

JIMMA UNIVERSITY
COLLEGE OF NATURAL SCIENCES
DEPARTMENT OF SPORT SCIENCE



**THE ROLE OF MARKETING STRATEGY IN THE SPORT BUSINESS
MANAGEMENT OF JIMMA ZONE AND JIMMA TOWN SPORTS AND
YOUTH OFFICES**

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**A RESEARCH REPORT SUBMITTED TO THE DEPARTMENT OF
SPORT SCIENCES, COLLEGE OF NATURAL SCIENCES OF JIMMA
UNIVERSITY FOR THE PARTIAL FULFILLMENT OF DEGREE OF
MASTERS OF SCIENCE IN SPORT MANAGEMENT**

JUNE, 2017

JIMMA, ETHIOPIA

**The Role of Marketing Strategy in Sport Business
Management of Jimma zone and Jimma town Sports and
Youth offices**

M.Sc. Thesis

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JUNE, 2017

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Declaration

Research Title: The Role of Marketing Strategy in Sport Business Management of Jimma zone Sports and Youth offices. I the undersigned, declare that this research thesis is my original work, not presented for any degree in any universities, and that all the sources used for it are duly acknowledged.

Name Signature Date

Confirmation and Approval

This thesis has been submitted for examination with my approval as a thesis advisor.

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Acknowledgements

First, I would like to express my sincere gratitude to my principal research advisor Dr. Asim Khan (Ph.D) and co-advisor Mr Hirko Taye (M.Sc.) for their valuable professional assistance, constructive comments, and unreserved guidance throughout the course of the study.

I would like to extend my acknowledgement to my families and those who help me during my study in the university in one another.

Abstract

The main objective of this study was to investigate the role of marketing strategy in the sport business management of Jimma zone and Jimma town sports and youths offices. To achieve the intended objective of this study descriptive research method was used. The primary data was used as the sources of data for this study. The primary data were collected through five scale liker's questionnaire and the secondary data were reviewed from the documents of youth and sport offices. The collected primary data were analyzed in percentage, mean, standard deviation and Pearson correlation. Based on the analysis made on the basis of the collected data, the findings of this study were identified. The findings of this study were: The kind of sport marketing strategies that were used by the Jimma zone and Jimma youth and sport offices were: Keep the profiles of sport business strategy for customers and competition, Identifies the marketing tactics, marketing plan and measure its effectiveness, State clearly what the sports and youths want to achieve in sport business marketing, set objectives that are within their capacity and budget, State the marketing goals and reaching a new customer segment, sport marketing strategies have been used by the sports and youth offices in sport business management occasionally since the mean value was below and Karl Pearson's correlation coefficients are 0.264 which implies that there is a positive relationship between marketing strategy and sport business management practice this implies that the sport marketing strategy can enhance the role of the employs and managements of Jimma zone and Jimma town in sport business management. Finally, based on the above findings recommendations were given at the last part of this paper.

Table of Contents

Declaration.....	i
Acknowledgements.....	ii
<i>Abstract</i>	iii
Table of Contents.....	iv
List of Content.....	viii
Acronym and Abbreviations	viii
CHAPTER ONE	1
INTRODUCTION.....	1
1.1. Background of the study	1
1.2. Statement of the problem	4
1.3. Objectives of the Study	6
1.3.1. General objective	6
1.3.2. Specific Objectives	6
1.4. Significance of the study.....	6
1.5. The Delimitation of the study	7
1.6. Definitions of Operational Terms	7
CHAPTER TWO	9
REVIEW OF RELATED LITERATURE	9
2.1. Brief History and Trends in Sports Marketing.....	9
2.2. Definition of strategy and marketing strategies	9
Strategy refers to planning and goal setting to reach long-term and big-picture objectives, as opposed to tactics, which refers to the execution of strategies. For example a business might create a brand strategy that targets affluent consumers to segment the market, creating a low-volume, high-margin path to profitability. The tactics to create this brand image would include efforts such as setting higher prices to create perceived value and selling only in upscale retail locations.	9
2.3. Marketing strategy types used in sports.....	10
2.3.1. Market penetration strategy,	11
2.4. The advantages of sport marketing	12
2.5. Sport marketing plan development and implementation	12
2.6. Types of sports	13
2.7. New challenges for sports marketing	14

2.8. The marketing of sports teams and events	15
2.9. The marketing of products through sport	15
2.10. The promotion of sport to the public to increase sport participation.....	16
2.11. Social Media and relationship marketing in sport	17
2.12. Sport marketing through social media	18
2.13. Contemporary Issues in Sports Marketing.....	20
2.14. Offering marketing programs.....	20
2.15. Marketing 'of' sport and marketing 'through' sport marketing 'of' sport.....	21
2.15.1. Marketing 'through' sport	21
2.16. The strategic sport marketing planning process.....	22
CHAPTER THREE	27
RESEARCH METHODOLOGY	27
3.1 Study Area	27
3.2. Research Design	27
3.3. Source of Data.....	27
3.4. Sample Size and Sampling Technique	27
3.5. Method of Data Collection.....	28
3.6. Method of Data Analysis.....	28
3.7. Ethical Considerations.....	28
CHAPTER FOUR	29
4. RESULTS AND DISCUSSIONS.....	29
4.1. Analysis and Discussions	29
Table.1. Frequency table for sex profile of the respondents.....	29
Table .2. Frequency table for age profile of the respondents	29
Table .3. Frequency table for educational profile of the respondents	30
Table .4. Frequency table for marital status profile of the respondents.....	30
Table .5. Frequency table for working experinces profile of the respondents.....	31
4.1.1. The result of pilot test.....	31
Table.6. Analysis on Kinds of sports marketing strategies have been used in the sports business management of sports and youth offices.....	31
State their r marketing goals	32
Table.7. Analysis on the level practices of sport marketing strategies	33

The sport business marketing strategies Currently Look good and effective	33
<p>The responses of 3.36 mean and 1.165 of standard deviation of the respondents had indicated as profile of their competitors has been done effectively through identifying their products, supply chains, pricing and marketing tactics, the responses of 2.37 mean and 1.105 of standard deviation had indicated as the sport business marketing strategies Currently Look good and effective, the responses of 3.24 mean and 1.177 of standard deviation had indicated as the sport business marketing strategies Currently Look un effective and low, the responses of 2.82 mean and 1.289 of standard deviation had indicated as Sport marketing strategy in the sport business has not been advanced in our areas since sports have been focused on participation than business, the responses of 3.42 mean and 1.036 of standard deviation had indicated as The ideas and the level of sport business marketing in offices inadequate, the responses of 3.02 mean and 1.155 of standard deviation had indicated as the sport business of the sports and youth offices has not been well developed, the responses of 3.29 mean and 1.157 of standard deviation had indicated as it is normally done with a much smaller budget, the response of 3.24mean and 1.216 of standard deviation had indicated as <i>sports</i> publicity is strategy that successfully combines <i>sports</i>. However, sport publicity has not an effective <i>marketing</i> been well organized in the sport, the responses of 3.18 mean and 1.108 of standard deviation had indicated as stadium tickets are not sold through mass media advertising and through stadium naming rights and the responses of 3.06 mean and 1.224 of standard deviation had indicated as signs and brochures cannot be used to bring in ready to buy customers for a product or service effectively</p>	
Table 8. Analysis on the role of the sport marketing strategy in the development of sport business management of the sports and youth offices.....	35
Table.9. Analysis on the frequencies at which Kinds of sports. marketing strategies have been used in the sports business management of sports and youth offices	37
State their r marketing goals	38
Table.10. Analysis on the frequencies at which level of practices of sport marketing strategies have been practiced	39
The sport business marketing strategies Currently Look good and effective	39
Table. 11. Analysis on the frequencies at which the role of the sport marketing strategy have been considered in the development of sport business management of the sports and youth offices.....	41
4.1.2. Results of Inferential Statistics.....	43
4.1.3. Karl Pearson’s Correlation Coefficient (r)	43
CHAPTER FIVE	44
5. CONCLUSIONS AND RECOMMENDATIONS	44
5.1. Conclusions.....	44
<p>The main objective of this study was to investigate the role of marketing strategy in the sport business management of Jimma zone and Jimma town sports and youths offices. To achieve the intended objective of this study data were collected through questionnaire for this study from 162 sample respondents. The collected data were analyzed using percentage, mean, standard deviation</p>	

and Pearson correlation. Based on the analysis that made of this study, the conclusions were made and the findings of this study were identified and presented with research questions side by side as follows.

5.2. Recommendations..... 45

- Based on the conclusions made of this study the recommendations are given as follows: 45
- The sport marketing strategies are very important for the development of sport business management. Therefore, the employees and managements should identify the sport marketing strategies in sport business management and should implement them effectively to improve the sport business. 45
- The sport business management highly demands effective sport marketing strategies that continuously considered, revised and implemented in the sport business management. Therefore, the employees and managements of Jimma zone and Jimma town offices should always consider the sport marketing strategy to improve sport business managements. 45

References:..... 46

APPENDIXE I 48

APPENDIXE II 49

- State their r marketing goals 50
- The sport business marketing strategies Currently Look good and effective 50

APPENDIXE III 53

- State their r marketing goals 53
- The sport business marketing strategies Currently Look good and effective 54

List of Content

Table.1. Frequency table for sex profile of the respondents.....	29
Table .2. Frequency table for age profile of the respondents.....	29
Table .3. Frequency table for educational profile of the respondents.....	30
Table .4. Frequency table for marital status profile of the respondents.....	30
Table .5. Frequency table for working experinces profile of the respondents.....	31
Table.6. Analysis on Kinds of sports marketing strategies have been used in the sports business management of sports and youth offices	31
Table.7. Analysis on the level practices of sport marketing strategies	33
Table 8. Analysis on the role of the sport marketing strategy in the development of sport business management of the sports and youth offices.....	35
Table.9. Analysis on the frequencies at which Kinds of sports. marketing strategies have been used in the sports business management of sports and youth offices	37
Table.10. Analysis on the frequencies at which level of practices of sport marketing strategies have been practiced.....	39
Table. 11. Analysis on the frequencies at which the role of the sport marketing strategy have been considered in the development of sport business management of the sports and youth offices.....	41

Acronym and Abbreviations

CRM:	Customer relationship management
IM:	Important
MIS:	Management information system
MDI:	Moderately important
NOIM:	Not important
SLI:	Slightly important

VI: Very important.

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

Strategy is a method or plan chosen to bring about a desired future, such as achievement of a goal or solution to a problem. Strategy is the art and science of planning and marshalling resources for their most efficient and effective use(Mullin, Hard & Sutton, 2014).

Strategic Marketing is a process of planning, developing and implementing maneuvers to obtain a competitive edge in the chosen niche. This process is necessary to outline and simplify a direct map of the company's objectives and how to achieve them (Mullin, Hard & Sutton, 2014).

Marketing Strategy combines all of its marketing goals into one comprehensive plan. A good marketing strategy should be drawn from market research and focus on the product mix in order to achieve the maximum profit and sustain the business. The marketing strategy is the foundation of a marketing plan(Mullin, Hard & Sutton, 2014).

Sport marketing strategy is method or plan chosen to bring about a desired future, such as achievement of a goal or solution to a problem. Plan for the art and science of planning sport marketing and marshalling resources for their most efficient and effective use of sport marketing strategy(Mullin, Hard & Sutton, 2014).

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

People tend to define marketing interims of their experiences, instead of recognizing one of the most important roles of marketing—carrying out the mission of an organization. Some corporate executives might describe sport marketing as selling (Adamson, Jones & Tapp, 2006).

Pitts and Stotlar (2007) defined sport marketing as „the process of designing and implementing activities for the production, pricing, promotion, and distribution of a sport product to satisfy the needs or desires of consumers and to achieve the company’s objectives”.

Sport marketing is the application of marketing concepts to sport products and services, and the marketing of non-sport products through an association to sport. Sport marketing therefore has two key features. First, it is the application of general marketing practices to sport-related products and services. Second, it is the marketing of other consumer and industrial products or services through sport Pitts and Stotlar (2007).

In 2015, the global sport industry was estimated to be worth \$145 billion which accounts for over 3% of the global economic activity (Mahan, 2011). Combining its economic impact with its socio-cultural importance in people's lives and local and wider communities, it is of little surprise that academics have been increasingly interested in studying the sport industry, including its particular functions and peculiarities. Sport marketing was one of the first topics to attract academics' attention, based on its close relationship with revenue generating activities, for example ticket and merchandise sales, and television coverage. However, it is now widely appreciated as a separate broader and rapidly developing discipline with unique characteristics, covering areas ranging from branding and corporate social responsibility, to service quality and participation.

This special issue centers on examining the marketing function within the blooming sports industry, and more particularly, the marketing policies, strategies and practices developed and adopted in the context of today's globalised cooperative environment. More specifically, this special issue aims to enrich the sports marketing literature by addressing existing and new research issues preferably from the perspective of the current, rapidly changing, social, technological and economic environment Pitts and Stotlar (2007).

Sport marketing is a subdivision of marketing which focuses both on the promotion of sports events and teams as well as the promotion of other products and services through sporting events and sports teams. It is a service in which the element promoted can be a physical product or a brand name.

Sport marketing is a growing division of the marketing field that focuses on the business of sports and the use of sports as a marketing tool. Sports marketing professionals enjoy a wide variety of employment opportunities, including positions with universities, corporations, media outlets, sporting equipment manufacturers, retailers and public relations agencies.

The sports marketing industry has become a billion dollar industry. It now includes such diverse revenue streams as sports equipment manufacturing, advertising, ticket and concession income, athlete endorsements and product merchandising (*Mullin, Hard & Sutton, 2014*).

Sport marketing is building a highly identified, passionate fan base such that fans, sponsors, media and government pay to promote and support the organization for the benefits of social exchange and personal, group and community identity within a cooperative competitive environment (*Mullin, Hard & Sutton, 2014*).

The role of the organization in marketing sports entertainment begins with knowledge of the individual fan, generated and maintained through customer relationship management (CRM) systems and analyzed to gain fan insights. Armed with this knowledge, the organization develops ticket plans to meet the desires of passionate fans. Prices and promotions are designed to add value and generate revenue for the organization. The facility sports cape is designed and maintained to attract fans to the venue and make them want to stay as long as possible. Capitalizing on fan passion, the organization develops licensed merchandise strategies to satisfy fans' desire to identify with the team and its players. Incorporating all of these components, fans feel like they are part of a fan community intimately connected with the team and other fans (*Beech and Chadwick, 2007*).

Brands seek alignment with properties owning an active, avid fan base. The goal is to activate the sponsoring brand in the minds of fans so the affinity for the property transfers to the brand. When this happens, fans attribute positive associations with the brand, making it more distinct. Based on these positive attributes associated with the brand from the sponsorship activation process, passionate fans respond positively in terms of support behaviors—namely buying more of the brand Pitts and Stotlar (2007).

Sponsorships are largely sold on the basis of relationships between representatives of the property and the sponsor, but also rely heavily on qualitative, strategic, and quantitative evaluations

1.2. Statement of the problem

Some might argue that sports marketing is a “special case” of marketing, meaning there are theoretical and practical dimensions of marketing peculiar to sports marketing. For instance, courses are offered in services marketing, international marketing, business-to-business marketing and the like because the applications of marketing to these particular contexts require adaptation specific or special to each case. Following this logic, assessing sport marketing strategy accordingly treat sports marketing as a special case to study because its processes do not function or generalize well for other goods and services. That is, some argue these special cases of marketing do not possess theoretically sound (or law-like) principles or axioms that guide practice across a variety of other business contexts.

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

The sport marketing that is organized around a framework of understanding how buyers respond to the property (i.e., organization, team, athlete, and artist) and its sponsors. Sports marketing practices are based on building a highly identified fan base for the property. While we focus primarily upon team sports, the property could just as easily be other entertainment entities which generate highly identified fans, such as musical artists, music concerts & venues, movies and actors, museums, or theatres. As seen in the “Property” box in the framework, highly identified fans develop a passionate connection with the property, leading to the consumption of media, events (meeting with other fans), and merchandise.

The issues of sport marketing are of interest academically. Sport is a very different sector of the economy with very different interests and issues. Sport marketing is about playing, watching and consuming in a variety of ways. There is the live experience, the activity itself, but there is also an industry that promotes and writes about, as well as broadcasts, sport. Of all sectors of the

economy, sport probably has the lowest percentage of costs paid for by actual first hand live consumers of the service/product (Beech and Chadwick, 2007).

A marketing plan sets out the club's marketing strategy and activities. It links with the club's business plan, which sets the overall direction for the organization in that there are two types of marketing plans, the Strategic – a three to five year plan based on the business plan and used to develop ongoing programs and approach sponsors for large investments or commitments longer than one season or event and tactical – an offshoot of your strategic marketing plan and based on short term action plans, like ways to increase the number of club members this season.(Beech, and Chadwick., 2007).

The previous research was done by on How Marketing Strategy Influence Firm Performance? Implementation of Marketing Strategy for Firm Success *Nashwan Mohammed Abdullah Saif in the Ethiopian context 2010 had indicated that the study suggests that the impact is mediated by marketing strategy implementation success. At the same time the impact of moderating factors of product homogeneity, stage of product life cycle and competitive intensity are present.*

Most of the time sport marketing strategy in the sport business has not been advanced in our areas since sports have been focused on participation than business. Previous studies and current studies had not been conducted on the sports marketing strategy in sport business management in the sports and youth offices of Jimma zone and woredas. This gap was filled through this study. Based on the gap identified for this study the following basic questions were answered.

1. What is the attitude of employees and managements towards the role of marketing strategy in the sport business management?
2. What kind of sports marketing strategies have been used in the sports business management of sports and youth offices?
3. At what extent these sport marketing strategies have been used by the sports and youth offices in sport business management?
4. What is the role of the sport marketing strategy in the development of sport business management of the sports and youth offices?

1.3. Objectives of the Study

1.3.1. General objective

The main objective this study was to investigate the role of marketing strategy in the sport business management of Jimma zone and Jimma town sports and youths offices.

1.3.2. Specific Objectives

The specific objectives of this study were:

- To identify the types of sport marketing strategies that have been used in the sport business management of sports and youth offices.
- .To identify the role of marketing strategies in the sport business managements of sports and youth offices.
- To know the extent at which the sport marketing strategies have been used in the sports business managements of sports and youth offices.

1.4. Significance of the study

The result of this study will be important for sports and youth offices managements and employees of Jimma zone since the result of this study will provide them important information about the role of marketing strategy in the sport business management in Jimma zone sports and youths offices. From the results of this study they will plan on how to use sport marketing strategies in sport business management. The result of this study will give information for the community so that it will be used as the sources of information.

Additionally the result of this study will be used as the sources of information for the future researchers those who will be interested to conduct research on the area,

1.5. The Delimitation of the study

This study was conducted in Oromia regional state, Jimma zone only. Only this weredas were taken in this study which come under Jimma Zone as well as it was limited to the role of marketing strategy in the sport business management conceptually.

1.6. Definitions of Operational Terms

Marketing is the study and management of exchange relationships. The American *Marketing* Association has defined *marketing* as "the activity set of institutions and Marketing is used to create the customer, to keep the customer and to satisfy the customer. Marketing is defined by the American Marketing Association as "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." The term developed from the original meaning which referred literally to going to a market to buy or sell goods or services

Sport marketing is a subdivision of marketing which focuses both on the promotion of sports events and teams as well as the promotion of other products and services through sporting events and sports teams. It is a service in which the element promoted can be a physical product or a brand name.

Strategy is a high level plan to achieve one or more goals under conditions of uncertainty. ... Strategy can be intended or can emerge as a pattern of activity as the organization adapts to its environment or competes. a plan of action or policy designed to achieve a major or overall aim.

Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's over all activities.

Marketing Strategy is making sure your message addresses your consumer's needs. Consumers do not buy what you sell. They buy what has value to them.

Sport an activity involving physical exertion and skill in which an individual or team competes against another or others for entertainment. Business is an organizational entity involved in the provision of goods and services to consumers. A business is an organization or enterprising entity engaged in commercial, industrial or professional activities.

Management is the activities of setting the strategy of an organization and coordinating the efforts of its employees or volunteers to accomplish its objectives through the application of available resources, such as financial, natural, technological, and human resources

Sport business Management is the activities that have been designed to meet the sporting industry's requirement for technically competent, customer oriented, commercially minded practitioners who have the flexibility and capability to apply their skills and knowledge in a variety of customer orientated environments, both for the domestic and the international market place.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Brief History and Trends in Sports Marketing

Sports' marketing is a relatively new field and dimension within the broad concept of marketing. It is constantly evolving and changing today as society battles the free market to decide the legal and ethical boundaries of business today. It is important to note that this discipline within marketing is not clearly defined. Sports today utilize corporate sponsorships and television money in order to compete and pay for top quality athletes. Those companies use teams, leagues, colleges, and individuals to differentiate their products in a very competitive business environment. What constitutes sports marketing to one person could be considered "selling out" to some critics. The business world keeps pushing to find a competitive advantage and the sports world has generally welcomed the money offered. Every level of sports from peewee leagues to the pros has been affected by the sports marketing trend. It will be difficult to point out where it all began or where we are today in the developmental cycle, but that is still easier than figuring out what will happen to this emerging discipline (Mahan , 2011).

2.2. Definition of strategy and marketing strategies

Strategy refers to planning and goal setting to reach long-term and big-picture objectives, as opposed to tactics, which refers to the execution of strategies. For example a business might create a brand strategy that targets affluent consumers to segment the market, creating a low-volume, high-margin path to profitability. The tactics to create this brand image would include efforts such as setting higher prices to create perceived value and selling only in upscale retail locations.

Marketing strategies refer to plans that involve making or selling a product. They revolve around the marketing mix, also known as the "Four P's" of product, price, place and promotion. Marketing strategies include: creating a product with a unique selling benefit, targeting a particular consumer demographic, setting prices based on profit and brand-management needs, selling in places and using channels that maximize profits without damaging the brand and using advertising, promotions, social media and public relations activities that support the company's b

Dealing with an increasingly turbulent environment that is also characterized by an increasing competitiveness level, managers start realizing that environment adaptation and taking advantage of opportunities demands a strategic approach regarding all actions meant for gaining a favorable market position on the sports market. As a result, marketing strategic planning becomes a key instrument for achieving this goal and also for identifying any competitive advantage source. Understanding marketing strategy role allows awareness for applying strategies in current enterprise activity (Manoli , 2015)

By using strategic planning, an organization will be able to reach its targets by applying viable marketing strategies meant to place the company in a more favorable place than its competitors. A market oriented organization frequently uses “marketing planning” both in day-to-day activities and by actually applying the concept – this is done by orienting all activities on consumer satisfaction and competitor analysis brand message (Manoli , 2015).

Sport marketing is a major in its own right, but this field is also a subset of the much broader field of marketing. The major responsibilities of those involved in Sports Marketing focus both on the promotion of teams and their events and tying in promotions of other products and services into sports events. Clients in Sports Marketing may be teams, associations, service providers, or product brands. When studying Sports Marketing, classes will focus on all of the strategy and coordination that goes into successful promotion – much of the action happens behind the scenes to make promotions **during live events appear seamless** (Manoli , 2015).

In addition to concerns that are specific to the sports context, such as team and player sponsorship, endorsements and the like, Sports Marketing will focus on general marketing and promotion issues. These include the so-called “four P’s” of the traditional marketing mix: product, promotion, price, and placement. Increasingly, the study of how to effectively and responsibly leverage social media is becoming a focus in Sports Marketing.

2.3. Marketing strategy types used in sports

The complexity of an organization’s environment, increasingly powerful competition and increased consumer standards as well as other factors make an organization design its activity by using marketing strategic planning. The central point of this is the marketing strategy which consists of taking in consideration aspects regarding strategy purpose, organizational mission, objectives, marketing environment, market, competition market, competition, consumer segment.

In specialized literature, the problem of marketing strategies is quite diverse and often hard to understand due to the fact different choice criteria is used. If we take a marketing look at it, strategies have to keep note of a series of factors like: market, product, consumer segments, competition, etc. (Chelladurai and Chang , 2000).

A different aspect related to issuing a strategy takes in consideration the fact that an organization will use multiple strategies based on many criteria which eventually leads to building correlations. In other words, what is the link between multitudes of criteria for choosing a strategy which an organization can use and how can they be used in practice? In order to answer to this question, a strategic alternative analysis is needed which depends on the organizational vision, amplitude of alternatives and the management level on which they are spotted. We must underline that this complex approach to creating marketing strategies can only be completed by market oriented organizations called “marketing companies” because of their whole vision over the entire process of achieving all organization activities. Furthermore, for a proper use of instruments and marketing techniques a rigid usage is not the only thing needed.

Many times, creativity and inspiration of those who apply those methods have a decisive role in choosing that strategic option that is most suitable for the company. An integrated approach to both internal and external environments is a must. Competitive marketing strategies means also understanding the context in which a company needs to define its objectives and strategies which will be followed afterwards. If we assume this all “track” starting form marketing needs a proactive approach, even aggressive, then you can also assume differences between losing companies and victors is given mostly by putting to use those competitive marketing strategies. A competitive strategy will always have as base the whole “strategy” concept – mostly the direction in which the organization will go for achieving its goals. “How” this goal is achieved will be observed by used tactics (Chelladurai and Chang, 2000)

2.3.1. Market penetration strategy, which consists of increasing a current product volume on the current market by efficiently utilizing some marketing activities involving distribution and promotion. Influencing local product buyers through increased quantity consumption and also increased frequency of consumption – this is the ultimate goal. For example, on a growing market, this strategy can be done by increasing promotion costs. On a market, additional sales can be generated only by increasing market share (Chelladurai and Chang, 2000).

2.4. The advantages of sport marketing

The biggest advantage of sports marketing is that it allows marketers to piggyback on the popularity and devotion many fans feel towards their favorite teams and athletes. If a baseball fan has loved a specific team since childhood, any marketer who associates themselves with that team gains instant credibility in that fan's mind. Since the revenue ultimately goes to support the team, the marketer is considered a sponsor and invested in the team's success (Manoli , 2015).

The only major disadvantage is that the sports marketing industry is so large that it can be hard to stand out in the crowd. A fan who watches a three hour football game will be exposed to dozens of different marketing messages. Marketers must advertise to a wide range of customers, but risk that their ad gets overlooked by fans more interested in the game (Manoli , 2015)

Using sports to sell products presents many opportunities that bring both risk and reward. A successful sports marketing campaign can linger in the minds of consumers for years, while an ineffective one can be a significant waste of money. All marketing efforts must be guided by a comprehensive marketing plan if they hope to succeed.

2.5. Sport marketing plan development and implementation

The plan will begin with a number of logistical questions, such as budget estimations and resources. Sports marketing can get expensive quickly and the companies will need to use their resources wisely. They will also need to establish a time frame for the campaign. Will it run for a week, an entire season, or involve a multi-year marketing effort like buying stadium naming rights? Different marketing objectives will involve different plans (Mahan. 2011).

The company then needs to know who their target audience is and how they can best be reached. This involves analyzing the company, their product, and the customer. If a marketer wants to reach males under 35 they might focus on extreme sports. If they want to reach a casual sports fan, they might focus their efforts on the Olympics. The marketer will need to examine the entire sports marketing landscape and identify the most promising opportunities based on scientifically based market research (Mahan , 2011).

A team of creative professionals will work on developing ads whether they are TV spots, billboards, or radio ads. Research findings should determine the goals of the advertisements, but ad makers will develop the content that they think can best speak to the target audience. They will use team colors, slogans, and sports imagery to create a link between the product and the sport (Beech and Chadwick, 2007).

Once the ad campaign begins, the company will need to evaluate how effective it is. Metrics like increased sales, Twitter followers, and brand awareness are all indicators of how well a campaign is being received. The metrics should reflect the goals established in the marketing plan. If the goals are being met, the campaign can be continued and built upon. If the number falls short, the marketing strategy will have to be revised (Beech, and Chadwick, 2007).

2.6. Types of sports

With such an array of differences of sports fans, different types and levels of sports are found across the globe. For example, in many countries cricket and soccer are extremely popular while in the United States football, baseball, and basketball are most favored while college sports are also preferred. In addition to the classification of sports by levels, sports have also been classified as either mainstream or non-mainstream, also known as niche (*Mullin, Hard & Sutton, 2014*).

There are seven product attributes that differentiate mainstream sports from non-mainstream sports: accessibility, popularity, uniqueness, affordability, star power, player skill, and player similarity. Accessibility, affordability, and similarity are strongly related to niche sports while popularity, player skill as well as accessibility are strongly related to mainstream sports.¹ Meanwhile, fans that are less-identified with a team are drawn to player similarity as they feel they can relate more with players while highly identified fans prefer the star power of players. Affordability also is a distinguishing factor among fans, as less-identified fans place greater importance on price. A practical marketing example of this is the National Lacrosse League mandating players to attend receptions of restaurants who sponsor the team. Other strategies that niche sports utilize to differentiate themselves from mainstream sports are providing easy access to team and player information, especially online, as well as offer affordable ticket prices and valuable promotions such as dollar beer nights and 25-cent hot dog nights. In contrast, popular

mainstream sports like Major League Baseball (MLB) and the National Basketball Association (NBA) highlight the star power of players, which is why teams go to great effort to promote their best players. This is also seen in media as nationally-televised sporting events often promote specific players leading up to games (*Mullin, Hard & Sutton, 2014*).

Fans also hold different expectations of different sport types and levels of sports, which is essential for sport marketers to understand. For example, fans attending a minor league baseball game will compare their experience to previous games attended at minor league baseball games, or even other minor league sports if they have little experience with minor league baseball. They will not, however, compare a minor league baseball experience to an NFL game as they understand the two experiences will be very different (*Mullin, Hard & Sutton, 2014*).

Sport differentiation is also important concerning sponsorship. Companies who sponsor niche sports place the most importance on attributes including cost effectiveness, spectator demographics, and the company fit with the sport image. Niche sports often allow companies who cannot afford to sponsor mainstream sports a channel to market their companies. Also, with niche sports shown to attract a different type of consumer, these companies desire to increase their public awareness within a specific target market. Other attributes important to companies sponsoring niche sports are enhancing both their image and community involvement, which may be easier to do through niche sports than mainstream sports (*Mullin, Hard & Sutton, 2014*).

2.7. New challenges for sports marketing

With millennials switching to new platforms to access sport, the role of traditional media and sports marketing is changing. Outmoded inflexible contracts can leave little budget for the all-important activation, and with fans choosing rival unofficial channels for gossip and insider information, the rewards can be hard won. New and accessible ways to view sports, from mobile to social to VR, means there is less incentive for fans to attend events in person, while more expectation is placed on sports stars to pull off an authentic natural voice for their brands (*Wann, Grieve Zapalac & Pease, 2008*).

2.8. The marketing of sports teams and events

According to different authors and organizations the marketing of sports events and teams is defined as “Designing or developing a 'live' themed activity, occasion, display, or exhibit a sporting event to promote a product, a team, cause, or organization. Which in other words it can be defined as follows: The marketing of sports events and teams is the marketing strategy which is designed or developed a “live” activity, which has a specific theme. Mostly this kind of strategy is used as a way to promote, display or exhibit different things, such as a sports team, a sport association among others. There are different events that can clearly exemplify this concept, such as the Super Bowl, the Olympic Games, the UEFA Champions League, the World Marathon Majors, and the FIFA World (*Wann, Grieve Zapalac & Pease,2008*).

Major sports brands compete to link up with the best marathons in the world, the test for excellence in ‘running’, in what is a genuine showcase for strengthening its marketing strategy to its target audience. Adidas, Asics and Nike are dividing the market into the ‘World Marathon Majors’, the international athletics competition created in 2006 that brings together the most prestigious marathons on the planet. They are not title but technical sponsors, but these runs are popular and are not to be missed events for these brands, which create specific advertising campaigns to one of the few competitions that brings together professionals and amateurs under the same chrono. The Super Bowl is an example of this concept because it is a massive sport event organized by a sport association, the NFL, which looks to promote the event, the sport, and as well the different football teams. The event is promoted through local and national media, and has also spread internationally. For example, in Mexico the NFL signed a contract with Cinemex, a Mexican movie theater chain, for the right to transmit its games in movie theaters. This displays the potential of sporting leagues and teams to promote not just the event, but the league and teams involved to a worldwide audience (*Wann, Grieve Zapalac & Pease,2008*).

2.9. The marketing of products through sport

'Marketing through sport' is a concept that's been used since the 1980s, but has increased in importance in the last two decades due to the growth and expansion that the different types of sports have enjoyed since then. “Marketing through sports” it is a marketing strategy that can be used in sports in two different ways. First, the use of marketing and promotion can be carried out

through the sport or through the sports club. In the first case, the use of marketing is under responsibility of the different sporting associations, while in the second case, the responsibility falls on the different sports clubs. In this manner, marketing and promotion through the sport and through the club involve sponsorship, corporate events and boxes, licensed merchandise, names and images also known as “endorsement”, advertising through broadcaster, advertising such as advertising as ground signage/clothing/equipment advertising, promoting games, promoting using players/club/league or developing ‘business opportunities.’ The peculiarity of sports is that “sport is the only entertainment where, no matter how many times you go back, you never know the ending.” This singular fact is used by marketing companies as an advantage: every time the audience attends an event it will see the advertisements again and again, providing a wide range of opportunities for the different companies which operate on this field (*Stewart,Smith & Nicholson,2003*).

2.10. The promotion of sport to the public to increase sport participation

Grassroots sport marketing is part of the field of marketing known as social marketing. This refers to marketing something that is of benefit to the public, and is normally done by government or charities rather than private sector organizations. It is normally done with a much smaller budget than marketing of sports teams and event or marketing of products through sports as it does not bring any direct financial benefit. Although this marketing normally drives people to clubs where they will pay to play sport it still needs to be subsidized in order to be run. The money therefore comes from local councils with a remit to increase participation or from public health sector which wants to decrease the cost of disease (*Stewart,Smith & Nicholson,2003*).

Examples of the promotion of sport to increase participation is the United States Golf Association’s initiatives to increase golf participation as well as MLB’s One Baseball campaign, which attempts to unify baseball organizations at all levels with the overall goal of increasing youth participation and consequently creating new fans.

Relationship Marketing in Sport
Relationship marketing encompasses the notion of preserving customers through the success of long-term reciprocated contentment by an organization and their customers. Sport businesses need to communicate and participate in discussion with their customers in order to create, sustain and improve relationships. Existing studies offer insightful information into relationship

marketing and the general consensus that sport businesses can benefit from its use. In many situations, sports marketing affairs include some sort of relationship marketing, where clubs, organizations, fans and athletes have relationships with one another that are dependent on the successful management of those relationships. In order for sport businesses to be successful in their goals, they should view their customers as partners for life rather than here and now consumers, and attempt to understand their ever-evolving needs, desires and values. By doing so, sport businesses are able to maintain and enhance their fan base easier than through the more commonly used short-term transactions such as merchandise and ticket sales, with the use of social media enabling this to be practiced much more effectively (*Stewart, Smith & Nicholson, 2003*).

2.11. Social Media and relationship marketing in sport

Used as global communication and interaction channel, social media has changed the conventional offline business to customer relationship into a tool that enables customers' engagement into an instantaneous and active back-to-back conversation. Customers are increasingly incorporating social media within their daily lives and using it as part of their communication mix. Today, sport businesses can use social media to actively listen to their customers, recognize and follow their specific needs and wants rather than use out-dated methods of data collection such as surveys and focus groups, which do not provide rich information to better understand customers. It allows sport businesses to keep their customers updated on the latest news and information as well as interacting with them on an individual basis. This instant, two-way dialogue available to sport businesses, which allows them to provide quality content within short time frames, can be seen as a form of competitive advantage. They are able to interact the way they want, in the way that they wish, through whichever medium they feel best. This gives sport businesses an added impetus to effectively utilise social media in order to provide their customers with the best possible experience and to expand their marketing abilities (*Wann, 2006*).

As well as sport businesses benefiting from the use of social media in the context of relationship marketing, customers also experience the same level of benefits. The constant interaction between sport businesses and their customers allows organizations to know and learn about each

individual customer on a deeper level. As a result of this, customers feel a greater sense of value from the organization and in return, offer a greater amount of loyalty. Social media enables sport businesses to involve customers in the marketing process by receiving feedback and ideas, which can then be implemented in future products and services. By doing so, sport businesses emphasize the engagement between organization and customer, and reinforces the importance that customers hold in the brand building process(Wann, 2006).

2.12. Sport marketing through social media

Professional leagues, teams, and athletes have begun using social media as part of their marketing strategy in recent years. The most popular social media platforms are Face book and Twitter, but athletes and teams have begun using sites including Integra and Snap chat. Like all business, the advantages of social media use in sports include building brand awareness, reaching a large audience in an easy and cost-effective way as well as creating brand advocates and engaging passionate sport fans. Numerous examples exist within sports of athletes and teams using social media well to execute their strategy (Wann, 2006).

For a brand like Babolat, for example, having a world icon like Rafael Nadal as its top representative is priceless. There is no better way to stand up to your competition than by joining up with the strongest. But you must know how to do it, it is not a case of anything goes. And this is where knowing how to use social media is fundamental. “A message on Twitter is not just an advertising channel with which you can win an audience. Its power lies in the message being relevant and credible”, explains Edwin Schraevesande (professor of e-marketing at the Johan Cruyff University of Tilburg) (Lynn R, Kahle, Angeline and Close 2011).

Baylor Rewards Program: When fans decide to "Like" or "Follow" Baylor athletics on either Twitter or Facebook, they are given day-to-day updates on their favorite teams. From a marketing aspect, the Baylor athletics page on Facebook and Twitter (@BaylorAthletics) keeps track of fans who have "tweeted" or "commented" on certain links, posts, or tweets. There is an incentive for these fans to post and tweet because at the end of each year, the top three posting or tweeting fans who are selected receive prizes, from free jerseys and merchandise to season tickets.

Michigan Presale Incentive: Michigan created a very clever way to enhance the total amount of "likes" or "followers" for their Facebook and Twitter Pages in order to obtain recognition. In order to have the opportunity to apply for pre-sale tickets for their Michigan football games, at the largest football arena in the nation 'The Big House,' fans are required to "follow" or "like" their page on Facebook or Twitter, which allows them to be able to purchase pre-sale tickets for any game that they desire, making this method of marketing a great tool to gain awareness for their team and many other things (*Lynn R, Kahle, Angeline and Close 2011*).

Louisville Slugger Scavenger Hunt: After the St. Louis Cardinals won the World Series in 2011, Hillerich & Bradsby, makers of Louisville Slugger bats and other baseball equipment, created a scavenger hunt through Twitter in order to raise awareness for their company. The hunt involved baseball hats, scattered all over the city of St. Louis, Missouri. The Louisville Slugger Twitter page posted "tweets" that hinted at where the hats were located within the city. The fan or participants used their mobile phones in order to be up to date on the specific "tweets" referring to the hunt. If a fan or participant found one of the several hats, the participant was told that they were to be kept by the seeker. The reason this company held a scavenger hunt was to receive recognition and to increase their followers on Twitter. The statistics shows that their fan base skyrocketed 143% (*Lynn R, Kahle, Angeline and Close 2011*).

Many teams have incorporated sponsorships into their social media, such as the Minnesota Vikings "Touchdown Tracker" Instagram image, which was sponsored by FedEx. The Cleveland Browns also displayed sponsorship integration in their tweets recapping touchdown drives, sponsored by Cooper (*Lynn R, Kahle, Angeline and Close 2011*).

Many athletes including Kobe Bryant, Russell Wilson, and Rafael Nadal have taken advantage of social media to increase their followers and enhance their brand.^[54] Athletes have also engaged in promoting brands through social media including Russell Wilson's sponsorship of Recovery Water and Serena Williams' promotion of Wheels Up.^[55] Because of this marketing tool, these fan-based website pages have increased greatly in numbers and give them the recognition that they were looking for (*Lynn R, Kahle, Angeline and Close 2011*).

2.13. Contemporary Issues in Sports Marketing

In 2015, the global sport industry was estimated to be worth \$145 billion which accounts for over 3% of the global economic activity (PWC, 2011). Combining its economic impact with its socio-cultural importance in people's lives and local and wider communities, it is of little surprise that academics have been increasingly interested in studying the sport industry, including its particular functions and peculiarities. Sport marketing was one of the first topics to attract academics' attention, based on its close relationship with revenue generating activities, for example ticket and merchandise sales, and television coverage. However, it is now widely appreciated as a separate broader and rapidly developing discipline with unique characteristics, covering areas ranging from branding and corporate social responsibility, to service quality and participation (*Greenwell, Greenhalgh, & Stover,2013*).

This special issue centers on examining the marketing function within the blooming sports industry, and more particularly, the marketing policies, strategies and practices developed and adopted in the context of today's globalised cooperative environment. More specifically, this special issue aims to enrich the sports marketing literature by addressing existing and new research issues preferably from the perspective of the current, rapidly changing, social, technological and economic environment (*Greenwell, Greenhalgh, & Stover,2013*).

2.14. Offering marketing programs

Marketers understand the popularity of sports and have made them a centerpiece of marketing campaigns for decades. As the size and popularity of national sports has grown, the field of sports marketing has grown with it. According to CNBC, Budweiser has spent almost 240 million dollars on Super bowl ads alone over the last 10 years. As long as sports continue to thrill hundreds of millions of people, they will continue to be a prime events to deliver advertising messages (*Greenwell, Greenhalgh, & Stover,2013*).

Sports marketing uses sports, in any form, to help sell goods and services. This particular style of marketing is less about using a single strategy and more about using the content of sports to assist marketing efforts. This is not limited to professional sports, and may include college athletics, minor leagues, or alternative sports.

2.15. Marketing 'of sport and marketing 'through' sport marketing 'of sport

This refers to the use of marketing mix variables to communicate the benefits of sport participation and spectatorship to potential consumers. Ultimately, the goal is to ensure the ongoing survival of the sport in rapidly changing environmental circumstances.

Survival depends largely on the principal purpose of the sporting organization.

National sporting organizations predominantly associated with elite-level professional sporting competitions will be striving to develop their marketing mix to ensure that the sport product is attractive as a form of live entertainment and live broadcast through television, the internet and other mobile outlets (*Greenwell, Greenhalgh, & Stover,2013*).

Sports-governing bodies will also be responsible for ensuring that participation in their sport remains healthy. Participants are the lifeblood of sport, as they become the next generation of champions and spectators.

2.15.1. Marketing 'through' sport

Sponsorship of sport by firms is an example of marketing 'through' sport. Large corporations use sport as a vehicle to promote and advertise their products, usually to specifically identifiable demographic markets known to follow a particular sport.

Sports with significant television time are very attractive to firms seeking to promote their products through an association with sport. Developing licensing programs is another example of marketing through sport (*Greenwell, Greenhalgh, & Stover,2013*).

The sport marketer must be able to recognize and analyze business environments, determine their effects, and make strategic decisions that will enhance the success of the sport business.

The sport marketer must identify what needs and wants are being satisfied through the exchange process. What is offered in return for the sport consumer's membership fees or entry fee may include social interaction, physical activity, an avenue for competition, health and fitness, as well as entertainment. Identifying the needs of various segments of the population is the challenge inherent in the early phase of the marketing process. Obtaining this information will allow the sport product benefits to be communicated in such a way as to define the sport's positioning.

Having established the range of product attributes in relation to needs and wants, the sport marketer embarks on the challenge of affecting the exchange. Sporting organizations must

develop a mix of marketing strategies to influence consumers to buy their products, via either attendance (*Greenwell, Greenhalgh, & Stover,2013*).

2.16. The strategic sport marketing planning process

The strategic sport marketing planning process describes the stages and activities of sport marketing. It is the backbone of all sport marketing efforts. It is made up of three stages

Stage 1 – identification of marketing opportunities analyses internal and external environments

The first activity in stage 1 prescribes an analysis of the internal and external environments in which a sport organization is placed.

The internal environment refers to the unique circumstances of the sport organization for which the plan is developed. It is, therefore essential to determine the strengths and weaknesses of the sport organization. For example, a local football club may be strong in terms of its positive community profile and the support it receives from a regional association which provides access to a well-organized competition structure (*Abeza, Reilly and Reid,2013*).

Stage .2.The analysis of strengths and weaknesses

The marketing analysis should be focused on present-day circumstances. Common strengths may include committed coaching staff, a sound membership base, a good junior development program, or management staff with sound business skills and knowledge. Weaknesses should be seen as limitations or inadequacies that will prevent or hinder the strategic direction from being achieved. Common weaknesses may include poor training facilities, inadequate sponsorship, a diminishing volunteer workforce or a weak financial position (*Abeza,Reilly,Reid, 2013*).

While strengths and weaknesses should be focused on the present-day situation, opportunities and threats should be future oriented. Opportunities are the favorable situations or events that an organization can use to its advantage in order to enhance its performance. For example, common opportunities include new government grants, the identification of a new market or potential product, or the chance to appoint a new staff member with unique skills. Threats, in contrast, are the unfavorable situations which could make performance more difficult for the organization in the future. Common threats include inflating player salaries, potential new competitors, or unfavorable trends in the marketplace such as the increased popularity of gaming consoles.

Every sport organization exists for a purpose. The organization defines this purpose in its mission statement, which represents the core values of the organization(*Abeza, Reilly and Reid,2013*).

Sport does not exist in isolation; rather, various societal issues and trends affect sport. Therefore, the mission statement of a sport organization must reflect the values and beliefs that are prevalent in the environments in which it operates. If the organization does not have a mission statement, it should create one (*Abeza, Reilly and Reid, 2013*).

Everyone in the organization should be involved in writing the mission statement so that all will be committed to carrying out the mission and acting in accordance with the core values. A sport marketing plan derived from and consistent with the organization's mission statement and core values is necessary to ensure that the packaging, promotion, and delivery of sport will be conducted in socially responsible ways.

Sports organization marketing strategies should balance commercial, social and environmental step 2.1.**objectives.**

A large majority of sporting organizations are becoming increasingly focused on commercial objectives (e.g. increasing the number of members and potential revenues).

This commercial focus creates a real problem for both non-profit and for-profit organizations, as it is difficult for a club or a national federation to optimize income from their marketing activities while preserving their social base. It can lead to conflict between their values and the 'business' culture they have sports organizations, whether they are for-profit or non-profit, create social marketing programmers in an attempt to alleviate the social problems within their environment.

This involves applying marketing concepts and methods to create and implement programmers that will influence the behavior of the organization's target groups and that will improve the well-being of the groups to which these organizations belong (*Abeza, Reilly, and Reid, 2013*).

Step2.2.Organizational goals

Organizational goals refer to the broad aims that organizations strive to achieve. In sport, these may include ensuring financial viability, increasing participation, raising the number of members, and stimulating public interest in the sport.

Sage. 3Examining market research and utilizing information systems

Step 3 recognizes that the important phase of marketing research is undertaken to ensure that decisions made in relation to marketing missions and objectives are based on a sound understanding of the marketplace.

Basically, market research in sporting organizations seeks to answer six questions about consumers in relation to their consumption of the product. Initially, sporting organizations need to know WHO their consumers are, but this is only the tip of the iceberg. WHY they choose the particular sport product and WHEN and WHERE that consumption takes place are equally important(*Williams and Chinn, 2010*).

WHAT that consumption entails in terms of pre- and post-event activities, and HOW the product is used also are critical in terms of establishing a complete consumer profile.

To make informed decisions, organizations need information—and lots of it. Yet the collection of this material is only a starting point for the construction of a management information system (MIS). Once compiled, this information must be integrated, analyzed and used to guide the direction of the organization (*Williams and Chinn, 2010*).

The sport marketer will need the information gained through research to formulate decisions and strategies concerning every aspect of the company and its marketing plan. Marketing research usually focuses on one problem. At the same time, broad databases may be established and maintained concerning specific aspects of the company or the company's consumer markets and competitors(*Williams and Chinn, 2010*).

Stage 4 – strategy determination

Defining the sport marketing mix

the seven component strategies of the marketing mix, composed of the traditional 4Ps of marketing plus the 3Ps of service—process, people and physical evidence.

A brief description of the 7Ps is as follows:

- Product—ensures that product characteristics provide benefits to the consumer (includes identifying the actual product).
- Price—ensures that the product is priced at a level that reflects consumer value.
- Place—distributes the product to the right place at the right time to allow ease of purchase.
- Physical evidence—is the visual and/ or tangible clues of the service product, such as the design and construction of the facility, and in general the aesthetic appeal.

- Process—represents the convergence of the marketing and operations functions and therefore affects real-time service delivery and quality.ve to develop. In addition, all types of service mix
- People—are responsible for delivering the event and are a major distinguishing quality factor in the consumption process.
- Promotion—communicates the product’s ability to satisfy the customer through advertising, personal selling, sales promotions, sponsorship, public relations and promotional licensing.

Stage 5.Determine tactics and performance benchmarks

According to the principles of relationship marketing, marketing can be viewed in terms of three complementary and interdependent sub-systems: network, market and internal. Consequently, sports organizations must implement actions aimed at each of these sub-systems. A sports organization’s relational strategy should cover the end-users within its market, the stakeholders it will have to engage in its programmers, and its relations with the people inside the organization *Williams, Chinn,(2010)*.

stage 6 – strategy implementation, evaluation and adjustment

The sport business must have a system for managing the process of sport marketing.

This system includes the implementation, management, and evaluation of all sport marketing components. Management is a multidimensional step that involves setting objectives for the sport marketing strategy, developing the sport marketing plan, selecting and managing sport marketing personnel, establishing a financial plan, establishing and managing an organizational structure, establishing and overseeing deadlines and scheduling, acting as the liaison between sport marketing personnel and top management, and coordinating all sport marketing functions.

The development of the sport marketing plan is an important task. Strategic planning functions to strengthen relationships between sport marketing and other management functional areas in the company. The sport marketing plan is the written, established plan of action for the company or foran element (or product) of the company. It drives the company (*William and Chinn, 2010*).

The plan contains the marketing objectives, strategies, and details of the marketing mix strategies. The marketing plan can be written for a single sport product, a group of products, a new promotional strategy, or the entire sport company.

The sport marketing plan should not be taken lightly. It requires time, research, and critical analysis. It should be the culmination of this effort during which every possible task, angle,

financial analysis, and every function of the company and the product have been thoroughly studied and analyzed(*Williams and Chinn, 2010*).

The final plan should reflect informed decision making and strategy formulation.

Implementation involves establishing a system for planning and managing the implementation of the sport company's marketing strategies. Evaluation involves establishing a system for analyzing marketing strategies to determine if the strategies are accomplishing the established objectives and Identified target markets (*William and Chinn, 2010*).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Study Area

This study was conducted in Jimma zone and Jimma town sports and youth offices. Therefore, the target populations were Jimma zone and Jimma town employees and managements of youth and sport offices from which the sample populations were selected and had provided their responses for this study.

3.2. Research Design

The main objective of this study was assessing the role of marketing strategy in the sport business management in all woredas of sports and youths offices of Jimma zone. To achieve this objective descriptive survey method was used as the method of this study. In this descriptive survey method participants fill responses for the questions that were delivered for this study to collect data. In this descriptive survey method Quantitative and qualitative approaches were used for this study. Quantitative approach was used to collect the large scale responses that were collected through five-Point likert scales of Sorrel Brown (2010) own questionnaire that shows agreement, importance and frequency. Qualitative approach was used to the deeper understanding of the document that was reviewed for this study from the sports and youth offices of Jimma zone woredas and Jimma town management and employees. The next step of the analysis followed with analyzing the valid of the pilot test that had been done to cheek the validity of the designed questionnaire.

3.3. Source of Data

Primary and secondary data were sources for this study. The primary data were collected from Jimma town and Jimma zone management and employees. The secondary data were collected from document reviews.

3.4. Sample Size and Sampling Technique

For the purpose of this study 162 subjects from eighteen woredas and Jimma town sports and youth managements and employees were selected using purposive sampling techniques since the sample respondents were selected under the decision of the researcher on the basis the importance of responses that had been provided by the sample respondents.

3.5. Method of Data Collection

Questionnaires were used as the instrument of this study. So close and open ended questions were designed for this study and were delivered to the subjects. Additionally, structured interviews and document reviews were used as the instruments to collect data for this study.

3.6. Method of Data Analysis

Descriptive statistical analysis was used to analyze the data of this study. In this descriptive statistical analysis percentages and mean and Pearson correlation were used to analyze the quantitative data and text explanations were used to analyze the qualitative data.

3.7. Ethical Considerations

The researcher should get a recommendation letter from the department on the topic or the title the role of marketing strategy in sport business management of y Jimma zone sports and youth offices. First, promote the aims of the research for the sample respondents to address the main objective this study and get the willingness of the sample respondents. The researcher is confidential not to change the responses of the respondents. The researcher avoids misrepresenting of research data and promotes the truth and minimizes error. Promote the values that are essential to collaborative work, such as trust, accountability, mutual respect, and fairness. Honestly report data, results, methods and procedures, and on the basis of the research procedures and status.

Avoid bias in data design, data analysis, data interpretation, peer review and personnel decisions and avoid or minimize bias or self-deception. Void careless errors and negligence; carefully and critically examine the work and keep good records of research activities.

CHAPTER FOUR

4. RESULTS AND DISCUSSIONS

4.1. Analysis and Discussions

In this part different phases and steps were followed in the analysis and interpretations of the data that had been collected for this study.

The first phase of the analysis had been made to analyze and to discuss the demographic information of the selected employees and managements of the youth and sport offices.

In the last part of the analysis the data that had been collected from the sample respondents through questionnaires had been feed in the SPSS 20.0 software and analyzed. In this analysis the percentages, the mean, standard deviations and the Pearson correlations had been identified in tables and followed with discussions.

The following table 1 summarizes the demographic profile of respondents by sex, age, educational level, marital status and working experiences.

Table.1. Frequency table for sex profile of the respondents

Variables	Categories	Frequency	Percent (%)
Sex	Male	139	86
	Female	23	14
	Total	162	100%

Source: Survey data, 2017

As it was seen in the above table1 the gender of the respondents were cleared that 139 (86%) of the respondents are male, and 23(14%) are female respectively. This implies that most of the respondents of this research were male respondents.

Table .2. Frequency table for age profile of the respondents

Variables	Categories	Frequency	Percent (%)
Age	18-25	15	9
	26-35	37	23
	36-45	45	28
	Above 46	65	40

Source: Survey data, 2017

The majority of the respondents are found within the age category of 46 and this , indicates that the most adult age group have been working in the youth and sport offices. The second higher age categories found between 36 and 45. This implies that peoples of different ages have been working in the youth and sport offices so that they can share life experiences.

Table .3. Frequency table for educational profile of the respondents

Variables	Categories	Frequency	Percent (%)
Educational levels	Grade 10-12	2	1
	Certificate in relevant profession	12	7
	10+1 up 10+4	42	26
	University Degree	106	66
	Total	162	100%

Source: Survey data, 2017

From table 1 the number of respondents are 2(1%),12(7%), 42(26%) and 106 (66%) with their educational levels grade 10-12, certificate in relevant profession, 10+1 up to 10+4 and University Degree respectively. The above frequency table result tells us most degree professional holders have been working in the youth and sport offices when we have compared with the other educational levels, whereas the minimum number of the respondents had lower grade levels. This implies that respondents of different educational back ground were engaged in the offices work.

Table .4. Frequency table for marital status profile of the respondents

Variables	Categories	Frequency	Percent (%)
Marital Status	Single	27	17
	Married	131	81
	Divorce	4	2
	Total	162	100%

Source: Survey data, 2017

From the above table 1 the number of the marital statuses of the respondents are single, married and divorced are) respectively. Respondents with married marital status are highly engaged in the offices whereas respondents with divorced marital status are not enough. This implies that respondents of different back ground in their marital status were participated in providing responses.

Table .5. Frequency table for working experinces profile of the respondents

Variables	Categories	Frequency	Percent (%)
Working experiences	1-5	19	12
	6-10	69	43
	11-15	46	28
	16 and above	28	17
	Total	162	100%

Source: Survey data, 2017

From table 1 the numbers of the respondents are with their working experiences 1-5years, 6-10 years, 11-15 years, and 16 and above years respectively. The highest number which is 69 with their working experience years indicates that most respondents are not highly experienced in the youth and sport offices. This implies that the managements and the employees of the offices have different working experiences in that they can share experiences in the process of their works.

4.1.1. The result of pilot test

Pilot test was given on 20 questions for the 56 respondents. The collected responses on 20 questions were analyzed and cross checked with Conrhabapha. The result was 0.872 so that the validity of the designed questionnaire was at standard and the validity of the data and their results were reliable to measure the results of this study.

Table.6. Analysis on Kinds of sports marketing strategies have been used in the sports business management of sports and youth offices

No	ITEMS	N	Minimum	Maximum	Mean	Std. Deviation
1.	Kinds of sports marketing strategies have been used in the sports business management of sports and youth offices					
1.1	Profiles sport business strategy for customers	162	1	4	3.61	.620

	and competition					
1.2	Identifies the marketing tactics that have been used in sport marketing	162	1	4	2.45	.969
1.3	Build a marketing plan and measure its effectiveness.	162	1	4	3.67	.572
1.4	State clearly what the sports and youths want to achieve in sport business marketing.	162	1	4	3.62	.667
1.5	Set tangible measures so the sports and youth offices can measure their results	162	1	4	2.96	1.08
1.6	set objectives that are within their capacity and budget	162	1	4	3.8	0.924
1.7	set objectives that will help their improvement in the particular aspects of their business	162	1	4	3.24	1.123
1.8	Set objectives they can achieve within the time they need them.	162	1	4	3.55	1.151
1.9	State their marketing goals	162	1	4	2.82	1.139
1.10	Reaching a new customer segment.		1	4	2.93	1.182
	Total mean				3.622	1.013

Source: Survey data, 2017

In the above table 2 analyses had been done on focusing on the Kinds of sports marketing strategies that have been used in the sports business management of sports and youth offices. In these analyses ten points were designed to collect data on the kind of marketing strategies that had been used in the youth and sport offices of Jimma zone and Jimma town.

The objectives of designing the above items were to identify whether the above core sport marketing strategies were used by the youth and sport offices of Jimma zone and Jimma town or not. The responses of the respondents had indicated that 3.61 mean and 0.620 stander deviation indicated as the profiles on sport business strategy for customers and competition had existed in

Jimma zone and Jimma town youth and sport offices, 2.45 of mean and 0,969 standard deviation indicated as the marketing tactics that have been used in sport marketing had been identified, 3.67of mean and 0.572 build a marketing plan and measure its effectiveness through building marketing plan, 3.62 of mean and 0,667 standard deviation indicated that want the youth wants to achieve in sport business marketing have been clearly stated, 2.69 of mean and 1.08 standard deviation have shown that Set of tangible measures have been taken in the sports and youth offices to measure their results,3.8 mean and 0.924 standard deviation indicated as set objectives that help to build the capacity of budgeting within their offices were considered. 2.82 of mean and 1.139 standard deviation have shown as the offices had stated their r marketing goals and 2.93 of mean and 1.182 standard deviation indicated as they designed to reaching a new customer segment.

Table.7. Analysis on the level practices of sport marketing strategies

2	Level practices of sport marketing strategies	N	Minimum	Maximum	Mean	Std. Deviation
2.1	A profile of their competitors has been done effectively through identifying their products, supply chains, pricing and marketing tactics.	162	1	4	3.36	1.165
2.2	The sport business marketing strategies Currently Look good and effective	162	1	4	2.37	1.105
2.3	The sport business marketing strategies Currently Look un effective and low	162	1	4	3.24	1.177
2.4	Sport marketing strategy in the sport business has not been advanced in our areas since sports have been focused on participation than business.	162	1	4	2.82	1.289
2.5	The ideas and the level of sport business marketing in offices inadequate.	162	1	4	3.42	1.036

2.6	The sport business of the sports and youth offices has not been well developed.	162	1	4	3.02	1.155
2.7	It is normally done with a much smaller budget.	162	1	4	3.29	1.157
2.8	<i>Sports</i> publicity is an effective <i>marketing</i> strategy that successfully combines <i>sports</i> . However, sport publicity has not been well organized in the sport offices.	162	1	4	3.24	1.216
2.9	Stadium tickets are not sold through mass media advertising and through stadium naming rights.	162	1	4	3.18	1.108
2.10	Signs and brochures cannot be used to bring in ready to buy customers for a product or service effectively.	162	1	4	3.06	1.224
	Total mean				3.1	1.163

Source: Survey data, 2017

The items that designed it identify the level practices of sport marketing strategies in the Jimma zone and Jimma town youth and sport offices. Ten items were designed and delivered for the sample respondents and data were collected and analyzed in the above table. The results of the analysis had been presented with the items by means and standard deviations.

The responses of 3.36 mean and 1.165 of standard deviation of the respondents had indicated as profile of their competitors has been done effectively through identifying their products, supply chains, pricing and marketing tactics, the responses of 2.37 mean and 1.105 of standard deviation had indicated as the sport business marketing strategies Currently Look good and effective, the responses of 3.24 mean and 1.177 of standard deviation had indicated as the sport business marketing strategies Currently Look un effective and low, the responses of 2.82 mean and 1.289 of standard deviation had indicated as Sport marketing strategy in the sport business has not been advanced in our areas since sports have been focused on participation than business, the responses

of 3.42 mean and 1.036 of standard deviation had indicated as The ideas and the level of sport business marketing in offices inadequate, the responses of 3.02 mean and 1.155 of standard deviation had indicated as the sport business of the sports and youth offices has not been well developed, the responses of 3.29 mean and 1.157 of standard deviation had indicated as it is normally done with a much smaller budget, the response of 3.24 mean and 1.216 of standard deviation had indicated as *sports* publicity is strategy that successfully combines *sports*. However, sport publicity has not an effective *marketing* been well organized in the sport, the responses of 3.18 mean and 1.108 of standard deviation had indicated as stadium tickets are not sold through mass media advertising and through stadium naming rights and the responses of 3.06 mean and 1.224 of standard deviation had indicated as signs and brochures cannot be used to bring in ready to buy customers for a product or service effectively

Table 8. Analysis on the role of the sport marketing strategy in the development of sport business management of the sports and youth offices

3.	The role of the sport marketing strategy in the development of sport business management of the sports and youth offices.	N	Minimum	Maximum	Mean	Std. Deviation
3.1	It allows marketers to piggyback on the popularity and devotion of many fans feel towards their favorite teams.	162	1	4	3.57	.704
3.2	The revenue ultimately goes to support the team; the marketer is considered a sponsor and invested in the team's success.	162	1	4	3.61	.620
3.3	Promote the values that are essential to collaborative work in developing sport business marketing.	162	1	4	2.45	.969
3.4	Using sports to sell products presents many opportunities that bring both risk and reward.	162	1	4	3.67	.572

3.5	Used for the promotion of teams and their events and promotions of other products and services into sports events.	162	1	4	3.62	.667
3.6	Successful sports marketing campaign can linger in the minds of consumers for year.	162	1	4	3.46	.970
3.7	Sports marketing describe the marketing of products that are not sports-related through associations with sports.	162	1	4	3.67	.572
3.8	A major purpose of sports marketing and communication efforts is to help fans identify with their teams and build passion for them.	162	1	4	3.44	.968
3.9	Derive revenue from the sale of team merchandise.	162	1	4	3.43	.967
3.10	Sports marketing can create fan loyalty for organizations that use it effectively.	162	1	4	3.66	.571
	Total mean				3.458	.758

Source: Survey data, 2017

Ten items were designed to assess about the role of the sport marketing strategy in the development of sport business management of the sports and youth offices. On the basis of these items responses were collected and presented in the above table. Based on the collected and presented items the analyses of the responses were done in mean and standard deviation. The responses of 3.57 mean and 0.704 of standard deviation had indicated as marketing strategy allows marketers to piggyback on the popularity and devotion of many fans feel towards their favorite teams, the responses of 3.61 mean and 0.620 of standard deviation had shown as the revenue ultimately goes to support the team; the marketer is considered a sponsor and invested in the team's success, the responses of 2.45 mean and 0.969 standard deviation had indicated as

marketing strategy promotes the values that are essential to collaborative work in developing sport business marketing, the responses of 3.67 mean and 0.572 of standard deviation had shown as using sports to sell products presents many opportunities that bring both risk and reward, the responses of 3.62 mean and 0.667 of standard deviation had shown as successful sports marketing campaign can linger in the minds of consumers for year, the responses of 3.46 mean and 0.970 of standard deviation had indicated as sports marketing describe the marketing of products that are not sports-related through associations with sports, the responses of 3.67 mean and 0.572 of standard deviation had indicated as sports marketing describe the marketing of products that are not sports-related through associations with sports, the responses of 3.44 mean and 0.968 of standard deviation had shown as a major purpose of sports marketing and communication efforts is to help fans identify with their teams and build passion for them, the responses of 3.43 mean and 0.967 of standard deviation had indicated as derive revenue from the sale of team merchandise and the responses of 3.66 mean and 0.571 standard deviation had shown as sports marketing can create fan loyalty for organizations that use it effectively.

Table.9. Analysis on the frequencies at which Kinds of sports. marketing strategies have been used in the sports business management of sports and youth offices

No	ITEMS	N	Minimum	Maximum	Mean	Std. Deviation
1.	Kinds of sports marketing strategies have been used in the sports business management of sports and youth offices	162				
1.1	Profiles sport business strategy for customers and competition	162	1	4	2.37	1.105
1.2	Identifies the marketing tactics that have been used in sport marketing	162	1	4	3.24	1.177
1.3	Build a marketing plan and measure its effectiveness.	162	1	4	2.82	1.289
1.4	State clearly what the sports and youths want to achieve in sport business marketing.		1	4	3.42	1.036
1.5	Set tangible measures so the sports and youth offices can measure their results	162	1	4	3.02	1.155

1.6	set objectives that are within their capacity and budget	162	1	4	3.29	1.157
1.7	set objectives that will help their improvement in the particular aspects of their business	162	1	4	3.24	1.216
1.8	Set objectives they can achieve within the time they need them.	162	1	4	3.18	1.108
1.9	State their r marketing goals	162	1	4	3.06	1.224
1.10	Reaching a new customer segment.	162	1	4	3.04	1.203
	Total mean				3.404	1.283

Source: Survey data, 2017

Ten items were designed to collect data on the frequencies at which the kinds of sport marketing strategies were practiced and used by the youth and sport offices. Based on the collected and presented data in the above table, analysis was made on the frequencies at which Kinds of sports marketing strategies have been used in the sports business management of sports and youth offices. On the basis of the analysis made in the above table the results of the analysis were identified in means and standard deviations. The responses of 2.37 mean and 1.105 standard deviation had indicated as profiles sport business strategy for customers and competition had rarely been done, the responses of 3.24 mean and 1.177 of standard deviation had indicated as the marketing tactics that have occasionally been used in sport marketing, the responses of 2.82 mean 1.289 of standard deviation had indicated as a marketing plan and measure its effectiveness had rarely done, the responses of 3.42 mean and 1.036 of standard deviation had shown as it had occasionally Stated what the sports and youths want to achieve in sport business marketing, the responses of 3.02 mean and 1.155 of standard deviation had indicated as Set tangible measures so the sports and youth offices can measure their results occasionally, the responses of 3.29 mean and 1.157 of standard deviation had shown as set objectives that are within their capacity and budget had occasionally done, the responses of 3.24 mean and 1.216 of standard deviation had indicated as they occasionally set objectives that will help their improvement in the particular aspects of their business, the responses of 3.18 mean and 1.108of standard deviation had shown as set objectives they can occasionally achieve within the time they need them, the responses of 3.06 mean and 1.204 of standard deviation had indicated as they State their r

marketing goals occasionally and the responses of 3.04 mean and 1.203 of standard deviation had indicated as they have occasionally reaching a new customer segment.

Table.10. Analysis on the frequencies at which level of practices of sport marketing strategies have been practiced

2	Level practices of sport marketing strategies	N	Minimum	Maximum	Mean	Std. Deviation
2.1	A profile of their competitors has been done effectively through identifying their products, supply chains, pricing and marketing tactics.	162	1	4	2.22	1.072
2.2	The sport business marketing strategies Currently Look good and effective	162	1	4	3.15	1.27
2.3	The sport business marketing strategies Currently Look un effective and low	162	1	4	3.29	1.257
2.4	Sport marketing strategy in the sport business has not been advanced in our areas since sports have been focused on participation than business.	162			3.91	1.028
2.5	The ideas and the level of sport business marketing in offices inadequate.	162	1	4	3.3	1.234
2.6	The sport business of the sports and youth offices has not been well developed.	162	1	4	2.59	1.061
2.7	It is normally done with a much	162	1	4	2.91	1.094

	smaller budget.					
2.8	<i>Sports</i> publicity is an effective <i>marketing</i> strategy that successfully combines <i>sports</i> . However, sport publicity has not been well organized in the sport offices.	162	1	4	2.58	1.18
2.9	Stadium tickets are not sold through mass media advertising and through stadium naming rights.	162	1	4	2.34	1.08
2.10	Signs and brochures cannot be used to bring in ready to buy customers for a product or service effectively.	162	1	4	3.1	1.174
	Total mean				2.939	1.145

Source: Survey data, 2017

Data were collected and presented on the basis of ten items that were designed to cross check the frequencies at which the sport marketing practices have been done by the youth and sport offices of Jimma zone and Jimma town. Analysis were done on the frequencies at which level practices of sport marketing strategies had been done by the youth and sport offices of Jimma zone and Jimma town. Base on the analyses that were made in the above table the results of the analysis were identified and presented in means and standard deviations.

The responses of 2.22 mean and 1.072 of standard deviation had indicated as profile of their competitors has rarely been done through identifying their products, supply chains, pricing and marketing tactics, the responses of 3.15 mean and 1.27 standard deviation had shown as The sport business marketing strategies has occasionally practiced by the offices.

The responses of 3.95 mean and 1.028 of standard deviation had indicated as Sport marketing strategy in the sport business has not been advanced in our areas since sports have been focused on participation

than business, the responses of 3.3 mean and 1.234 of standard deviation had indicated as the ideas and the level of sport business marketing in offices were inadequate.

The responses of 2.59 mean and 1.061 of standard deviation had indicated as the sport business of the sports and youth offices has rarely been well developed, the responses of 2.91 mean and 1.094 of standard deviation had shown as It is rarely done with a much smaller budget, the response of 2.58 mean and 1.18 standard deviation had indicated as *sports* publicity is an effective *marketing* strategy that successfully combines *sports*.

However, sport publicity has rarely been well organized in the sport offices, the responses of 2.34 mean and 1.08 of standard deviation had indicated as stadium tickets are rarely sold through mass media advertising and through stadium naming rights and the responses of 3.1 mean and 1.174 of standard deviation had shown as signs and brochures can occasionally used to bring in ready to buy customers for a product or service effectively.

Table. 11. Analysis on the frequencies at which the role of the sport marketing strategy have been considered in the development of sport business management of the sports and youth offices.

3.	The role of the sport marketing strategy in the development of sport business management of the sports and youth offices.	N	Minimum	Maximum	Mean	Std. Deviation
3.1	It allows marketers to piggyback on the popularity and devotion of many fans feel towards their favorite teams.	162	1	4	3.23	0.999
3.2	The revenue ultimately goes to support the team; the marketer is considered a sponsor and invested in the team's success.	162	1	4	2.62	1.129
3.3	Promote the values that are essential to collaborative work in developing sport business marketing.	162	1	4	3.46	1.186
3.4	Using sports to sell products presents	162	1	4	2.96	1.08

	many opportunities that bring both risk and reward.					
3.5	for the promotion Used of teams and their events and promotions of other products and services into sports events.	162	1	4	3.8	0.924
3.6	Successful sports marketing campaign can linger in the minds of consumers for year.	162	1	4	3.24	1.123
3.7	Sports marketing describe the marketing of products that are not sports-related through associations with sports.	162	1	4	3.55	1.151
3.8	A major purpose of sports marketing and communication efforts is to help fans identify with their teams and build passion for them.	162	1	4	2.82	1.139
3.9	Derive revenue from the sale of team merchandise.	162	1	4	2.93	1.182
3.10	Sports marketing can create fan loyalty for organizations that use it effectively.	162	1	4	3.02	1.179
					3.163	1.092

Source: Survey data, 2017

In the above table ten items were designed and data were collected and analyzed in mean and standard deviations to measure frequencies at which the role of marketing strategies in sport business managements considered the maximum mean value is 3.8 with its 0.924 standard deviations is for the promotion Used of teams and their events . This shows that the respondents are inclined to agree for this statement. The standard deviation is minimum implies that there was less variability among the responses. To measure the role of marketing strategies the most respondents are agreed with this statement than other statements. On the other hand to measure the role of marketing strategy total mean value is 3.163with its 1.092 standard deviations. This tells us the respondents understood the role of marketing strategy.

4.1.2. Results of Inferential Statistics

This sub-section presents the result of Karl Pearson’s Correlation Coefficient (r) and simple linear regression analysis.

4.1.3. Karl Pearson’s Correlation Coefficient (r)

In this study, the Karl Pearson’s Correlation Coefficient is used to determine whether there exists a significant correlation between the role of marketing strategies and sport business management practices at Jimma zone youth and Jimma town sport offices. The Karl Pearson’s Correlation Coefficient, r , can take a range of values from -1 to +1. A value of 0 indicates that there is no association between the two variables. A value greater than 0 indicates a positive association, that is, as the value of one variable increases so does the value of the other variable. A value less than 0 indicates a negative association, that is, as the value of one variable increases the value of the other variable decreases. The results of the Karl Pearson’s correlation coefficients are summarized in Table.8.below.

		Marketing strategy	Sport business management
Marketing strategy	Pearson Correlation	1	.264**
	Sig. (2-tailed)		.000
	N	162	162
Sport business management	Pearson Correlation	.264**	1
	Sig. (2-tailed)	.000	
	N	162	162

** . Correlation is significant at the 0.01 level (2-tailed).

Table .8: Karl Pearson’s correlation coefficients

From table 4.1 the value of Karl Pearson’s correlation coefficients is 0.264 which implies that there is a positive relationship between marketing strategy and sport business management practice. The p-value (0.000) which is statistically significant implies that the p-value also support the existence of relationship between marketing strategy and sport business management at Jimma zone and at Jimma town youth and sport offices.

CHAPTER FIVE

5. CONCLUSIONS AND RECOMMENDATIONS

5.1. Conclusions

The main objective of this study was to investigate the role of marketing strategy in the sport business management of Jimma zone and Jimma town sports and youths offices. To achieve the intended objective of this study data were collected through questionnaire for this study from 162 sample respondents. The collected data were analyzed using percentage, mean, standard deviation and Pearson correlation. Based on the analysis that made of this study, the conclusions were made and the findings of this study were identified and presented with research questions side by side as follows.

The first research question asked was to identify the kind of sports marketing strategies that have been used in the sports business management of sports and youth offices Jimma zone and Jimma town. The kind of sport marketing strategies that were used by the Jimma zone and Jimma youth and sport offices were:

Keep the profiles of sport business strategy for customers and competition, Identifies the marketing tactics, marketing plan and measure its effectiveness, State clearly what the sports and youths want to achieve in sport business marketing, set objectives that are within their capacity and budget, State the marketing goals and reaching a new customer segment. This current finding is similar with the previous findings of *(Mullin, Hard & Sutton, 2014)* and *(Abeza, Reilly and Reid, 2013)* since the results of their finding had shown that Strategic Marketing is a process of planning, developing and implementing maneuvers to obtain a competitive edge in the chosen niche and strong in terms of its positive community profile and the support it receives from a regional association which provides access to a well-organized competition structure.

The second research question asked was to identify extent at which these sport marketing strategies have been used by the sports and youth offices in sport business management. The highest point in the liker scale was 5 and the lowest was 1. The range was 4 since the difference of 5 and 1 was 4. The mean can be seen interims of this range. The means of the analyzed data indicated that sport marketing strategies have been used by the sports and youth offices in sport

business management occasionally since the mean value was below 3.5. This current study is similar with *(Stewart,Smith & Nicholson,2003) since this previous study's finding had shown that short* commonly used short-term transactions had practiced in the sport marketing strategies.

The last research question asked was to identify the role of the sport marketing strategy in the development of sport business management of the sports and youth offices. Karl Pearson's correlation coefficients are 0.264 which implies that there is a positive relationship between marketing strategy and sport business management practice this implies that the sport marketing strategy can enhance the role of the employees and managements of Jimma zone and Jimma town in sport business management. The p-value (0.000) which is statistically significant implies that the p-value also support the existence of relationship between marketing strategy and sport business management at Jimma zone and at Jimma town youth and sport offices. This current finding is similar with the previous findings of *(William and Chinn, 2010) since previous finding had indicated that the role of sport marketing* Strategic have planning functions to strengthen relationships between sport marketing and other management functional areas in the company.

5.2. Recommendations

- Based on the conclusions made of this study the recommendations are given as follows:
- The sport marketing strategies are very important for the development of sport business management. Therefore, the employees and managements should identify the sport marketing strategies in sport business management and should implement them effectively to improve the sport business.
- The sport business management highly demands effective sport marketing strategies that continuously considered, revised and implemented in the sport business management. Therefore, the employees and managements of Jimma zone and Jimma town offices should always consider the sport marketing strategy to improve sport business managements.
- By using strategic planning, an organization will be able to reach its targets by applying viable marketing strategies meant to place the youth and sport offices sport business

management in a more favorable place than its competitors. Therefore, the employees and managements should use sport marketing strategy through using designing strategic plan to enhance the sport business performances.

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APPENDIX I
JIMMAUNIVERSITY
COLLEGE OF NATURAL SCIENCE
DEPARTEMENT OF SPORT SCIENCE
QUESTIONNAIRE FOR EMPLOYEES AND MANAGERMENTS

General instruction

Dear the management and employees of Jimma woreds and Jimma town. These questionnaires are designed to provide you the opportunity to express your opinions about the practices of your management and management members in the role of marketing strategy in the sport business management of Jimma zone sports and youths offices. Thus your genuine responses are important to achieve the intended objective of the study. They are no right or wrong responses, so do not hesitate to mark the responses frankly. We kindly request you to give your responses by marking (✓) in the space provided for each items. Please do not record your name on this document.

All the responses you provide are confidential and will not be used for other purposes other than the objective.

I. Background information of the respondents

1. Sex: Male Female
2. Age : 18-25 26-30 31-35 36-40 41-45
46-50 51 and above
3. Qualification : Diploma First Degree second degree
4. Experience in years
1-5 6-10 11-15 16-20
21-25 26 and above
5. Marital status : Single Married Divorce

APPENDIX II

JIMMAUNIVERSITY
COLLEGE OF NATURAL SCIENCE
DEPARTEMENT OF SPORT SCIENCE
QUESTIONNAIRE FOR EMPLOYEES AND MANAGERMENTS

II. Questions

To check and test importance

Very Important (VI).5

Important (IM) .4

Moderately Important (MDI).3

Slightly Important (SLI).2

Not Important (NOIM).1

No	ITEMS	SCALE				
		NOIM 1	SLI 2	MDI 3	IM 4	VI 5
2.	Kinds of sports marketing strategies have been used in the sports business management of sports and youth offices.					
1.1	Profiles sport business strategy for customers and competition					
1.2	Identifies the marketing tactics that have been used in sport marketing					
1.3	Build a marketing plan and measure its effectiveness.					
1.4	State clearly what the sports and youths want to achieve in sport business marketing.					
1.5	Set tangible measures so the sports and youth offices can measure their results					
1.6	set objectives that are within their capacity and budget					
1.7	set objectives that will help their improvement in the particular aspects of their business					
1.8	Set objectives they can achieve within the time they need them.					
1.9	State their r marketing goals					
1.10	Reaching a new customer segment.					

2	Level practices of sport marketing strategies					
2.1	A profile of their competitors has been done effectively through identifying their products, supply chains, pricing and marketing tactics.					
2.2	The sport business marketing strategies Currently Look good and effective					

2.3	The sport business marketing strategies Currently Look un effective and low					
2.4	Sport marketing strategy in the sport business has not been advanced in our areas since sports have been focused on participation than business.					
2.5	The ideas and the level of sport business marketing in offices inadequate.					
2.6	The sport business of the sports and youth offices has not been well developed.					
2.7	It is normally done with a much smaller budget.					
2.8	<i>Sports</i> publicity is an effective <i>marketing</i> strategy that successfully combines <i>sports</i> . However, sport publicity has not been well organized in the sport offices.					
2.9	Stadium tickets are not sold through mass media advertising and through stadium naming rights.					
2.10	Signs and brochures cannot be used to bring in ready to buy customers for a product or service effectively.					

3.	The role of the sport marketing strategy in the development of sport business management of the sports and youth offices.					
3.1	It allows marketers to piggyback on the popularity and devotion of many fans feel towards their favorite teams.					
3.2	The revenue ultimately goes to support the team; the marketer is considered a sponsor and invested in the team's success.					
3.3	Promote the values that are essential to collaborative work in developing sport business marketing.					
3.4	Using sports to sell products presents many opportunities that bring both risk and reward.					
3.5	Used for the promotion of teams and their events and promotions of other products and services into sports events.					
3.6	Successful sports marketing campaign can linger in the minds of consumers for year.					
3.7	Sports marketing describe the marketing of products that are not sports-related through associations with sports.					
3.8	A major purpose of sports marketing and communication efforts is to help fans identify with their teams and build passion for them.					
3.9	Derive revenue from the sale of team merchandise.					
3.10	Sports marketing can create fan loyalty for organizations that use it effectively.					

APPENDIXE III
JIMMAUNIVERSITY
COLLEGE OF NATURAL SCIENCE
DEPARTEMENT OF SPORT SCIENCE
QUESTIONNAIRE FOR EMPLOYEES AND MANagements

To check and test Frequency

- Always
- Very Frequently
- Occasionally
- Rarely
- Very Rarely

No	ITEMS	SCALE				
		NOIM 1	SLI 2	MDI 3	IM 4	VI 5
2.	Kinds of sports marketing strategies have been used in the sports business management of sports and youth offices.					
1.1	Profiles sport business strategy for customers and competition					
1.2	Identifies the marketing tactics that have been used in sport marketing					
1.3	Build a marketing plan and measure its effectiveness.					
1.4	State clearly what the sports and youths want to achieve in sport business marketing.					
1.5	Set tangible measures so the sports and youth offices can measure their results					
1.6	set objectives that are within their capacity and budget					
1.7	set objectives that will help their improvement in the particular aspects of their business					
1.8	Set objectives they can achieve within the time they need them.					
1.9	State their r marketing goals					
1.10	Reaching a new customer segment.					

2	Level practices of sport marketing strategies					
2.1	A <u>profile of their competitors</u> has been done effectively through identifying their products, supply chains, pricing and marketing tactics.					
2.2	The sport business marketing strategies Currently Look good and effective					
2.3	The sport business marketing strategies Currently Look un effective and low					
2.4	Sport marketing strategy in the sport business has not been advanced in our areas since sports have been focused on participation than business.					
2.5	The ideas and the level of sport business marketing in offices inadequate.					
2.6	The sport business of the sports and youth offices has not been well developed.					
2.7	It is normally done with a much smaller budget.					
2.8	<i>Sports</i> publicity is an effective <i>marketing</i> strategy that successfully combines <i>sports</i> . However, sport publicity has not been well organized in the sport offices.					
2.9	Stadium tickets are not sold through mass media advertising and through stadium naming rights.					
2.10	Signs and brochures cannot be used to bring in ready to buy customers for a product or service effectively.					

3.	The role of the sport marketing strategy in the development of sport business management of the sports and youth offices.					
3.1	It allows marketers to piggyback on the popularity and devotion of many fans feel towards their favorite teams.					
3.2	The revenue ultimately goes to support the team; the marketer is considered a sponsor and invested in the team's success.					
3.3	Promote the values that are essential to collaborative work in developing sport business marketing.					
3.4	Using sports to sell products presents many opportunities that bring both risk and reward.					
3.5	Used for the promotion of teams and their events and promotions of other products and services into sports events.					
3.6	Successful sports marketing campaign can linger in the minds of consumers for year.					
3.7	Sports marketing describe the marketing of products that are not sports-related through associations with sports.					
3.8	A major purpose of sports marketing and communication efforts is to help fans identify with their teams and build passion for them.					
3.9	Derive revenue from the sale of team merchandise.					
3.10	Sports marketing can create fan loyalty for organizations that use it effectively.					