



JIMMA UNIVERSITY

SPORT ACADEMY

DEPARTMENT OF SPORT SCIENCE

**FINANCIAL SOURCES AND MANAGEMENT PRACTICES IN SOME
SELECTED SUPER LEAGUE FOOT BALL CLUBS OF OROMIA
REGIONAL STATE**

BY: RESHAD ADEM

**A THESIS SUBMITTED TO JIMMA UNIVERSITY SPORT ACADEMY
DEPARTMENT OF SPORT SCIENCE FOR PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE MASTER'S DEGREE OF SCIENCE IN
SPORT MANAGEMENT**

JUNE, 2024

JIMMA, ETHIOPIA

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APPROVAL SHEET
JIMMA UNIVERSITY SPORT ACADEMY
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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 some selected super league football clubs of Oromia regional state is approved as the original work of Reshad Ademe Ngash.

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BIOGRAPHICAL SKETCH

The author was born in August, 1985 E.C in Oromia Regional State, Jimma Zone, Gumay, Woreda. He attended his elementary education TobbaElementary School (1-8) and Tobba Secondary School (9-10) from1996-1997 E.C. He earned hisTTI certificate atDBUC from 1998 -1999 E.C, Diploma at Jimma Teacher’s College Department of Physical Education by summer program from 2002-2005E.C with a CGPA of 3.2 and first degree at Jimma University BSc in Sport Science by summer program from 2007-2013E.C with a CGPA of 3.2 and served as a teacher since the last 16 years. In 2014 E.C he joined Jimma University to pursue his MSc degree in Sports management.

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Table of Contents	Pages
BIOGRAPHICAL SKETCH	i
ACKNOWLEDGMENT.....	ii
List of table	vii
List of Figures	viii
LIST OF ABBREVIATION /ACRONYMS	ix
<i>ABSTRACT</i>	x
CHAPTER ONE	1
1. Introduction.....	1
1.1 Background of the study	1
1.2 Statement of the Problem	2
1.3 Research question.....	4
1.4. Objective of the study	4
1.4.1. General objective.....	4
1.3.2. Specific object	4
1.4. Significances of the Study.....	4
1.5. Delimitations of the Study.....	5
1.8. Operational Definition of key Terms	5
1.9 Organization of the Study	6
CHAPTER TWO	7
2 LITERATURE REVIEW	7
2.1. Financial Management System	7
2.1.1. Distinctive Aspects of the Financial Management of Football Clubs	7
2.1.2. Financial vs. sporting success.....	7
2.1.3. Legal forms & financing options.....	9
2.2. Digitalization in financial management	10
2.2.1. Personal Financial Management Behavior.....	11

2.2.2. Commercialization of professional football	12
2.2.3. Avenues of Expenditure	13
2.2.4. Salaries.....	13
2.2.5. Advertising and Publicity	14
2.2.6. Communication	14
2.2.7. Logistics.....	15
2.3. Financial Sources	15
2.3.1 Revenue Sources in European Football.....	16
2.3.2. Changes in Revenue Sources.....	16
2.3.3. Broadcasting Rights.....	17
2.3.3. Match Day Revenue.	17
2.3.4. Sponsorship	17
2.3.5. Merchandise.....	17
2.3.6. Transfers	17
2.3.7. Prize Money.....	18
2.3.8. Gate Collections and Subscriptions	18
2.4. Financing sources opportunities in football	18
2.4.1. Financing activities.....	20
2.5. Stakeholders in the business of football.....	21
2.6. FACTORS THAT AFFECT FINANCIAL SOURCES.....	23
2.6.1 Investment Practices that affect the financial sources of Football Clubs	23
2.6.2. Analyzing the external environment	23
2.6.3. Supporter satisfaction	25
2.7 Financial Planning and Control Practices affecting financial management System Of football Clubs	25
2.7.1 Financial Planning	25
2.7.2 Control.....	26

2.8. Ethiopia; financial income	26
CHAPTER THREE	28
3. MATERIAL AND METHODOLOGY	28
3.1. Study Area.....	28
3.3. Research Design.....	28
3.4. The population of the Study	29
3.5. Sample and Sampling Technique	29
3.6. Source of Data.....	30
3.7. Data collection Instruments.....	31
3.7.1. Questionnaire.....	31
3.7.2. Interview.....	31
3.8. Data Collection Procedures	32
3.9. Methods of Analysis.....	32
3.9. Ethical Issues and Code of Conduct.....	33
CHAPTER FOUR.....	34
4. Analysis and Interpretation of Data	34
4.1 Demographic and occupational characteristics of respondents.....	34
4.2. Analysis and Interpretation of questioners.....	35
4.2.1. Gate fees (revenue from matches)	35
Fig 3 Gate fees (revenue from matches).....	35
4.2.2. Member subscriptions percent (%).....	36
4.2.3. Sponsorship from other organizations percent (%)	37
4.2.4. Television broadcasting rights (DSTV) percent (%).....	37
4.2.5. Sale of club merchandise, such as team Jersey's percent (%).....	38
4.2.6. The contribution of the following to total expenditure.....	38
Table7 to what extent are the following factors hindering the financial management practices which used in the club?.....	44

4.3 Result of interview question.....	45
4.4 Result and Disruption of the Study	47
CHAPTER FIVE	49
5. SUMMARY, CONCLUSION AND RECOMMENDATION	49
5.1 Summary of findings.....	49
5.2 Conclusions	50
5.3 Recommendations	50
Reference	53
APPENDIX A1.....	58
APPENDIXA2.....	63

List of table

Table 1 Total population	29
Table 2 Sample Population	30
Table 3 Background characteristics of the respondents.....	34
Table 4 the following factors contribute to club's financial sources.....	40
Table 5 Club administrative activities done in football club contribute to revenue source.....	41
Table 6:- To what extent do the following factors affect your club revenue?.....	44
Table 7 to what extent are the following factors hindering the financial management practices which used in the club?	44

List of Figures

Figure 1 Football clubs, internal or external finance their activities	9
Figure 2: Digitalization roadmap for financial management	11
Figure 3 Stakeholder groups in the business of football	22
Figure 4 Five STEEP factors the business of football	24
Figure 6: conceptual framewor	Error! Bookmark not defined.
Figure 7. Map of Ethiopia showing Oromia Region	28
Figure 8 Gate fees (revenue from matches)	35
Figure 9 membership subscriptions	36
Figure:-10 sponsorship from other organizations	37
Figure: 11 Television broadcasting rights	37
Figure 12:- sale of club merchandise	38
Figure: - 13 the contribution of the following to total expenditure	38

LIST OF ABBREVIATION /ACRONYMS

A.V.E:- Advertising Value Equivalent

DSTV: - Digital Satellite Television

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

SPSS: - Statistical Package for Social Sciences

TV: - Television

CPA:-Customer Profitability Analysis (),

ABSTRACT

The Objectives of this study was to investigate financial sources and management practices of super league football clubs. The study used both qualitative and quantitative research methods and descriptive survey design. The sampling techniques used were Availability/census sampling technique for administrative personnel's, coaches and club managers of football clubs. The data collection tools were semi structured interview from football clubs coaches/vice coach and closed ended questionnaires from football clubs administrative personnel's and managers of football clubs. The sample of the study was 30 administrative personnel's, and 6 coaches and 3 club managers were totally 39 populations was participants' respondents of this study because they are limited number population. Also the study was employed both primary and secondary sources of data that are necessary inputs for analysis. The data were collected through standard questionnaires and interview. Data were analyzed according to research objectives then data gathered through interview was analysis by words and the data obtained from the questionnaire was analyzed by descriptive statistic software using SPSS Version 26.

Finding of this study indicates that the factor hinder the financial sources of football clubs were Team performance Convenience and location of match venue, Use of annual budget to manage costs, Level of sponsorship, Merchandise sales, indicate that it is highly affect revenue of clubs. Finding of this study indicates that the income sources of the clubs were from Fund/ revenue sources from the government, and sponsorship from other organizations. 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 sources football clubs.

Key terms: - Financial sources management practices

CHAPTER ONE

1. Introduction

1.1 Background of the study

Football is the most popular sports in the world. For many people, football is an essential part of their lives. But football is also business. A business that has often been publicly criticized and accused of being disconnected from reality and unsustainable. Football is the most broadcast issue, and the players are paid the highest. Professional football is watched by billions of people all over the world and is probably the world's most popular spectator sport. 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 et al., 2002). The key factor for economic success is a tight identification of fans with a particular sport club and/or an athlete. In the first instance, high-quality sport products bring benefits directly from the fans in a form of day-match revenues and souvenirs. Sponsorship, advertisement or broadcasting rights fees are examples of other significant sources of revenues (Procházka et al., 2012). In special circumstances the company must create with a market economy solution the resources of this area; of course, the state's role rises in financing professional football too. New modes of governance can help bring countries closer to Europe (Börzel, 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 states 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 et al., 2001). Due to the importance of football industry, football clubs are made into brands. As long there is a connection between budgets clubs and team performances, financial position is extremely important. Use of financial management 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. 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.

As business reports (Milkias & Getahun, 2023). Explain that in the context of our country the trend of using financial management and sources in football clubs is not modernized yet. They have got financial failure 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 (Milkias & Getahun, 2023). As (Daniel & Moskowitz, 2014) explains that, in his study the diversity and decentralization of club management systems and support at our sports 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. This is due to limited sources of finance and lack of further financial support strategies to compensate the uneducated equipment facility of the club. Therefore this study aimed to investigate the financial source and management system of the Oromia Region super league football club.

1.2 Statement of the Problem

Generating money for a club is very much dependent on its sporting success. In return, however, sporting success is also highly dependent on how much revenue a club can generate and therefore invest in the squad. Financial executives always need to find the right balance between investing enough money in the team to maximize sporting success, without taking excessive risks and harming the financial stability. This balancing act is even more complicated by the fact that the football business is under great public scrutiny and very much driven by emotion. In recent years, the football industry has been publicly criticized and accused of being unsustainable and disconnected from reality.

In Ethiopia, many footballs, Super League clubs have financial resources and management problems. Most of the regional super league football 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 et al., 2019). This Supporting, the international governing body of football, the 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 et al., 2019).

The fore Financial source is an essential part and backbone of every Super League football clubs, because the success and development of any super league foot ball club depend on financial sources generated from the sport good, services, fans, revenue sales, and sponsorship that generated by the activities of football clubs management. But poor financial management problem was affected financial source of super league football clubs. These problems leaded/create in the football clubs; lack of salary payment to the player and staff member of football clubs; lose point on the game, lack of transfer professional player, radiuses revenue source gate from gate fees (revenue source from matches), member subscriptions, sponsorships from other organizations, sale of clubs merchandise of the and create lack of logistics in football clubs and the lack of create awareness on societies and different stakeholders like: fun, spectator, supporter, members of foot ball clubs. According to this, Jimma Abba Buna, Jimma Abba Jifar and Bishoftu ketema Super League Football was found in, Oromia Regional state they play in the Ethiopian, super league the second division of football in Ethiopia. Such clubs have big financial problems that are generated from poor financial sources of management stems of super league foot ball clubs. Also, the Sponsors have taken the cue because to date, the 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 air rights the full matches, sponsors by funding teams and tournaments, and advertisers by buying advertising space during football events. Thus poor financial source management problem lead each foot ball clubs lack of salary payment to the player and clubs employees, the clubs lose point on different game, demands of facility in the clubs occurred, lack of sign professional play to the clubs and pore performances register each clubs by the reason of pore financial management system. In Oromia Regional state, there were no research conducted on financial sources and management system in football clubs. So, the researcher is interested in seeing practical gap in the experience of financial sources and management systems problems by explaining financial sources, examining financial management systems, identifying the factors hindering financial management systems and

determining that factors the tackle the financial source of super league football clubs of Oromia Regional state.

1.3 Research question

This study was attempted to investigate the financial source and management *practices* of selected Super League foot ball clubs of the Oromia Regional state. The research was tried to answer the following questions.

1. How the financial source and management *practices* influence the Supper League football clubs?
2. What are the factors that affect the financial source and management systems of Supper League football clubs?
3. What measurement should be taken for minimizing the current problem of financial sources and management *practices* of Super League football clubs?

1.4. Objective of the study

1.4.1. General objective

This study aimed to investigate the financial source and management **practices** of Super League Football clubs of Oromia Regional state.

1.3.2. Specific object

The Specific Objectives of the study was to:

1. To assess the possible factors that influence on the financial source and management **practices** of super league football clubs of Oromia Regional state?
2. Identifying, the factors that affecting, financial source of Management **practices** of Super League football clubs of Oromia Regional state.
3. To suggest the possible alternative solution for the financial sources of management **practices** of Super League football clubs of Oromia Regional state.

1.4. Significances of the Study

The significance of this study was to create deeply awareness by improving the challenge that found in the financial source of management system of super league football clubs. According to this built the strong pillars of financial source of management system that constantly and continuously give service to the super league football clubs. Then by providing different methods of financial source distribution, from many branch of financial source out came line of sport good and service of foot ball clubs and also create awareness on the stakeholders of financial management systems, promote football to more attractive popular game and by investing football in the heart of society, to meat for bitter increases the contribution of funs,

spectator, sponsorship and generating revenues for financial source of Super League football clubs. As aimed to create financial strong football clubs and good competitive that was upgrade from super league to Ethiopia premier league. Serves as standing point for further study in the field.

1.5. Delimitations of the Study

This Study was conducted in Oromia Regional state, some selected super league football clubs namely Jimma Abba Buna, Jimma Abba Jifar and Bishoftu ketema Super League Football Clubs. Jimma Abba Buna, and Jimma Abba Jifar, Super League football clubs are found in South Western, Ethiopian City of Oromia Region Jimma Zone in Jimma, City and Bishoftu ketema super league football clubs is found in Bishoftu city. In addition to this, the study was focused on the Financial Source and Management **practices** of three, Super League Football clubs of Oromia Region .However, due to time and financial constraints, the study was also delimited on three Super League Football Clubs

1.6. Limitation of the study

Conducting research requires Enough resource such as time, financial shortage, material and resource material however these is not always available due to a number of factors therefore the researcher faced following limitation in conducting season of this study:- Un-openness's of some respondents to react for the questionnaires forwarded to them. The geographical scope also another limiting factor because; the study was conducted in Oromia Regional state, some selected super league football clubs. But due to the time and financial constraints it covers only three super league football clubs are selected for this study namely.

1.8. 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 Financial management refers to the efficient and effective management of money (funds) in such a manner as to accomplish the objectives of the organization.

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 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.

1.9 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

2 LITERATURE REVIEW

2.1. 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 (Alkhateeb et al., 2018).

2.1.1. Distinctive Aspects of the Financial Management of Football Clubs

Professional football clubs are medium-sized, often internationally operating businesses. As such, professional financial management is essential. However, the financial management of football clubs is not entirely comparable to the usual accounting, reporting and control practices of ordinary market-focused companies. In the following, the most distinctive aspects of the financial management of football clubs are discussed in order to provide the basis for all subsequent analyses and recommendations.

2.1.2. Financial vs. sporting success

As mentioned above, financial and sporting successes are reciprocally related. On the one hand, if your team performs well in your respective competitions, this usually leads to considerably better financial results. On the other hand, if you invest more money in your squad, your chances to win more games can be much higher. This can create a vicious circle of clubs deciding to spend more money in anticipation of significantly higher future returns due to greater sporting success. While this strategy can work in some cases, it is at the same time very risky, since sporting success cannot be fully planned. If the results fail to materialize, the clubs need to deal with big deficits. It is important to note that the goals and financial objectives of football clubs and commercial enterprises are fundamentally different. An ordinary company strives for the highest possible annual profit in order to earn interest on the money invested by the shareholders. Football clubs are not primarily profit-driven companies. For them, money is much more a means to an end – something that is important to increase the sporting success, which in normal situations is always considered the primary goal. In July 2019, before the

COVID-19 crisis hit the global football industry, Dr. Claudio Kasper, Head of Management Accounting & Corporate Finance at FC Schalke 04, expressed in an interview the rationale that many football clubs have traditionally followed:

“Frankly speaking, it is a successful season for FC Schalke 04 if we manage to qualify for the Champions League and at the same time break even in our annual result. Not making a profit nor a loss shows that we have used our available resources optimally. A high profit is not very beneficial for us, since we have no shareholders that demand a dividend. Of course, we are not opposed to a high profit, but we are not actively trying to reach one.” FC Schalke 04 has become one of the clubs with the biggest financial problems in the course of the COVID-19 crisis. The club could only survive the short-term consequences of the crisis with a debt guarantee of the local government. In a conversation with the CFO of a Swiss Super League club, the manager explained that they actively try to be exactly break even and not make a profit in good years, so the club does not have to pay any profit taxes. While it is clear that football clubs are not primarily profit-oriented companies and sporting success is always the main goal, actively not trying to make any profits by allocating all of your resources to your squad or using accounting tricks to avoid taxes can be very dangerous in the long run. If you do not make any profits you cannot build up any reserves that would give you stability and security in financially challenging years, as they act as buffers in absorbing losses. Various clubs even operate with a so-called “structural deficit”. That means that in normal years, excluding any extraordinary revenues and expenses, the clubs report a loss. The negative result can only be avoided by unexpected sporting success or other one-time effects like selling a player with a profit.

Now during the COVID-19 crisis, it became obvious that relying on extraordinary income to avoid losses and to operate with little reserves is very risky (see chapter 2). Also, fans started to realize the challenges some clubs are facing and the topic of financial sustainability has become much more prominent within the public discourse, which could be an opportunity for many clubs. When talking to CFOs of football clubs, many indicate that it is emotions and public pressure by fans and the media that decoy managers into taking more financial risks. Football is a game that

is played for the fans, and fans mostly care about what is happening on the pitch and not about financial numbers. The pressure to invest as much money as possible in good players and to make expensive, high-profile transfers is mostly very high. However, due to the recent crisis, fans have understood how important a solid financial basis is, which could foster a mentality change.

2.1.3. Legal forms & financing options

Football clubs appear in various different legal forms. Many clubs such as FC Barcelona or Real Madrid in Spain or FC Schalke 04 in Germany are still registered as sports associations. Other clubs operate as corporations and use the legal form of a limited liability company (LLC) or public limited company (PLC). Some clubs, like for example Ajax Amsterdam, Borussia Dortmund, Celtic FC, Manchester United or Juventus F.C. are also publicly listed. Every country has their own specific legal forms and rules. In Spain, for instance, the legal status of a societal anon made portiva (S.A.D.) (public limited sports company) was introduced in 1990 and is mandatory for most professional football clubs. However, due to tradition, some clubs like FC Barcelona and Real Madrid are allowed to keep their status as non-commercial sports associations. Also in Switzerland, the Swiss Football League made it mandatory for every Super League club to transform their legal form into that of a public limited company, even though some clubs wanted to maintain the form of a sports association. In the English Premier League and the Italian Serie A, clubs are usually public limited companies and owned by wealthy individuals or investment firms. The legal form obviously influences the financing options of clubs significantly. Football clubs, just as any other business, can finance their activities through internal or external funding (see figure 1). Thomas Maurer e.U. Dietenberg 205/4 8563 Ligest Austria www.footballbusinessinside.com

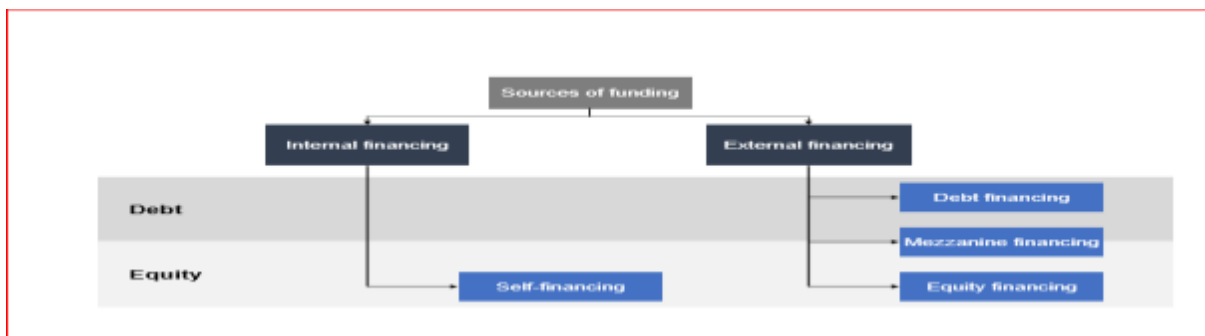


Fig 1 Football clubs, internal or external finance their activities

The potential of internal financing does not depend on the legal form of the club, since self-financing is realized through retained earnings. If clubs manage to make a profit, these profits can be retained and used to strengthen the equity position and as sources of internal funding. However, the options of external financing significantly vary with the legal form of a football club. The potential instruments of debt financing are the same for all clubs, regardless their legal form. The most common form of debt financing, taking out a bank loan is used by plenty of football clubs, in most cases for long-term infrastructure investments. Various football clubs have also already issued bonds to raise debt. A football-specific instrument, which has already been used in some cases, are so-called “fan bonds”. Taking a loan from fans can help clubs to

raise debt for better conditions, but the amount of capital that can be raised through “fan bonds” is usually limited. Some clubs have also made use of asset-backed securities (ABS), which are bonds collateralized by assets such as receivables (future cash inflows). Mezzanine financing is a hybrid type of financing, having both debt and equity characteristics. Some mezzanine instruments can also be used by football clubs that are still organized as associations. One of these typical instruments are subordinated loans, which are riskier for creditors than normal loans, since in the event of insolvency they are not repaid until the other creditors have received their money. For football clubs, liabilities from subordinated loans are mostly towards private benefactors or patrons. This allows patrons to provide financial resources to football clubs and preserve repayment claims without increasing the clubs' indebtedness. Another mezzanine instrument, which can only be used by limited companies, are convertible bonds. Just like normal bonds, convertible bonds are fixed-income corporate debt securities that yield interest payments. Yet, investors have the right to convert their claims into a predetermined number of common stock or equity shares if certain criteria are met.

External financing through equity capital by selling shares is only possible for limited companies. There are numerous clubs that have sold some or the majority of their shares to investors. Yet, the type of investors football clubs work with varies. In Germany, where clubs are generally not allowed to sell the majority of their voting rights to investors, some clubs bring strategic partners on board. Strategic partners are mostly sponsors that acquire a certain number of shares of a club to strengthen the relationship and leverage synergies. In England, France and Italy, most of the big football clubs have sold the majority of their shares to either wealthy individuals or investment firms.

2.2. Digitalization in financial management

A very recent topic that most financial executives are currently dealing with is digitalization. Since football clubs have a different focus than these firms and also much less money to invest than big corporations, the topic of implementing new digital tools in the finance function will not become relevant short-term.

However, in the long run, when these tools are more established and their implementation is cheaper, also football clubs will also have to think about which new technologies to make use of. Therefore, it could be interesting to already look at the new opportunities that digitalization offers for financial management in the future. Since I have been leading workshops about digitalization with financial executives from different corporations for the past years, I want to share some of the insights and key leanings here. For most big companies, the digital transformation of financial management is already happening. A 2019 survey of 130 European

CFOs and other financial leadership decision-makers found that 95% of respondents currently see skills gaps in the finance function. When asked what specific skills were missing, 64% of respondents said they lacked skills in using new tools and digital technologies. CFOs are sitting on a valuable pool of data, which, however, cannot yet be adequately analyzed. Necessary technologies and knowledge are not yet sufficiently available. Building up such resources is time-consuming and costly. Therefore, quick wins should be taken along first, before engaging in long-term and expensive digitalization projects. Simple staff training in the use of the current IT infrastructure is often enough to achieve initial efficiency gains.

Many large companies that are now launching their first digitalization initiatives in the finance sector are starting to automate repetitive processes. Robotics is used to automate processes such as capturing incoming and outgoing invoices. In the long run, CFOs are planning to utilize the possibilities that artificial intelligence and analytics offer. Especially pre-dictate and prescriptive analytics is a field that will also play a role for football clubs in the future. Scenario planning, which is utterly important for football clubs (see chapter 1), will be much easier and more accurate with predictive analytics tools. Simply put, predictive analytics comprises a variety of statistical techniques from data mining, predictive modeling and machine learning that analyses current and historical data to predict future outcome. Those who can efficiently evaluate large amounts of data will have competitive advantages in the future, not only in the normal business world, but also in football. The step-by-step digitalization roadmap for financial management, that has been built with CFOs and other finance executives based on their practical experience, is illustrated in figure 9 on the next page



Fig 2: Digitalization roadmap for financial management

2.2.1. 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, (Van 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 describe financial management behavior as an area of financial decision-making, harmonizing individual motives and enterprise goals.(Joo et al., 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-Beigi et al., 2011).

Hence, personal financial management behavior has received an increasing concern of researchers in recent years. In the study by(Deacon & 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.(Dew & Xiao, 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 (Twum, 2017) However, measuring many different domains of financial management behavior is important because each domain has a serious role(Dew & Xiao, 2011),this study expands on the studies before in finding out factors affecting on financial management behavior in general.

2.2.2. 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, 2007). 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 lab our 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(Sonke et al., 2008).

2.2.3. 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 et al., 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.

2.2.4. Salaries

(Chen & Greene, 2004) describe salaries as being offered to employees in exchange for services and labor. 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(McMeeking et al., 2007).

According to(Javalgi et al., 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 et al., 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.

2.2.5. Advertising and Publicity

Advertising is communication designed to get the target audience to purchase a product. (Rajagopal et al., 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 & 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 (Aspelund, 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.

2.2.6. Communication

According to (Parasuraman, 2004), organizations 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.

2.2.7. 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 et al., 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.

2.3. 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 (Alexander et al., 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 & Lehmann, 2006).

Based on the information made available to us in respect of each club, to the extent possible, we have split revenue into 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 (Galaz, 2015).

2.3.1 Revenue Sources in European Football

2.3.2. Changes in Revenue Sources

Recurrent revenue of football clubs comes from fee charges for attendance to stadiums, television rights, and commercial and advertising agreements. Until recent decades, the main revenue source for clubs was gate receipts, for that reason, Santiago Bernabeu decided to build a stadium with a seating capacity of 100,000, whereas the old stadium could only hold 25,000. His idea was that, the bigger the stadium, the higher the revenue, which would enable the club to have a better squad, in the 1970s, advertising and sponsorship revenues became significant. Until then, clubs rarely had advertising spaces in stadiums, but the decision to include sponsors on team jerseys opened the way for commercial revenue. In the 1970s, Bayern Munich introduced the use of the Adidas logo on team uniforms. The sportswear company Admiral reached an agreement with Leeds whereby team jerseys exhibited their logo and the company began to sell replica Leeds jerseys, the club retaining a percentage of sales revenue. Shortly after, other sportswear manufacturers adopted this strategy, such as (Sanchez et al., 2019).

The connection between the competitive balance and allocation of revenue from the sale of broadcasting rights is of major importance with sports economics doctrine. Starting by the exponential increase in revenue derived from TV rights, many economic writers have focused on specific forms of sports clubs revenue. Of these, for example, Szymanski, in 2001, identified the redistribution of revenues from the alienation of audiovisual rights as a source of possible strengthening of the competitive balance in sports leagues (Zanzottera et al., 2017).

The types of revenue generated may also indicate whether revenue should be diversified or concentrated. (Shapiro et al., 1999) research considered three types of revenues: fundraising (donations), government support and commercial activities. Acknowledging that increasing revenue diversification is a way to reduce dependency, she argues that fundraising (as one way of increasing revenue diversification) and the ensuing accountability reporting are expensive and that the costs of gaining funds from new sources could outweigh the benefits. Notwithstanding that, by reaching out to communities in which they operate, grass-roots sports clubs may use fundraising to improve their reputation and draw in new members and supporters (Ford-Paz et al., 2020).

2.3.3. Broadcasting Rights

‘Domestic and Foreign Broadcasting stations bid for rights to broadcast live matches to millions of football fans who are ever eager to watch. For example, In the United Kingdom, Sky Sports and BT Sports own rights to cover the Premier League, a right they acquired for 5 Billion Pounds in a deal that will run for 4 years (2015–2019) .This money will be shared among clubs, equally. That will amount to roughly 81 million pounds per club and that’s only considering deals from the U.K alone, Away from England, 20 Broadcasters hold rights to cover the Premier League in China alone, and there are over 100 broadcasters who hold rights to show the P.L worldwide (<https://medium.com/@Thorpeskii?sourceofrevenue>).

2.3.3. Match Day Revenue.

When a football team plays at home (in their own stadium) they sell tickets to every individual that enters the stadium on match day. The size of a football club stadium and the ticket price determines how much the club makes on match day. In the premier league, each team plays 19 times on home soil. Now you know why clubs want to build bigger stadiums or expand the sitting capacity of existing ones, Manchester United’s home ground Old Trafford is the biggest stadium in the league, with a capacity of 74,994. Arsenal Football club sells the most expensive match day ticket 95.5 per head (<https://medium.com/@Thorpeskii?sourceofrevenue>).

2.3.4. Sponsorship

Brands pay a huge amount of money for clubs to advertise them. For example, Chevrolet pays Manchester United roughly 50 million pounds per year to have their logo and name on the United Jersey, Adidas pays United another 75 million pounds per year to sponsor the kits. And that’s just two sponsors of many a club can have globally. (<https://medium.com/@Thorpeskii?sourceofrevenue>).

2.3.5. Merchandise

Football Clubs make money from selling kits and other club merchandise to fans around the world. It is common to find shops that sell Jerseys around stadiums or even club owned stores that sell club Merchandise (<https://medium.com/@Thorpeskii?sourceofrevenue>).

2.3.6. Transfers

Selling players to other clubs is another source of income for football clubs. Small clubs who have a pool of amazing young talents can make massive profits by selling them off to bigger clubs at head-bursting price prices. Some football clubs include sell-on clauses in such deals, which creates an avenue for parent clubs to make money when the player is sold again (<https://medium.com/@Thorpeskii?sourceofrevenue>).

2.3.7. Prize Money

Clubs enter different competitions at the beginning of a football season, in England's top-flight league; clubs play the domestic Premier League, then the F.A Cup, and another domestic cup competition. And if such club is part of the Top 4 of the previous season they qualify for another competition — UEFA Champions League. If they finish two spots behind the top 4 they qualify for the Europe League. Each competition comes with its own prize money. The higher you finish on the League table the bigger your prize money. The more competitions you win the more your prize money (<https://medium.com/@Thorpeski>? Source of revenue)¶.

2.3.8. 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 (Galaz, 2015) 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. (Bovaird, 2014). 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 et al., 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 (Njororai, 2021). 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.

2.4. 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.(Reiche, 2014). 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 noneconomic 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.

2.4.1. Financing activities

Attractive football attracts a large pool of fans as per the findings of this research. The presence of a large pool of fans attracts revenues in diverse ways. A large number of fans attending live match lead to increased revenues in terms of gate collection. This markets the football club as a brand which in return leads to an increased sponsorship attraction. Also the presence of a large number of fans creates an avenue for companies to market their product hence leading to advertising equivalent value. This has also a ripple effect broadcasting media which will lead match coverage increasing the revenue base for the club. Financial activities vary in football clubs that is from: broadcast, commercial, and game day finances. Financing includes sponsorships and merchandise, for example, Broadcast financing indicates the financing stipulated by broadcast contract. Game day finances which consists of tickets,(Pérez-González et al., 2020).

(Nagy & Neff, 2015)) In his study on financing methods in professional football states that naturally, football clubs use the same financing and credit rating criteria as other enterprises. In addition to examining basic forms of financing (internal as well as external financing, own, external and patron financing), important financing considerations such as risk, market value, cost of capital or the opposition between owners and agents (asymmetry of information) must also be taken into account. Risk is also a very important consideration for football clubs as well, which is also due to the high degree of uncertainty of the sports results in the field of

professional football, which entails a much greater risk as compared to other economic areas. This must be taken into account when selecting financing solutions. Assessing market value and cost of capital for football clubs should be especially significant for management. These considerations have not been accorded the significance they should have even by German football clubs.

(Sebastián Manzanares et al., 2012) in her study on the effect of bank financing on the financial performance of small and medium-sized enterprises in Nairobi county concludes that there was a steady rise in the organizations bank financing over the five year period between year 2009 and year 2013. Therefore, organizations bank financing in Nairobi County had a positive effect on the performance of the organizations in Nairobi County since access to bank financing is an important ingredient to the developmental and eventual growth and performance of organizations. Given the steady increase in the organizations “ tangibility over the 5 year period and the corresponding decrease in the organizations “ financial performance over the same period, the study concludes that organizations “ tangibility negatively affected the financial performance of the organizations in Nairobi County, Kenya. Given the steady decrease in the organizations “ size over the 5 year period and the corresponding decrease in the organizations “ financial performance over the same period, the study concludes that there exists a positive relationship between the organizations size and their financial performance.

(Muriithi, 2017)in his study concludes that the use of personal income as a source of financing for businesses does not influence the financial performance of mid-sized companies in Kenya. Bank loans had a weak positive effect on the performance of firms hence concludes that the use of bank loans as a source of financing for businesses does not influence the financial performance of mid-sized companies in Kenya. The results show that venture capital had a weak negative effect on the performance of firms. This effect was however not significant and therefore the study concludes that venture capital does not influence the financial performance of mid-sized companies in Kenya. International Journal of Economics, Commerce and Management, United Kingdom

2.5. Stakeholders in the business of football

As you saw in John Cove’s fascinating analysis there are a range of internal and external elements that make up a club, no matter how that club is configured. Football clubs have complex interactions with their communities and society more generally. This makes a football club both a supplier tow idler society and dependent upon it—and, like all forms of interdependence, this provides benefits, but also imposes obligations on both parties. So a football club, like other businesses, has a range of people and groups who have an interest in the

club and the way it is run. These groups of people can be referred to as its stakeholders. The extract below explores this concept in more depth. As you read consider the stakeholders that might be critical to a football club. Stakeholders are people or groups who have a legitimate interest in the activities of businesses and other organizations in their society. Employees, customers and shareholders are all examples of stakeholders. Figure 6 summarizes some of the potential stakeholders that might affect a business.



Fig 3 Stakeholder groups in the business of football

In the private sector, stakeholders include the owners, employees and customers. In the voluntary sector, they include funders, sponsors and donors. In the public sector they include the general public in their capacity as citizens (through elected representatives), as taxpayers (funders) and as beneficiaries of public services (customers). There are four important points to bear in mind about the stakeholders of a business: 1. All businesses have internal and external stakeholders. 2. Different stakeholders have different interests, and these interests may be in conflict. 3. The culture, structure and control systems within a business will determine how these conflicts, or trade-offs, are resolved. 4. Some stakeholder interests are protected by law, but not all. The quote below from John Cove illustrates how these important features impact upon the football business. These include those employed in all areas of the business, the fans, the owner and even the other clubs we compete with. They all have differing interests – most people will be aware of the one obvious area in most clubs between the interest sofas’ fans, who want their team to be successful no matter what and the owner who needs to achieve financial stability. Like any business we have to balance these interests appropriately. The culture,

structure and control systems within the business determine how these conflicts, or trade-offs, are resolved on a day-to-day basis.

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.

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.

2.6.2. Analyzing the external environment

One clear difference between the German and English systems is the external environment in which they operate. The two systems seem to reflect to some extent the values of each society. A key success factor for any type of business is an accurate understanding of the external environment in which they operate. An ongoing, long-term analysis of what is happening in all facets of the external environment means that changes which impact on the business can be monitored, anticipated and dealt with appropriately. The extract below explores one way that businesses understand the external environment: the STEEP model. As you read start thinking

about how this model might apply to the business of football. The STEEP model uses the five headings of sociological, technological, economic, environmental and political factors.



Fig 4 Five STEEP factors the business of football

Sociological factors that are likely to affect businesses include demographic changes in the age and structure of populations, patterns of work (part/full time), gender roles, patterns of consumer consumption and the ways in which the culture of a population or country gradually changes and develops. Technological factors Internet and digital technologies place challenges on the ability of business to meet customer demands. It is difficult to predict where developing technologies will take us next, but it is possible to focus on the process of technological change and its implications for business. Economic factors the activity of world money markets and financial institutions affect businesses in a number of ways. Important variables include the rate of economic growth, interest rates, inflation, energy prices, exchange rates, wages and levels of employment. The state of a country's economy pervades all aspects of business life. It affects the level of demand for goods and services, the availability and cost of most importantly labor but also raw materials, buildings and land. Environmental factors Environmental issues are of growing importance as people all around the world are more concerned than ever before about the impact of businesses on the natural environment. Businesses need to consider a number of factors including legislation (governmental changes requiring firms to be more environmentally aware) and the pressure from customers for them to operate to high environmental standards. Political factors Political influences control or affect most of what we do. There are political influences on business in terms of rules and regulations imposed by government (local, national and global), as well as the influences of such organizations such as chambers of commerce, trade unions and other bodies concerned with protecting public health and safety. (Adapted from the Open University, 2012, pp. 17–24)

2.6.3. Supporter satisfaction

The major developments in professional football have had an important effect on clubs and the relationships with their fan base (Kennedy, 2012). Kennedy 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 & Burrows, 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 & (Arnaut & Burrows, 2006) 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 (Krabbenbos, 2013) and fan loyalty with commercialization (Wang et al., 2020). Subsequently, (Chadwick & Hamil, 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.

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

2.7.1 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(Alexander et al., 2017).

2.7.2 Control

According to(Amadi-Echendu & Kruger, 2016). 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. 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 program me 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 program me, sport commercial and permanent and occasional sporting agency.



Fig 5 Super league football club structure

CHAPTER THREE

3. MATERIAL AND METHODOLOGY

3.1. Study Area

The study was conducted in Oromia Region State some selected Super League football clubs namely Jimma Abba Buna, Jimma Abba Jifar and Bishoftu ketema Super League football clubs. Jimma Abba Buna and Jimma Abba Jifar Super League football clubs are found in Jimma Zone Jimma city. Jimma Zone is found in South West of Ethiopian. Jimma Zone is one of the Twenty (20) Oromia Regional state zones. Jimma Town is the Capital Administrative Center of the Zone and is Located, at a distance of 350km, away from the Capital of Ethiopia –Addis Ababa. Total area of Jimma Zone, is 50.52 square kilometers, Population density of 2,394.30, all are urban inhabitants and with an Agro –Ecological Setting of Highlands (15%), MidLands (67%) and Low Lands (18%). Bishoftu ketema Super League football clubs is found in Bishoftu town. Bishoftu is a town in central Ethiopia. Located in the East Shewa Zone of the Oromia Region, it sits at an elevation of 1,920 meters' (6,300 ft). Bishoftu is located 47.9 kilometers (29.8 mi) southeast of Addis Ababa along its route 4 highway.

3.2. Description of the Study Area



Fig 7. Map of Ethiopia showing Oromia Region

3.3. Research Design

In this study, a descriptive survey research design was employed for the study. 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 (Creswell, 2011). 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 et al., 2013) The

purpose of this study was to investigate financial source and management system, of the some selected Super League football clubs of Oromia regional state. The researcher was used the quantitative and qualitative research method to comprehend and lead to fundamental analysis and therefore, contains a variety of research methods to achieve its goal.

3.4. The population of the Study

The population of the study was whole super league football clubs in Oromia Regional state. In Ethiopia there are 36 Super League football clubs, each football clubs are play by divided in three group (Group A, B and C). According to this eleven (11) Super League football clubs are found in Oromia Regional state and then play in different group of Ethiopia super league football clubs.

Table 1 Total population

Total population of Oromia Region Super League foot ball clubs.

NO	Name of Clubs	Group in play	NO	Name of Clubs	Group in play
1	Jimma Aba Buna	Group A	6	Gelan ketama	Group C
2	Jimma Aba Jifar	Group A	7	Sebeta ketema	Group A
3	Nekemte Ketema	Group A	8	Ambo ketema	Group B
4	Batu Ketema	Group B	9	Sheger ketema	Group B
5	Negele Arsi	Group B	10	Bishoftu Ketema	Group B
			11	Sheger ketema	Group B
Total			11		

The target population of this study includes the whole employee found in three (3) selected super league football clubs of Oromia Regional State namely Jimma Aba Buna, Jimma Aba Jifar and Bishoftu ketema super league football clubs, such as Managers (n=3) and Coaches and Assistance Coach (n=6) Administrative and Board member personnel (n=30) from each football clubs. . Therefore the total sampling respondents from three clubs was N=39. The researcher was used availability sampling techniques in order to gate full information from the respondents because they are limited number population. According to thus availability sampling is used quietly it involves selecting a sample from the population because it is accessible.

3.5. Sample and Sampling Technique

For this study, the researcher was used availability/census sampling method technique to select administrative personnel/ board member (n=30), clubs coaches and (n=6) club managers (n=3) total population of the study (39) respondent from the selected three super league football clubs that found in Oromia Regional State namely Jimma Abba Buna, Jimma Abba Jifar and Bishoftu ketema Super League football clubs because the population of the study is small. Therefore, due

to less target population number of the study; purposively all population (thirty nine) would be taken and no any technique was apply to take sample. According the statistics by jim.com [https//statistics by jim.com](https://statistics by jim.com).

Table 2 Sample Population

The sampling population of super league foot ball clubs.

N O	Employers of clubs.	Total population			Sampling population			Sampling technique
		Mal e	Female	Tot al	Male	Fem ale	Tota l	
1	Clubs manager	3	-	3	3	-	3	Availability/census sampling technique
2	Clubs coaches	6	-	6	6	-	6	Availability/census sampling technique
3	Administrative /board member	30	-	30	30	-	30	Availability/census sampling technique
4	Total population	39	-	39	39	-	39	

The study was used availability/census sampling sapling method technique; to select Administrative personnel/board member (n=30), Clubs Coaches/Assistant coach (n=6) and club Managers (n=3) then total Population [39] respondent. The researcher was used availability/census sampling technique because the population of the study is small. According the statistics by jim.com [https//statistics by jim.com](https://statistics by jim.com) basics convenience sapling is also known as opportunity or availability sampling. Availability sampling was used quietly it involves selected sample from the population because it is accessible. That is to say individuals are selected from the researcher not because they meet same stoical criterion, but because they are readily available.

3.6. Source of Data

For this study the researcher was used both primary and secondary data sources to obtain adequate and reliable information about financial source and management system football clubs of Oromia Regional state. The primary source of data was collected through questionnaires and an interview was direct gather information/ data from the respondents such as club coaches, managers, and administrative personnel. The researcher was used primary and

secondary data sources quantitative and a qualitative approach was utilized. Quantitative data was used to collect a standard questionnaire consisting of close ended and open ended key informants and data From respondent.

3.6.1 Primary data sources

The primary source of data was collected through questionnaires and an interview was direct gather information/ data from the respondents such as club coaches, managers, and administrative personnel. The researcher was used primary and secondary data sources quantitative and qualitative approaches have been utilized. Quantitative data was used to collect a standard questionnaire were consisting of close ended and open ended key in formations and data from respondents.

3.7. Data collection Instruments

To get reliable information from the research participants; questionnaires and interviews was used as a tool for data collection instruments from the sample population. The interview was permitted greater depth of response of respondent's opinion and perception thus; the purpose of the interview was to collect more supplementary information so as to stabilize the questionnaire response. The interview questions manly focused on the financial sources and management system of super league football clubs. Some interview questioners revised from standard questioner for clubs coaches.

3.7.1. Questionnaire

The researcher was used the structured close ended questionnaires that comprise 50 items measured on a 5 different point and consisting of 4 main sub-topics/section under it: background information, Sources of revenue, investment practices and financial planning and controlling practices of financial sources and management system of super league football clubs. The questionnaires were developed in English and translated into Afan Oromo languages and Amharic language by language experts to obtain information from respondent were participated in the questionnaires from the three football clubs those three (3) clubs manage and thirty(30) clubs Administrative and board members of super league football clubs.

3.7.2. Interview

The researcher was used structured designed interview questions are delivered in a face-to-face to obtaining supplement relevant information from respondent Thus, six(6)coach and vice coach of the three football clubs were participated in the interview for in great depth examination of the issues under study to a particular research topic. Pertaining to the interview, every effort was made to create friendly atmosphere of trust and confidence in order the respondents would feel at ease while talking to and discussing with the interviewer. Hence, the interview was followed by probing a set of predetermined questions and taking note, comments

which were given by each interviewee after questions, Soon after the interview was over, again the whole idea was restated in order to incorporate if there is any missed point. Beside this, Interview was held in English language, Afan Oromo language and Amharic language for ease of communication and clarity of ideas. Finally, the whole idea of the interview was summarized and analyzed from what has been written on the note book during and after the discussion and then subsequently translate to English.

3.8. Data Collection Procedures

The researcher was prepared the questionnaires, interviews, and checklist in Afan Oromo, Amharic and English; then it was translating the language that is preferable for the respondents, more. 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 was directly visited to three sampled clubs and principals of respective clubs for approval and agreement. After making agreement, the researcher was introduces his objective and purpose. With the above-mentioned data- collecting tools, the researcher should be building the bases of review literature and the required data to be collect. Before handing over and utilization of the tools to collect data, they were approving accordingly; corrections and reconstructions should be done. Then the questionnaire was distributed to clubs' manager, administrate 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 was collected and offered to the researcher. Finally, the data collected through various instruments from multiple sources was analyzed and interpreted.

3.9. Methods of Analysis

The analysis of the data was based on the responses collected through questionnaires and interviews. The goal of data analysis was to describe 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 using for the data that obtained from the questionnaire. In addition to this, the respondent back ground such as sex, service years and educational qualification was analysis is by using tabulation in terms of frequency and percentage. Moreover, quantitative data gathered from the clubs manage and clubs Administrative /board members through questionnaire were analysis by using tabulation and graphs in terms of frequency, percentage, mean and standard deviation. Data gathered from the

coach through interview was analysis by words and the data which can be obtained from the questionnaire was analysis using SPSS Version 26.

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 d

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.

No	characteristics of the respondents	Frequency	Percent %
1	Gender of respondent		
	male	37	95%
	female	2	5%
	Total	39	100%
2	Position in the clubs		
	Club coach/vice coach	6	15.4%
	Administrative /board member	30	76.9%
	Club s manager	3	7.7%
	Total	39	100%
3	work experience in football industry		
	less than 1year	3	7.7%
	1-2 year	13	33.3%
	4-5 year	14	35.9%
	over 5 year	9	23.1%
	Total	39	100%
4	participating year in super League level of Ethiopia		
	1-3 year	14	35.8%
	4-5 year	20	51.4%
	over 5 year	5	12.8%
	Total	39	100%
5	level of education		
	diploma	9	23.1%
	first degree	25	64.1%
	second degree	5	12.8%
	Total	39	100%
6	players of in the club team		
	20-25	21	53.8%
	25-30	18	46.2%
	Total	39	100%
7	staff member of the clubs		
	5 to 10	13	33.3%
	11 to 20	26	66.7%
	Total	39	100%

Table 3:-item1-7discrib the information of the respondent among the sampled of the three super league football clubs, according to this the gender of respondents 37 (95%) were male and 2(5%) of respondents were female. This implies there were no balanced distributions. The position in the clubs according to occupation of respondents indicates that 6(15%) coaches/ vice coaches, 30(77%) administrative committee/ board member and, 3(8%) club managers. The professional work experience of the respondent in the foot ball industry indicates that 3(7.7%) of the respondents said less than one year, 13(33.3%) of the respondents said for 1to3 year, 14(35.9%)of the respondents said for 4 to 5 year and 9(23.1%) of the respondents said for over 5 years. According to this the clubs participating year in the super League level of Ethiopia 14(35.8%) of the respondents said that their football club had been in the super league for 1 to 3 years,20(51.4%) of the majority of the respondents said that their football club had been in the super league clubs for between 4 and 5 years and 5(12.8%) of the respondents said their club had been in the super league for over 5 years. The majority of the football clubs had been in Ethiopia super League club for at least 4-5 years. The Educational level of the respondents among the sampled of the three super league football clubs is 9(23.1%) Diploma, 25(64.1%) First degree and 5(12.8%) Second degree. The respondents said21 (53.8 %) of the football club had 20-25 players officially in the clubs and 18 (46.2%) of the respondents said that the club had been between 25-30 players officially in the clubs and the staff member officially in the football clubs 13(33.3) of the respondents said between 5to10 member officially in the football clubs and 26(66.7) of the respondents said between 11to20 member officially in the football clubs.

4.2. Analysis and Interpretation of questioners

Section two. Sources of revenue and avenues for expenditure

4.2.1. Gate fees (revenue from matches)

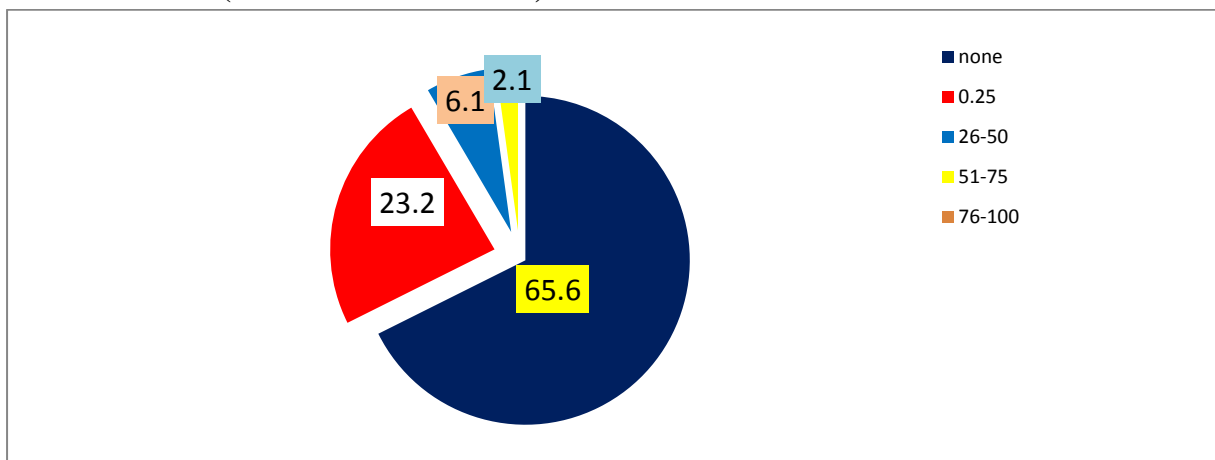


Fig 3 Gate fees (revenue from matches)

Fig 3: shows that the respondents were asked to indicate the contribution of gate collections / entrance fees during matches to the clubs total revenue. According to this 65.6% gate fees revenue from matches contributed none of the revenues of all (100%). Some 23.2% of the respondents indicated that gate collection/entrance fees accounted for between 0 to 25% of the total revenues of football clubs, 6.1% of the respondents said gate fees revenue from matches contributed between 26 and 50% of the total revenue of clubs and 2.1% of the respondents said gate fees revenue from matches contributed between 51 and 75% of the total revenue of clubs This implies there were gate fees (revenue from matches) the majority of revenues contribution was indicated none of the revenues from the matches.

4.2.2. Member subscriptions percent (%)

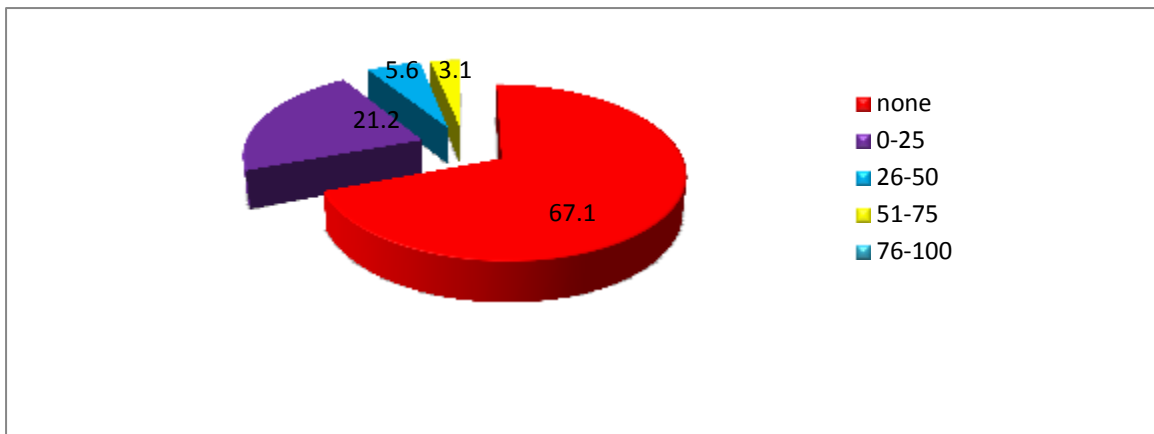


Fig 4 membership subscriptions

Fig 4: show that the contribution of membership subscriptions to the clubs total revenues is represented in pie chart. According to this 67.1% of the respondents said none of membership subscription fees contribution of the total revenues of all (100%) of the foot ball clubs, 21.2% membership subscription fees accounted for between 0 - 25% of the total revenues of all (100%) of the foot ball clubs, 5.6% of respondents indicate the contribution of membership subscriptions of the foot ball clubs total accounted for between 26-50% of the total revenues and 3.1% of respondents indicate the contribution of membership subscriptions of the foot ball clubs total accounted for between 51-and 75% of the total revenues. This implies there were none contribution of membership subscriptions to the clubs.

4.2.3. Sponsorship from other organizations percent (%)

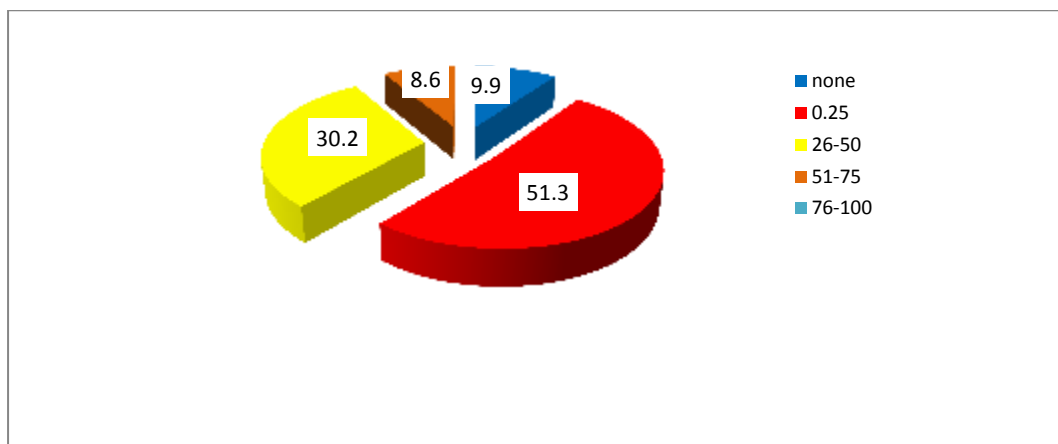


Fig:-5 sponsorship from other organizations

Fig:-5 indicate the contribution of sponsorship from other organizations to the total revenues of the clubs. The pie chart shows that the sponsorship from other organizations accounted were none of the total revenues is 9.9% of the foot ball clubs, 51.3 % of the respondents indicated that sponsorship from other organizations accounted for between 0 -25% of the total revenues contributed of the clubs, 30.2% of the respondents indicated that sponsorship from other organizations accounted for between 26 and 50% of the total revenues of the clubs and also some 8.6% of the respondents indicated that sponsorship from other organizations accounted for between 51 and 75% of the total revenues of football clubs. This implies there were between 0 -25% contribution of sponsorship from other organizations accounted of the revenue.

4.2.4. Television broadcasting rights (DSTV) percent (%)

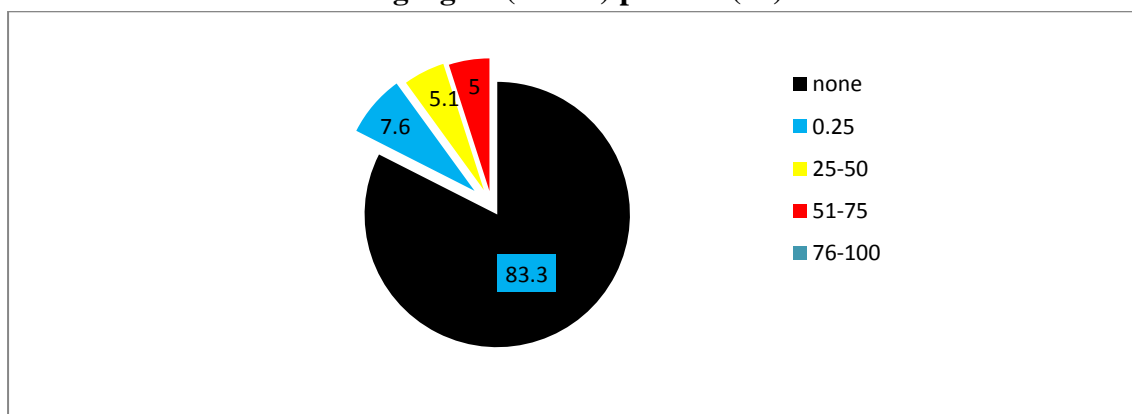


Fig: -6Television broadcasting rights

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 83.3% of the clubs. The respondents indicated that 7.6%

TV broadcasting rights accounted for between 0-25% and 5.1% of respondents indicated that TV broadcasting rights accounted is between 26-50%,also some of respondents indicated that TV broadcasting rights accounted is 5% between 51-75% percent. Therefore, majority of clubs were none contribution to revenue from television broadcasting rights.

4.2.5. Sale of club merchandise, such as team Jersey's percent (%)

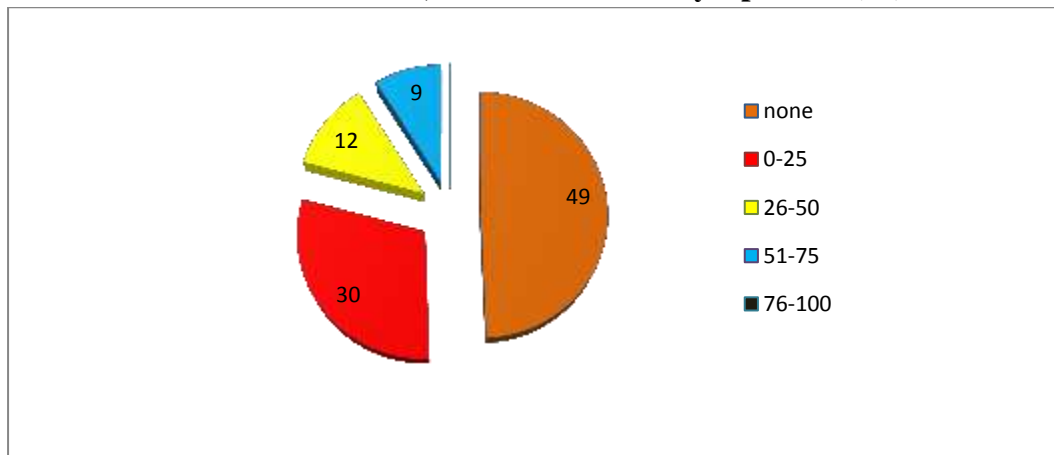


Fig 6:- sale of club merchandise

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 49% of the clubs. The figure also shows that sale of club merchandise accounted for between 0 and 25% of the total revenues of 30.% of the clubs; and between 26 and 50% of the revenues of 12.% of the clubs and also 9% 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.

4.2.6. The contribution of the following to total expenditure

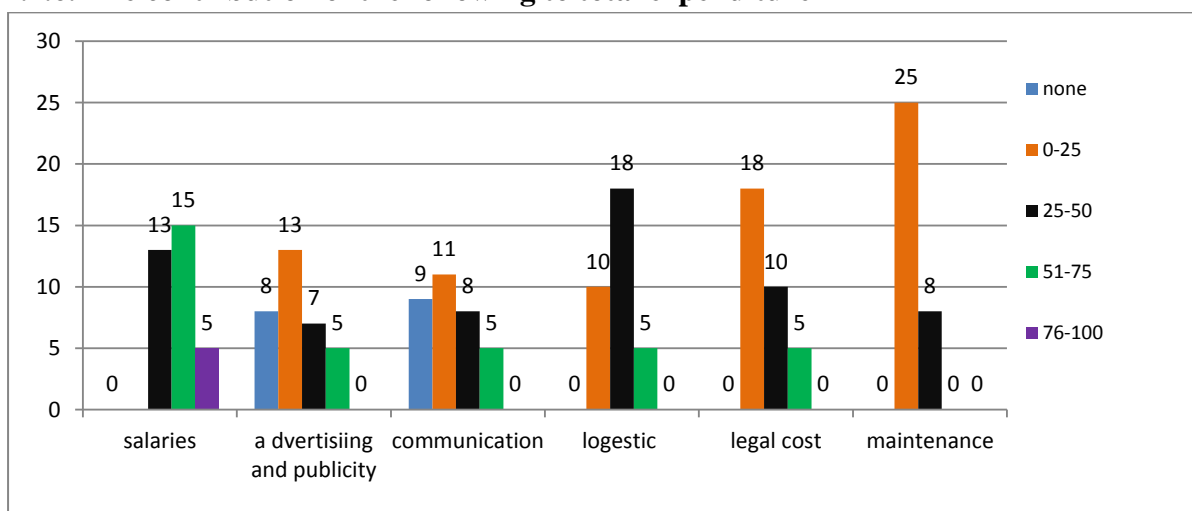


Fig: -3 the contribution of the following to total expenditure

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 39.4% of the clubs, 45.4% of the clubs salaries accounted for between 51-75%.and also shows that salaries and wages contributed between 76 and 100% of the total expenditure of 15.2% 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 is 24.2% of the respondents noted that it none contributed to advertising and publicity, 39.4% of the respondents said that advertising and publicity accounted for between 0 and 25%, 21.2% of the respondent's aid that advertising and publicity accounted for between 26 and 50% and 15.2% of the advertising and publicity accounted for between 51 and 75% from total clubs expenditures of the clubs. Respondents were asked about the contribution of communication, whether internal or external, to the total expenditure of the football clubs is Shows in above table, 27.2% of respondents indicated communication none costs accounted for the expenditure of football clubs,33.3% of the respondent said that communication accounted for between 0 to 25% of the expenditure of clubs , 24.2% of the respondent said that communication accounted for between 26 to 50% of the expenditure of clubs and 15.2% of the respondent said that communication accounted for between 51 and 75% from total expenditure of football clubs. The contribution of logistics including transport and accommodation to the total expenditure of the football clubs is shows that logistical expenditure accounted for between 0 and 25% of the total expenditure of 30.3% of the clubs, 54.5% 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 15.1% of the football clubs. The above figure shows that legal costs accounted for between 0 and 25% of the total expenditure 54.5% of clubs, the legal costs contributed between 26 and 50% of the expenditure of 30.3% of clubs and 15.2% of the respondents from the clubs said that legal costs accounted for between 51 and 75% of their respective clubs total expenditure

The study also finds out to establish the contribution of maintenance of club assets and facilities to the total expenditure of the football clubs is accounted for between 0 and 25% of the expenditure is 76.7% of the clubs and the contributed between 26 and 50% of the clubs expenditure according to respondents from the clubs indicated 24.3% of the clubs. Respondents were asked to indicate the extent of contribution of legal costs to the football clubs total expenditure..

SECTION THREE: INVESTMENT PRACTICES

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

No	Revenue Source	N	Sum	Mean	Std. Deviation
1	Relationship with the corporate sector	33	66	2	0.559
2	Investment in training Material	33	57	1.73	0.626
3	Investment in players	33	60	1.82	0.465
4	Fund from the government	33	130	3.94	0.422
5	Stadium gate ticket sale	33	44	1.33	0.479
6	T -shirt, banner sale	33	48	1.45	0.506

Table 4 includes the descriptive statistics of the sample variables for the period of investigation in this year 2024. From the data above we can conclude that group A and B 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 66.00 and the football clubs in relation with corporate sectors increased by 2.00 ± 0.559 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 57.00 and the mean average of football clubs in investment in training materials was 1.73 ± 0.626 , this indicate that below the average and football clubs using investment in training materials is moderately effective. The result show that during this year football club the sum of investment in players indicate 60.00 the mean difference result indicate that 1.82 ± 0.465 , this show that group A and B super league football club use moderate in investments on players and clubs investing on players increased in mean average of 2.03 ± 0.684 . Group A and B super league football club in one of revenue sources that is fund from the government the result of sum indicate that 130 from total year. This means from other factor in revenue source fund from the government high sum value when comparing from other factor of revenue sources. Mean average difference of fund from the government indicate that 3.94 ± 0.242 this show that football clubs use fund from the government was high and they use government fund increase by mean difference by 2.82 ± 0.882 . 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 44.00 the mean difference result indicate that 1.33 ± 0.479 , this show that group A and B super league football club use low a Stadium gate ticket sale when comparing from other factor of

revenue sources and Stadium gate ticket sale decrease in mean average of 1.33 ± 0.479 . Factors of revenue source in table, that t-shirt, banner sale sum indicate 48.00, and mean Average difference result indicate that 1.45 ± 0.506 this show that less sum when comparing to other factors of revenue sources and football club the sum of indicate t-shirt, banner sale 48.00 have less revenue source of group Band C super league football clubs. Average mean difference of t-shirt, banner sale indicate 1.45 ± 0.506 this show that below or less mean value of t-shirt, banner sale. T-shirt, banner sale of group A and B 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	Club administrative activities	N	Sum	Mean	Std. Deviation
1	We have classified our customers	33	57	1.73	.452
2	We generate revenue from more than two sources	33	56	1.70	.467
3	Make club has a wide attraction to fans	33	78	2.36	.489
4	There is a employment team to explore for new players	33	82	2.48	.508
5	Training programmers are Satisfactory	33	86	2.61	.496
6	Performance appraisal is done for Players	33	90	2.73	.452
7	Performance appraisals done for Support staff.	33	74	2.24	.435
8	Reward sand recognition are Used to motivate staff to meet targets	33	66	2,06	.242

In above table 5 the result indicate that football club administrative activities classified customers based on their unique need the sum of the score show that 57 and the average mean difference indicate that 1.73 ± 0.452 this means the activities of administrative that classified customers based on their unique need have less sum score and mean average to the financial management system is does not effective when comparing to other administrative activities. The second factors of the administrative activities that generate revenue from more than two sources the result of sum indicate that 56 and the average mean value 1.70 ± 0.467 this 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 result of sum indicate that 78 and they have mean value 2.36 ± 0.489 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 2.48 ± 0.508 . 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 2.61 ± 0.496 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 2.73 ± 0.45 . 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 2.24 ± 0.43 . 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 2.06 ± 0.242 . As mean average indicate that club administrative done reward and recognition for employee in football club and also staff motivate in moderately 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	Items	N	Sum	Mean	Std. Deviation
1	Age of audience	33	75	2.27	.452
2	Convenience and location of match venue	33	80	2.42	.502
3	Gender of audience	33	70	2.12	.696
4	Loyalty of the club's Supporters	33	84	2.55	.506
5	Merchandise sales.	33	94	2.85	.619
6	Match scheduling (day of the week, and time).	33	93	2.81	.514
7	Quality of merchandise	33	84	2.55	.506
8	Team performance in matches	33	103	3.12	.545
9	Ticket pricing	33	109	3.30	.467
10	Level of sponsorship	33	78	2.36	.488
11	Variety of channels through which club merchandise is sold	33	99	3.00	.707

In above table 6 indicate that the age of audience have the sum value of 75 and Age of audience affect revenue of football clubs in mean average of 2.27 ± 0.45 . 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. In above table Convenience and location of match venue have high sum value 80 as comparing to other factors. convenience and location of match venue affect revenue of football club was in average mean value of 2.4 ± 0.502 , this indicate that it is moderately affect revenue of clubs and most clubs compound are not fenced and its location not comfortable for audience. Gender of audience have the sum value of 70 and affect football club revenue in mean average value of 2.55 ± 0.506 . this indicate that gender of audience moderately affect football revenue as comparing to other factors. In Loyalty of the club's Supporters have sum value of 84 from other factors affecting revenue of football clubs. It is highly affect the revenue source of football club in mean value of 2.55 ± 0.506 and clubs have high mean value in loyalty of the supporter this is highly affect the revenue source of football clubs. Merchandise sales have the sum value was 94 from other factor affecting revenue of the clubs. Merchandise sales affect the revenue of football club in average mean value of 2.85 ± 0.619 . Match scheduling (day of the week, and time) have the total sum of 93 from other factors. Mean value of match scheduling was 2.81 ± 0.542 . this indicate that match scheduling highly affect football club revenue and its affect revenue in mean average value of 3.30 ± 0.467 . The sum of value quality of merchandise from other factor was 84. Mean average difference of Quality of merchandise 2.55 ± 0.506 . The Quality of merchandise moderately affects the revenue source of football clubs. The team performance in matches sum indicates 103. Mean average value of 3.12 ± 0.545 . this means that team performances in matches' highly affect the revenue sources football clubs. The sum of ticket pricing value from other factor was 109. Mean average difference of ticket pricing 3.30 ± 0.467 the ticket pricing highly affect the revenue source of the supper league football clubs. It indicates that football club fun having to variable ticket price very affect football club revenue. Level of sponsorship have the sum value was 78 high value from other factor affecting revenue of the clubs. Level of sponsorship affect the revenue of football club in average mean value of 2.36 ± 0.488 . the score show that sponsorship moderately means value affect revenue of football clubs. The factor of Variety of channels through which club merchandise is sold has sum value 99. It affect revenue football clubs in mean average value of 3.00 ± 0.707 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

Table7 to what extent are the following factors hindering the financial management practices which used in the club?

No	Item	N	Sum	Mean	Std. Deviation
1	Use of annual budget to manage costs.	33	107	3.24	.435
2	Timely payment of staff salaries	33	108	3.27	.452
3	Providing rewards for well performing staff	33	100	3.03	.728
4	Spending on advertising and publicity	33	98	2.97	.637
5	Having staffed assigned to handle External Communication.	33	92	2.79	.740
6	Having long term financial planning.	33	105	3.18	.392
7	Experience on financial management System.	32	85	2.66	.65

The factors of Use in annual budget to manage costs have been sum value of 107 from other factors. Uses of annual budget to manage costs affect financial management practice in mean value of 3.24 ± 0.435 . 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 3.27 ± 0.452 in financial management practice. The sum of value Providing rewards for well performing staff have been 100 and Mean average difference of Providing rewards for well performing staff 3.03 ± 0.728 . Providing rewards for well performing staff affect the financial management practice in mean value of 3.03 ± 0.728 . The factors of Spending on advertising and publicity have been sum value of 98 from other factors. Uses of Spending on advertising and publicity affect financial management practice in mean value of 2.97 ± 0.637 . Factor explains that having staffed assigned to handle external communication sum value 92. it affect financial management practice in mean value 2.79 ± 0.740 . Having long term financial planning factor affect financial management practice has been sum value of 105 from other factors. It affects financial management practice in average mean value of 3.18 ± 0.392 . 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 85 from other factors. It affect the financial management practice in mean average value of 2.66 ± 0.653 . 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

1,As all informants were asked to financial Source of Financing management Importance: “to build a comfortable stadium that attract players , fans and spectator for viewers and players, to transfer professionally 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.

2,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. 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.

3, 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 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.

4, 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.”

5,As all informants were asked to the football clubs financial Source “the football clubs financial source depended only on Fund from the government, and sponsorship from other organizations

and the clubs are dependent on a single source of revenue this no sufficient for the football clubs. ” so to remove the football clubs under the problem dependent on a single source of revenue the football clubs suggested developed different activities to increase their revenue sources because the success of any football clubs was depend on financial source of revenue source that generated from different football clubs ticket sale, stadium gate ticket ,merchandise sale and gate fees membership subscription, sponsorship from other organization television broad casting right.

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

“The budget of our club is allocated from the government budget and money collected from sponsorship from other organizations.” This result indicates that the majority of club financial source were from the government budget and money collected from sponsorship from other organizations. .” 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 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.

4.4 Result and Disruption of the Study

This study explained that assessment of financial source and management system in some selected Oromia regional state super league football clubs. From the whole idea of the study group A and B football clubs the result shows that the contribution of gate fee, membership subscription fees, stadium gate ticket sale, TV broadcasting rights, sale of club merchandise accounted were none contributed to the total revenues this was highly affect the financial source and management system of super league football clubs. The majority revenue sources of the clubs were Fund from the government, and sponsorship from other **organizations**. This finding goes contrary according to(Deloitte, 2010), 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. The result indicates salary and logistic contribution were covering the majority of expenditure from total expenditure. This implies that wages and salaries affect the revenue and financial management system. Similarly finding(Thiga, 2014) Stephen 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 & 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(Jubb et al., 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 A and B 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 system of super league football clubs. This finding goes contrary to the(Andrew & 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 the 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.

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 and sources system some selected Oromia regional state super league football clubs. According to the result of respondent show that the gate fee, membership subscription, sponsorship from other organization, television broad casting right and sale of club merchandise total respondents select between 55% Maximum respondents said none contributes for total revenue source of football clubs, 26.7% of the of respondents select between (0-25%) from above total revenue source of football clubs, 11.8% of the respondent responded between (26-50%) total revenue source of football clubs and 5.7% of the respondent selected between (51-75%) of total revenue source of football clubs. according to the result shows the majority revenue sources of football clubs from above factors was sponsorship from other organizations. The total result respondents responded the contribution of avenues expenditure of the football clubs salaries, advertising and publicity, communication, logistics, maintenance and legal cost contribute to the total expenditure of football clubs. The total all expenditure respondents responded 46% between (0-25%), 28% respondents responded between (26-50%), 17% of the respondents responded between (51-75%) and 2.5% of the respondents responded between (76-100%) of the total contribution of avenues expenditure of the football clubs. The mean results suggest that the financial source or revenue source of the 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 some amount of sponsorship from other organizations. 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 2.73 ± 0.435 of the super league football club revenue highly affected by level of sponsorship in mean value of 2.36 ± 0.488 . The factor that highly affect financial managing practice was having long term financial planning in mean value of 3.18 ± 0.392 . financial planning was major problem of the three super league football clubs. 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 (26 and 50 %) 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 the contribute to total revenue 18(55%)the rest were as respondents respond that none contribute to the total revenue for football clubs this was highly affect the revenue source of football clubs.
- ❖ The factors that the extent to highly affect the contribute of revenue source of super league football clubs according to the total mean average result indicate was investment in training material, investment in players, relationship with the corporate sector, Stadium gate ticket sale and t-shirt, banner sale (1.583 ± 0.519) have been highly affecting the revenue of the super league football clubs.
- ❖ According to the total mean average result indicate the football club administrative activities contribution for revenue source of football clubs such as We have classified our customers, We generate revenue from more than two sources, Make club has a wide attraction to fans, Performance appraisals done for Support staff and Reward sand recognition are Used to motivate staff to meet targets(2.06 ± 0.43), have been highly affect contribution for revenue source of the super league football clubs.
- ❖ The factors highly affect the revenue source football clubs according to mean average result indicate that team performance in match (3.12 ± 0.545), Ticket pricing (3.30 ± 0.467) and Variety of channels through which club merchandise is sold (3.00 ± 0.77) have been highly affecting the revenue of the super league football clubs.
- ❖ The factors hindering the financial management practice like use of annual budget to manage costs (3.24 ± 0.435), timely payment of staff salaries (3.27 ± 0.452), having long term financial planning (3.18 ± 0.392), Providing rewards for well performing staff(3.3 ± 0.728) hindering the financial management practice of super league football clubs but in case of factors having experience on financial management system (2.66 ± 0.653) staffed assigned to handle external communication (2.79 ± 0.74) and spending on advertising and publicity (2.97 ± 0.63) 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 in some selected Oromia regional state super league football clubs.

- ❖ 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.
- ❖ The super league football clubs open supermarket that sale the sport good, service -shirt, merchandise and logo of football clubs to the fun, spectator of football clubs, supporter of football clubs and to the community for increase additional financial source to the super league foot football clubs to do these sharing experience from well-organized football clubs.
- ❖ The super league football clubs done the game with other opponent football clubs always on other stadiums these highly affect the football clubs financial source because football clubs lose stadium gate ticket sale ,play with out of the clubs spectator and supporter this lead the football clubs to lose point on the game and in addition to these the football clubs lose other additional financial expenditure for transportation and other expenditure to football clubs team for these reason the football clubs administrative communicate with the Ethiopia football federation and right/solve this problems and create the chance to play the computation game 50% in your own stadium with other opponent super league football clubs in front of the football clubs supporter, fun, spectator and solve the financial source problems of lose from stadium gate ticket sale of super league 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.
- ❖ Foot ball clubs maximizing the contributions of receive income source from trading activity, such as the sale of branded goods or goods produced from workshop activities undertaken by clients.
- ❖ Football clubs can be provided Capital through internal or external financing sources enterprises that highly dependent on internal financing for the specific especially prevalent of expanded by increasing revenues and decreasing expenditures or releasing tied up capital.

- ❖ The Football clubs develops the experience of preparing the strategic plan of the financial source those short term plan, medium term plan and long term plan to solve financial problem and to achieve effectively the goal of financial source activities.
- ❖ Foot ball clubs develop the connection between budgets blubs and team performances, financial position extremely is very important to solve the financial source problems.
- ❖ Football clubs follow the digitalization roadmap for financial management, that has been built with sharing experience from well-organized football clubs and other finance executives based on their practical experience, is illustrated and to develop the knowledge of implementing financial activates
- ❖ Foot ball clubs develop the connection between budgets blubs and team performances, financial position extremely is very important to solve the financial source problems.
- ❖ Generally the Foot ball clubs develop/maximizing the three revenues sources incomes of the football clubs: such as incomes from derived at the day of game including tickets and corporative sales; TV rights including distribution of participants in local leagues cups and completions and commercial sources of income from sponsorship, marketing and sales, and other commercial activities to solve the financial source problems.

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 in some selected Oromia regional state super league football clubs.

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APPENDIX A1
JIMMA UNIVERSITY
SPORT ACADEMY DEPARTMENT OF SPORT SCIENCE
POSTGRADUATE PROGRAM

APPENDIX A- QUESTIONNAIRE

Dear respondents, the main objective of this questionnaire will be to assess the financial source of management system of Super League foot ball clubs in some selected Oromia regional state and to suggest the possible Solution for the current problem of the financial of management system of super league foot ball clubs. There for your response has great value in this research output and play great role for the success of this study.

Thank you in advance for your cooperation!

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

2. Which of the following best describes your position in the club?

1. Coaching 2, vice coach 3, club administrative

4, 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, years 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 4. 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

Others _____

SECTION 2: SOURCES OF REVENUE AND AVENUES FOR EXPENDITUR

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

No	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, Non	2 ,0.25	3 ,25-50	4, 51-75	6, 76-100
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 Source?

No	Revenue Source	1 None	2 Very little	3 moderate	4 significant	5 Very significant
1	Relationship corporate sector					
2	Investment in training					
3	Investment in players					
4	Fund from the government					
5	Stadium gate ticket sale					
6	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:

NO	Questions	1.Completely disagree	2.Disagree	3.Agree	4Completely agree
1	have classified our customers based on their unique needs				
2	Generate revenue from more than two sources.				
3	There is a recruitment team to scout for new players				
4	club has a wide attraction to fans				
5	Performance appraisal is done for Players				
6	Performance appraisal				

	is done for support staff				
7	Rewards and recognition are used to motivate staff to meet targets.				
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	e of influence 1				
		1 none	2 very little	3 moderate	4 significant	5 very significant
1	Team performance in matches					
2	Ticket pricing					
3	Gender of audience					
4	Age of audience					
5	nience and location Of match venue.					
6	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 use in the club?

No	Factor	Degree of in				
		1 none	2 very little	3 mordent	4 significant	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!

APPENDIXA2

Interview questioner for Coaches and clubs Dear Respondent,

The purpose of this interview will be to get necessary data on the financial source of management System in some selected Oromia regional state Super League foot ball clubs o and to suggest the possible solution for the Current problem of financial management System of super league foot ball clubs. The attached interview questionnaire will be designed to seek your input on how various elements contribute to the financial viability of Super League football clubs. Therefore, your response has great value in this research output and play great role for the success of this study. Thank you in advance for your valuable time and effort.

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

Appendix-B1

Afan Oromo Version of Questionnaire

UNIVARSIITII JIMMAATT KOLLEEJII SAAAYINSII UUMMAMAA

MUMEE SAAAYINSII ISPOORTII

Kabajamoo Deebistoota

Gaafannoon kun kan qophaa'e dhimma raga qorannoo mataduree "to assess financial source and management system of some selected Oromia regional state super league football clubs. Jedhu irrattii eebba baruumsaa M.Sc Sport Management' dhaan deemsisuuf gaafanno odeeffannoo funaanuuf qophaa'eedha. Ragaankun dhimmaqorannoo kanaatiin ala qaama birootiifdabarfamee kan hin kennamne fi waan birootiif kan hin oolle ta'a. Ragaan isinirraa funaannamukun fiixaanba'iinsa qorannookanaatiif baay'eebarbaachisaa waanta'eef, raga dhugaa fi qulqulluu ta'e akkaatuma gaaffannoo isiniif dhiyaateen akkadeebistan qorataan kabajawaliiniisingaafata. Deebii gaafannoo kana a kan kennitan akkaqabatama kilabaa kubba millaa keessaniittita'a. Galatoomaa

Kutaa1ffaa tokkoo oddeeffannoo deebistoota.

Deebii keessaan saanduqaa keessaa tikii gochun deebisaa.

1. Saala

1, Dhiira 2, Dubara

2. kilaaba keessati gaheen hojii keessaan maali?

1. leenjisaa 2, itti aanaa leenjisaa 3, bulchiinsaa kilabaa

4, manajaraa kilabaa 5, komittee yk misseensaa kilabaa

3. muxaannoo hojii waggaa meqaa qabduu kilaaba kubbamila keessati?

1, waggaa 1 gadii 2, waggaa 1-3 3, waggaa 4-5 4, waggaa5 oll

4. gareenee kubbamila keessan yeroo meqaaf ligii ollaaan itiyoopiyaa keessaaturee?

1, waggaa 1 gadii 2, waggaa 1-3 3, waggaa 4-5 4, waggaa5 oll

5. Sadarkaan barnnootaa keessaan maali?

1, Diplomaa 2, Digrii jalqaa 3, Digrii lamaaffaa 4. PHD

6. gareenee kubbamila keessan taphaatoota meqaa qaba?

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

7. Hojeetoota istaafii meqaatuu gareenee kubbamila keessani wajjiin hojjeetaa ?

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

Kanbiraa jira _____

Kutaa 2: maaddaa gaallii fi baasii meeshaalefi taasiifama

Maaddotaata gaallii armaan gaaditii caaqafamaanifi maallattoo tikkii saanduqaa keesaagodhaa

		1. zeroo	2. 0.25	3, 26-50	4 51-75	5. 76-100
lakk	Maadda gaalii					
1	Gaali guyyaa taphaaa					
2	Galmee miiseensaa					
3	Sponsaraa dhaabataa					
4	Mirgaa tamsaasaa T.v ykn (DSTV)					
5	Gurgurtaa meeshaa uffaanna garee kiilabaa					

Gosotaa baasii armaan gaaditii caaqafamaanifi maallattoo tikkii saanduqaa keesaa godhaa

	Baasii waaligalaa	1,Non	2 ,0.25	3,25-50	4,51-75	6,76-100
1	Miindaa					
2	Beeksiisaa fi beekamtii					
3	Quunnaamtiifii					
4	Loogeetiiifs					
5	suphaadhaa					
6	Baasii seeraa qabeesaa					

Kutaa 3: gocha inveestimentii

Sababooleen armaan gaadiiti caaqafamaan humnaa faayyiinsii G/ kiilabaatif bu aa jaarii busaan hagaamii??

No	Maadda gaalii	1 zeroo	2 xiiqaa	3 g/g	4 Ollaanaas	5.daraan ollaanaa
1	Walitii dhufeenyaa dhabbataa					
2	Investmeentii leenjifiii					
3	Investmeentii taphaatoofatii					
4	Deeggarsaa mootummaa					
5	GaaliigurgurtaatikeetiiStadiyeem					
6	Gurgurtaa tiishertii fibanaarii					

Gaaffannoo armaan gaadiiti caaqasamaanif waalliin galaa ykn waallii hin gaaluu jechuun saanduqaa keessaa maallatoo tikii gutaa

lak k	Gaaffannoo	1.ciiruma a w/ hin gaaluu	2. waallii hin gaaluu	3. waalliin galaa	4. B/ waalliin galaa
1	Feedhii adda maamiltootaa keenyaa bu uraa godhachuun adda bafaachuu dandenyeraa				
2	Maadda gaallii lama oll madiisisu				
3	Taphaatootaa haaraa kan gulaaluu jiraa				
4	Kiilabiin daraan daawwatoota ni hawwataa				
5	lee njiidha haallii jiruu gaariidha				
6	Taphaatootaaf gamaagamni rawwii nigegefamaa				
7	Hojjeetootaa deggarsaa keenaanii gamagaamni raawwii nitasifaamaa				
8	Galmaa hojjeetootaa milkeessuuf beekaamtifi baadhasiini keenamaa				

**Saababoonii armaan gaaditii tarreefaman dhiibaa akkamii maadda gaallii
kilaaba irrattii geesiisuu ?**

No	saababootaa	Sadaarkaa Dhibaa isaa1				
		1.zeroo	2.b/xiiqaa	3.g/g	4. o/aanaa	5.d/ollaanaa
1	Gaumsaa garee dorgoomii keessatii					
2	Gurgurtaa tiikeeti					
3	Umurii deggartoota					
4	Umurii hordoftootaa					
5	Haala miijiinaa dirree dorgomii					
6	Karooora yeroo taphaa					
7	Amaanamumaa deggartoota kilaaba					
8	Saadarkaa spoonsarshiipii					
9	Gurgurtaa meeshaalee					
10	Qulqulliinaa meeshaale					
11	Karaa adda adda meeshaalee kilaaba gurgurtaafii rawwaatamuu					

Kutaa 4ffaa akkataa toannoo fi karoora faayyiinaasii

Saababoonii armaan gaaditii tarreefaman miidhaa bulchiinsaa faayyiinaasii irraa geesisaan Kiilabaa keessaati nifaayyadamtu?

No		Sadaarkaa				
		1.zeroo	2.B/xi qaa	3. G/G	4. o/aanaa	5.B/d/ ollaanaa
1	Akkataafaayyadamaa baajataa waaggaa fi baasii xiqqeesuu					
2	Miindaa hojjeetoota yeroon kaaffaluu					
3	Hojjeetoo raawwii gaarii rawwataan badhasuu					
4	Baasii beeksiisaafibaafamaan					
5	Wal qunaamtii alaatiifi hojjeetan raamadamee jirachuu.					
6	Karooraa yeroo dheeraa faayyiinasii baasuu.					
7	Muxaannoo halaa qabiinsaa faayyiinasii					

IBSA.B2

Gaafii affaanii leenjistootaafi qophaa' ee

Kabajamoo Deebistoota

Universiitii Jimma keessaati gosa barnootaa Sport Management digiirii lamaffaa gutachuuf kanan barataa jiruu yoo ta'u qoraannoo eebbaa kilaboota kubaa millaa naannoo oromiyaa keessaatii argamaan fi liigii ollaanaa Itiyoophiyaa irratti irmaata jiraan keessaa muraasa isanii irrattii qoraannoo matadureen isaa maddaa gaalii fi bulchisaa faayyinsii kilabaa kubbaamillaa irrattii kanana hojjeetata jirudha. Halumaa kanan gaafiilee issinif dhihaatanif deebii akka naaf keenitan Kabajaan jechaa qoraannoo kun jijjiramaa guddaa maddaa gaalii fi sistemaa bulchisaa kilabaa kubaamillaa oromiyaa keessaa jiraan irrattii akka fiduu abdiin guddaa qaba.

1. kilabaa kubbaa millaa keessaa guddisuuf barbachisummaan maddaa gaallii fi siistamaa hoggaansaa faayyinsii irrattii yaadaa malii qabdu?
2. madda gaalii kilabaa kubbaa millaa keessaan irraatii yaannii keessaan maliidha ?
3. Kilabaa kubbaa millaa keessaa millkeessufi galmaa isaa dhugoomsuf gamaa bulchiinsaa fi faayinaansiitiin yaadaa maalii qabdu?
4. manageerii fi leenjiisaa garee kilabaa kubbaa millaa keessaan dhibbaa maddaa gaallii fi siistamaa hoggaansaa irrattii nigeessasa jetaani niyaaduu?
5. maddii gaalii kilabaa kubbaa millaa keessaan mallii?

Thank you for your cooperation!

አባሪር1

ውድምላሽሰጪ :-

ከቢዝነስጅታአንጻርስለእግርኳስውጤታማነትየምርምርፕሮጀክትእሰራለሁ::

ይህጥናትበጅማዩኒቨርሲቲውስጥየስፖርትማኔጅመንትማስተርስዲግሪበከፊልማሟላትነውተያይዞቀረበውመጠይቅበ

Oromia/

ክ/

በጥቅትየተመረጡትፕሮግራምእግርኳስክለቦችውስጥየተለያዩመሰረታዊነገሮችየፋይናንስእድገትንእንዴትእንደሚረዳውያለዎትንግብዓትለመፈለግየተነደፈነው::

ይህምእኔንየውሳኔሃሳቦችመስጠትእንድትልእናለማቀርበውሀሳብመሰረትይሆናል::

ጥናቱውጤቱንተጠቅሞየፋይናንስአሰራርስርዓቱንእናምንጮችንለማሻሻልጠቀምበትየሚችልሰፊየስፖርትወንድማማችነትተጠቃሚእንደሚሆንተስፋይነው.

ከዚህጋርተያይዞቀረበውመጠይቅበተቻለመጠንመልስዎንይመልሱበአክብሮትጣይቃለሁ::

ከአክብሮትጋር

ክፍል1 ይመልስሰጪሁኔታ/መረጃ

እባክዎንአግባብያላቸውንሣጥኖችበመምረጥበተቻለመጠንመልስዎንይመልሱ::

1, ያታ

1, ወንድ

2, ሴት

2, ከሚከተሉትውስጥየትኛውበክለቡውስጥያለዎትቦታበተሻለሁኔታይገልጸዋል?

1. ዋናአሰልጣኝ 2. ምክትልአሰልጣኝ 3, ክለብአስተዳደር

4. ክለብምክትልአስተዳደር

5, የክለብአስተዳደራዊኮሚቴ

3. በእግርኳስኢንዱስትሪውስጥየሙያየሥራልምድምንያህልነው?

1.ከ 1 ዓመትያነሰ

2. 1-3 ዓመት

3, 4-5 ዓመት

4, ከ

5ዓመትበላይ

4. ክለቡበኢትዮጵያሱፕርሊግውስጥምንያህልኒይሆኖታል ?

1, ከ 1 ዓመት ያነሰ

2, 1-3 ዓመት

3, 4-5

ዓመት

4, ከ 5 ዓመት በላይ

5. ከፍተኛ የትምህርት ደረጃዎ ምን ድነው?

1, የመጀመሪያ ዲግሪ

2, ዲፕሎማ

3,

ሁለተኛ ዲግሪ

4, PHD

6. በክለሱ በድንገት ስጥስ ንትተጫዎች ይፋ ዊናቸው?

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?

	የሚከተሉት መጠይቆች ለጠቅላላ ገቢ ምን አስተዋፅኦ አላቸው?	ምንምም	1.0-25%	1.26-50%	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	ከክለሱ በሽቀጣሽቀጦች, ለምሳሌ የቡድን አልባላት ሽያጭ					

ከዚህበታችላለው የእያንዳንዱ ወጪ፣ እባክዎን አግባብ ባለው ላጥን ላይ ምልክት ያድርጉ።

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

ክፍል 3 የመዋዕለን ዋይና ለት /ኢንቨስትመንት

የሚከተሉት ምክንያቶች ለክለሶች ህዩን ዝብአቅም 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 መዋዕለን ዋይና					
3	በተጫዋቾች ኢንቨስትመንት					
4	ከመንግስት የገንዘብ ድጋፍ					
5	ከስታድዮም በር መግቢያ ተኬት ሽያጭ					
6	ቲሽርት ፣ የጽሑፍ ሰሌዳ ሽያጭ					

ለእያንዳንዱ ጥያቄዎች ከታችከተዘረዘሩት መግለጫዎች ጋር የተስማሙበትን ደረጃ ወይም ያልተስ

ማሙላትን ደረጃ ምልክት ያድርጉ፡፡

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N O	ጥያቄዎች	1. ሙሉ በ ሙሉ አል ሰማም	2. አልሰማ ማም	3. እስማ ማለሁ	4 ሙሉ በሙሉ እስማማለሁ
1	ደንበኞቻችንን ልዩ ፍላጎታቸው ሰረት በማድረግ ትችላል				
2	ከሁለት ምንጮች የበለጠ ገቢ እና ገኛለን				
3	ክበብ ለደጋፊዎች ሰፊ መስህብ አለው፡፡				
4	አዳዲስ፣ ተጫዋቾችን፣ የሚቃኝ፣ የሚመለምሱን ለ				
5	የሥልጠና መርጫዎች አጥጋቢ ናቸው፡፡				
6	የአፈፃፀም ግምገማ ለተጫዋቾች ይከናወናል				
7	የአፈፃፀም ግምገማ ለድጋፍ ሰጪ ሰራተኞች ይደረጋል				
8	የሰራተኞችን ግቦች ለማሳካት እና ለማነሳሳት ሽልማቶች እና እውቅናዎች እና ደርጋለን				

የሚከተሉት ምክንያቶች በክበቦች ያሉ ላይ ምን ያህል ተጽዕኖ ያሳድራሉ?

N O		ምክንያቶች የተጽዕኖ ደረጃ				
		1. ምንም	2. በ/ሽ	3. መካከ	4. ትልቅ	5. በ/ትቅኝ ቅ

1	የቡድን አፈፃፀም በክውነቶች በግጥሚያዎች ውስጥ					
2	የቴኬት ዋጋ					
3	የታዳሚዎች ዕድሜ					
4	የአድማ ሮሞች ያታ					
5	የስታዲየም ቦታ አመቺነት እና አቀማመጥ					
6	የጊዜ እቅድ (የሳምንቱ ቀን እና ሰዓት)					
7	የክለቡ ደጋፊዎች ታማኝነት					
8	የስፖንሰርሺፕ ደረጃ					
9	የሸቀጣሽ ቀጥሽ ያሮሞች					
10	የሸቀጦች ጥራት ደረጃ					
11	የክለብ ሸቀጦች የሚሸጡ ባቸው የተለያዩ መንገዶች					

ክፍል 4: የፋይናንስ እቅድ እና ቁጥጥር አሰራሮች

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

ምክንያት	1 ም/የለ ም	2 በጣም ትንሽ	3 መካከኛ	3 መካከ ኛ	4 ትልቅ	5 በጣም ትልቅ
1 ወጪዎችን ለመቆጣጠር የዓመታዊ በጀት አጠቃቀም						

ስለሰራተኛዎች እና ለምንጮችን ለማሻሻል ሊጠቀምበት የሚችል ሰፊ የስፖርት ወንድማማችነት ጠቃሚ እንደሚሆን ትስፋፍነው፡፡

1. ለእርስዎ ለእግር ኳስ ክለብ እድገት ፋይናንሳዊ ምንጮች እና አስተዳደር አስፈላጊነቱ ምን ድነው?
2. ለእርስዎ እግር ኳስ ክለብ የፋይናንስ ምንጮችን ምን ሀሳብ ይሰጣሉ?
3. ስለ ስለ ክለብ ወይንም ስለ ሌላ ማህበራዊ ማህበራዊ ፋይናንስ አስተዳደር አንጻር ምን አስተያየት ይሰጣሉ?
- 4.

የክለብ አሰልጣኞች በገንዘብ አስተዳደር እና ምንጭ ላይ ተጽእኖ ሊያሳድሩ ይችላሉ ብለው ያምናሉ?

5. በእግር ኳስ ክለቦች ውስጥ ምን ዓይነት የፋይናንስ ምንጮች ይጠቁማሉ?