

JIMMA UNIVERSITY



COLLEGE OF NATURALSCIENCES

DEPARTMENT OF SPORT SCIENCE

**FINANCIAL SOURCES AND MANAGEMENT SYSTEM OF SUPER LEAGUE
FOOTBALL CLUBS IN SOUTH NATION NATIONALITIES REGIONAL STATE
OF ETHIOPIA.**

BY: FREHIWOT ELIAS

**A THESIS SUBMITTED TO COLLEGE OF NATURAL SCIENCE
DEPARTMENT OF SPORT SCIENCE FOR PARTAL FULFILMENT OF THE
DEGREE OF MASTER OF SCIENCE IN SPORT MANAGEMENT.**

**JUNE, 2019
JIMMA, ETHIOPIA**

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LETTER OF APPROVAL

This is to certify that the thesis prepared by Frehiwot Elias Mengesha entitled “Financial sources and management system of south nation nationality people region football super league clubs.” and submitted in partial fulfillment of the requirements for the Degree of Master of science in sport management and Management complies with the regulation of the University and meets the accepted standards with respect to originality and quality.

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DECLARATION

I under declare that, this thesis is my original work and has not been presented for a degree in any other university and that all source or materials used for the thesis have been acknowledged.

This thesis," Financial sources and management system of SNNPR super league football clubs" is approved as the original work of Frehiwot Elias Mengesha.

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ACKNOWLEDGMENTS

Above all, I would like to thank my God. Next I would like to express my sincere appreciation and thanks to my advisor (Ass. Professor) Hirko Taye and co-advisor Beshir Edo for the most valuable and critical comments and advice he has given me and for his fatherly approach throughout the period of this study.

I would like to acknowledge to all sample coaches, club managers, and board committees, for their assistance in coordinating, answering and returning the questionnaires on time.

I would like to acknowledge to Jimma University in general and sport science department for specifically facilitating while I have tried to achieve my thesis paper.

Last but not least my husband Tekeste samuel and my family who have been constant sources of morale and encouragement deserve my deepest thanks.

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LIST OF ABBREVIATION /ACRONYMS

A.V.E:- Advertising Value Equivalent

DSTV:- Digital Satellite Television

EMEA: -Europe, Middle East and Africa

EU:-European Union

F.C:- Football club

F.M.S:- Financial Management system

F.M:- Financial Management

F.S:- Financial source

FIFA: - Federation of international football Association

K.T:- Kambata Tembaro

NFL:-National Football League

NFL:-National Football League

S.N.N.P.R:- South Nation Nationality and people Region

SPSS: - Statistical Package for Social Sciences

TV: - Television

ABSTRACT

The aim of the study was to investigate financial sources and management system of football super league clubs. Cross-sectional research method was designed for the study. The sample of the study was 24 administrative personnel's were selected by using sampling purposive techniques and 8 coaches which selected through availability sampling techniques and 8 club managers were selected by availability sampling techniques. Therefore, the total population of the study was 40 participants. The data were collected through standard questionnaires and interview. The collected data was analyzed by descriptive statistic software.

Finding of this study indicates that the income sources of the clubs were from Fund from the government, and in some amount from stadium gate ticket sale. Team performance Convenience and location of match venue, Loyalty of the club's Supporters, Level of sponsorship, Merchandise sales, value quality of merchandise and Variety of channels through which club merchandise indicate that it is highly affect revenue of clubs. Use of annual budget to manage costs, Timely payment of staff salaries, Having staffed assigned to handle external communication, Having long term financial planning, Experience on financial management System indicate that it is highly affect financial management System of group B & C super league football club. Based on the findings, it is recommended that Super league football clubs administrative bodies should be extensively work on the area of making modern gate fees and improve on financial management system.

Key terms: - Financial sources, financial management system

CHAPTER ONE

1. Introduction

This chapter covers the background of the study, statement of the problem, objectives of the study, significance of the study, delimitations of the study, limitation of the study and definition of operational key terms of the study.

1.1 Background of the study

Evidence has shown that football is the most popular sport throughout the world and in many countries of the five continents it is widely recognized as national sport. The fact that stadiums are over flown with millions of football fans throws light on the popularity of football worldwide. Along with the growing tendency towards football sport, a lot of dramatic changes have been made to the extent that the current professional football can't be compared with the past (Chester, 2002).

Financing a junior or youth sport club is always a challenging task especially for the smaller clubs. Finance of a sport club can come from sponsorship deals, public aid, and from volunteer work. Also different kinds of funds can be part of the financing. Often parents pay directly to the club fees, which cover membership etc. (Heikkala,& Koski, 999).

In special circumstances the company must create with market economy solution the resources of this area; of course the state's role rises in financing of the professional football too. New modes of governance can help bring countries closer to Europe (Borzal, 2011). These new public management methods may change in the financing of football, but the basic business of financing will remain crucial here. The crisis is detrimental to the market financing and the stats support the same way. The financial disadvantage of the developing countries is big in the financing of football too (Stiblar, 2011).

Football clubs across Europe are implementing investment strategies to maximize the performance and the profit in both sport and financial area. Football as a game remains superior, while football market takes significant part in financial investments (Dobson,& Goddard, 2001).

Economic significance of football is in bigger capital, bigger, financial solvency, and fast income through the sport betting (Benkerum, Lounhichi, & Margue, P.200).

Due to the importance of football industry, football clubs are made into brands. As long there is a connection between budgets of the clubs and team performances, financial position is extremely important. There are three sources of revenues of the football clubs: incomes derived at the day of game (including tickets and corporate sales); TV rights (including distribution of participants in local leagues cups and European clubs and completions) and commercial sources of income (sponsorship, marketing and sales, and other commercial activities) Since the sources of the income are limited, football industry is fighting for bigger incomes, and the competition between clubs for big sponsorships and shares on TV rights is also present (Sener, & Karapolatgil, 2015).

Use of financial management (F.M) behavior recommended by family service professional and financial counselor alike is strongly related to over satisfaction with financial status. People who utilize more of financial management behavior recommended by the expert generally report being more satisfied with their financial status. Two factors that have an impact on behavior in general are knowledge and attitude. Fan slow, (A.M, Hira, T.K, & Titus, P.M.1987).

Successful sport and recreation organizations today deliver their programs and services through the efficient and effective application of human, physical and financial resources. The most common factor that separates the success of any sports club or organization is the effective and responsible management of financial resources. Given the need for financial control in any type of organization, this study will focus on financial management together with other relevant issues that should be addressed in the context of a football club.

The financial management of any organization is usually regulated by the treasurer. The treasurer is responsible for reporting on what has happened to the club's funds and devising the most effective methods of using all available funds. The football club manager's role within a football club is an exciting and challenging one that involves a significant contribution to the overall running of the club. The job requires honesty, integrity and a passion for success.

Top flight football in Kenya, and Nairobi in particular, is not considered financially viable. It has continued to suffer from financial and management constraints for the last two decades. As far back as 1979, the government withdrew sponsorship from Olympic youth centers

(Makumi, 2007). Other sponsors must have taken the cue because to date, national league football is yet to attain financial sustainability. Fans, television stations, sponsors and advertisers were not keen on promoting the local game in their respective capacities: fans except the very committed, „die- hard“ ones by consistently attending matches, television stations by acquiring rights to air the full matches, sponsors by funding teams and tournaments, and advertisers by buying advertising space during football events. According to Makori (2008), the managements of several corporate entities are fast losing interest in running clubs on the basis that they are not their “core business”.

As business reporter Mikias, (2015) explain that in the context of our country the trend of using financial management and sources in football clubs is not modernize yet. They have got financial faller due to this their overall football club performances also decline the ways clubs are formed and organized in Ethiopia do not follow a business model. Profit making is not considered. As a result, their leaders’ do not develop viable marketing strategies to generate resources to operate on their own. This is because; their legal status is usually as a charitable association which doesn’t allow them to do business. This is in addition to the lack of qualified human resource with all the incentives to work for the transform of the sector (Mikias, 2015).

As Daniel, (2014) explains that, in his study the diversity and decentralization of club management system and support at our sport clubs means that the whole is often less than the sum of its parts. The result is fragmentation of responsibility among club units and activities. These activities should be more closely aligned and working toward a more common purpose, as evidenced by club management system at other institutions who have faced.

As Zegeye, (2013) explained that weak team organizing experience the management to units the player and other stockholders towards set goal and lack of the sense responsibility to accepts the outcome result of the club. This is due to limited sources of finance and lack of further financial support strategies to compensate uneducated equipment facility of the club. Therefore this study was aim to investigate financial source and management system of SNNPR super league football club.

1.2 Statement of the Problem

Financial management behaviors considered one of the key concepts on the financial discipline. Many definitions are given regarding to this concept. According to Horne & Wachowicz (2002) propose financial management behavior as the determination, acquisition, allocation, and utilization of financial resources, usually with an overall goal in mind while Weston & Brigham (1981) describe financial management behavior as an area of financial decision-making, harmonizing individual motives and enterprise goals.

According to Dickson, (2017) several factors that affect attendance and revenue collection, the first is the fixture the game to be played, high intensity and high demand matches invoke a lot of interest and passion. Average and low intensity matches invoke relatively less interest and passion. Going beyond the various sources of revenue available to football clubs is imperative. It's important to understand the behavior, needs and motives that drive both the fanatics and the fans to attend various football matches.

Makumi, (2007) most Kenyan clubs are not companies sponsored by companies are listed in the category of welfare departments during allocation in annual budgets instead of as independent entities capable of generating their own revenues. At the end of a season they are seen as liabilities to the irrespective sponsors. The main issue that arises therefore is the ability of football clubs to consistently raise revenue, manage costs, invest wisely and apply sound financial practices to keep them financially viable in the long term.

In Ethiopia, many football super league clubs have financial sources and management problem. Most of the regional football super league clubs, according to insiders of the sport, the financial managing problems can continue as long as the clubs are dependent on a single source of revenue. They believe that the main issue here is not that players' salaries are too high but rather that clubs generate too low an income. (Solomon, 2019). This Supporting, the international governing body of football, Federation International de Football Association FIFA agrees with this view. FIFA obliges each nation's football regulator to oversee the financial plans of clubs as well as to carry out annual audits. (Solomon, 2019).

A study by Yasin (2013) outlined Poor performance of football administration in collecting money and related funds from societies and lack of awareness of societies and different stakeholders like investors in south nation nationalities and peoples region in Keffa zone. Similarly, Asmara (2014) in his findings indicated that lack of football facilities, Finance affecting clubs effectiveness.

Similarly, Ethiopian super league football clubs such as, Hambericho, Shinshicho, Hadiya Hossana and Alaba have facing financial problems. Sponsors have taken the cue because to date, super league football club is yet to attain financial sources like fans, television stations, sponsors and advertisers were not keen on promoting the local game in their respective capacities: fans except the very committed, “die-hard” ones by consistently attending matches, television stations by acquiring rights to air the full matches, sponsors by funding teams and tournaments, and advertisers by buying advertising space during football events.

In Ethiopia, there were no research conducted on financial sources and management system in football clubs. So, the researcher is interested to see practical gap on experience of financial sources and management system problem by explain financial source, examining financial management system, identifying the factors hindering financial management system and determine the factors tackle financial source of super league football clubs of SNNPR. Based on the above statement, this study is intended to answer the following research questions.

- What is the financial source of SNNPR super league football clubs?
- What are the factors that affect financial management systems SNNPR supper league football clubs?
- Are there any factors that affect getting financial sources SNNPR super league football clubs?

1.3. Objective of the study

1.3.1. General objective

The general objective of the study is to investigate the financial management system and sources of SNNPR super league football clubs.

1.3.2. Specific objective

- Explain financial source of SNNPR super league football clubs.
- Identifying the factors hindering financial management system of SNNPR super league football clubs.
- Determine the factors tackle financial source of SNNPR super league football clubs.

1.4. Significances of the Study

Football clubs managers will be getting skill in financial management system and method of getting financial sources. The management of these super league football clubs will be better placed to utilize the financial sources-generating opportunities available to them. The study will help the football players on the basis on which obtain a sustainable revenue to enable them meet their livelihoods. A football club with a sound financial base will be better able to attract, develop and retain quality players. The study will be provide new knowledge from a business perspective especially in financial management system and how getting financial sources. The results and recommendations of this research paper might be used as a guide to further research on the subject.

1.5. Delimitations of the Study

The study was focused to the financial management system and sources of football clubs that delaminated to SNNPR super league football clubs. However, due to time and finance constraints the study was also delimited to four football super league clubs namely, Hambericho, Shinshicho, Hadiya Hossana and Alaba town to assess financial source and management system of football super league clubs.

1.6. Limitation of the study

Conducting research requires Enough information from informants however these is not always unfilled due to a number of factors, therefore the researcher faced Unwilling of informants to give their response in conducting season of this study.

1.7. Operational Definition of key Terms

Football;- is played between two teams of 11 players, in which the ball may be advanced by kicking or by bouncing it off any part of the body but the arms and hands, except in the case of the goalkeepers, who may use their hands to catch, carry, throw, or stop the ball. Origin of soccer expands. Soccer/ Define Soccer at Dictionary.com

Financial management: - is behavioral indicator budgeting and record keeping (Devise and weber, 1990).

Financial Sources: - is money available to business for spending in the form of cash, liquid securities, and credit line www. Business dictionary com

Financial management system:- Is the methodology that an organization uses to oversee and govern its income, expenses, and assets with the objectives of maximizing profits and ensuring sustainability. <https://searcherp.techtarget.com>

Ethiopian super league: the second top football competition or division of the country.

Investment: in sports it is the exchange of benefit between investors and the sports institution in achieving the focused objective.

FIFA:-Federation International de Football Association, the international governing body of Soccer. FIFA is an organization that is very well known around the world as it is the governing body of football, beach soccer and futsal and has more than 200 member countries from different parts of the world.

1.8 Organization of the Study

This research thesis is organized in to five chapters. The first chapter is the introductory part which includes the background of the study, statement of the problem, objective, significance, delimitations, the limitation and operational definitions of terms. The second chapter presents the review of literature relevant to the research. The third chapter discuss about research methodology and chapter four deals about data interpretation and analysis. The last chapter presents summary, conclusions and recommendations of the study. Reference and appendixes are also the parts of this paper.

CHAPTER TWO

LITERATURE REVIEW

2.1 FINANCIAL SOURCES

Most clubs receive most of their income from membership fees (rather than receiving fees for services), grants and donations. These are often referred to as ‘contributions’. Some clubs will also receive income from trading activity, such as the sale of branded goods or goods produced from workshop activities undertaken by clients. Each source of income for clubs carries specific characteristics and should be appropriately disclosed in the financial statements. Where income is received with specific conditions about how it is to be used, these conditions should be reported through the financial statements. (Club/Association Financial Management Guide 2017)

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

Based on the information made available to us in respect of each club, to the extent possible, we have split revenue in to three categories being revenue derived from match day, broadcast and commercial sources. Clubs are not wholly consistent with each other in the way they classify revenue. In some cases we have made reclassification adjustments to the disclosed figures to enable, in our view, a more meaningful comparison of the financial results. Match day revenue is largely derived from gate receipts (including season tickets and memberships). Broadcast revenue includes revenue from domestic and international competitions. Commercial revenue includes sponsorship and merchandising revenues. For more detailed analysis of the

comparability of revenue generation between clubs, it would be necessary to obtain information not otherwise publicly available. (Deloitte 2009)

2.1.1 Television Broadcast Rights as Contributors to Revenue

Stewart (2012) noted that in the various codes of football, there has been a steady growth in the fan base, particularly when television viewers of sport are added to the fans who attend the venues. This has created avenues for revenue such as television broadcast rights. The purchase of television broadcast rights is a fairly recent phenomenon. FIFA (the association that governs football globally) was the first global sports organization for which television broadcasting rights became a major source of revenue generation. The World Cup was the main tournament for which the rights were auctioned (Smart, 2007). A part of these funds are channeled back to the participating teams through their respective associations.

Broadcasting revenue represents a considerable fraction of income for the clubs. Being media companies, the legitimacy attribute is by definition obvious for this group. Although these stakeholders have extensive leverage over the clubs because of the amount of revenue, the real driver of this revenue is the fans. It is therefore hard to characterize media as a definitive stakeholder, but they have to be recognized as very dominant considering the uninterrupted stream of news and the short time it takes for news to spread online. (Club/Association Financial Management Guide, 2017).

The entertainment value of sporting events is evident in the large fees that television networks are paying to right- holders in order to broadcast professional or intercollegiate sporting events. The amount of money that is paid is greatly influenced by the television ratings that each professional league, game, individual athlete, and conference captures when the sporting event is aired for public consumption. Each rating point accounts for 1,102,000 households in the U.S; that is, one percent of the nation's 110.2 million houses with a television set in place. High television ratings are desirable because they mean that bigger audiences are watching the event. Advertisers and sponsoring companies are attracted to sporting events that capture high broadcast ratings, and they are willing to spend large amounts of money to secure advertising space and time when these events are broadcast.

In 2006, NBC's regular season broadcast of National Football League (NFL) games the first after eight years of absence captured a remarkable 12.6 household rating and a 21 percent broadcasting share (percentage of in-use televisions tuned to a given show). (Financial Resource Management: Sport, Tourism, and Leisure Services) page 26-27.

According to Lonsdale (2004), in the United Kingdom, Rupert Murdoch's entry into the UK television market changed the financial profile of the English football industry. From a four-year contract of 47 million pounds in 1988 between top-level clubs and ITV (the TV firm that then held the broadcasting rights), a similar contract between the clubs and Murdoch's B Sky B television station ten years later in 1997 was worth 670 million pounds –over fourteen times the amount paid just ten years earlier. Part of the reason for the increase was that Sky was not just paying for the rights to air the football matches, but also for the exclusion of competitors (Lonsdale, 2004). A lot has changed since then, and the development of multi-channel broadcasting is having a major impact on industry's structure. Digitization has overcome the shortcomings of limited channels and diminished the barriers to entry into the broadcasting field. In turn, this has made it possible for a competitive market to supply end-users with program services (Cave, 2005).

2.1.2 Sponsorship

Commercial sponsorship represents one of the most rapidly growing areas of marketing activity today. Although examples of corporate sponsorship were evident in many economies over 100 years ago, the scale was small, the incidence rare, and the motives often a mixture of patronage and personal fulfillment by corporate owners as patrons (Meenaghan, 2001). With increased competition and the need to target specific market segments, companies have had to appeal to their clients' lifestyle trends so as to attract as well as retain them. Meenaghan defines event sponsorship as funding of various activities in the fields of sports, arts, and causes. It may involve the funding of teams, players/artists and competitions. He further ventures to describe sponsorship by mentioning that it involves securing the property rights to sponsor an activity. He contrasts this with broadcast (program) sponsorship which refers to the sponsorship of the television or other broadcast of an event.

Madrigal (2001) adds that the sponsored event draws the audience while concurrently informing the audience of the event's core values. Meanwhile, the sponsors hope that the personal meanings of the property's values to the consumer will be transferred to its brands and services. (Ibd) noted that companies have increasingly turned to sponsorship as a marketing communications vehicle in the hope that the goodwill that consumers feel toward an event, cause, or sports team will rub off on their brands.

Today, the current scale of investment in sponsorship is substantial. Sponsorship works differently in relation to the consumer than do other forms of advertising and promotions. It engages the consumer by bestowing benefit on an activity with which the consumer has an intense emotional relationship (Meenaghan, 2001).

Sponsorship is the largest contributor to revenues within the Asia Pacific region (43.2%). Within the Indian context sponsorship revenues constitute a substantially higher percentage of total revenues. Increasing spectators and new platforms of content exploitation have led to an increasing number of brands sponsoring sporting events as part of their marketing mix and to forge a deeper emotional connect with the consumers. (Public and Social Policies Management,2014).

Christoffer. S, (2016).Sponsors and sponsorship deals represented in the football industry are getting larger by the year. Their objectives mainly consist of exposure to football fans watching games on TV and live in stadiums. The rising value of kit sponsorships is a testament to this. This also gives sponsors the power attribute because of the large amount of money involved. As the club they sponsor will be somewhat associated with their own brand, reputation of the club is also a factor that sponsors have focused on. Although this is a legitimacy attribute, it is interpreted as a potential attribute. Sponsorship deals are usually long-term, indicating little urgency. The aforementioned aspects would initially position sponsors as dormant stakeholders, but are Sponsors and sponsorship deals represented in the football industry are getting larger by the year. Their objectives mainly consist of exposure to football fans watching games on TV and live in stadiums. The rising value of kit sponsorships is a testament to this.

2.1.3 Gate Collections and Subscriptions

For membership-based organizations, the traditional sources of revenue have been and continue to be gate collections and subscriptions. Gate collections are entry fees to events. It was noted by Smart (2007) that with the increasing popularity of international sporting events, matches and tournaments, there was an increase in the number of spectators paying to attend. This in turn led to the development of various categories of gate collections. Today, according to Deloitte (2009), match day revenue is largely derived from gate receipts, which include season tickets and memberships subscriptions. It is interesting to note that in North America and EMEA (Europe, Middle East and Africa); gate revenues are the largest contributor to total revenues. Growth in gate revenues will also be supported by shorter an exciting format of sports. These formats would attract a new demographic profile such as the youth aged 18-25 as well as female audiences while gaining popularity in new territories. Shorter format games such as the Rugby Sevens have been commercially successful in African countries such as Namibia and Kenya. (Public and Social Policies Management, 2014).

Fort (2004) describes a season ticket as a reserved seat over a season. In this case a season is the duration from the beginning to the end of the particular sport's cycle. Carmichael, Subscription fees entitle the member to access various facilities such as fitness centers, and events hosted by the organization. This may or may not be in addition to attending its home matches. In Australia, most clubs participating in national league competitions are membership-based (Smith, Graetz and Westerbeek, 2006).

According to its website, the AFC Leopards football club has a branch network of supporter groups and associations approximated at above 100 in Kenya and over 60 unofficial branches worldwide (AFC Leopards, 2010). In their bid to broaden their membership base, maximize returns and offer quality products to their clients, membership-based organizations have had to diversify the payment options to clients who desire to access their services and events.

2.1.4 Market Segmentation

Spectators of sports events possess sets of characteristics and motivations that can be used to distinguish them. To begin with, a fan and a spectator can be differentiated. Whereas

spectators merely view a game, fans enthusiastically devote themselves to a given sport. Fans vary in their degree of interest in the sport/team. There are fair-weather fans that support their team only when it is winning, and there are die-hard fans that continue to support their team even when it is going through a losing streak (Kuenzel and Yassim, 2010). From a financial perspective, fanatics spend an average of 350 British Pounds per annum on tickets, making them the most important group in terms of income to the club. A fanatic is described as a supporter who attends more than 18 (out of a likely 19) home games plus some or all away games (Tapp and Clowes, 2002). It is therefore evident that spectators' levels of interest in a game contribute to the quantity and consistency of revenue for the sports clubs.

Football marketers often isolate special characteristics of football fans which are considered as "Market segmentation" so that they establish particular activates for promotional aims that target different groups of fans. In each weekend, the premier football attracts millions of people as the spectators who are considered as the consumers. These spectators are involves in football for different reasons. Wise football marketers allocate particular market resources to advertise and promote particular products through segmenting the market place so that higher range of revenues will be gained by corporate sponsors. (Farid, M.2013 p.26).

Market segmentation of stadium-visiting spectators can provide a key growth area for football clubs. Modern stadia may incorporate 10 to 15% as seating capacity for the corporate or VIP segment. In the Ticket Masters annual publication, Nkaari and Ocholla (2010) reveal that VIP (premium) areas of the stadia accounted for 45% of attendance, with terraces accounting for 55%. Given the relatively smaller areas allocated to the VIP section, it means that they are operating at near sell-out capacity. Real Madrid football club of Spain faced a similar predicament, which it addressed by reconfiguring some areas of its Bernabeu Stadium to increase corporate hospitality capacity and hence revenues. It increased the sitting capacity set aside for its corporate clients, who pay premium fees for additional benefits such as having a prime view of the playing field, greater comfort and in-house catering. The result was growth in match-day revenue (Deloitte & Touche, 2009).

According to Kuenzel & Yassim, (2010), Tapp & Clowes, (2002), in their study found out that there are various sets of motivation instigated by sports. Some become spectators while

other become football fans. These two sets of people can be differentiated. A fan and a spectator can be differentiated. Whereas spectators only view a game, fans enthusiastically devote themselves to a given sport. Some fans support their teams only when it's winning, while the die-hard fans stand with their teams even through rough patches (when they are losing). the fanatics spend extremely large amount on tickets, Deloitte & Touche, (2009),Nkaari & (Ochola, 2016) finds out that Market segmentation of stadium on the perspective of visiting spectators provides a key growth for football clubs.

Grajkowska, (2011), Githinji, (2010), establish that there are various motives for watching, which include patriotism, the nostalgic national images that the sport may invoke, social pressures, prior knowledge of and involvement with the sport, desire for drama and excitement, and interest in star players. Fans prefer to watch good teams play, besides emphasizing on the specific outcome of the teams. Segmentation of market usually on the basis of frequency of attendance, membership, and demography.

2.2 Financing sources opportunities in football

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

In Germany, in the 2008/2009 season in the Bundesliga, such revenues increased by 40 percent compared to the 2006/2007 season. (Bundesliga report, 2011). The tendency observed is that clubs have to move in the direction of pay-per-view channels instead of free television channels. This is more apparent in Italy, France and England, where revenues are greater as a result.

Significant growth is expected in the field of secondary sales and foreign broadcasts, where main target countries are China and Japan. The role of new media (Internet and Mobil funk) is also on the rise.

In terms of merchandising revenues, in recent years a slight growth could be observed. This growth is primarily taken advantage of by the top clubs. For smaller clubs, the solution is once again to turn to marketing agencies in order to increase revenues professionally. The internet as a sales channel will become increasingly significant in the future. As a result of globalization, foreign, primarily Asian markets will play an increasingly important role. Revenues from non-economic areas usually only cover expenditures and no significant funds are generated this way. Areas close to football, under certain circumstances, may generate revenues for football clubs that are independent of sports results, but the volume of such revenues in football is rather small. Such revenues are for example the organization of 5/6-a-side or indoor football tournaments or training sessions for the public for a certain charge in order to fully utilize club facilities. The German telecommunications company Bildmobil launched a very interesting initiative, where they attempt to recruit new mobile subscribers by having each client select a 1st division club and awarding them 10 minutes of free calls if their chosen club wins a game. Those participating in the promotion can also watch games free of charge on mobile internet. The company is building on the football affinity of clients and obviously the clubs also receive their share from increased mobile phone and internet traffic.

The sale of various assets is another option for football enterprises to increase financing funds that can be freely utilized. In modern football, parties typically conclude transactions combined with lease-back options as the assets sold out of necessity are essential for club operation (e.g. stadium). Though these transactions could also be interesting from a taxation point of view, the main consideration is the fact that the club parts with assets only temporarily in order to generate funds. The agreements usually include the right to repurchase said assets at the end of the lease, which proves that clubs part with them only temporarily, for unavoidable reasons.

Another financing opportunity is the sale of intangible assets, which is the sale of the squad's transfer rights, the market rights of the football enterprise or the rights related to the stadium name. Revenues from player transfers in the EU are not very significant ever since the Busman ruling as such revenues are only generated after the sale of players who cannot be transferred freely that is top players with unexpired contracts. In the German professional football league,

transfer revenues are often lower than transfer expenditures. It is also typical of European football that players who are not freely transferable are only signed from abroad. The sale of the sales rights of the football club primarily helps smaller and medium sized clubs. In such cases, intangible result (value) plays an important role as this allows the club to offer greater benefits to sponsors as well. Furthermore, this professional external sale means further industrial knowledge for the club, which can be maintained when market sales return to the competency of the club itself. It is also true, however, that the sale of rights constitutes a partial limitation of the decision making freedom of the club.

2.3 Revenues and Financial Growth in Europe's Elite Football

Europe's elite football clubs are peculiar due to their superior revenues, but they have also been attributed to be particularly influenced by money-injecting private investors and to benefit from their brands achieving global reach. In 2012/13, Europe's leading football clubs have generated revenues in excess of €100 m. Real Madrid is leading Deloitte's Football Money League with revenues of €519 m, followed by FC Barcelona with €483 m and Bayern Munich with €431 m. The 30th club from the European Union by revenues one Brazilian and two Turkish clubs have been excluded from the analysis due to missing historical data is Aston Villa FC with €98 m. On average, the top 30 EU football clubs generated revenues of €215 m in 2013 compared to average revenues of only €100 m by the top five league clubs in Europe (Deloitte & Touche: Manchester, 2014). All but two teams, AS Roma and Newcastle United, have grown over the entire period. Two thirds of the clubs are owned by private majority investors. A bit more than half of the clubs are estimated to have a brand value in excess of €100 m. (Brand Finance UK, 2013).

Football 50 Only four of the top 30 clubs (VfB Stuttgart, Everton FC, Valencia CF, Benfica), and none of the top 15 clubs by revenues, have neither been owned by private majority investors nor did they have a brand value in excess of €100 m in 2013.

2.4 FINANCIAL MANAGEMENT SYSTEM

Financial Management is the efficient and effective planning and controlling of financial resources so as to maximize profitability and ensuring liquidity for an individual(called personal

finance), government(called public finance) and for profit and non-profit organization/firm (called corporate or managerial finance). Generally, it involves balancing risks and profitability. The right financial management program can have a great deal of influence over the future of your company. It's challenging enough to start and run a business, managing day to day operations, inspiring staff, and planning strategy. The best leaders understand that they need other experts on board that specialize in such things as manufacturing, sales, and, of course, finance (Alex, 2018).

2.4.1 Personal Financial Management Behavior

Financial management behavior is considered one of the key concepts on the financial discipline. Many definitions are given with regarding to this concept, for example, Horne and Wachowicz (2002) propose financial management behavior as the determination, acquisition, allocation, and utilization of financial resources, usually with an overall goal in mind while Weston and Brigham (1981) describe financial management behavior as an area of financial decision-making, harmonizing individual motives and enterprise goals.

Joo (2009) indicates that effective financial management behavior should improve financial well-being positively and failure to manage personal finances can lead to serious long term, negative social and societal consequences. Thus, financial management is mainly concerned with the effective funds management. Failure in managing an individual's finance can lead serious long-term consequences not only for that person but also for enterprise, society (Ismail et al., 2011).

Hence, personal financial management behavior has received an increasing concern of researchers in recent years. In the study by Deacon and Firebaugh (1988), personal financial management is defined as the set of behaviors performed regarding the planning, implementing, and evaluating involved in the areas of cash, credit, investments, insurance and retirement and estate planning. Xiao and Dew (2011) take into account the personal financial management with regard to cash flow, credit, saving and investing management.

There are many studies in Vietnam before which examining only one dimension of financial management behavior such as credit card (Nguyen &Lai, 2013; Vuong &Nguyen, 2013) or

saving (Grie,2014). However, measuring many different domains of financial management behavior is important because each domain has a serious role (Xiao & Dew, 2011), this study expands on the studies before in finding out factors affecting on financial management behavior in general.

2.4.2 Commercialization of professional football

In professional football the role of financial capital has increased significantly over time. Before the 1990s, the aim of professional clubs was to entertain the fans by accomplishing sport success while staying solvent and not to maximize profit. Finding ways to improve playing success is the most important, and the clubs can be described as win (utility) maximization oriented. In the 1990s, an increased involvement of global media conglomerates in football took place. For media companies the broadcasting of sporting events had become a very important tool to attract viewers and advertisers (Williams, 1993; Sandvoss, 2003). The Bosman arrest was also a keystone event. The Bosman ruling is a 1995 European Court of Justice Decision concerning freedom of movement for workers and freedom of association. The case was an important decision on the free movement of labour and had a profound effect on the transfers of football players.

Due to events like these, commercialization accelerated in the 1990s in professional football and clubs increasingly compete with each other on financial capital. The need for income from broadcasting, merchandising and sponsoring, led to a high commercialization of professional football. Professional football had changed to a consumer-oriented service where the market is very essential. The football industry changed from a utility maximizing to a more profit maximizing consumers-oriented service (Dejonghe, 2008).

2.5 Avenues of Expenditure

According to Parasuraman, (2010). For purposes of managerial decision making, understanding the true costs of serving specific customers is important in any organization. This can be achieved through the use of Customer Profitability Analysis (CPA), which entails allocation of revenues and costs to specific customers in a way that the profitability of individual customers can be calculated.

As Chandra, Kumar and Ghildayal (2011) break down costs into fixed, variable and administrative / overhead costs. They proceed to define administrative costs as those costs incurred by staff that cannot be directly attributed to a client. These expenses do not relate to revenue-generating activities, but are allocated to the revenue generating departments. The allocation is done on the basis of users in each department or by facility space occupied by each department's staff. Examples of overhead costs include information technology (I.T.), finance, procurement and centralized services such as marketing and utilities. In the short term, more value can be extracted from administrative and variable costs. Some of the costs that are directly and closely associated to the sporting industry in general, and football in particular are discussed.

Salaries

Chen and Lin (2004) describe salaries as being offered to employees in exchange for services and labour. They are considered as the reward for previous effort. In a business- oriented, profit-driven football industry, clubs also have the opportunity to implement performance-based pay structures. This gives them the flexibility to control wage costs when things are not going well, and also use financial rewards to motivate players and staff to win and keep the club financially viable (Deloitte & Touche, 2007).

According to Javalgi, Gross, Benoy Joseph and Granot (2011) a key driver for a knowledge-driven economy of an emerging market is the recognition of and access to global talent. The Kenyan Premier League has already made strides in this direction with some clubs, in a bid to improve performance, recruiting foreign players alongside local ones. This could only have been possible with sufficient salary incentives to attract foreign talent.

According to a survey conducted by Armstrong, Brown and Reilly (2011), it is essential to establish a direct link between expenditure on reward and the benefit to the organization. However, the same study reveals that economic recession and resulting cost issues can increase the pressure to demonstrate the return on reward spend. It is also acknowledged that though quantitative measurements are important, qualitative data is the most constructive. An organization will want to know what effect, if any, a reward initiative has had, whether this has been positive and whether it has changed employee behavior. Examples of employee behavior and trends that may be influenced by reward systems include punctuality, productivity,

workforce retention/turnover, workforce profile (type of employee the organization attracts) and absenteeism. All these elements directly affect costs and revenue.

Advertising and Publicity

Advertising is communication designed to get the target audience to purchase a product. Rajagopal (2011) points out that print and television media are the major revenue earners from commercials, with radio advertisements also holding audiences of large cities. The Internet has also promoted web advertising as it is accessible to a large number of people. If appropriately applied, these media channels can maximize buyer responses and revenue. A study done by Heimonen and Uusitalo (2009) reveals several contrasting outcomes to brand advertising. It was conducted in the Finnish beer market, which is oligopolistic in nature as there are only four dominant firms. The study acknowledges that when coupled with price promotion (reduction) campaigns, advertising can have a positive impact on sales. In the absence of price competition however, the impact of advertising campaigns becomes uncertain and this calls for careful planning and execution. In some instances, advertising expenditure can actually increase rival brands' market share and occasionally, a brand's own advertising may lead to a decrease in its market share. This is because while strong brands usually benefit from rival advertising, the amount spent on advertising weak brands is wasted.

A twist in the tale nevertheless comes from Kenyan Premier League (2010) which asserts that clubs facing relegation from the Kenyan Premier League in 2010 attracted greater Advertising Value Equivalent (A.V.E) than some of the larger clubs because of their unenviable predicament. A.V.E is the market value of media publicity that is given for free. In this case, it is the amount the clubs would have had to pay had the media outlets charged them market rates for the media coverage. A third dimension arises in the form of symbiotic competition, where both parties benefit from each other's advertising (Heimonen & Uusitalo, 2009). This appears to be the case with football clubs, where each match involves a pair of teams. Both clubs stand to benefit from the revenue generated from stadium entrance charges.

Communication

According to Parasuraman (2004), organisations should have mechanisms to encourage communication across different functional areas and departments, with user-related policies and procedures to regulate communication. To avoid over-promising to users, all external communication should be scrutinized. He further explains this using the concept of the „zone of tolerance“. If a product or service falls within this zone, the customer will be content to stay. If it falls below his zone of tolerance, the customer will leave and seek alternatives. Customers“ expectations can be greatly influenced by what the organization promises, both explicitly and implicitly, hence there is a danger in over-promising. For a football club whose main product is playing the game in matches, the desired result for both itself and its supporters is winning. This means that it should carefully manage its supporters“ expectations through prudent communication to avoid causing them undue stress and frustration. Failure to do so may diminish their will to pay for the club’s products.

Logistics

These include travel and accommodation, which are essential when a club travels for an away match. A case study conducted on a hotel by Dalci, Tanis and Kosan (2010) revealed that professional sport clubs going to the given city to play football matches stayed in the hotel for one or two days at a time and had a 10 percent share in its total sales mix. The extent of the clubs“ contribution to hotel sales implies that this is a significant cost element to the clubs as well.

Maintenance

With regard to buildings owned by a firm for rental purposes, Lai, Yik and Jones (2008) identify the following as major operation and maintenance cost elements: energy costs, wages of in-house staff and costs for outsourced services, and replacements of deteriorated installations. In the case of sports clubs that own their facilities, costs would also include maintenance of the playing grounds and training equipment.

Barrett and Baldry (2003) define facilities management as an integrated approach to operating, maintaining, improving and adapting the buildings and infrastructure of an organization in

order to create an environment that strongly supports the primary objectives of that organization. However, lack of training and funding are major constraints to planned maintenance regimes. It is recognized that under-resourcing of maintenance is a challenge internationally. Top management tends to regard facilities management simply as a cost rather than an investment and needs to be sensitized its long-term value at the strategic decision-making level (Moseki, Tembo and Cloette, 2011).

In the case of sports, the service providers that is the players and their support staff such as coaches also require maintenance if they are to deliver the required results. Parasuraman (2004) suggests that service providers require appropriate technology and information systems, training as well as recognition and reduction of potential role stress.

2.6 FACTORS THAT AFFECT FINANCIAL SOURCES

2.6.1 Investment Practices that affect the financial sources of Football Clubs

Investment income represents those funds generated from the investment of currently available resources. Most public, not-for-profit, and commercial enterprises are allowed to invest either all or portions of their available funds according to sound investment strategies. Some of the most common investment strategies and opportunities are municipal and corporate bonds, money market certificates, stock transactions, and mutual funds. The investment of any money is almost always made in consultation with an investment professional who has expertise in the public, not-for-profit, or commercial sector. In some instances, especially with public agencies, the investment is for short periods of time (less than six months).

Even investments over a short period of time allow the organization to realize additional income for its operations. Investment income reduces the need for other types of income, such as compulsory income. Such investments are usually made in opportunities that are “safe,” in the sense that they are less strongly affected by major downturns or upturns in the stock market. Not-for-profit organizations may use investment income as a major source of revenue for their operations. Many state park and recreation associations and universities have made investments in mutual funds, bonds, or other sources and then used the annual interest income to fund scholarships. (Russell E. Braylen & Danin D. Mclean 2008)

From time to time the Treasurer may be called on to provide advice or make recommendations to the management committee about financing the purchase of a major asset (e.g. a new clubhouse facility) or how to invest surplus funds. Because financial institutions offer such a wide range of loan and investment products and services, the Treasurer should seek independent financial advice about such matters before making firm recommendations about how the club should proceed. Decisions about financing major asset purchases or investing large amounts of money do not occur very often but have significant long-term implications for the financial performance of most sport and recreation clubs. The Associations Incorporation Act regulates financing and investing activities to some extent in incorporated associations. (Club/Association Financial Management Guide , 2017).

2.6.2 Supporter satisfaction

The major developments in professional football have had an important effect on clubs and the relationships with their fan base. Kennedy (2012) writes that supporters have been very resistant to the commercialization of football. Since, the rise and coming of commercialization within the football industry, supporters have seen their football clubs transform from traditional community clubs into corporate business organizations.

As a result supporters often cannot identify anymore with their club and become dissatisfied. According to Arnaut (2006) the real values of football are being eroded and the fans will become more and more disaffected with the game.

On the whole, football fans enjoy the extra funding that clubs acquire because of corporate sponsorship. But from many fans perspectives, over-commercialization that is only profit motivated often takes place, where the long term wellness of the club is not considered important by the sponsors. Edensor & Millington (2008) write that when setting strategies clubs must be cautious to avoid alienating football club supporters by fueling fears of crass commercialism and must appeal to their social and cultural values, tastes and loyalties. The principal challenge is the coordination and combining of success with a positive brand image (Kearney, 2004; Edensor and Millington, 2008) and fan loyalty with commercialization (Gladden and Funk, 2001; Jacobson, 2004). Hamil & Chadwick (2010) add that football club managements should aim to find the

correct balance between the commercialization of their club and its financial advantages, and at the other side attending and functioning to the needs and expectations of the football club fan.

Subsequently, Hamil & Chadwick (2010) write that the large revenues that football clubs create are only achievable because of the large, ongoing supporter demand for the sport. The supporters are the market for match-day, broadcasting and commercial revenue. They are also the attendants of the stadia and therefore become part of the product itself, as part of the game that is sold to other consumers (Hamil & Chadwick, 2010).

According to Kennedy (2012) the large increase of financial capital in football is generated, directly and indirectly, by the commercial exploitation of football fans and their loyalty to their clubs. There is a consumption strategy of football by sophisticated merchandising systems that exploit fan bases and the increase of prices for viewing football, regarding stadium tickets and pay-per-view broadcasting. And with their participation supporters help to construct the game that attracts commercial sponsors. Supporters often feel disillusioned with their club acting like a business, but they feel there is no way out but to support their club`s struggle to stay financially competitive with other clubs (Kennedy, 2012).

2.7 Financial Planning and Control Practices affecting financial management system of football Clubs

2.71.1 Financial Planning

The Treasurer has several key roles in the area of financial planning for a sport and recreation club, mostly to do with budgeting, financing and investment activities. Preparing budgets J Edgar Hoover once said “that budgeting is about telling your money where to go rather than wondering where it went”. In more formal terms even though a budget is often thought of as a way to limit expenditure it is really a tool for planning the efficient and effective application of financial resources on a day-to-day basis so as to advance the long-term goals of the club. A budget is not about putting a sport or recreation club in a financial straightjacket. The level of sophistication in the budgeting process is determined largely by the size of the club and its objectives. (club/ association management guide, 2017).

2.7.2 Control

According to Nieuwenhuizen & Rossouw, (2008). Strategic control is exercised at top management level, and entails a close study of the organization's total effectiveness, productivity and management effectiveness.

McThomas, (2003). He also indicates that the utilization of the budget for financial control is a comparatively easy task: a comparison is made between the real amounts of money spent and the budgeted amounts. The controls in place to uphold expenditure management are very important, and can be used as a basis for determining the process budgetary control on the route to accomplishing a desired goal, which can be linked to a certain outcome. (Commission of the European Communities, 2007). It is reported that football clubs do not control their revenues and costs directly compare to other businesses (Commission of the European Communities, 2007). The main area for generating revenues for most of the clubs is employing and transferring players, except the clubs at champion League level which compete in the Far East in merchandising. Most of the clubs can compete in the player transfer market or they can foster their own players from Youth Academies.

Financial management is about understanding the financial information about your club and using this information to improve club operations, it is also about ensuring that the right policies and procedures are in place to ensure that the financial information you are using is accurate and that you can protect your investment in the club. For complete financial management of your club, you need consider implementing good financial controls. A financial control is a procedure that is implemented to detect and prevent errors, theft or fraud, thought of as a way to limit expenditure it is really a tool for planning the efficient and effective application of financial resources on a day-to-day basis so as to advance the long-term goals of the club. A budget is not about putting a sport or club in a financial straightjacket. The level of sophistication in the budgeting process is determined largely by the size of the club and its objectives (club/ association management guide, 2017)

2.8 EMPIRICAL REIVIEW OF LITERATURE

For this study purpose adequate numbers of empirical studies are reviewed. Since the end of the 1990s, there is a growing theoretical and empirical research stream analyzing the relationship between financial success and national sporting success. Szymanski & Smith (1997). Develop a theoretical model of the financial performance of English professional football clubs from 1974 to 1989 subject to demand and production constraints. They show first a linear relationship between profit margins and league performance, and, second, that revenue is a function of league performance measured as log odds ratio of league position.

Additionally, they can generate indirect revenues from gaining new international fans and sponsors (2007). While sports economists tend to agree that sporting success is the primary driver of financial success, researchers and practitioners have also recognized a growing importance of brand investments. Gladden and Milne (1999) show that brand equity has a significant positive impact on merchandise revenues of American major league clubs. They stress the long-term nature of brand building in contrast to the mostly short-term strategy of win generation which neglects important aspects of the consumer experience.

Czarnitzki and Stadtmann (2002) analyze clubs from the first German football league, and find through a to bit model that the reputation of clubs positively influences stadium attendance.

The finances of a club are an important factor for achievement in football. Empirical research specifies there is a positive relation between budget and team performance (Dejonghe, 2004). In order to examine the elements that contribute to increasing budgets and consequently success, the concept of cumulative causation by Myrdal can be applied. Myrdal devised the theory of cumulative causation with the aim of to explain the diverse development paths that areas and countries may follow. The concept was applied by Dejonghe (2004) to the football industry.

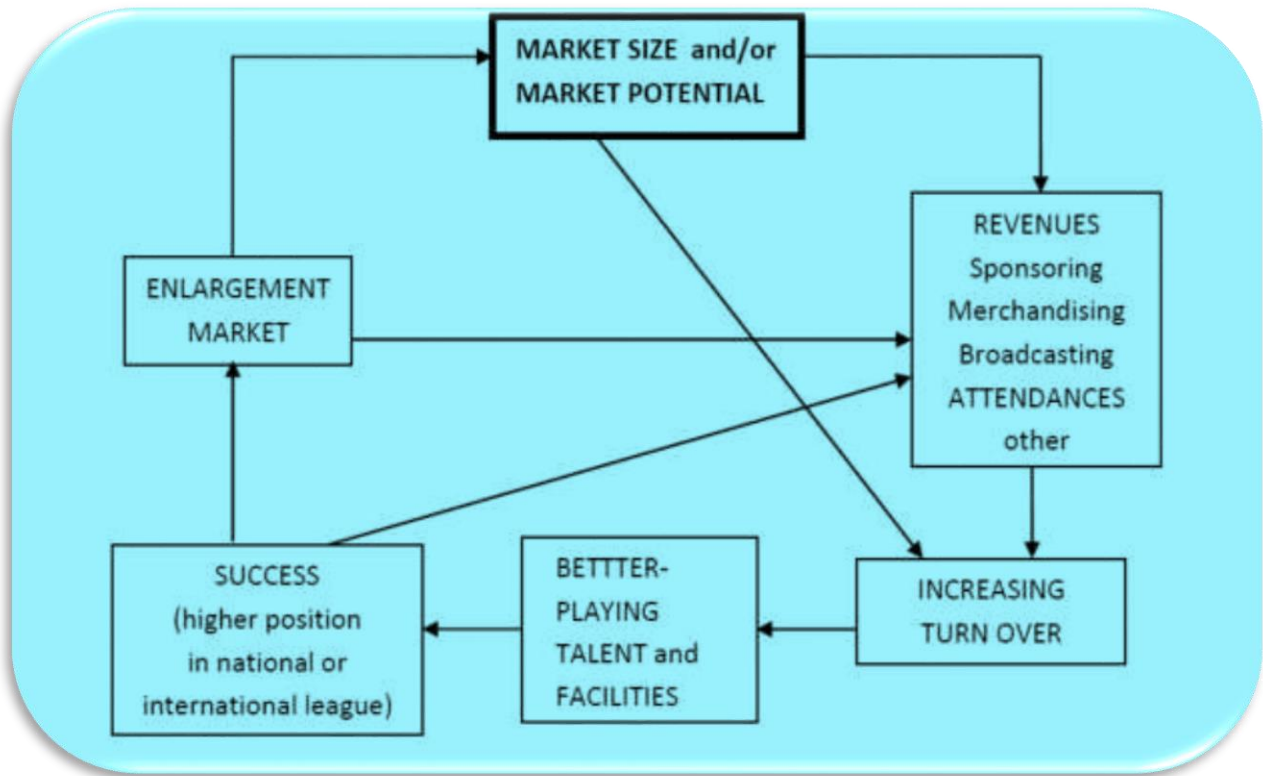


Figure 1: Cumulative causation in football, Dejonghe et al (2010)

Cumulative causation describes the unfolding of a series of indicators that are connected. When viewing the supply side, this is the quality of the service (quality of the football game). Regarding the demand side (the football consumer), alterations on the supply side often affect match-day earnings, proceeds from merchandising, sponsorship and media rights. This influence is mutual, i.e. changes on the demand side affect the supply side and vice versa. Many spectators in the stadium result in more money from sponsors and media, which can be invested in players which consequently increases the sport results and more spectators etc.

The amount of customers available in the market region is one of the triggers for the cumulative causation development. Clubs in nations and cities with a small amount of inhabitants have a competitive disadvantage. In the professional football industry a professional management attitude developed, because of the increasing influence of television and media organizations and the increasing interest of international firms.

Empirical researches indicate that a distinction is made between non-supporter owned clubs and supporter owned clubs. The majority of professional football clubs are not owned by their supporters. They are for instance owned by private investors, industrial enterprises, wealthy industrialists, media companies and other groups of (business) people (Hoehn & Szymanski, 1999). Though, there is a significant minority of professional football clubs that are (co) owned by their supporters, so called membership clubs. The ownership in these clubs is spread out among a large number of supporters, also known as members.

The most important benefit from a business structure, for instance a privately owned company with shares structure, as opposed to a membership structure, is the ability to attract large private investment. Many football clubs in the world have been taken over by private investors (i.e. Manchester United, Chelsea, Vitesse Arnhem etc.) who have injected large amounts of capital in the clubs to make them compete more effectively in the global football player transfer market. Though, the supporter ownership approach has benefits as well. Next, the advantages of this approach are outlined in general business. (Brown, 2009), where it is often referred to as mutual business or mutual ownership, and in the football industry.

According to Brown (2009) mutual business is arguably a better and more direct path to moving business to the interest of its stakeholders by making stakeholders owners. Furthermore, research of Building Societies Organization (2008) has pointed out regarding mutual ownership: They are considered to be more trustworthy by users/members. Enlarged accountability associated with member ownership; organizations function in the interests of their customers or users, because there are no investors whose profit aspirations conflict with the users who want to have a good service.

According to Mills (2001) mutual ownership has several advantages: - By their involvement in ownerships, groups of users get more aligned. - Democracy: Since becoming a member is open to anyone, it is possible for all members to contribute in a democratic way in the association. - Long term focus: Investor-owned businesses are usually criticized for their tendency towards short term thinking. This does not count for mutual organizations. They should make decisions founded on the interest of the organization in serving its community. These interests cover the long term interests of existing and upcoming members of the community.

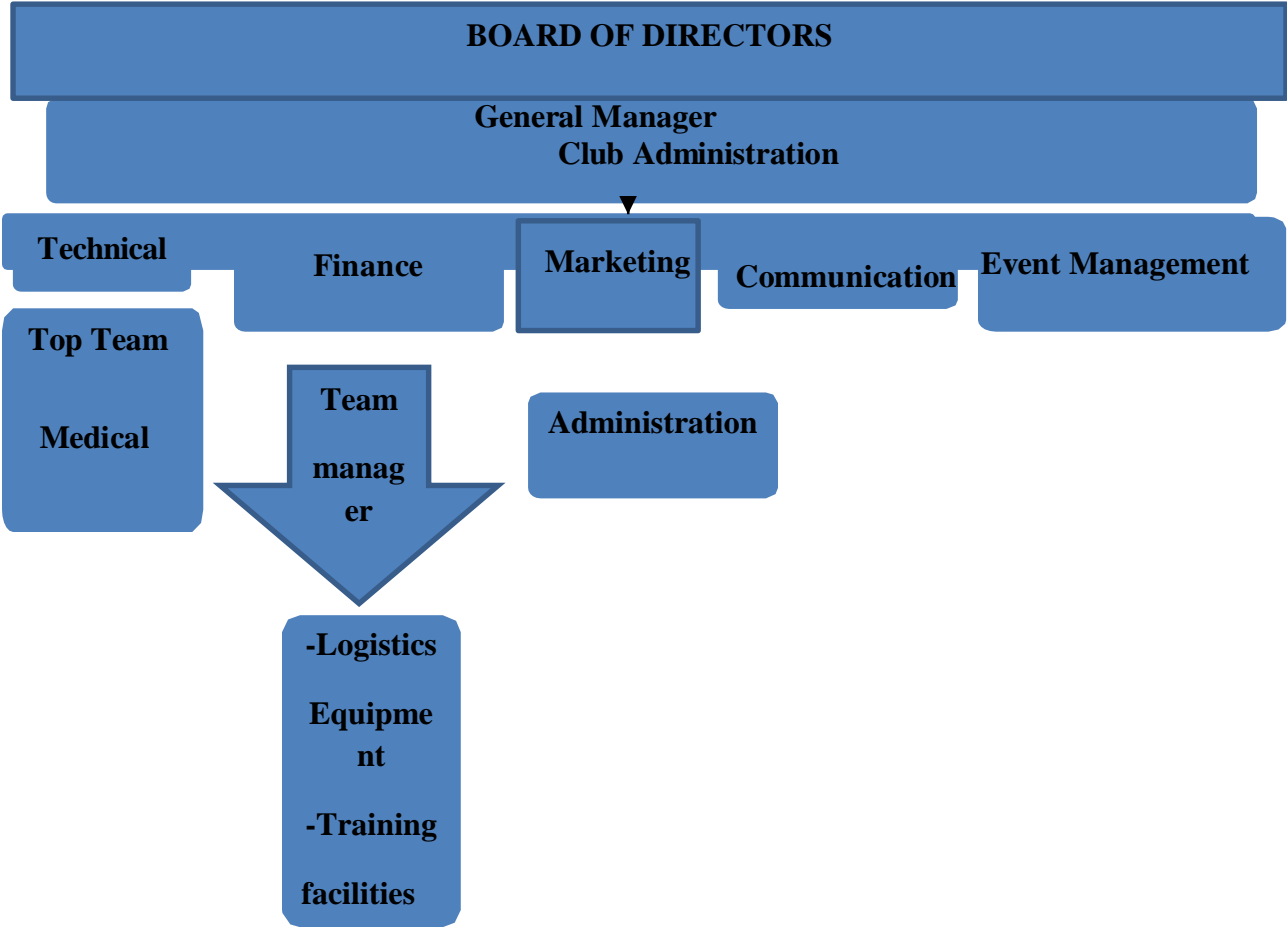
2.8 Ethiopia; financial income

According to sport policy of Ethiopia; financial income generation system is widely discussed as follows:-

“... ensure the supportive role of governmental organs (Sport Commissions) at every level to the public organs (Clubs, Clubs, Olympic committees and sport councils), the affairs of sports of the country remaining in the hands of the public organs; support fund raising programme for sport; devise ways of encouraging investors to invest in areas of sport; create relationships with different governments and organizations;” (sport policy, 1998)

According to the statement of sport policy above the government supports by finance the sport associations while the main objective is to encourage them and create a conducive situation that would facilitate the gradual autonomy of sport by doing away with government subsidy. Furthermore the policy clearly states that Club has the right to generate its own finance by means of different fund raising programme, sport commercial and permanent and occasional sporting agency.

Fig 3 Super league football club structure



CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Description of the Study Area



Fig.1. South Nation Nationality and People

The study was carried out in SNNP Regional State; in selected super league football clubs. Hambericho and Kambata Shinshicho football clubs are found in Kambata Tembaro zone. Kambata Tembaro Zone (KTZ) is founded at 127KM from Hawassa, and 350KM from Addis Ababa.

The relative location of KTZ is North Hadiya Zone, east Alaba zone South Wolayita Zone and west Dawro Zone and Oromia Regional State. The physical topography of the Zone is high lands, plateaus and lowlands.

Hadiya Hosanna football club was found in Hadiya zone. It is one of major zone in south Nation Nationality and people region. Hadiya zone is located in the North of south region part of the south nation nationality region of Ethiopia. Its capital is Hosanna 232 km south of Addis Ababa.

Alaba town football clubs found in Alaba zone. It is one of the zones in Southern Nations, Nationalities and Peoples Region (SNNPR), Alaba zone is located in the center of south region part of Ethiopia. Its capital Alaba, is 313 kilo-meters south of Addis Ababa.

Since the researcher has eleven years of work experience, specifically in Kambata Tembaro Zone, particularly in a Tembaro Woreda. This clubs are purposively selected to obtain relevant and tangible data on the issues of clubs financial sources and management system.

3.2. Research Design

In this study, descriptive survey research design was employed. The descriptive survey research design also helps to gather data at a particular point in time with the intention of describing the nature of existing condition or identifying standards against which existing conditions can be compared or determining the relationship that exist between specific events (Abiy,2009; Nicholas 2013;Creswell,2009;Beryman,2008). Additionally, The design is also preferred because of its being economical in terms of time and money in as far as a lot of credible data could be collected from a large population in a comparably short time with minimal resources (Nicholas,2013). Therefore, the descriptive research method was used to collect reliable and valid data on financial sources and management system.

Under this section data sources; population and sampling procedures which consists sampling techniques, sample size; data collection instruments which are used primary data collection that include structured questionnaire, interview, and secondary data sources, and methods of data analysis are presented

3.3. Study Population

A population was the total set of elements about which some inferences may be drawn after a scientific inquiry (Saunders, Lewis and Thornhill, 2009). In this case, population elements refer to the subject on whom the measurement was being taken (Co operand Schindler, 2005).

Table 1 Total population

Total population of SNNPR football super league clubs			
Group B		Group C	
N_o	Name of clubs	N_o	Name of clubs
1	Alaba town	1	Hadiya Hossana,
2	Hambericho	2	Silite worabe
3	Wolayta sodo town	3	Shinshicho town
4	Dilla town,	4	Butajira town
5	Wolkite town	5	Benchmaj buna,
		6	Arbaminch town
		7	Keffabuna,
Total		12	

The target population of this study was include club managers (n=2) and coaches (n=2) administrative personnel (n=6) from each football club was employed purposively and availability sampling technique in order to get full information because they are limited in number. Therefore the total sampling respondents from four clubs was N=40.

3.4 Sampling Method and technique

The study was conducted on financial source and management system in football super league clubs of SNNP Regional state. In Ethiopia there are 36 football super league clubs, which was divided in three group (Group A, B and C). Among these 12 football super league clubs were found in SNNPR in both group B and C. Due to difficulty to assess and address this all 12 clubs; the study was conducted to four super league football clubs of SNNPR was selected with purposive sampling techniques. Since the clubs were purposively selected because of time, financial constraints and to obtain relevant and tangible data on the issues of clubs financial sources and management system.

Table 2 Sample Population

	Item	Total population	N_Q of samples	Sampling technique	Remark
1	club managers	8	8	Availability census sampling	
2	Clubs coaches	8	8	Availability census sampling	
3	administrative personnel/board members	40	24	purposive sampling	
	Total	56	40		

The study was use mixed sampling; to select administrative personnel (n=24) was selected with purposive sampling techniques and, coaches (n=8) club managers (n=8) was used availability/census sampling because the population of the study is small.

3.5 Sources of Data

In this study, both primary and secondary data sources were used to obtain adequate and reliable information about financial source and management system football clubs of SNNPR.

3.5.1 Primary data sources

The study was primary sources of data utilized on financial sources and management that was directly gathering from the respondents. For primary data sources quantitative and qualitative approaches have been utilized. Quantitative data was collect using a standard questionnaire consisting of close ended and open ended from key informants and sources of data such as club coaches, managers, and administrative personnel.

3.5.2 Secondary Source

The secondary sources were sources used to strengthen the primary sources of data. These sources like: - books, journals & researches.

3.6 Data collection Instruments

To increase the breadth of information obtained from the respondents in relation to club financial source and management system in the selected clubs this study uses to types of data collection instruments. These were standard questionnaires that undertake by Stephen Thiga United States International University on master of business administration in title of finical administration in football growth. Some questioners revised according to the title financial source and management system in football clubs interview was adopted for clubs coaches.

3.6.1. Questionnaire

Data was collected using a close-ended standard questionnaires that undertake by Stephen United States International University on master of business administration in title of finical administration in football growth was employed for clubs administrative personnel's and managers to gather data concerning the issue to investigate financial sources and management system in selected football super league clubs of SNNPR. The close-ended questionnaires were to collect the required data in relation to the financial sources and management system of football super league clubs and from the sampled respondents. Because the researcher can get a greater uniformity of responses of the respondents that was

helps to make it easy to be processed. Therefore, this scale questionnaire was to gather data from respondents. The reason for choosing questionnaire as data collect instrument was primarily due to its practicability, applicability to the research problem and the size of population; in addition, it is less time consuming and economical.

3.6.2. Interview

The interview was permitted greater depth of response of respondent's opinion and perception. Thus, the purpose of the interview was collected more supplementary information so as to stabilize the questionnaire response. The interview questions mainly focused on the financial sources and management system of super league football clubs. Some interview questioners revised from standard questioner for clubs coaches. The interview sessions were conducted in Amharic language, and subsequently translated to English.

3.7 Data Collection Procedures

To get accurate and relevant data in order to answer basic research question raised, the researcher has taken series of data gathering procedures. The expected data was collected by using questionnaires and interview from sample units. After having letter of authorization from Jimma University, the researcher went to clubs for getting permission. Then the researcher directly goes to four sampled clubs and principals of respective clubs for approval and agreement. After making agreement, the researcher introduces his objective and purpose. Then the questionnaires were administered to sampled clubs managers and administrative persons, and ask interview coaches then record the answer. The participants have been allowed to give their own answers to each item independently as needed by the researcher. They were closely assisted and supervised by the researcher himself. Finally, the questionnaires were collected and offered to the researcher. Finally, the data collected through various instruments from multiple sources was analyzed and interpreted.

3.8 Methods of Data Analysis

The analysis of the data was based on the responses collected through questionnaires and interview. The goal of data analysis was described accurately what happens in the data which have been gathered from respondents. Based on nature of item and variables used descriptive

statistics like mean and frequency and standard deviation was used. In addition to this, the respondents back ground such as sex, service years and educational qualification was analyzed by using tabulation in terms of frequency and percentage. Moreover, quantitative data was analyzed by using tabulation and graphs in terms of frequency, percentage, mean and standard deviation by using (SPSS 20). Data gathered through interview was analyzed by words.

3.9. Ethical Issues and Code of Conduct

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

CHAPTER FOUR

4. Analysis and Interpretation of Data

This chapter deals with the presentation, analysis and interpretation of the data obtained from the respondents through questionnaire and interview. The chapter presents the characteristics of the sample population involved in the study and then deals with the analysis and interpretation of the data.

4.1 Demographic and occupational characteristics of respondents

Table 3 Background characteristics of the respondents.

Characteristics		frequency	Percentage
No	Sex		
1	M	38	95.0
	F	2	5.0
	Total	40	100.0
2	position in the club		
	club managers	4	10.0
	club vice managers/team leader	4	10.0
	club administrative committee	24	60.0
	Coaches	8	20.0
	Total	40	100.0
3	professional work experience in the football industry		
	Less than 1 year	11	27.5
	1-3 years	23	57.5
	4-5 years	3	7.5
	Above 5 years	3	7.5
	Total	40	100.0
4	How long has the club been in the Ethiopian super league		
	Less than 1 year	7	17.5

1-3 years	19	47.5
4-5 years	9	22.5
Above 5 years	5	12.5
Total	40	100.0
5 level of education		
Diploma	8	20.0
First degree	25	62.5
Second degree	7	17.5
PHD		
Total	40	100.0
6 Players which has officially in the club team?		
20-25	27	67.5
25-30	13	32.5
30-35	40	100.0
35-40		
Total		

Table 3:- present that the gender of respondents 38 (95%) were male and 2(5 %) of respondents were female. This implies there were no balanced distributions. The occupation of respondents indicates that 4(10%) club managers, 4 (10%) vice manager/team leader, 24(60%) administrative committee and coaches 8(20%). Table 3 item 3 Shows that the number of years the clubs participating at the super League level in Ethiopia 7(17.5%) of the respondents said less than one year, The table also shows that majority of the respondents 19(47.5%) said that their football club had been in the super league for 1 to 3 years, 9 (22.5%) of clubs that had been in the league for between 4 and 5 years. The table also shows that 5(12.5%) of the respondents said their club had been in the premier league for over 5 years. Therefore, among the sampled four football super league club majority of the football clubs had been in Ethiopia super League club for at least 1- 3 years. . Educational level of the respondents 8(20%) Diploma, 25(62.5%) First degree, 7(17.5%) Second degree.

The table shows that majority of the respondents (67.5 %) said that their football club had 20-25 players officially in the clubs and 32.5% between 25-30 players in the clubs.

4.2 Analysis and Interpretation of questioners

Section two: - sources of revenue and avenues for expenditure

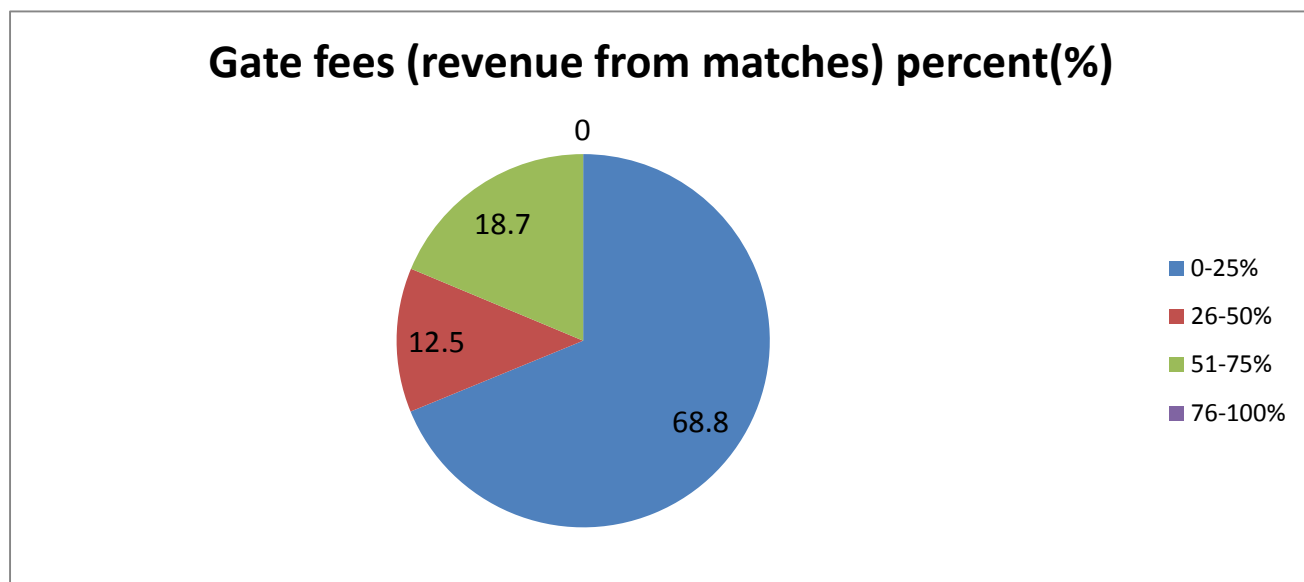


Figure 3 Gate fees (revenue from matches)

Respondents were asked to indicate the contribution of gate collections / entrance fees during matches to the clubs total revenue. Table 4 shows that 68.8% gate fees revenue from matches contributed 0 to 25% of the revenues of all (100%). Some 12.5% of the respondents indicated that gate collection/entrance fees accounted for between 26 and 50% of the total revenues of football clubs and 18.8% of the respondents said gate fees revenue from matches contributed between 51-75 of the total revenue of clubs. This implies there were gate fees (revenue from matches) contribution was between 0-25%.

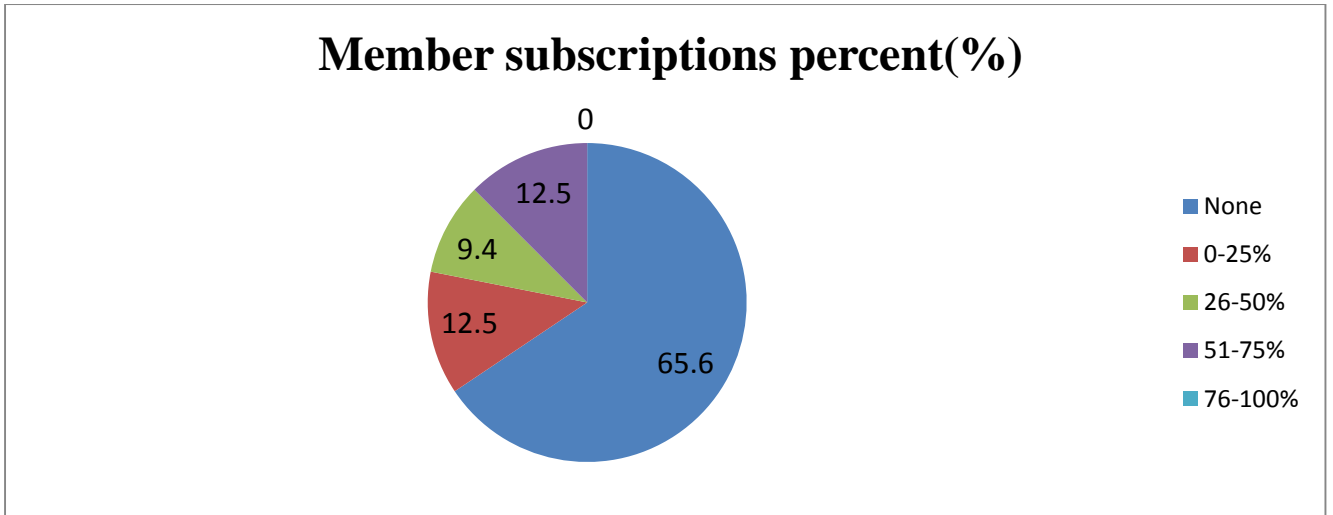


Figure 4 membership subscriptions

The contribution of membership subscriptions to the clubs total revenues is represented in table. The table shows that 65.6% of the respondents said none of membership subscription fees contribution of the total revenues of all (100%) of the clubs, 12.5% membership subscription fees accounted for between 0 and 25% of the total revenues of all (100%) of the clubs and 9.4% of respondents indicate the contribution of membership subscriptions to the clubs total revenues was between 26-50%. The table also shows that 12.5% between 51-and 75%. This implies there were none contribution of membership subscriptions to the clubs.

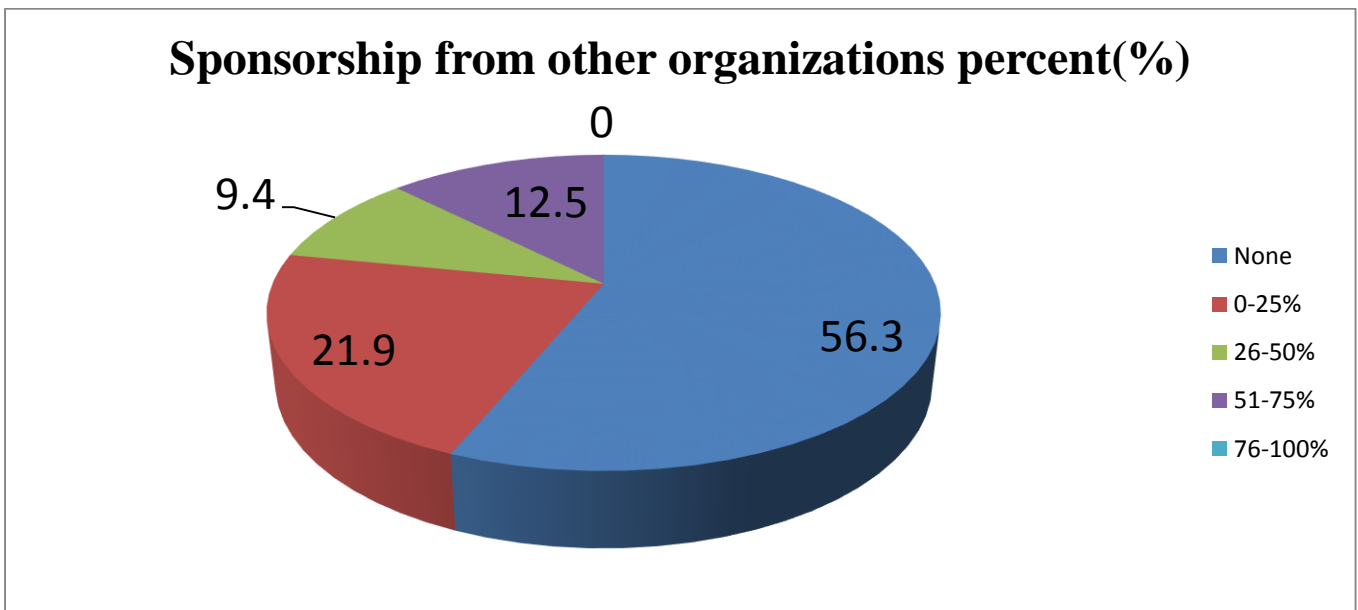


Figure:-5 sponsorship from other organizations

Figure:-5 indicate the contribution of sponsorship from other organizations to the total revenues of the clubs. Table shows that sponsorship from other organizations accounted were none of the total revenues is 56.3% of the clubs and the figure also shows that this source of revenue contributed were between 0- and 25% to the total revenues of 21.9%. 9.4% of the respondents indicated that sponsorship from other organizations accounted for between 51 and 75% of the total revenues of the clubs. Also some of respondents indicated that sponsorship from other organizations is 12.5% to the total revenues. This implies there were none contribution of sponsorship from other organizations accounted of the revenue.

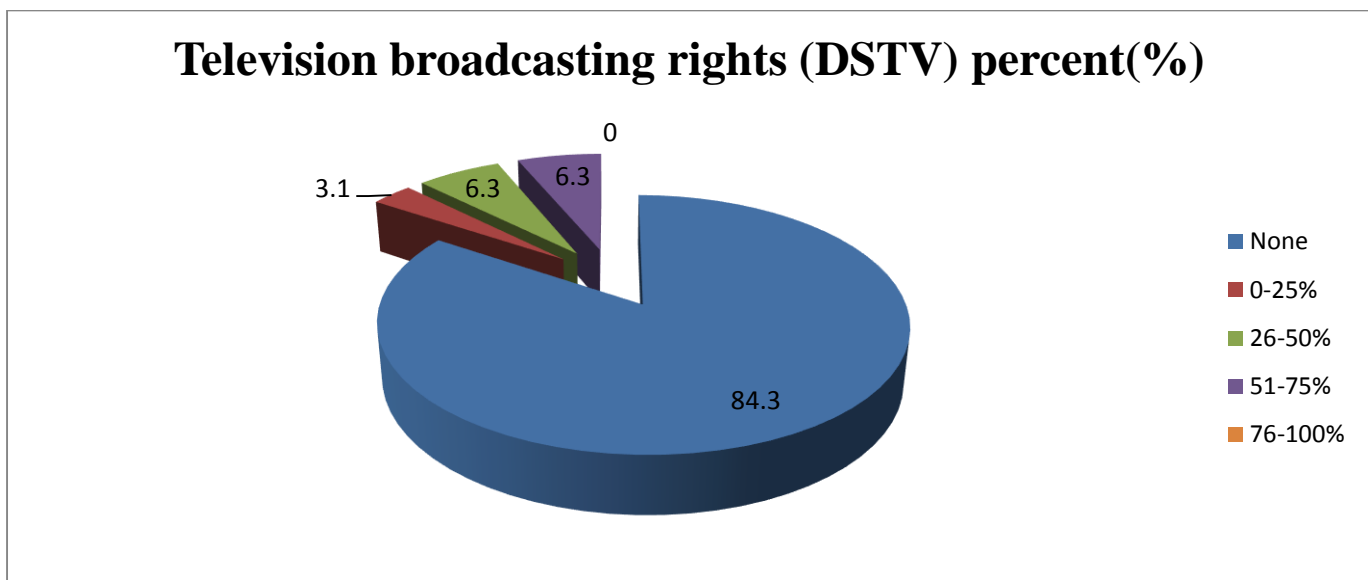


Figure: – 6 Television broadcasting rights

The distribution of the clubs in terms of the contribution of television broadcasting rights to total revenue is shown in figure. The figure shows that TV broadcasting rights accounted none of the total revenues of all (100%) are 84.4% of the clubs. The respondents indicated that 6.3% TV broadcasting rights accounted for between 26-50% and 6.3% between 51-75%. Also some of respondents indicated that TV broadcasting rights accounted is 3.1% between 0-25%. Therefore, majority of clubs were none contribution to revenue from television broadcasting rights.

Sale of club merchandise, such as team Jerseys percent(%)

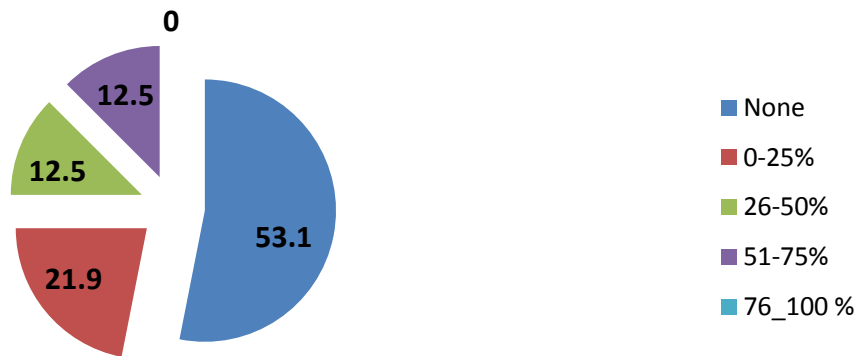


Figure 7:- sale of club merchandise

The study sought to establish the contribution of sale of club merchandise such as team jerseys to the total revenue of the clubs. The figure shows that sale of club merchandise is none contributed to the total revenues of 53.1% of the clubs. The figure also shows that sale of club merchandise accounted for between 0 and 25% of the total revenues of 21.9% of the clubs; and between 26 and 50% of the revenues of 12.5% of the clubs. Also 12.5% respondents indicate that sale of club merchandise accounted for between 51 and 75% .Therefore, this implies majority of the respondents as indicated that sale of club merchandise such as team Jerseys is none contributed of the total revenues of clubs.

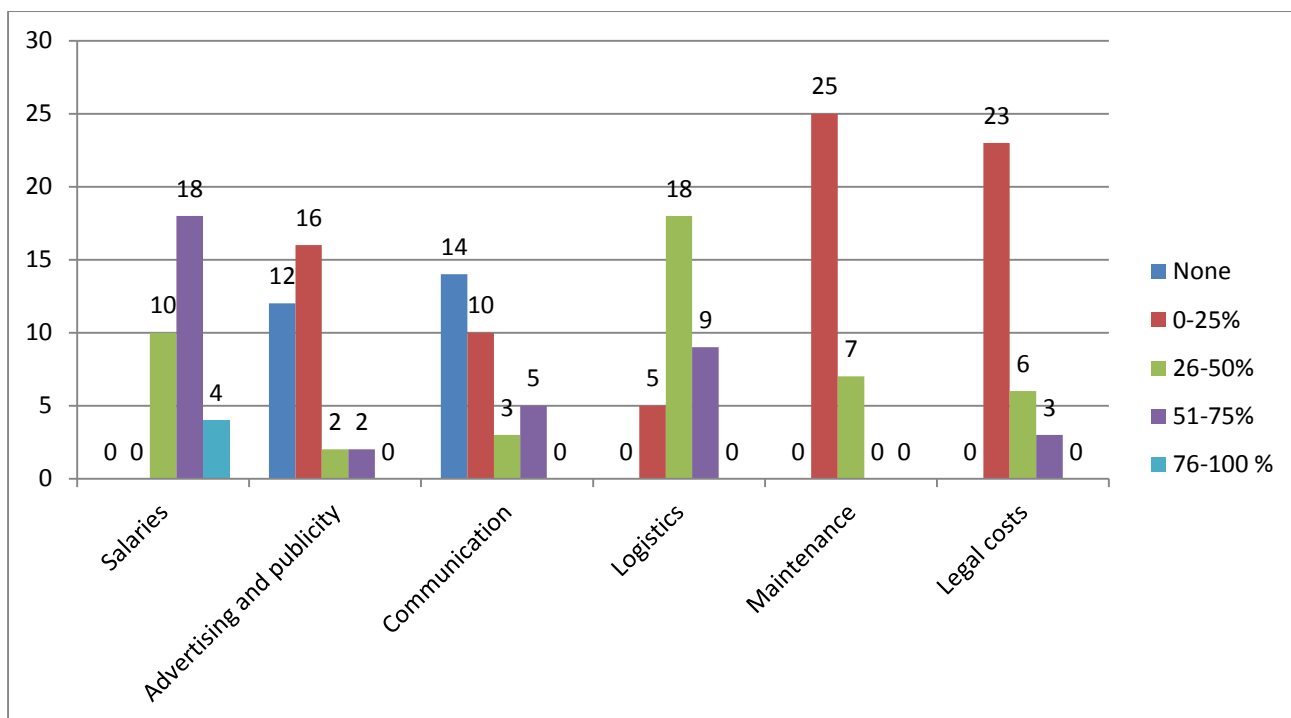


Figure:- 8 the contribution of the following to total expenditure

The contribution of salaries and wages to the total expenditure of the football clubs is shown in table. The figure shows that wages and salaries accounted for between 26 and 50% of the total expenditure of 31.3% of the clubs and 56.3% of the clubs salaries accounted for between 51-75%. It also shows that salaries and wages contributed between 76 and 100% of the total expenditure of 12.5% clubs. Salaries and wages accounted for between 51 and 75% of the total expenditure. This implies the majority of football clubs expenditure were salary and wages and for logistics.

As shown on the figure the contribution of advertising and publicity to the total expenditure of the football clubs. The results show that advertising and publicity accounted for between 0 and 25% of the total expenditure of 50% of the clubs. The figure also shows that 37.5% of the respondents noted that it none contributed to advertising and publicity. And 6.3% of the respondents aid that advertising and publicity accounted for between 51and75% and 26 and 50% from total clubs expenditures.

Respondents were asked about the contribution of communication, whether internal or external, to the total expenditure of the football clubs. As Shows in above table, 43.8% of respondents indicated communication none costs accounted for the expenditure of football clubs. The figure also shows that this expenditure contributed between 0 and 25% of the

expenses of 31.3%. The figure shows that communication accounted for 26 to 50% of the expenditure of clubs is 9.4% and 15.6% between 51 and 75% from total expenditure.

The study finds out to determine the contribution of logistics including transport and accommodation to the total expenditure of the football clubs. The above figure shows that logistical expenditure accounted for between 0 and 25% of the total expenditure of 15.6% of the clubs. The figure also shows that 56.3% of the respondents from the clubs indicated that logistics contributed between 26 and 50% of the total expenditure and for between 51 and 75% of the total expenditure of 28.1% of the football clubs.

The study also finds out to establish the contribution of maintenance of club assets and facilities to the total expenditure of the football clubs. The figure shows that maintenance costs accounted for between 0- and 25% of the expenditure is 78.1% of the clubs. However, the figure also indicates that maintenance of the clubs assets and facilities contributed between 26 and 50% of the clubs expenditure according to respondents from the clubs indicated 21.9%.

Respondents were asked to indicate the extent of contribution of legal costs to the football clubs total expenditure. The above figure shows that legal costs accounted for between 0 and 25% of the total expenditure 71.9% of clubs. The figure also shows that legal costs contributed between 26 and 50% of the expenditure of 18.8% of clubs. Finally, 9.4% of the respondents from the clubs said that legal costs accounted for between 51 and 75% of their respective clubs total expenditure.

SECTION THREE: INVESTMENT PRACTICES

Table 4 the following factors contribute to club's financial sources

No	Revenue Source	no	Sum	Mean	SD
1	Relationship with the corporate sector	32	64.00	2.0000	.98374
2	Investment in training Material	32	59.00	1.8438	.95409
3	Investment in players	32	62.00	1.9375	.94826
4	Fund from the government	32	135.00	4.2188	.83219
5	Stadium gate ticket sale	32	82.00	2.5625	.75935
6	t-shirt, banner sale	32	58.00	1.8125	.96512

Table 4 includes the descriptive statistics of the sample variables for the period of investigation in this year 2011. From the data above we can conclude that group B and C super League football clubs have reported losses through the period under investigation as the sum in relation with corporate sector in this year is up to 64.00. The football clubs in relation with corporate sectors increased by 2.00 ± 0.98 averages mean difference. This indicates that football clubs have good in some amount relation with cooperate sectors.

Investment in training materials of the football clubs during this period the sum of the score show that 59.00. But the mean average of football clubs in investment in training materials was 1.90 ± 0.95 , this indicate that below the average and football clubs using investment in training materials is not effective.

The result show that during this year football club the sum of investment in players indicate 62.00 the mean difference result indicate that 2.0 ± 0.94 , this show that group B and C super league football club use moderate in investments on players and clubs investing on players increased in mean average of 1.9 ± 0.94 .

Group B and C super league football club in one of revenue sources that is fund from the government the result of sum indicate that 129 from total year. This means from other factor in revenue source fund from the government high sum value 135, when comparing from other factor of revenue sources. Mean average difference of fund from the government indicate that 4.20 ± 0.83 this show that football clubs use fund from the government was high and they use government fund increase by mean difference by 4.2 ± 0.83 . it is high mean average difference as comparing from other factor of revenue sources.

In table 4 that during this year football club the sum of indicate Stadium gate ticket sale 82.00 the mean difference result indicate that 2.56 ± 0.75 , this show that group B and C super league football club use moderate a Stadium gate ticket sale and Stadium gate ticket sale increased in mean average of 2.56 ± 0.75 . Factors of revenue source in table, that t-shirt, banner sale sum indicate 58.00, this show that less sum when comparing to other factors of revenue sources and t-shirt, banner sale have less revenue source of group Band C super league football clubs. Average mean difference of t-shirt, banner sale indicate 1.81 ± 0.96 this show that below or less mean value of t-shirt, banner sale. T-shirt, banner sale of group B and C super league football clubs and as result show that above table the use of t-shirt, banner sale very low revenue sources as comparing to other factor

Table 5 Club administrative activities done in football club contribute to revenue source

No	Item	No	Mean	SD
1	We have classified our customers	32	1.6250	.83280
2	We generate revenue from more than two sources.	32	1.9375	.84003
3	Make club has a wide attraction to fans.	32	2.6875	.64446
4	There is a employment team to explore for new players	32	2.1250	.79312
5	Training programmers are Satisfactory	32	2.8437	.57414
6	Performance appraisal is done for Players	32	2.9063	.53033
7	Performance appraisals done for Support staff.	32	2.8125	.78030
8	Reward sand recognition are Used to motivate staff to meet targets.	32	2.2500	.71842

In above table 5 the result indicate that football club administrative activities classified customers based on their unique need have average mean difference indicate that 1.62 ± 0.832 this means that this activities of administrative that classified customers based on their unique need have less mean average to the financial management it does not effective and less mean value as comparing to other administrative activities.

The second factors of the administrative activities that generate revenue from more than two sources have average mean value 1.93 ± 0.84 . It show that less mean value and club administrative very little to generate revenue from more than two sources. This implies administrative activities that do not work generate revenue from more than two sources.

The third activities of the administrative indicate that make club has a wide attraction to fans have mean value 2.68 ± 0.64 . this show that football club administrative making club a wide attraction to fan have moderate contribution to revenue sources.

In above table indicate that there is a employment team to explore for new players have mean value 2.13 ± 0.79 . the result indicate that club administrative done in employment of workers in the club was good and this contribute to strength the football club as well as increase revenue sources. Football club manager's work on that Training programmers are Satisfactory average mean difference indicate that 2.84 ± 0.574 this show that training program of coach satisfactory and good training program and this makes getting huge amount of fans used to get business sources.

Performance appraisal is done for Players have average mean value 2.90 ± 0.53 . Its clubs administrative worked on performance appraisal done for players is very good and it has great contribution to revenue sources. Football club administrative worked on performance appraisal for staff and have mean value 2.81 ± 0.78 .

In above table show that football clubs administrative activities indicate on rewards and recognition are used to motivate staff to meet targets have average mean value show that 2.25 ± 0.71 . As mean average indicate that club administrative done reward and recognition for employee in football club and also staff motivate in good way. As result this activities of the administrative has contribute to revenue sources.

Table 6:- To what extent do the following factors affect your club revenue?

No	Item	No	Sum	Mean	SD
1	Team performance in matches.	32	119	3.72	.729
2	Ticket pricing	32	89	2.78	.792
3	Age of audience	32	78	2.44	.948
4	Gender of audience	32	74	2.31	.859
5	Convenience and location of match venue.	32	97	3.03	1.231
6	Match scheduling (day of the week, and time).	32	88	2.75	.842
7	Loyalty of the club's Supporters	32	99	3.09	.963
8	Level of sponsorship	32	115	3.59	1.266
9	Merchandise sales.	32	113	3.53	1.047
10	Quality of merchandise	32	108	3.38	1.129
11	Variety of channels through which club merchandise is sold.	32	108	3.38	1.100

In above table 6 indicate that team performance in matches sum indicates 119. Mean average value of 3.72 ± 0.72 .this means that team performances in matches' affect the revenue sources in mean value of 3.72 ± 0.72 .So performance in match have highly affect football clubs revenue.

The sum of ticket pricing value from other factor was 89 .Mean average difference of ticket pricing 2.78 ± 0.792 the ticket pricing value affect the revenue in mean value of 2.78 ± 0.79 . It indicate that football club fun having to variable ticket price moderately affect football club revenue.

According to respondents respond age of audience have the sum value of 74.Age of audience affect revenue of football clubs in mean average of 2.31 ± 0.859 . In football club age difference between youth and old person not equally contribute for clubs revenue, so age of audience fan, employee and players age in some amount affect revenue.

Gender of audience has been the sum value of 78 from other factors affecting the football club revenue. Gender of audience affect football club revenue in mean average value of 2.44 ± 0.948 .this indicate that gender of audience moderately affect football revenue as comparing to other factors.

In above table Convenience and location of match venue have high sum value 97 as comparing to other factors. convenience and location of match venue affect revenue of football club was in average mean value of 3.0 ± 1.23 ,this indicate that it is highly affect revenue of clubs and most clubs compound are not fenced and its location not comfortable for audience.

Match scheduling (day of the week, and time) have the total sum of 88 from other factors. Mean value of match scheduling was 2.75 ± 0.842 .this indicate that match scheduling moderately affect football club revenue and its affect revenue in mean average value of 2.75 ± 0.842 .

In Loyalty of the club's Supporters have sum value of 99 from other factors affecting revenue of football clubs. it is highly affect the revenue source of football club in mean value of 3.09 ± 0.96 and clubs have high mean value in loyalty of the supporter distract the team due to this most of the time the clubs face punishment.

Level of sponsorship have the sum value was 115 high value from other factor affecting revenue of the clubs. Level of sponsorship affect the revenue of football club in average

mean value of 3.59 ± 1.26 . the score show that sponsorship high mean value affect revenue of football clubs.

Merchandise sales have the sum value was 113 from other factor affecting revenue of the clubs. Merchandise sales affect the revenue of football club in average mean value of 3.53 ± 1.04 . The score show that sponsorship high mean value affect revenue of football clubs.

The sum of value quality of merchandise from other factor was 108. Mean average difference of Quality of merchandise 3.80 ± 1.12 . The Quality of merchandise value affect the revenue in mean value of 3.38 ± 1.12 . It indicate that football clubs lack in sale goods due to this affect football club revenue.

The factor of Variety of channels through which club merchandise is sold has sum value 108. It affect revenue football clubs in mean average value of 3.38 ± 1.11 and clubs have not channel media and participating in merchandise good very low this makes highly affect revenue of football clubs.

SECTION FOUR: FINANCIAL PLANNING AND CONTROL PRACTICES

Table 7 to what extent are the following factors hindering the financial management practices which used in the club?

no	Items	No	Sum	Mean	SD
1	Use of annual budget to manage costs.	32	105	3.28	.958
2	Timely payment of staff salaries	32	98	3.06	1.190
3	Providing rewards for well performing staff.	32	86	2.69	.998
4	Spending on advertising and publicity	32	72	2.25	.916
5	Having staffed assigned to handle External communication.	32	64	2.00	.950
6	Having long term financial planning.	32	108	3.37	1.070
7	Experience on financial management System.	32	109	3.41	1.043

The factors of Use in annual budget to manage costs have been sum value of 105 from other factors. Uses of annual budget to manage costs affect financial management practice in mean value of 3.28 ± 0.958 . football clubs have problem on managing annual budget and loss and profit.

Football club have been problem on timely payment of staff salaries like delay on paying salary this factor affect financial management in football club and the factor problem on timely payment value of staff salaries was affect in mean value of 3.06 ± 1.19 in financial management practice.

The sum of value Providing rewards for well performing staff have been 86. Mean average difference of Providing rewards for well performing staff $2.69 \pm .998$. Providing rewards for well performing staff affect the financial management practice in mean value of $2.69 \pm .998$.

The factors of Spending on advertising and publicity have been sum value of 72 from other factors. Uses of Spending on advertising and publicity affect financial management practice in mean value of 2.25 ± 0.916 .

Factor explains that having staffed assigned to handle external communication sum value 64. it affect financial management practice in mean value 2.0 ± 0.95 .

Having long term financial planning factor affect financial management practice has been sum value of 108 from other factors. It affects financial management practice in average mean value of 3.37 ± 1.07 . Having long term financial planning have been major problem of football clubs and the mean value indicate that long term plan highly affects the financial managing practices.

Experience on financial management system has been sum value of 109 from other factors. It affect the financial management practice in mean average value of 3.441 ± 1.043 . this also indicate that football club experience on financial management system very weak and due to this affects financial managing practices.

4.3 Result of interview question

- As all informants were asked to financial Source of Financing management Importance:
“to build a comfortable stadium for viewers and players, to transfer well skilled players and coaches, to raise the salary of its players, especially the experienced ones. Otherwise players move to other clubs that offer better pay, the club’s management had to yield. The importance of the financial management is to lead the club plan a budget, so that it Controls an unfair financial loss.”

This indicates that financial sources and financial management is most essential to football clubs like for infrastructure ,raise the salary, transfer well skilled players and coaches, to lead the club budget, or plan a budget, and Controls an unfair financial loss which means a proper acquisition, allocation, and utilization of financial resources. This idea supported According to Horne & Wachowicz (2002) propose financial management behavior as the determination, acquisition, allocation, and utilization of financial resources

- As all couches suggestion on financial sources of football clubs
“the club's revenue is must not only from the government, but also from the public, revenues through the sale of merchandise with the participation of various sponsors, and Member subscriptions Sponsorship from other organizations to increase the club's revenue.”

This indicating the clubs was dependent on a single source of revenue, only from the government so they suggest that clubs generate too much an income from different sources like sponsorship deals, Member subscriptions, mobilizing public, revenues through the sale of merchandise. This finding was supported by (Dejonghe, 2008). The need for income from broadcasting, merchandising and sponsoring, led to a high commercialization of professional football. Professional football had changed to a consumer-oriented service where the market is very essential. The football industry changed from a utility maximizing to a more profit maximizing consumers-oriented service suggestion on making success and meeting goal clubs in relation to financial management.

- Club coach's idea on making success and meeting goal clubs in relation to financial management

“If the budget is appropriately funded and managed by a plan, it can be Achieve the goal, but the budget is not managed the budget is not enough, and the club may reject the goal.”

Regarding to this study indicate the budget is appropriately funded and managed by a plan, it can be achieve the goal, otherwise the budget is not enough, and the club may reject the goal, Without budget run the football clubs is difficult and impossible. So the main issue to achieve the goal of clubs and making success in relation to financial management is planning the budget appropriately. This result is supported by club/association management guide, 2017 budget is often thought of as a way to limit expenditure it is really a tool for planning the efficient and effective application of financial resources on a day-to-day basis so as to advance the long-term goals of the club.

- Many of the coaches reported coaches may influence on the role of financial management and source.

“Coaches could influence the coaches on finance source and management. Example :- transfer players in small price and training, By giving well training and extending well-skilled players, they can raise income by transfer to another Club.”

“From all informants only two coaches say that they cannot influence the coaches on the financial source and management because their responsibility is only training.”

This indicates that coaches influence on the role of financial management and source by generate income with in players investment which was as they indicate transfer players in small price and training, Through giving well training and extending well-skilled players, they can raise income by transfer to another Club.”

- According to all club coaches financial sources of the clubs is

“The budget of our club is allocated from the government budget. In some extent the amount of money collected at time of games from the sale of tickets.”

This result indicates that the majority of club financial source were from the government budget and some amount of the money collected at time of games from the sale of tickets. This finding goes contrary according to Deloitte (2009) finding which refers match day revenue is largely derived from gate receipts, which include season tickets and memberships subscriptions.

4.4 RESULT AND DISCUSSION OF THE STUDY

This study explained that assessment of financial management and source in super league football clubs. From the whole idea of the study group B and C football clubs the result shows that the contribution of gate fee, membership subscription fees, sponsorship from other organizations, TV broadcasting rights, sale of club merchandise accounted were none contributed to the total revenues and the majority revenue sources of the clubs were Fund from the government, and in some amount from stadium gate ticket sale. This finding goes contrary according to Deloitte (2009), match day revenue is largely derived from gate receipts, which include season tickets and memberships subscriptions and Fort (2004) describes a season ticket as a reserved seat over a season. Carmichael, Subscription fees entitle the member to access various facilities such as fitness centers, and events hosted by the organization.

This may or may not be in addition to attending its home matches. In Australia, most clubs participating in national league competitions are membership-based (Smith, Graetz and Westerbeek, 2006).

The result indicates salary and logistic contribution were cover the majority of expenditure from total expenditure. This implies that wages and salaries affect the revenue and financial management system. Similarly finding Stephen R. Thiga (2014) reveals that the fact that proportion of corporate-based football clubs that turned a surplus was higher compared to community-based football clubs may be inferred that wages and salaries potentially

influenced the viability of football clubs maintenance of the football clubs assets and facilities was the largest avenue of expenditure.

The result also indicate that football club administrative activities classified customers based on their unique need and generate revenue from more than two sources were less mean value average to the financial management it does not effective and less mean value as comparing to other administrative activities. This finding supported by Andrews and Ritzer (2007) who noted that virtually all aspects of the global sports institutions are now driven and defined by the generation of multiple sport-related revenue streams.

Ticket pricing, Match scheduling, age and gender of audience fan, employee and players moderately affect football revenue as comparing to other factors. Team performance Convenience and location of match venue, Loyalty of the club's Supporters, Level of sponsorship, Merchandise sales, value quality of merchandise and Variety of channels through which club merchandise indicate that it is highly affect revenue of clubs. This finding supported by Kennedy & Kennedy (2012) the large increase of financial capital in football is generated, directly and indirectly, by the commercial exploitation of football fans and their loyalty to their clubs. There is a consumption strategy of football by sophisticated merchandising systems that exploit fan bases and the increase of prices for viewing football, regarding stadium tickets and pay-per-view broadcasting. And with their participation supporters help to construct the game that attracts commercial sponsors.

From the whole idea of the study group B and C football clubs have been factors that affect the financial management practices like use of annual budget to manage costs, timely payment of staff salaries, having long term financial planning, experience on financial management system, spending on advertising and publicity. These factors affect the practice of financial management in group B super league football clubs. This finding goes contrary to the Andrew and Linawati (2014) states that one of the demographic factors that incomes significantly influence the financial management practices due to the higher individual's income the wiser in behaving towards the use of finance than someone who has lower incomes. Regardless of the income that someone has if they are not able to manage finances well then finance problems will occur.

So many factors affect group B and C super league football clubs revenue. In mean value result show that factors affect income of football club have been shown team performance highly affect income of football club based on this financial management also in problem.

These results supported by Anita and Sari (2015) income variables affect the financial management behavior. The results are in accordance with the underlying Planned Behavior Theory (TPB) a person behaves that is by having income due to the income of someone who underlies each individual in making decisions about the use of finance. This is because the amount of income at least owned by individuals greatly affect in financial management because there are 3 financial motives that is the need, speculation, and investment.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary of findings

The purpose of this study was to identify and analyze the financial management system and sources of SNNPR super league football clubs.

According to the result show that from 30 of 20 respondents select 0-25% of gate fee contribute for total revenue of football clubs. Maximum respondents (68.8%) of the said none of membership subscription fees contribution of the total revenues of all (100%)of the clubs.16 (65.5%) respondents responded that sponsorship from other organizations accounted for none of the total revenues. salaries ,advertising and publicity, communication, logistics, maintenance and legal cost contribute to the total expenditure of football clubs. From this respondents responded that salary contribute 18(51-75%) and logistic 18(26-50%).

The mean results suggest that the financial source or revenue source of group B and C super league football clubs factors contribute to like relationship with the corporate sector, investment in training, material investment in players, fund from the government, stadium gate ticket sale and t- shirt, banner sale. The result shows the majority revenue sources of the clubs were from Fund from the government, and in some amount from stadium gate ticket sale. As result indicate that in football club major administrative activities to contribute for revenue sources is performance appraisal done for the players and mean value of 2.90 ± 0.53 .group B and C super league football club revenue highly affected by level of sponsorship in mean value of 3.59 ± 1.26 .

The factor that highly affect financial managing practice was having long term financial planning in mean value of 3.4 ± 1.043 .financial planning was major problem of group B andC major league football club. Generally financial sources and management affected by many factors and factors which contributed for revenue source for football clubs such as revenue from the match, gate fee, member subscription and sale of club merchandizes. From the expenditure of football clubs were salaries and wages accounted for between (51and75%) of the total expenditure of majority of the football clubs.

5.2 Conclusions

The study concluded that gate fee, membership subscription, sponsorship from other organization television broad casting right and sale of club merchandise. From this respondents responded except gate fee contribute to total revenue 22(68.8%) the rest were as respondents respond that none contribute to the total revenue for football clubs.

The mean result indicate that the extent to which factors affect financial source of the football clubs relationship with the corporate sector, investment in training material, investment in players, fund from the government ,Stadium gate ticket sale and t-shirt, banner sale. From this factor fund from the government (4.22 ± 0.83) have high effect on source of revenue for the super league football clubs.

The result show that in football club have different kinds of administrative activities performance appraisal is done for Players have been high score 2.90 ± 0.53 in contribution for revenue source of super league football club. The rest administrative activities have been less contribution for revenue source of football clubs.

In table 6 the mean average result indicate that other factors and team performance in match (3.72 ± 0.72) have been highly affect the revenue of the super league football clubs. Age of audience (2.44 ± 0.948 and gender of audience (2.31 ± 0.859) have been affect revenue source of super league football clubs.

In table 7 from factors hindering the financial management practice like use of annual budget to manage costs (3.28 ± 0.958), timely payment of staff salaries (3.06 ± 1.19),having long term financial planning (3.37 ± 1.07),experience on financial management system (3.41 ± 1.04) hindering the financial management practice of super league football clubs but in case of factors having staffed assigned to handle external communication (2.00 ± 0.95)and spending on advertising and publicity (2.25 ± 0.916) have been less effect on financial management practice in super league football clubs. In general different factors affect financial revenue source and management system of super league football clubs.

5.3 Recommendations

Based on the findings of the study, the following recommendations were drawn to minimize and solve the problems that impede the financial sources and management system of SNNPR super league football clubs.

- ❖ The super league football clubs can be suggested developed different activities to increase their revenue sources. Maximizing their membership subscription, sponsorship from other organization television broad casting right and sale of club merchandise. To do these activities clubs should have sharing experience from well-organized football clubs.
- ❖ Super league football clubs have to grow revenue sources to reduce financial source problem, so clubs must enhance their clubs relationship with the corporate sector, investment in training material, investment in players, stadium gate ticket sale and t-shirt, banner sale.
- ❖ Football clubs should have develop and modernize administrative activities like using Kazan philosophy, making football club wide attraction for fun, reward and recognition for staff, making training program satisfactory and performance appraisal done for staff. This makes wide contribution for the revenue source for football clubs.
- ❖ Super league football clubs stake holders can be suggested to develop getting training and support from the government and other organization in enhancing in area of use of annual budget to manage costs, timely payment of staff salaries, having long term financial planning and experience on financial management system. This make football club have effective financial management practices.
- ❖ Super league football clubs administrative bodies should be extensively work on the area of making modern gate fee, having legal membership subscription, facilitate television broad casting right and generate sale of club merchandise.
- ❖ Football clubs better to have proposal and dealing with potential sponsorships and organize match that attracts the sponsorship organizations.
- ❖ Finally, to better address the problems, it can be suggested that further studies need to be conducted in this area with regard to; financial sources and management system of SNNPR super league football clubs and conduct a similar study by including secondary data which is (document analysis from auditing report, revenue and avenue expenditure records).

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APPENDIX I:

COVER LETTER

**Frehiwot Elias Jimma University, P. O. Box
Jimma, Ethiopia**

17th January, 2019

Dear Respondent,

I will be undertaking a research project on the viability of football from a business perspective. This is in partial fulfillment of the requirement for the Degree in Masters in sport management at Jimma University. The attached questionnaire will be designed to seek your input on how various elements contribute to the financial viability of S N N P R super league football clubs. This will enable me to draw conclusions that shall form the basis of my recommendations. It is my hope that this study shall be of benefit to the wider sporting fraternity who may use its findings to improve their financial management system and source.

The attached questionnaire will be brief and would possibly take no more than ten minutes of your time to complete. I shall treat your feedback with utmost confidentiality. This study is for academic purposes only and upon its completion. In case of any queries, you can reach me using the contact details indicated below. I look forward to your cooperation.

Yours sincerely,

Frehiwot Elias

E-mail:frehiwot46@gmail.com

Mobile:0913918446

QUESTIONNAIRE

SECTION 1: BACKGROUND INFORMATION

This section gives the general perspective of the organization. Please answer the questions as accurately as possible, by ticking the appropriate boxes.

1, Sex

1, Male 2, female

1, which of the following best describes your position in the club?

1. Coaching 2, vice coach , club administrative , club vice administrative 5, club administrative committee

3. What is you level of professional work experience in the football industry?

1, Less than 1 year 2, 1-3 years 3, 4-5 years 4, over 5 years

4. How long has the club been in the Ethiopian super league?

1, Less than 1 year 2, 1-3 years 3, 4-5 years 4, Over 5 years.

5. What is your highest level of education?

1, Diploma 2, First Degree 3, second degree , PHD

6. How many players are officially in the club team?

1, 20-25 2, 25-30 3, 30-35 4, 35-40

7. How many members of staff (full and part time) are working with the club?

1, Less than 5 2, 5 to 10 3, 11-20 4, 25-30

SECTION 2: SOURCES OF REVENUE AND AVENUES FOR EXPENDITURE

For each of the revenue source below, please tick the appropriate box:

	What is the contribution of the following to total revenue?	1 None	2 0-25	3 26-50	4 51-75	5 76-100
1	Gate fees (revenue from matches)	-				-
2	Member subscriptions					
3	Sponsorship from other organizations					
4	Television broadcasting rights (DSTV)					
5	Sale of club merchandise, such as team					

For each of the avenues of expenditure below, please tick the appropriate box:

	What is the contribution of the following to total expenditure?	1 None	2 0-25	3 25-50	4 51-75	5 75-100
1	Salaries					
2	Advertising and publicity					
3	Communication					
4	Logistics					
5	Maintenance					
6	Legal costs					

SECTION 3: INVESTMENT PRACTICES

To what extent would you say the following factors contribute to your club's financial performance?

	Revenue Source	1 None	2 Very little	3 moderate	4 significant	5 Very significant
1	Relationship with the					
2	Investment in training					
3	Investment in players					
4	Fund from the government					
5	Stadium gate ticket sale					
6	t-shirt ,banner sale					

For each of the questions below, please indicate (tick) the extent to which you agree or disagree with the statements below:

		1 Completely disagree	2 Disagree	3 Agree	4 Completely Agree
1	We have classified our customers based on their unique needs				
2	We generate revenue from more than two sources.				
3	The club has a wide attraction to				
4	There is a recruitment team to scout for new players				
5	Training programmers are Satisfactory				

6	Performance appraisal is done for Players				
7	Performance appraisal is done for support staff.				
8	Rewards and recognition are used to motivate staff to meet targets.				

To what extent do the following factors affect your club's revenue?

No	Factor	Degree of influence				
		1 None	2 Very little	3 Moderate	4 significant	5 Very significant
1	Team performance in matches.					
2	Ticket pricing					
3	Age of audience					
4	Gender of audience					
5	Convenience and location of match venue.					
6	Match scheduling (day of the week, and time).					
7	Loyalty of the club's Supporters					
8	Level of sponsorship					
9	Merchandise sales.					
10	Quality of merchandise					
11	Variety of channels through which club merchandise is sold.					

SECTION 4: FINANCIAL PLANNING AND CONTROL PRACTICES

To what extent are the following factors hindering the financial management practices which used in the club.

No	Factor	Degree of in				
		1 None	2 Very little	3 moderate	4 significance	5 Very significant
1	Use of an annual budget to manage costs.					
2	Timely payment of staff Salaries					
3	Providing rewards for well performing staff.					
4	Spending on advertising and publicity					
5	Having staffed assigned to handle external communication.					
6	Having long term financial planning.					
7	Experience on financial					

Thank you for your cooperation!

APPENDIX II:

Interview questioner for coaches and clubs administrative Dear Respondent,

I will be undertaking a research project on the viability of football from a business perspective. This is in partial fulfillment of the requirement for the Degree in Masters in sport management at Jimma University. The attached interview questionnaire will be designed to seek your input on how various elements contribute to the financial viability of Ethiopian super league football clubs. This will enable me to draw conclusions that shall form the basis of my recommendations. It is my hope that this study shall be of benefit to the wider sporting fraternity who may use its findings to improve their financial management system and source.

- 1, what is your idea on the importance of setting financial sources and management for the development of your football club?
- 2, what you suggest on financial sources of in your football clubs?
- 3, what you suggest on making success and meeting goal of your club in relation to financial Management
- 4, Do you believe on club managers and coaches may influence on role of financial management and source?
- 5, what are your football club financial sources?

አባሪ I

ገላጭ ደብዳቤ

ፍሬህይወት ኤልያስ

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ውድ ምላሽ ሰጪ፡-

ከቢዝነስ እይታ አንጻር ስለ እግር ኳስ ውጤታማነት የምርምር ፕሮጀክት እሰራለሁ። ይህ ጥናት በጅም ዩኒቨርሲቲ ውስጥ የስፖርት ማኔጅመንት ማስተርስ ዲግሪ በከፊል ለማሟላት ነው። ተያይዞ የቀረበው መጠይቅ ደ.ብ.ብ.ህ.ክ.መ ሱፐር ሊግ የእግር ኳስ ክለቦች ውስጥ የተለያዩ መሰረታዊ ነገሮች የፋይናንስ እድገትን እንዴት እንደሚረዳው ያለዎትን ግብዓት ለመፈለግ የተነደፈ ነው። ይህም እኔን የውሳኔ ሃሳቦች መስጠት እንድችል እና ለማቀርበው ሀሳብ መሰረት ይሆናል። ጥናቱ ውጤቱን ተጠቅሞ የፋይናንስ አሰራር ስርዓቱን እና ምንጮችን ለማሻሻል ሊጠቀምበት የሚችል ሰፊ የስፖርት ወንድማማችነት ተጠቃሚ እንደሚሆን ተስፋዬ ነው።

ከዚህ ጋር ተያይዞ የቀረበው መጠይቅ በአጭር ጊዜ እና ለማጠናቀቅ ከ 10 ደቂቃዎች በላይ ጊዜ አይወስድ ይሆናል። የእርስዎን ግብረመልስ በከፍተኛ ሚስጥራዊነት እቀበላለሁ። ይህ ጥናት ለአካዳሚክ ዓላማ ብቻ እና ጥናቱ እስከሚጠናቀቅ ነው። ማንኛውም ጥያቄዎች ካሉ ከዚህ በታች የተመለከቱትን አድራሻዎች በመጠቀም ሊያገኙኝ ይችላሉ። ትብብርዎን በጉጉት እጠብቃለሁ።

ከአክብሮት ጋር !

ፍሬህይወት ኤልያስ

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ክፍል 1 ተጨማሪ መረጃ

ይህ ክፍል የአጠቃላይ የድርጅቱን አጠቃላይ እይታ ይሰጣል። እባክዎን አግባብ ያላቸውን ሣጥኖች በመምረጥ በተቻለ መጠን መልስዎን ይመልሱ።

1. ስታ

1, ወንድ 2, ሴት

2. ከሚከተሉት ውስጥ የትኛው በክለቡ ውስጥ ያለዎት ቦታ በተሻለ ሁኔታ ይገልጻል?

1. ዋና አሰልጣኝ 2. ምክትል አሰልጣኝ 3. ክለብ አስተዳደር

4. ክለብ ምክትል አስተዳደር 5. የክለብ አስተዳደራዊ ኮሚቴ

3. በእግር ኳስ ኢንዱስትሪ ውስጥ የሙያ የሥራ ልምድ ምን ያህል ነው?

1, ከ 1 ዓመት ያነሰ 2, 1-3 ዓመት 3, 4-5 ዓመት 4, ከ 5 ዓመት በላይ

4. ክለቡ በኢትዮጵያ ሱፐር ሊግ ውስጥ ምን ያህል ጊዜ ሆኖታል ?

1, ከ 1 ዓመት ያነሰ 2, 1-3 ዓመት 3, 4-5 ዓመት 4, ከ 5 ዓመት በላይ

5. ከፍተኛ የትምህርት ደረጃዎ ምንድነው?

1, የመጀመሪያ ዲግሪ 2, ዲፕሎማ 3, ሁለተኛ ዲግሪ 4, PHD

6. በክለቡ ቡድን ውስጥ ስንት ተጫዋቾች ይፋዊ ናቸው?

1, 20-25 2, 25-30 3, 30-35 4, 35-40

7. ከቡድን አባላት ምን ያህል አባላት (የሙሉ እና የትርፍ ሰዓት) አብረው የሚሰሩት?

1, ከ 5 2, ያነሰ, 5 ከ 10 3, 11-20 4, 25-30

ክፍል 2: የገቢ ምንጮች እና ለዕቃው የሚከፍለው ወጪ

ከታች ለተጠቀሰው ገቢ ምንጭ እባክዎን አግባብ ባለው ሳጥን ላይ ምልክት ያድርጉ

	የሚከተሉት መጠይቆች ለጠቅላላ ገቢ ምን አስተዋፅኦ አላቸው?	ምንም	1 0-25%	2 26-50%	3 51-75%	4 76-100%
1	ከመግቢያ ክፍያዎች (ከግጥሚያ ቀን የሚገኝ ገቢ)					
2	ከአባላት ምዝገባዎች					
3	ከሌሎች ድርጅቶች ድጋፍ					
4	የቴሌቪዥን የማሰራጨት መብቶች (DSTV)					
5	ከክለብ ሸቀጣ ሸቀጦች, ለምሳሌ የቡድን አልባሳት ሽያጭ					

ከዚህ በታች ላለው የእያንዳንዱ ወጪ, እባክዎን አግባብ ባለው ሳጥን ላይ ምልክት ያድርጉ::

	የሚከተለው ወጪ ለጠቅላላ ወጪ ምን ያህል አስተዋጅኦ አለው	ምንም	1 0-25%	2 26-75%	3 51-75%	4 76-100%
1	ደመወዝ					
2	ማስታወቂያ እና አውቅና					
3	ግንኙነት					
4	ሎጂስቲክስ					
5	ጥገና					
6	ህጋዊ ወጪዎች					

ክፍል 3 የመዋዕለንዋይ ፍላጎት /ኢንቨስትመንት

የሚከተሉት ምክንያቶች ለክለሮችህ የገንዘብ አቅም አስተዋጽኦ የሚያደርጉት እስከ ምን ድረስ ነው?

የገቢ ምንጭ	1 ምንም	2 በጣም ትንሽ	3 መካከለኛ	4 ትልቅ	5 በጣም ትልቅ
1 ከድርጅት ዘርፍ ጋር ያለው ግንኙነት					
2 በማሰልጠኛ ቁሳቁሶች መዋዕለ ነዋይ					
3 በተጫዋቾች ኢንቨስትመንት					
4 ከመንግስት የገንዘብ ድጋፍ					
5 ከስታድዮም በር መግቢያ ቲኬት ሽያጭ					
6 ቲሽርት ,የጽሑፍ ሰሌዳ ሽያጭ					

ለእያንዳንዱ ጥያቄዎች ከታች ከተዘረዘሩት መግለጫዎች ጋር የተስማሙበትን ደረጃ ወይም ያልተስማሙበትን ደረጃ ምልክት ያድርጉ::

		1 ሙሉ በሙሉ አልሰማም	2 አልሰማምም	3 እሰማማለሁ	4 ሙሉ በሙሉ እሰማማለሁ
1	ደንበኞቻችንን ልዩ ፍላጎታቸውን መሰረት በማድረግ መለየት ችለናል::				
2	ከሁለት ምንጮች የበለጠ ገቢ እናገኛለን::				
3	ክበቡ ለደጋፊዎች ሰፊ መስህብ አለው::				
4	አዳዲስ ተጫዋቾችን የሚቃኝ የሚመለምል ቡድን አለ::				
5	የሥልጠና መርሃግብሮች አጥጋቢ ናቸው::				
6	የአፈፃፀም ግምገማ ለተጫዋቾች ይከናወናል::				
7	የአፈፃፀም ግምገማ ለድጋፍ ሰጪ ሰራተኞች ይደረጋሉ::				
8	የሰራተኞችን ግቦች ለማሳካት እና ለማነሳሳት ሽልማቶች እና እውቅናዎች እናደርጋለን::				

የሚከተሉት ምክንያቶች በክበቦችዎ ገቢ ላይ ምን ያህል ተጽዕኖ ያሳድራሉ?

	ምክንያቶች	የተጽዕኖ ደረጃ				
		1 ምንም	2 በጣም ትንሽ	3 መካከለኛ	4 ትልቅ	5 በጣም ትልቅ
1	የቡድን አፈፃፀም በክውነቶች በግጥሚያዎች ውስጥ።					
2	የቲኬት ዋጋ					
3	የታዳሚዎች ዕድሜ					
4	የአድማጮች ቦታ					
5	የስታዲየም ቦታ አመቺነት እና አቀማመጥ					
6	የጊዜ እቅድ (የሳምንቱ ቀን እና ሰዓት)					
7	የክለቡ ደጋፊዎች ታማኝነት					
8	የስፖንሰርሺፕ ደረጃ					
9	የሸቀጣሽቀጥ ሽያጮች					
10	የሸቀጦች ጥራት ደረጃ					
11	የክለብ ሸቀጦች የሚሸጡባቸው የተለያዩ መንገዶች					

ክፍል 4: የፋይናንስ እቅድ እና ቁጥጥር አሠራሮች

የሚከተሉት ምክንያቶች የፋይናንስ አስተዳደር ድርጊቱን የሚያደናቅፈው እስከ ምን ያህል ነው፡፡

	ምክንያት	የተጽዕኖ ደረጃ				
		1 ምንም የለም	2 በጣም ትንሽ	3 መካከለኛ	4 ትልቅ	5 በጣም ትልቅ
1	ወጪዎችን ለመቆጣጠር የዓመታዊ በጀት አጠቃቀም					
2	የሰራተኞች የወር ደመወዝ ወቅታዊ ክፍያ					
3	ጥሩ አፈፃፀም ላላቸው ሰራተኞች ሽልማቶችን መስጠት					
4	ለማስታወቂያ ሥራ የሚወጡ ወጪዎች					
5	የውጭ ግንኙነትን ለመቆጣጠር ለተመደቡ ሠራተኞች መኖር					
6	የረጅም ጊዜ የፋይናንስ ዕቅድ ማውጣት					
7	በሂሳብ አያያዝ ስርዓት ላይ የተመሰረተ ተሞክሮ					

**አባሪ II:
የቃል መጠይቅ ለአሰልጣኞች**

ውድ ምላሽ ሰጪ:-

ከቢዝነስ እይታ አንጻር ስለ እግር ኳስ ዉጤታማነት የምርምር ፕሮጀክት አሰራሪዎች፡፡ ይህ ጥናት በጅም ዩኒቨርሲቲ ውስጥ የስፖርት ማኔጅመንት ማስተርስ ዲግሪ በከፊል ለማሟላት ነው፡፡ ተያይዞ የቀረበው መጠይቅ ደ.ብ.ብ.ህ.ክ.መ ሱፐር ሊግ የእግር ኳስ ክለቦች ውስጥ የተለያዩ መሰረታዊ ነገሮች የፋይናንስ እድገትን እንዴት እንደሚረዳው ያለዎትን ግብዓት ለመፈለግ የተነደፈ ነው፡፡ ይህም እኔን የውሳኔ ሃሳቦች መስጠት እንድችል አና ለማቀርበው ሀሳብ መሰረት ይሆናል፡፡ ጥናቱ ውጤቱን ተጠቅሞ የፋይናንስ አሰራር ስርዓቱን እና ምንጮችን ለማሻሻል ሊጠቀምበት የሚችል ሰፊ የስፖርት ወንድማማችነት ተጠቃሚ እንደሚሆን ተስፋዬ ነው፡፡

1. ለእርስዎ ለእግር ኳስ ክለብ እድገት ፋይናንሳዊ ምንጮች እና አስተዳደር አሰፈላጊነቱ ምንድነው?
2. ለእርስዎ እግር ኳስ ክለብ የፋይናንስ ምንጮችን ምን ሀሳብ ይሰጣሉ?
3. ስለ ስለክለብዎ ስኬት እና ግብ መሳካት ከፋይናንስ አስተዳደር አንጻር ምን አስተያየት ይሰጣሉ?
4. የክለብ አሰልጣኞች በገንዘብ አስተዳደር እና ምንጭ ላይ ተጽእኖ ሊያሳድሩ ይችላሉ ብለው ያምናሉ?
5. በእግር ኳስ ክለቦች ውስጥ ምን አይነት የፋይናንስ ምንጮች ይጠቁማሉ?

