environment should be a key concern for club owners and spectators, fans, and supporters. The result of this study shows that all the PPFCs are situated in a safe environment which indicates that they value the lives of all their supporters, fans, and spectators as well as the lives of their players. It was stated that policemen and security officers are always patrolling the environment most of the time. Club owners and coaches also stated that sometimes they have had to move some of their games and training venues because of safety. A specific statement from one of the owners was: "people

must be safe and the place where we train and play our games has a record of undiluted safety”.

(iv.) Steps were taken to make sure the club is well-positioned in the community's heart

According to Kotler *et al.* (2015: 6), marketers should understand the needs and wants of customers, know the power of different market offerings in providing customer satisfaction and value, and understand the right of consumers and buyers to make exchanges and increase their value in different markets. There is a need for football clubs to understand their customers' or consumers' needs and not just work based on what they have heard of the needs of other consumers from other clubs. The question should be: are we meeting our consumers' needs? Do we understand our consumers? Are we targeting the right consumers and their correct needs? The result of this study shows that there is a need for each club to understand customers' needs from a specific angle. There should be general consumer needs and specific consumer needs. The result further showed that there is also a need for clubs to make an effort in positioning their consumers (i.e. spectators, fans, supporters) together in a certain context and separately in another context. The reason for this is that these three groups are all lovers of the club but at different levels. Interestingly, the results showed that clubs visit the community and on game days share some souvenirs free of charge with these communities and even play raffle games and give mouth-watering prizes to winners.

(v.) Location of the clubhouse

When consumers want to view a product before buying, some might decide to visit the factory or office of such a company or organisation in order to know more details about them. Where they are situated? And what type of environment have they chosen to be situated? Place means different things to different consumers (spectators, fans, and supporters). A clubhouse of a football club is a sensitive facility and represents what that company or organisation stands for. If a clubhouse is situated in a dangerous, dirty, or secluded place, it will be difficult for the consumers to access such clubs or clubhouses. According to the result of this study, all the clubhouses are situated in a safe and accessible environment. Also, clubhouses should speak about the culture of the clubs. For instance, taking a good look at the clubhouses of teams like Manchester United, Manchester City, Real Madrid and so on it is easy for someone to conclude what these clubs stand for and how visible and accessible these clubhouses are to the consumers. However, the results

also showed that not all these clubs have clubhouses let alone where they are situated. Therefore, following Kotler *et al.*'s (2015) model of value creation and the marketing process will help clubs to master the area of the place and position in order to know how best to assist in dealing with consumers of their products (player and matches).

(vi.) Ways of promoting the club and the players to the community, province and the country (South Africa)

One of the responses during the interview was: "we place our communities at a very high esteem because, without them, we cannot survive. We need them more than they need us". In general, the results showed that although the PPFCs respect their communities where they're based, they still do not have enough of a programme that connects the players and the community or province together. According to Kotler *et al.* (2015: 12), there is a need for each individual or group of football clubs to have a marketing plan on how to connect the clubs and the players to the communities professionally. Such a plan will form a bedrock for strategy, implementation, and assessment of plans. The reason is that if clubs are well connected with the end-users appropriately and strategically the issue of having spectators to watch games will be history and the community will be able to be proud of what they own. The clubs must blend each marketing mix tool into an inclusive assimilated marketing programme that communicates and delivers intended value to the chosen customers (i.e. communities) (Kotler *et al.* 2015: 12). This needs experts in the field, therefore, the team manager and the marketing manager of every club must work together to achieve the above-stated targets for their football clubs.

(vii.) Club products manufactured for sale to supporters and the public

According to Lovelock and Wirtz (2015: 10), service success necessitates focusing on customers and competitive markets differentiating a service brand from its competitors (i.e. known to you only). Therefore, creating a meaningful service product is another key factor for success. Football clubs should have an understanding that they are what they produce. For example, the type of players presented during the season speaks of what the club stands for i.e. excellence or failure. Clubs should also understand that players are major products and games are a consumable product and spectators and supporters consume them through buying tickets to watch matches. Other club products such as jersey's, tracksuits, and souvenirs of different kinds, such as mufflers, cups, and so on are vital because they carry the image and logo of the club, therefore, they need proper attention. Again, results from the data collected shows that almost all these clubs have very few or no

other products apart from the good players they present in their matches to sell them in the future. Gifts and souvenirs (balls, bags, and t-shirts) of very good quality were noted even though there was no evidence of other products.

6.2.5 To develop a marketing framework as a possible guide for PPFCs in their organisational systems

Objective 5 emphasises developing a marketing framework to guide these PPFCs so that they can attain their stated goals and visions. Any organisation that strives to be successful must have an outline or structure which guides the way their operations should be disseminated. For example, how do we improve on our past performance? What are the areas that need activation for excellent performance especially in marketing areas?

(i.) Areas you think your football club needs improvement in order to perform its business mandate effectively

According to Noe *et al* (2017: 1), businesses (e.g. football clubs) are faced with the challenge of having to compete or contend in international markets and with foreign businesses in the local market. This can be achieved by developing global markets and using established business practices to advance global competitiveness and organize their employees for international assignments. However, high-performance work systems that maximise the fit between the company's social system and the technical system must be provided. The result of this study indicated that there is a need to re-assess club culture and connect with modern and better ways of doing football business. It was suggested that adequate programming should be established (i.e. what brings in profit and what does not) and that the networking and channeling of club products in a more profitable direction needs to be improved. The results also suggested that clubs should increase their range of products for selling. Noe *et al.* (2017: 2) state that in order to gain a competitive advantage ahead of other businesses, a business's (such as a football club's) capability to preserve and maintain and gain market share in its industry is very important. In addition, the value of a product or service presented by such business should be determined by its quality and how thoughtfully such product(s) fit the target customers' needs. All this discussion is necessary for a football club to be marked as the best among its peer group.

Noe *et al.* (2017: 1) emphasise that for a business to sustain itself and grow in a lively and active setting, it must pay attention to its decision-making ability regarding making a profit without undermining the resources of its employees, community, and environment.

Sustainable business success depends on how well the company meets the needs of its stakeholders (e.g. sponsors) because the sponsor wants to invest in a business that can sustain itself over time.

(ii.) The situation around your football community before your club was situated in terms of peace and protection of life

According to Kopra (2017: 31) “the location of our clients is relevant if we target an international audience...even though most of our sales are local, we still must consider international”. This same statement could be directed to a business such as a football club seeking a place or community to establish its business. The question of where (i.e. place) comes to mind, then to whom (i.e. persons-community) because if the location is not good to start with, such a business will fail when international affiliates visit. The results from the data collected reveal that the communities where the PPFCs are situated are peaceful, well-educated people, and well secured. However, it is further revealed that the facility where these clubs play is situated away from the township. Amorim, Molina-Moreno and Peña-Garcia (2016) state that the physical environment should reveal the possibility of certain factors that could impair the environment, health, safety, and comfort and commitment of the people to make it easy for an organisation to decide on solutions. Gathering information before a visit, and during a visit to any community (football environment) will reveal if such community or environment is the best place to situate a facility or stadium (i.e. violent or safe). The results reveal that there is no record of vandalism in the areas where the PPFCs are located. Thus, business positioning is very important to best support your customers (spectator and supporters) on a daily basis (Kopra 2017: 30).

(iii.) Suggest how your club can be the most successful in KwaZulu-Natal and South Africa

Leadership determines the level of accomplishment and success in any organisation. According to Bolman and Deal (2017: 9), good leaders are expected to be strategic in planning, strategic in setting objectives, and thoughts of promoting participation. They must also possess the ability to produce the right decision, be skilled at re-organising by realigning roles and responsibilities to fit tasks and situations. However, such leaders should have the ability to maintain a balance between human needs and formal roles, have great evaluation skills and the ability to maintain organisational goals, and develop good relationships with others to win. A good leader in the business of football could create a whole lot of positive change and transform the community, province, nation, and the world.

The data collected indicates that clubs should give more focus to the content required in the journey towards total professionalism. They should target better structuring for the academy and clubs towards a culture that befits the type of vision to be attained. Another club official suggested that it will be a better idea if the club could follow a European culture as this would help them in growing through a developed and established path. Another member said that affiliating with successful and established clubs is key because it creates genuine networking. Lastly, someone came up with the idea that there is a need for a brand revival to create a strength for their team.

(iv.) Ways in which your football club can engage to be more profitable like Manchester United

According to Wheelen *et al.* (2015: 8), strategic management to keep track of international developments and so positioning a business for long-term competitive advantage is necessary. The data collected in this study indicate that there is a need to study the foundation and structure of a club such as Manchester United in the way that administrative, management, coaching and marketing, recruitment, and so on operate and learn from that model. One of the management participants interviewed said that studying a team of this nature and networking with them and pulling several related and workable qualities into local playing culture would ignite a winning fire for competitive advantage. Another official came up with the idea that improving clubs marketing ideas and strategies is another way to improve and be like Manchester United especially in areas of recruitment style and sponsorships. Leadership is the ability to unite and mobilise the energies around one action. A visionary leadership style involves moving people towards a vision set out by the manager. Leaders have confidence in their ability to stimulate change and innovation which is a perfect method when one's team has fallen, or productivity is falling which calls for a new direction (Liyanagamage 2016).

6.3 CONNECTING THE QUANTITATIVE AND QUALITATIVE FINDINGS (THE MIXING)

Generally, the quantitative data revealed that the clubs are familiar with the basics of marketing and they use it in their way to help reach their team purpose and goals while the qualitative data also revealed that teams use marketing to promote club operations. It further indicated that the PPFCs are aware that the club can do better in their seasonal operation through improved marketing. The qualitative data revealed that the clubs have no knowledge of service mix, they do marketing in a way that appeals to them and that they

can afford. The information gathered from the mixed methods approach (i.e. quantitative and qualitative) provided evidence that all the selected clubs are aware of the use, purpose, and power of marketing in creating a competitive advantage for the teams in relation to their peers. Evidence from the study shows that there is a strong foundation of marketing that can settle teams and clubs at a higher level of excellence. The evidence further shows that to be like a football club such as Manchester United, the clubs must seriously and profitably engage in marketing. It further indicates that relational marketing through CRS must be an ongoing exercise to continuously empower supporters and spectators. Therefore, using a mixed-method approach for this study has “added more value than a single method” (McKim 2017: 202) by drawing more information from participants in order to have a concrete and more standardised contribution to the topic.

6.3.1 Objective 1

- **To identify the marketing principle used by the PPFCs to gain competitive advantage and accomplish their business goals**

The findings in qualitative methodology indicate that the PPFCs give football products to supporters free and sell some at a cheaper price and that they do competitions such as raffle draws for spectators and supporters, to allow them to win some valuable gifts. Advertisements of sponsor’s companies are on the jerseys and in the RE/MAX Address monthly newsletter. In addition, the club websites, LinkedIn, WhatsApp, and Facebook for club advertisements have truly helped in making these clubs gain a competitive advantage over and above their opponents.

Football Clubs: Shooting Stars, Ekaya, Kloof, Riverside, and Richards Bay all stated the following:

“We make sure we connect with our supporters and fans steadily by making information about what is going on in the club known to them through our cheapest mediums (i.e. WhatsApp and Facebook)”.

Findings from the quantitative data support this point in that the people they see most commonly at their matches and training are the people that they have reached out to through marketing strategies. Also, it was emphasised that better results would have manifested if “we have concentrated more on using relational marketing with our communities”. The players indicated that the marketing principles used by their clubs are good but limits them

from being well exposed because of the lack of expertise and to lack of orientation on how best to use the available marketing principles.

6.3.2 Objective 2

- **To ascertain to what extent the PPFCs adopt marketing practices to encourage competitive advantage within and outside the organisation.**

The findings from the study reveal that all the PPFCs have similar marketing practices to interact with supporters, fans, and spectators. They run raffle competitions, visit their customers in their communities, post their pictures on Facebook, maintain LinkedIn pages, use Twitter, WOM, and the relational market as marketing practices.

Football Club Managers: Kloof, Durban New Germany, and KZN all stated the following:

“We understand the role marketing plays in the success of a club, but we are limited in resources. Nevertheless, we are trying to make sure that the few marketing practices that we run are active and super functioning”.

Both methods provided similar responses as regards the use of newsletters from the mother club and sponsors and trying also occasionally to market through the local newspaper. New Germany and Durban Clubs, however, informed that they use some branding skills to promote the club by re-designing their logos and promoting the vision and mission of the club. These are statements that popped up in both the qualitative and quantitative responses in the study.

6.3.3 Objective 3

- **To understand the relationship between the approaches by the PPFCs to business and the use of marketing strategies to improve the clubs' seasonal position**

Findings from the study reveal the relationship between the PPFCs' approaches to business and the use of marketing strategies to improve clubs' seasonal position. Qualitative and quantitative methods used for this study revealed that to promote the club operation for-profit purposes, the clubs must be administered and managed as business units. For example, these clubs buy and sell players at the local level and wish to extend this into the international scene. Players are promoted or exposed through the club's agents to PSL and international clubs by selling and making a profit through this avenue. Marketing is involved through videoing and pictures sent through WhatsApp and other mediums.

Football Clubs: New Germany, Durban, and Richards Bay are much into the style of promotion and business orientation of buying and selling players at the local level and selling players into the international market. These clubs formed a collaboration in order to empower their approaches to business although it was mentioned that better deals could be made if there more marketing skills to package their products (i.e. players).

Therefore, the responses from the qualitative and quantitative methods used showed that these clubs are very careful in the type of players they recruited for marketing reasons. One of the managers and agents stated, "we make sure our players are recruited following what we believe and the culture of the club because no one will buy unpolished players (i.e. products) from you".

6.3.4 Objective 4

- **To assess the appropriate use of the service marketing mix (7Ps) model by the PPFCs as opposed to the traditional 4Ps**

Responses from participants via the qualitative and quantitative methods revealed that the PPFCs were using traditional marketing styles even though this was not known to them. The 4Ps kept popping up in the response to the questions asked because the mention of the stadium or clubhouse (i.e. place), the supporters and spectators (i.e. peoples) and price on players and products and promotion kept on popping up all through in their responses to the questionnaire, and in interviews and focus groups.

Football Clubs: Kloof, Richards Bay, Durban, and New Germany confirm:

“That we have been making use of different marketing components and strategies for quite some but do not know which one is traditional or service marketing mix. However, because we do not have marketing experts, it is difficult to know if we are using the right marketing model in the right or wrong way”.

6.3.5 Objective 5

- **To develop a marketing framework as a possible guide for the PPFCs in their organisational systems**

Based on these findings, it is necessary to develop a marketing framework for these clubs in order to assist them in the proper ways to make use of marketing principles and practices in their football business endeavours in order to fulfil their visions and goals. The findings from the qualitative data indicate that the selected clubs are aware of marketing practices and use marketing strategies known to them for team promotion.

Football Clubs: New Germany, Durban, Kloof, and Richards Bay express that:

“There are normal ways of marketing in the ways we thought is right and no formal marketing services were followed. It was also revealed that clubs follow marketing strategies observed from another club without finding out how best to use them. We try to follow what PSL club is doing, even though we do not have access to understand how they have been done”.

This is also reflected in the following from the quantitative responses: there is a need for the clubs to establish marketing departments or appoint professional marketing officers to assist in practicing marketing principles, strategies, and mix in the right way. The clubs should also try to follow the suggested marketing framework which will enable them to succeed and have a competitive edge over their colleagues and opponents.

The use of mixed methods for this study has been justified. Results from both methods show that there is an integration of the mixed method data within this single study (Wisdom *et al.* 2012; Halcomb and Hickman 2015).

6.4 CONCLUSION

The findings from this study highlight the important use of marketing frameworks by the PPFCs in KwaZulu-Natal in order to accomplish a competitive advantage over other clubs. More precisely, the results suggest that the football clubs recognise the importance of marketing strategies and frameworks, such as the use of marketing techniques to communicate, network, inform, make a profit, promote club products, and win and stabilise their supporters. In addition, the results indicate that football clubs are making use of marketing frameworks and strategies to position their club culture and goals in the minds of their consumers (supporters, fans, and spectators) in the area of recruitment and tournament marketing. Marketing has also been used in the areas of branding, WOM, and CRS to promote and stabilised the PPFCs.

All the PPFCs researched have been passionate and zealous in the implementation of marketing strategies. Moreover, the results provide insight into the business operations of the clubs as regards marketing awareness; this study highlights how the PPFCs use the marketing mix to offer services such as fulfilling the needs of their supporters and connecting with them (relationship marketing). It could be contended that these PPFCs provide community networks through product advertising, community programmes, raffle draws, which create an association and relationship between and the clubs and the communities where they are located. On the other hand, there is still a need for further establishment of marketing strategies to help clubs to get more publicity.

CHAPTER 7: CONCLUSIONS AND RECOMMENDATIONS

7.1 INTRODUCTION

This chapter presents the conclusions to the study related to the research objectives research propositions and theoretical contributions of the study. The conclusions are presented in terms of the practical application of marketing strategies and frameworks which could be of value to PPFC marketers. A proposed marketing framework for the clubs is offered. Moreover, the limitations of the study that were identified during the research processes are discussed. Practical recommendations are presented based on the empirical findings, on how the clubs can advance in their marketing informed by an understanding of how this can fulfill their business obligations.

7.2 CONCLUSIONS: RESEARCH PROPOSITIONS

7.2.1 Proposition 1

It is proposed that the PPFCs need to identify basic marketing principles that can satisfy the identified needs. Research showed that clubs could not understand what is meant by basic marketing principles even though they thought that giving some affordable products to consumers can meet consumers' needs. Also, it showed that the PPFCs do not understand what the needs of their consumers are, although they do understand the values that guide this marketing principle. Clubs seem to have picked up or copied principles to use with their clubs without verifying if they were correctly used or if they are the right principles for their clubs.

7.2.2 Proposition 2

It is proposed that there is a need for professional football clubs to redefine the use of marketing strategies for them to achieve their goals and objectives. It was revealed during the collection and interpretation of data that clubs will need to understand what marketing is and how to connect marketing with football business for competitive advantage. Clubs need to understand: what is a brand? What is brand strength? What is brand power? What is the marketing mix and how can it be used to boost CRS for a competitive advantage? The result showed that clubs need to know what marketing strategies are and which type of marketing strategy can work for their clubs and how such marketing strategies can be used

for excellence. Professional marketers are needed to assist clubs in establishing marketing strategies for football business profitability.

7.2.3 Proposition 3

It is proposed that the 4Ps marketing mix is not adequate for promoting the operations of a PPFC. Based on the results, it is evident that the PPFCs do not know the 4Ps let alone the 7Ps. Marketing is being conducted according to their local understanding, although it was noted that the element of the marketing mix was visible. It is proposed that identifying the marketing mix and using it correctly as expected will boost PPFCs income and make them profitable. Furthermore, it will publicise them across their local borders into the international or global market. When a club aspires to be like a football club such as Manchester United FC, there is a need to adopt and adapt their marketing principles and blend the culture into local football organisations for favourable results.

7.3 CONCLUSIONS: RESEARCH OBJECTIVES

7.3.1 Objective 1

To identify the marketing principles used by the PPFCs to gain competitive advantage and gain their business goals.

The empirical findings in Chapter 5 show a positive relationship between marketing and football clubs. The PPFCs' marketing principles are based on connecting with communities and sharing the club's products among spectators, supporters, and fans. Recruiting good players for the season is their only belief that they will win their games. However, it is evident that the club culture where marketing products are distributed as gifts of kindness (and some products are not of good quality and standard) is mistaken for marketing principles. Two football clubs have developed their logos and have websites for their clubs and academies. The findings show how critical marketing is for the clubs as profit-making organisations to communicate, inform, and encourage and influence their followers (spectators, fans and supporters). Thus, the findings show that the marketing principles engaged in by PPFCs are like the marketing principles adopted by fully-fledge PFCs although more attention was given to these principles by the latter. Some differences between the selected PPFCs do exist, mainly associated with pricing issues and product development issues.

7.3.2 Objective 2

To find out to what extent the PPFCs adopt marketing practices to encourage competitive advantage within and outside the organisation.

The results show that two of the football clubs are involved in community work such as soccer clinics for players and workshops for coaches. Club products such as balls, bags and t-shirts are made for players but only in small quantities so these cannot reach the public because of a lack of sponsors. Advertisements are only made in a property company's newsletter occasionally and not in sports or soccer magazines. There are no TV or radio advertisements or TV rights. A player's promotion depends on if they played a game against a well-known team (i.e. popular club promotion perhaps in a cup tie). The places and facilities for playing football games are some distance from the central city and there is a need to encourage consumers (spectators, fans, and supporters) to come to watch the game. Club websites have been created but spectators', players' and coaches' columns are neglected. Brands are only noted for two clubs, but there is no sign of brand strength or brand impression because the elements are weak.

7.3.3 Objective 3

To acknowledge the relationship between the approaches by the PPFCs to business and the use of marketing tactics to improve the clubs' seasonal position.

The results of the study show there is a relationship between the PPFCs' approach to business and their use of marketing tactics because these clubs are profit-making organisations and they execute or share the same business content for business operations by selling clubs products, selling players, selling tickets for games, etc. Their approach to business includes recruiting professional coaches and buying expensive players to attract spectators, fans and supporters, and sponsors. The results reveal that PPFCs use the marketing mix to attract consumers in the same way that other business outfits do. Thus, there is buying and selling, negotiation of cost, advertising of the club, promotion of club and players, a place of business, persons to involve for the transaction of business (sales) e.g. involve them in watching games at the stadium, it involves brands of clubs which communicate to the consumer or public what the clubs stand for, and it involves a product(s) and people at both ends of the business which determines the amount of money earned and the costs of the products.

7.3.4 Objective 4

To note the appropriate use of the service marketing mix (7Ps) model by the PPFCs as opposed to the traditional 4Ps.

Appropriateness was investigated by learning how the clubs transact their businesses, and whether this correlates with expectations, for example, the way promotion of club products was conducted, the place where products were sold (e.g. stadium or clubhouse), the product itself (does it satisfy the consumers or attract them to spend their money?) and the price placed on the product (does the quality of the products justify it?). The expectation is that if the service marketing mix models are properly or appropriately used, this will generate more profits, expose the clubs' products and inform the consumer (spectators and fans) about the usefulness of the clubs' products. In this regard, it was discovered that the clubs involved showed some elements of using the service marketing mix but not appropriately, which hampers certain areas of their business. Mostly, the 4Ps were used unknowingly, and mostly WOM was used to replace the marketing mix. The involvement of consumers is low because the clubs still do not understand how to manipulate the service marketing mix to set and achieve desired goals. None of the clubs have professionals in the field that can help in advising on the usage of the service marketing mix and this makes the clubs operate in this area of marketing unprofessionally even though they have potential professionals in their operations.

7.3.5 Objective 5

To develop a marketing framework as a possible guide for the PPFCs in their organisational systems.

There is no doubt that marketing in its numerous forms will continue to play a significant role in the implementation of any football club's business operations. However, a better understanding of marketing philosophy and organisational philosophy, and how they can be working together for maximum impact, is a major consideration for club owners or proprietors. Due to the observations of the understanding of the clubs in the way they use marketing strategies to gain a competitive advantage over opponents during the season, it was discovered that there is a need to further assist these clubs to structure a workable marketing framework that enables genuine and efficient understanding of what marketing is, and how to use marketing to improve club operations for the club to make good profits as expected. Such a framework will include the whole service marketing mix and advise

PPFCs on the way they can operate or function for profit-making purposes. The development of the marketing framework will also include strategies for achieving these desired ends. There is a need for the vision and mission statement of these clubs to be re-addressed as this will assist greatly for direction purposes.

Over time, the vision can change, mostly in taking fresh advantage of innovative opportunities by responding to new market conditions (Kotler and Keller 2012: 60). There is a need to be on the leading-edge, perhaps taking risks (i.e. by trying new marketing ideas) in the emerging market offering to target buyers and deliver additional benefits. A football club's mission statement describes, expresses, and publicises the organisation and its management vision and its purpose and gives meaning to what the organisation stands for. For example, the Ekaya FC business practice cannot be separated from the vision instituted by the management and proprietors of the club. Similarly, affiliated clubs will have to follow the vision of the main club because they are connected and that was why they came together in the first place.

Nevertheless, the research results provided evidence of some features or characteristics that showed that these football clubs are determined, mission and purpose-driven, market and ambition driven, community involvement driven, and profit-oriented/driven. These elements can be used in the framework.

Durban: Shooting Stars FC and Riverside FC Durban

It was revealed that these football clubs and academy mission and purpose-driven which can be seen in the way they handle club and player matters. Their mission is written on their website and is strictly followed by coaches and other administrators without deviation. On the website, their purposes are stated thus: *"Our purpose is a special commitment to provide each pupil world-class soccer coaching all year round."* (Shooting Stars). Riverside's mission statement *"to add value to shareholders, supporters, sponsors, and management through the continued development of players, being a unique centre of soccer excellence, working at all times to maximize the potential of all players at the Riverside Academy & Club"*. These services provide at different age groups from their academy through to club level. The Shooting Stars' academy and football club and the Riverside FC and Academy are market and ambition driven by making sure that the teams are following a specific marketing procedure even though it is not in totality, it is still on track. The clubs are very profit-oriented due to the experience of the owners.

New Germany: Ekaya FC

This football club is purpose, ambition, marketing, and community involvement driven. The team owner is very conscious of the purpose for which the club and academy were established, and he re-assess this purpose from time to time. Also, in the interviews and focus group meetings, the love of this club for grass-root development through community involvement (CRS) was emphasised repeatedly. The club is the reason why all other selected clubs were affiliated and connected – to foster a common joint goal. The club is immersed in branding and specific marketing areas for club promotion.

Kloof: Kloof FC

The Kloof FC is a feeding football club from the New Germany football club, all the ideas such as community involvement, marketing, and purpose-driven are all transferred to this club through general culture and mission statement laid down by the owner and proprietor of the Kloof FC. This is a PPFC that is concerned about fulfilling the mission statement and networking for further club expansion in all areas.

Richards Bay: KZN FC

This is a club that is highly marketing-driven and is connected to European football clubs to fulfill its purpose even though they are lacking in the marketing area but are well supported by sponsors. The club is very ambitious but lacks as much community involvement compared to the others. Their mission statement is written thus “A dream doesn’t become a reality through magic, it takes sweat, sacrifice, commitment, determination, and hard work”. The team does not have a website but can be found on Facebook.

7.4 RECOMMENDATIONS

This section discusses the study recommendations with a proposed marketing framework that the researcher wants to present to the global world of football business. This explains how to manifest marketing strategies that will enable PPFCs as a profit organization to have a financial edge and winning advantage in the football business. In the later part of this section, the study discusses the general recommendations as well.

7.4.1 Proposed marketing framework for the clubs as profit organisations

According to Agnihotri and Krush (2015: 4) structured a model which shows organisations’ information communication strategy as being a link between two constructs (Figure 3.1) of

this study. Every PPFC is expected to follow a structured communication model of this nature to communicate their brands with their customers; for example, using the service mix (i.e. 7ps) as an improvement above the traditional marketing mix (i.e. 4ps). This type of communication could be done through a hired marketing specialist or personnel who understand the content of the marketing mix and are connected to a football club's business.

The brand image and its elements (Suarez 2014: 83) should communicate to the world by making sure the brand image projects a stable picture of the club in the minds of the followers. The brand image concept has been tested for decades by Real Madrid (RM) and could be adapted using the service mix. The question is: what image do we want to form in the heart of the public? What should our culture speak to the world? What is the new technology that we could use to stabilise our attributes? What level of personality will our brand carry? What are the benefits that are aligned for the public and the world through our product? The marketing strategies should communicate the content of the club's intentions in terms of the current season as well as the future.

Club personality should be a strong bond and should be imbibed in every department of the club administration, technical, and management structure. The way other organizations (e.g. sponsors) and the public perceive a club will determine if they will associate themselves with such clubs. The clubs should position themselves with strong personalities using the Kapferer Hexagon Identity Prism model (Figure 3.2) in connection with the other two mentioned models. In the process of doing this, question should be asked such as: How do we want the world to perceive us (club physique)? What effects do we portray through our brand (club personality, e.g. logo)? What level of interaction between us and the world (club relationship)? Is our culture approachable or attractive?

In Chapter 3 the role that marketing plays in a football club as a profit organisation in society was underlined. Given these, a marketing framework is now suggested for PPFC marketers based on the outcome of the results presented in Chapters 5, 6, and 7 of this study. A marketing framework is outlined in Figure 7.1. to assist in guiding the clubs in their daily marketing networking. In view of this, an 8th P is proposed in order to form a framework for football marketers based on the outcome of the research results. The **8th P is "Purpose Driven"**, as outlined in the diagram and discussed in this section.



Figure 7.1: A Proposed framework for football clubs as profit organisations

In Chapter 3, the business roles football organisations should play in the football business setting was highlighted. In view of this, the model presented here has a strategic influence on profit marketing (purpose-driven), and service marketing as business goals in the organisational structure. Being a purpose-driven organisation is a strategic statement on its own. A purpose-driven organisation will ensure there is a strategic plan which eventually is executed through strategic implementation. What are we standing for and how do we accomplish our set goals? Quinn and Thakor (2018: 1) state that being purpose-driven can mean that employees of an organisation are completely involved and do collaborate, or a corporation will go the extra mile for customer happiness or to satisfy customers' needs.

A purpose-driven football club will be aware and conscious to take advantage of the 7Ps in order to continuously and intentionally interact with and provide for the needs of their supporters. Also, they will carefully plan how to improve their products by integrating the

marketing mix for a better outcome (profitability and fame). The inspiration of workers' knowledge is an important factor that must be addressed with PPFCs (i.e. work orientation and identity) (De Souza and Dierendock, 2010: 230). Also, making a purpose-driven (value-based) decision should be a key for any football club that wants to succeed because the purpose-driven organisation has been recorded as being the most successful (in terms of outcomes) in the world (Barrett 2013: 3).

Regarding the issue of service, the 7Ps of service marketing (product, price, place, promotion, people, physical evidence and process) involve the inseparability of production and consumption of services which means the simultaneous production and consumption of services. Concerning service marketing, characteristics such as intangibility, heterogeneity, inseparability, and perishability are exclusive to service compared to goods. Invariably the traditional marketing mix (product, place, price, and promotion) can be stretched to compensate for these mentioned features. According to Kar (2010: 10), Gordon (2012: 125) and Adebayo (2015: 223), the services marketing mix is an adaptation or version of the traditional 4Ps to address these features and it involves the incorporation of the 3Ps (physical evidence, process, and people) as seen in the model in Figure 7.1. Consumers should be concerned with relational thinking and a strategic all-inclusive approach to behaviour change.

It is therefore important that the operations of the PPFCs (who are profit organisations) are effectively leveraged in meeting and fulfilling the social needs of their consumers (i.e. supporters, fans, and spectators at large). This requires three additional elements of the marketing mix as suggested by Kar (2010: 10) and Gordon (2012: 125):

- A place where the people become a defining influence in the delivery process.
- A process of service delivery in order to maintain a consistent standard of service delivery.
- Physical evidence that guarantees tangible elements are integrated into the service offerings in order to augment the customer experience.

The model in this chapter, therefore, recommends that profit businesses, as usual, are meant to achieve business goals and acquire market share in order to fulfil their business imperative because it is all about making a profit.

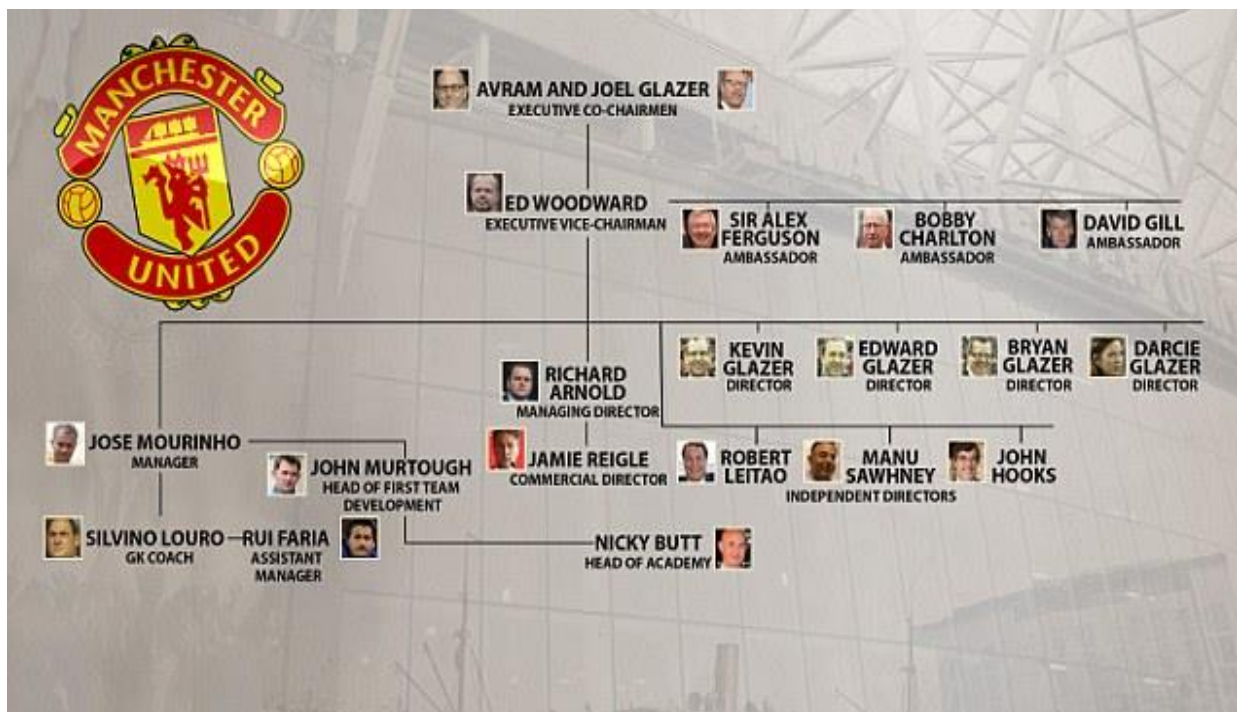


Figure 7.2: Manchester United organisational chart

Source: adapted from Manchester United (2019)

Striving to become like Manchester United FC (Man U) means that these PPFCs must follow the footsteps of Man U as a target goal meaning that the marketing procedure of Man U must be followed. Man, U has a philosophy on doing their football business based on the service marketing mix which has over the years served to be profitable at a very high level. According to the club's organogram (Figure 7.2), the club has a commercial department that encompasses all other departments that deal with profit-making matters of the club. Therefore, the model in connection with the organogram shows that Man U operates within 7Ps.

The club has a recognised **place** where their clubhouse and stadium are situated, and the **physical environment** is safe for the consumers or customers. However, the **price** of their **products** (matches, selling of players, club equipment and materials, etc.) are very high. The **people** that are the lovers of their products are well treated and duly considered and the **process** through which all their products (e.g. players) pass before being authorised as a finished product for selling is carefully programmed (i.e. from the academy through to professional). The club is known for its high level of promoting players, products and matches and a host of other items through various advertising and commercial methods in such a way that the **physical evidence** is felt and seen by everyone. The club is rated one

of the best in the world and revenue is second best only to Real Madrid FC. Figure 7.3 shows the Man U commercial, broadcasting and matchday revenue for 2017.

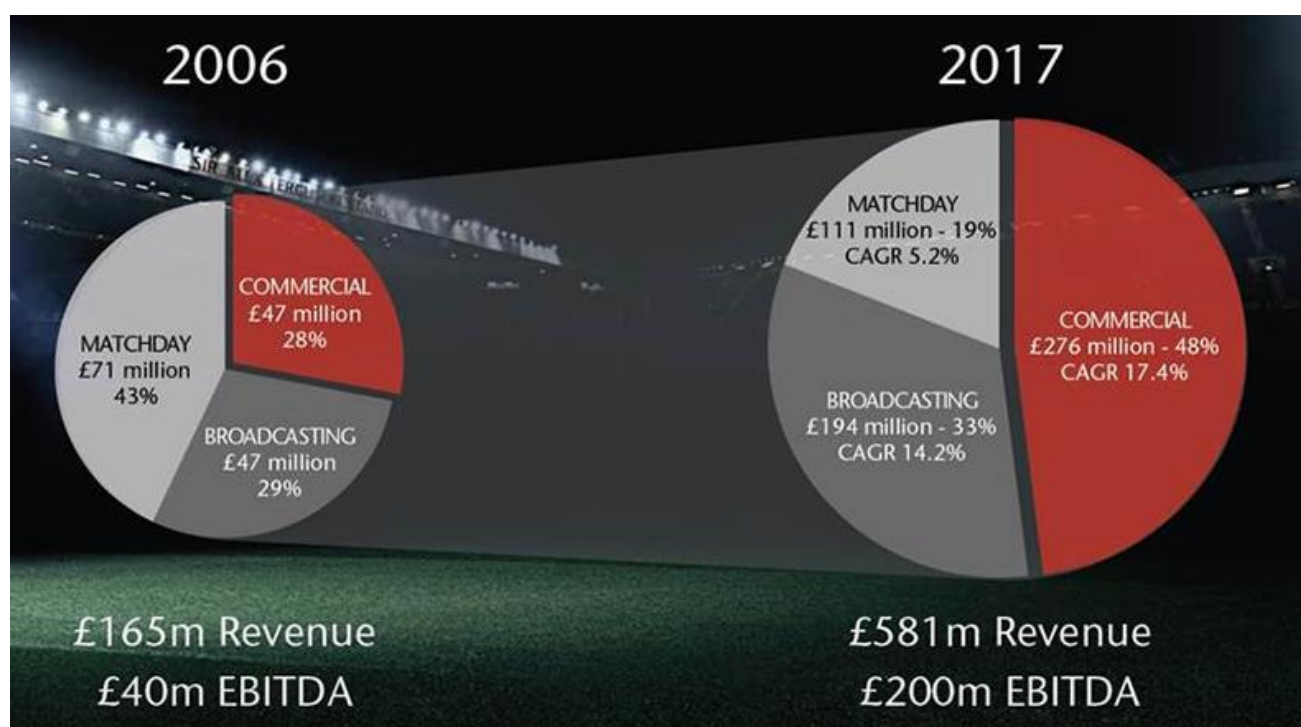


Figure 7.3: Manchester United commercial, broadcasting and matchday revenue
Source: Manchester United FC (2019)

Figure 7.3 shows a huge difference in revenue between 2006 and 2017 which is due to the consistent development of marketing strategies of the Man U club.

7.5 GENERAL RECOMMENDATIONS

These recommendations are based on the findings of this study regarding the challenges faced by PPFCs on how to use a marketing framework to improve their competitive advantage. Recommendations are made in relation to themes.

7.5.1 Relationship between marketing and football clubs

There is a need for clarity and a deeper understanding of a marketing approach to football business in football clubs, especially in terms of the identity (what do we stand for?). The corporate responsibility of football clubs needs to be addressed and recognised.

- It is required that comprehensive research in the area of marketing must be undertaken to clarify and demonstrate the appropriate marketing strategies for the clubs, with emphasis on the culture or philosophy of the clubs.

- There should be a distinction between modern PPFCs that are implementing or applying marketing strategies in performing their business and running a profitable programme and those that are operating without direction. This could be done by acting professionally with the utmost positivity in the application of marketing to their seasonal football programmes.
- Concentrating on the use of marketing tools and the ways they can be situated for maximum impact will bring enormous benefits and establish a better understanding of modern ways of marketing to boost football business operations.
- Consistent empowerment through skills development of staff and adequate training for club managers and administrators will be a bonus for consistent achievement. Developing accurate understanding and awareness of marketing theories and practices is vital.
- Encouraging consumer research and position in the market, marketing, design, and re-designing of products, organising marketing orientations, and making use of creative advertising techniques will also help.
- Addressing brand issues and paying attention to all components of the brand will attract more consumers locally, nationally and internationally. Club administrators and managers need to know what branding is and how they can use the brand element to empower and expose club activities to the world.
- Learning the ways, styles and methods of marketing of model football clubs such as Manchester United FC will help a great deal. This means learning how Manchester United combines professional football playing with professional football marketing and winning off the field of play by winning through correct marketing practices.
- Attending to the modern approach to football club website design is very important, checking that the essential club components that need to be included on the website are included. The question is how can the club market its product by using the website? This should include the club's mission and vision statement, club culture

and philosophy, staff and team pictures, club products and a host of other elements as can be seen on the Manchester United website.

- The use of marketing techniques coupled with football recruiting techniques to recruit players into the club encourages a winning advantage. The consistent building of relationship skills that attract more consumers, communities should be focussed on.
- Making sure the clubhouse is a befitting place of modern football for the local and international supporters, fans and spectators to visit is necessary. Also, making use of the opportunity to go global or local is very important (e.g. Manchester United in South Africa, Asia, etc.)
- Creating and upgrading of a marketing department is essential and making sure that experienced marketing professionals are recruited onto club staff will assist in helping the club to accomplish other stated goals alongside the football team intentions for the league or season.

7.5.2 Profit business issues

- Professional football clubs require sound management and administration in terms of success in making a profit and winning matches particularly when it has to do with marketing club activities and operations. Poor planning and/or weak management and administration skills can lead football clubs to become a non-profit organisation. It is fundamental for football club managers and administrators to understand what it means to be a profit-making organisation and those challenges and inabilities that can lead to unprofitability.
- There is a need for clarity in football clubs' operational actions in connection to service delivery. Even though PPFCs are profit-making business organisations, the issue of CRS and a community based, or centred approach cannot be ruled out because attendance and attention from the communities or consumers bring in the money to make a profit. Therefore, there is a need for the clubs to understand and continually connect with this target group. Community members and the club in its entirety should be partners in the building relationship towards a profit-making process.

- Community support and feedback for-profit marketing should be encouraged. In addition, welcoming responses from the community respected members, along with the reflection from practical cases, may help the club to re-build marketing strategies.
- Getting a model football club to be involved in financial support matters helps to keep the structure and profit constant; selling players to affiliated clubs or other interested clubs especially in Europe brings in a huge amount of profit alongside funds given to support the club from the South African Football Association (SAFA). Lack of profit acquisition and management experience in the football club business could cause club marketers and administrators who lack the understanding of the philosophy that underpins marketing principles to misdirect or misinterpret club football business.
- There should be local, national, confederation and FIFA level support with information on to be a sustainable profit-making football club and how marketing can help clubs transform their football business.

7.5.3 Marketing strategies

- An understanding of different marketing strategies to operate as a football club is vital and necessary for the best outcome. The selected football clubs researched were identified as having related visions and missions and that was why they affiliated on major projects to support one another for networking and connection purposes. Therefore, a set of marketing and marketing communication tools for different situations for a common mission and vision or certain projects should be employed.
- Further research on ethics and marketing is essential as much of the information on this matter is debatable. This means, that the limited understanding of the correct nature of marketing strategies by clubs may hamper the club from fulfilling and achieving the desired competitive advantage.
- Football clubs should involve business and community welfare services in their seasonal programmes like this will provide a direction for football club marketers to achieve their competitive advantage.
- Finally, there should be a well-defined vision and mission, culture, planning and sound ethics for the football clubs and community programmes. This infers that

football clubs should endeavour to provide not only consumable services but also to create awareness among people regarding their product and what they stand for. There is a need to organise programmes for club employees to eradicate misperceptions and misunderstandings in using marketing tools and mix and using marketing for football clubs' operations.

The above recommendations can help football club marketers to evaluate or re-evaluate the procedure and progression of using marketing strategies. Somehow, there is a possibility to evaluate or re-evaluate clubs' present marketing strategies due to the steps that were discussed about the marketing process and team culture of the club. Management and administrators of PPFCs need to understand the marketing concept and call for attention from marketers and club administrators and possibly assistance from football clubs' choice of model club. A proper definition of the football marketing mix is an additional area that should be connected to or associated with the club mission, vision, values, and activities. A profit marketing mix will be necessary and appropriate as exposed or displayed in Figure 7.1.

7.6 LIMITATIONS

The limitations of this study include the following:

- The study was restricted to PPFCs in KwaZulu-Natal. The samples were drawn from four clubs only in KwaZulu-Natal in Durban, Kloof, Richards Bay, and Pietermaritzburg.
- Club managers, sponsors, and administrators from other clubs were not considered in this research and model clubs such as Manchester United FC were not interviewed.
- In some targeted research locations, getting suitable participants was difficult due to not being able to find the type of football clubs that fitted in with the topic of the study. Some professional football clubs that were available did not cooperate and refused to be involved in the study, explaining that they were too busy and were careful about releasing club information. Those professional football clubs that were not ready to be a part of the study opted out respectfully.

- Due to time limitations, responses during the interviews, and focus group discussions were not always substantial.
- The researcher was unable to retrieve all the questionnaires given to clubs. Five hundred questionnaires were given out, but the researcher was able to retrieve only 428 which were analysed and discussed.

7.7 RECAPITULATION

This chapter has presented an overview of the conclusions and recommendations. Conclusions about research propositions and the research objectives were discussed in detail. The chapter has also presented some specific characteristics of the football clubs such as mission-driven, market-determined, community-driven, and profit-driven, which have all assisted in developing the proposed marketing framework for football clubs as profit organisations (Figure 7.1) The framework indicated and encouraged football clubs to consider some aspects of marketing as their strategy in achieving competitive advantages in the KwaZulu-Natal area of South Africa. In addition, the framework advised that to achieve a competitive advantage over other potential football clubs from other provinces, clubs need to fulfil the components of the marketing mix in addition to the traditional one. Also, to enable fulfilment, the vision, mission, and culture of the clubs should be re-visited and renewed, adjusted, and adapted. More so, a vision should offer an image of what the mission should manifest.

It must be clearly stated that strategic thoughtfulness is obligatory as regards what a profit organisation or football business should look like, with a focus on leadership concepts and initiatives. Mission statements that reflect the football club culture and values of the team members must be established in various ways. Importantly, the culture of the club should provide for strategic marketing that will provide an underlying sense of context for football club activities.

This chapter presented recommendations that club marketers can use to evaluate their marketing strategies. This chapter also presented some limitations that were identified during the process of carrying procedures as regards this study. This study was restricted to only PPFCs so, consequently, it is inappropriate to generalise the findings of the study to the total football population. Nevertheless, there are many profit football organisations in

South Africa like these football clubs that were studied meaning that some other football clubs could adopt this marketing framework to help them achieve competitive advantage.

The world football business is evolving and not static therefore it requires that any football team irrespective of their level should be able to measure up and be stabilised. The use of marketing is a vital tool in any organisation, and it requires that it must be strategically used for the accomplishment of set goals. Organisations such as football clubs should follow the steps of great football clubs such as Real Madrid and Manchester United and use that to carve out their marketing styles with which they can operate and be unique. Following the use of the models and concepts presented in this study will be a good path for excellence.

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APPENDIX A: LETTER OF INFORMATION AND CONSENT FORM

18, Ocean way, 30 Crieff Place

South Beach Durban 4001.

12 August 2016.

LETTER OF CONSENT TO PARTICIPATE IN A RESEARCH STUDY

A Marketing Framework for Improved Competitive Advantage of Potential Professional Football Clubs in KwaZulu-Natal, South Africa

Dear Participant,

I, **Mr. Joseph Kolawole Abon**, hereby write to ask for your permission to participate in an academic research study. This study is set off to conducting research based on the business marketing assumption that commercial marketing principles can be transferred to achieve recruitment opportunities. Business marketing, in this regard, is examined to generate a keen insight into how football organizations make use of marketing strategies to achieve their recruiting mandates. It focuses specifically on the relationship between football clubs and their marketing management to find out if there are similarities between the attachment of the football club recruitment process and the attachment of business and corporate marketing strategies. The title of the study is “A Marketing Framework for Improved Competitive Advantage of Potential Professional Football Clubs in KwaZulu-Natal, South Africa” supervised by Dr. Rufus Adebayo.

To facilitate support for this research, the group will meet at an interview location with comfortable surroundings which will be equipped with recording equipment, such as a video camera and an audiotape recorder. All the participants will be subjected to the moderator's guide (topic and questions). These questions are open-ended questions which are formulated in advance to facilitate responses from the participants on issues regarding football clubs use of marketing strategies to achieve its recruitment tactics.

The discussion is scheduled for forty-five minutes to one hour. No payment is to be made to the participants. However, refreshment will be served. Participation will be completely voluntary as you are free to withdraw from the discussions at any time and your decision not to participate will not result in any form of disadvantage. As a participant, you are assured of confidentiality and your name will not be revealed without your consent. This is

the essence of writing to you, asking for your help and permission to participate in this research process.

Attached below is a declaration section which, upon agreement, you have to sign confirming your participation in this study. Please bring the signed declaration to the interview location on the day of the meeting.

DECLARATION BY PARTICIPANT

I..... (Full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project. Where I have had any questions or queries, these have been explained to me by **Joseph Abon** to my satisfaction.

In addition, I understand that I am at liberty to withdraw from the project at any time, should I so desire. Therefore, I voluntarily agree to participate in this study.

SIGNATURE OF PARTICIPANT

DATE

.....

If you have any questions or concerns, please feel free to contact me or my supervisor at the details provided bellow.

Sincerely,

DATE

.....

Joseph K. Abon

Email: joseph_southafrica@live.com

Cell: 083 7129 206 or 061 4049 067

Persons to contact for further information or if any query arises:

Supervisor: Dr. Rufus Adebayo

Tell: 031 373 6422 / 0742007979

E-mail: rufusa@dut.ac.za

DUT Research Ethics Administrator

IREC Administrator, **Lavisha Deonarian** Tel: 031 373 5385

APPENDIX B: QUALITATIVE INTERVIEW QUESTIONS

These are the guided questions for interviews: club officials, professionals (FIFA agents), sponsor and focus group discussions: The questions have been designed to aid this study in the area of the methodology used and objectives of the study.

Interview questions:

- **Objective 1: To identify the marketing principle used by football clubs as a means to influence competitive advantage towards business goals;**
 - Recruitment of good players has a very great impact on the football team's performance during competition. What are the ways that your football club follows to bring in good players for the season?
 - A good product will always attract consumers for consumption. How does your club identify a good player that will perform and encourage supporters to watch your games?
 - What are the things you do to fully prepare your players for games from the beginning of the season?
- **Objective 2: To ascertain to what extent the football clubs adopt marketing practices to encourage competitive advantage within and outside the organisation;**
 - How do you attract fans, spectators, and supporters to watch your games?
 - What are the plans you use in retaining your old supporters and to attract new ones?
 - Do you think quality players' are important in the game of football to encourage performance?
- **Objective 3: To understand the relationship between the professional football clubs' approaches to business and the use of marketing tactics to improve clubs' seasonal position;**
 - (v.) How does your football club generate income to care for players, coaches, and administrative expenses and salaries?
 - (vi.) How do you place gate fees for your matches during the season?
 - (vii.) Do you see the beauty of your clubhouse and office complex as an impetus that attracts people to be associated with your club?
 - (viii.) Does your club have any other ways of income than gate fees?
- **Objective 4: To assess the appropriate use of the service marketing mix (7Ps) model by the football clubs as opposed to the traditional 4Ps; and**
 - (ix.) How many people could estimate watches your matches in the last 3 months?
 - (x.) Is the price of your tickets reasonable for people to buy to watch your games?
 - (xi.) Is the environment where your home matches are played safe for fans/supporters to come and watch your games?
 - (xii.) What are the steps taken to ensure that your club is well position in the heart of the members in the community?
 - (xiii.) Where is your clubhouse situated?
 - (xiv.) How do you promote the club and the players to the community, province, and South Africa?

(xv.) Can you please mention some of your club's products manufactured for sale to the supporters and public?

- **Objective 5: *To develop marketing framework as a possible guide for professional football clubs in their organizational systems.***

(xvi.) Does your team have a training field and its own stadium?

(xvii.) What are your plans to make your club the best professional club in South Africa?

(xviii.) Does your team have a working plan to develop and sell players'?

(xix.) Do you believe in setting goals and objectives for the season?

(xx.) How do you make sure those goals and objectives are achieved?

Please be aware that this is an unstructured interview format and not all stated questions may be asked. Also, related supplementary questions might be generated during the discussion.

Tentative focus group questions guide:

- **Objective 1: *To identify the marketing principles used by football clubs as a means to influence competitive advantage towards business goals.***

(xxi.) How did you become a member of this football club?

(xxii.) What did you consider most attractive to that made you choose this professional football club among many others in South Africa?

(xxiii.) Has your club by any means visited your community or catered for any need within your community?

(xxiv.) What are the things you think your club does differently from other football clubs?

- **Objective 2: *To ascertain to what extent the football club adopt marketing practises to encourage competitive advantage within and outside the organization.***

(xxv.) What are the benefits your football club provide for you and other supporters'?

(xxvi.) Have you ever been benefited with information that empowers you to know more about football?

(xxvii.) What are the promotional activities your club renders to you and the public in order to position its love in their heart?

- **Objective 3: *To understand the relationship between the professional football clubs' approaches to business and the use of marketing tactics to improve club seasonal practices.***

(xxviii.) Do you think your football club handle football matters in a professional way?

(xxix.) In your opinion, do you think your football club will make more profits if they do more publicity through the media?

(xxx.) What is your football club doing to influence the spectators to watch games?

(xxxi.) Do you think using marketing activities will help your club to excel in their football practices to make more profits and increase sponsors or stabilise supporters'?

- **Objective 4: *To identify the appropriate use of service marketing mix (7Ps) by the football clubs as against the traditional 4Ps'.***

(xxxii.) What are the ways of networking in your club that helps to change your behaviour?

(xxxiii.) What type of message or service would you say encourages you to remain in this club and how do you become attracted to it?

(xxxiv.) How has your club been making efforts to recognise where marketing is needed in football club practices?

(xxxv.) The football club uses several ways to communicate, such as face-to-face discussion by word-of-mouth, flyers and magazines, T.V, DSTV, and Radio. How do you rate the effectiveness of these media?

- **Objective 5: To develop marketing framework as a possible guide for professional football clubs in their organisational system.**

(xxxvi.) In what areas do you think your football club needs improvement to perform its business mandate effectively?

(xxxvii.) What was the situation around your community where your club is situated before the establishment of your club in terms of peace and protection of life?

(xxxviii.) In your opinion, how can your football club be the most successful in KwaZulu-Natal and South Africa?

(xxxix.) How can your football clubs be more profitable like Manchester United Football Club?

Please be aware that this will be an unstructured interview and not all of the above questions may be asked, and related supplementary questions may be generated by the discussion.

Tentative List of Participants and Interview date and time

Interview (Date.....)

Ekaya FC

- Manager
- Players

Interview (Date.....)

KZN FC

- Manager
- Players

Interview (Date.....)

Shooting Stars FC

- Manager
- Players

Interview (Date.....)

Warriors FC

- Manager
- Players

APPENDIX C: QUESTIONNAIRE FOR QUANTITATIVE STUDY (CLUB OFFICIALS)

SECTION A: DEMOGRAPHICS

1. Club Name:
2. Area:
3. Level:
4. Date of Establishment:

SECTION B: Please answer the following question listed below

- **Objective 1: *To identify the marketing principles used by football clubs as a means to influence competitive advantage towards business goals.***

1. Overall, how satisfied, or dissatisfied are you with your club?

- ☐ Satisfied
- ☐ Dissatisfied
- ☐ Somewhat satisfied
- ☐ Somewhat dissatisfied
- ☐ Neither satisfied nor dissatisfied

2. Are you satisfied with the way your football club meets the players' needs?

- ☐ Very satisfied
- ☐ Very dissatisfied
- ☐ Somewhat satisfied
- ☐ Somewhat dissatisfied
- ☐ Neither satisfied nor dissatisfied

3. Are you satisfied with the way your football club meets supporter's matters?

- ☐ Very satisfied
- ☐ Very dissatisfied
- ☐ Somewhat satisfied
- ☐ Somewhat dissatisfied
- ☐ Neither satisfied nor dissatisfied

- **Objective 2: *To ascertain to what extent the football clubs adopt marketing practices to encourage competitive advantage within and outside the organisation.***

4. Are you satisfied with the ways your football club uses marketing to promoting club activities?

- ☐ Very satisfied

- ☐ Very dissatisfied
- ☐ Somewhat satisfied
- ☐ Somewhat dissatisfied
- ☐ Neither satisfied nor dissatisfied

5. Are you encouraged with the ways your football club environment treats you?

- ☐ Very encouraged
- ☐ Very discouraged
- ☐ Somewhat encouraged
- ☐ Somewhat discouraged
- ☐ Neither encouraged nor discouraged

- **Objective 3: To understand the relationship between the professional football clubs' approaches to business and the use of marketing tactics to improve clubs seasonal practices.**

6. Are you satisfied with the business administration of your local club?

- ☒ Very satisfied
- ☐ Very dissatisfied
- ☐ Somewhat satisfied
- ☐ Somewhat dissatisfied
- ☐ Neither satisfied nor dissatisfied

7. Are you satisfied with the manner and approaches used by your football club when handling issues?

- ☐ Very satisfied
- ☐ Very dissatisfied
- ☐ Somewhat satisfied
- ☐ Somewhat dissatisfied
- ☐ Neither satisfied nor dissatisfied

8. Are you satisfied with the use of marketing tactics by your football club to achieve a competitive advantage over other clubs?

- ☐ Very satisfied
- ☐ Very dissatisfied

- ☐ Somewhat satisfied
- ☐ Somewhat dissatisfied
- ☐ Neither satisfied nor dissatisfied

• **Objective 4: To identify the appropriate use of service marketing mix (7Ps) by the football clubs as against the traditional 4Ps'.**

9. Are you satisfied with the ways your football club promotes players within and outside your community'?

- ☐ Very satisfied
- ☐ Very dissatisfied
- ☐ Somewhat satisfied
- ☐ Somewhat dissatisfied
- ☐ Neither satisfied nor dissatisfied

10. Are you satisfied with the process/strategy your club used in hiring coaches and players'?

- ☐ Very satisfied
- ☐ Very satisfied
- ☐ Somewhat satisfied
- ☐ Somewhat dissatisfied
- ☐ Neither satisfied nor dissatisfied

• **Objective 5: To develop marketing framework as a guide for the football clubs in their organisational practices.**

11. Are you satisfied with the management/allocation of profit your football club generates through gate takings?

- ☒ Very satisfied
- ☒ Very satisfied
- ☐ Somewhat satisfied
- ☐ Somewhat dissatisfied
- ☐ Neither satisfied nor dissatisfied

12. You are very much satisfied with the type of structure your football club is using at the moment?

- ☐ Very satisfied
- ☐ Very dissatisfied
- ☐ Somewhat satisfied

- ☐ Somewhat dissatisfied
- ☐ Neither satisfied nor dissatisfied

13. Are you satisfied with the current steps your club has taken to improve in order to be placed ahead of other clubs within your local community?

- ☐ Very satisfied
- ☐ Very dissatisfied
- ☐ Somewhat satisfied
- ☐ Somewhat dissatisfied
- ☐ Neither satisfied nor dissatisfied

APPENDIX D: QUESTIONNAIRE FOR QUANTITATIVE STUDY (PLAYERS AND SUPPORTERS)

SECTION A: DEMOGRAPHICS

1. Club Name:
2. Area:
3. Level:
4. Date of Establishment:

SECTION B: Please answer the following questions as listed below by choosing the following options:

Objective 1: To identify the marketing principles used by football clubs as a means to influence competitive advantage towards business goals	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
1. Football clubs will be more competitive and be more successful if marketing principles are not put in place	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
2. If football clubs use marketing professionals, it will benefit their business practices	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
3. If football clubs competitive advantage programme is practiced, they will be more profitable.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
Objective 2: To ascertain to what extent the football clubs can adopt marketing concepts to encourage competitive advantage within and outside the organisation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
• Your club existing ways of analyzing the needs of its supporters (customers) is the best	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
• Marketing can be apply to influence supporters to be more involved in football club business	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
• There is no need to adopt any new marketing concepts	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
Objective 3: To understand the relationship between the professional football clubs approaches to business and the use of marketing tactics to improve clubs' seasonal practices	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
• Football is a profitable business if good marketing tactics are in place.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
• When jerseys, T-shirts, Caps etc. are distributed to supporters and stakeholders, there is connection between football club and the society.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
• Your football club renders promotional services perfectly?	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
Objective 4: To identify the appropriate use of service marketing mix (7Ps) by the football clubs as against the traditional 4Ps'.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
• Application of marketing tactics in football business will improve clubs profit margin	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
• Football players' are well catered for in your club?	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
• People will recognise your club even if you do not use signage on your car, taxis or at home.	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
Objective 5:						

To develop marketing framework as a guide for the football clubs in their organisational systems.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
<ul style="list-style-type: none"> Your club needs advice on how best to apply marketing to profit their operations. 	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>
<ul style="list-style-type: none"> Your football club needs a better marketing plan to achieve stated goal 	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>