

**The status of club management in Ethiopian premier league
football clubs**

By

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Table of Contents

S.No.	Contents	Page
I	Acknowledgements	I
Ii	Table of contents	II
Iii	List of tables	III
Iv	List of figures	Iv
V	List of Appendices	V
Vi	Abbreviations	VI
vii	Abstract	VII
1	INTRODUCTION	1
1.1	Background of the study-----	2
1.2	Statement of the problem-----	5
1.3	Research questions and Hypothesis of the study-----	7
1.4	Objectives of the study	8
1.4.1	General objective	8
1.4.2	Specific objectives	8
1.5	Significance of the study -----	8
1.6	Scope of the Study-----	9
1.7	Organization of the paper-----	9
2	LITERATURE REVIEW	10
2.1	A brief history of football club management-----	10
2.2	The organisational structure of professional football club-----	12
2.3	Organisational goals and objectives of professional football club structure and administration recommended by FIFA -----	14
2.4	Present day football clubs in relations to management-----	19
2.5	Ethiopian premier league football clubs -----	24
3	METHODOLOGY	27

3.1	Study design-----	27
3.2	Study Participants	27
3.3	Instrumentations -----	28
3.4	Procedure-----	28
3.5	Data analysis-----	29
3.6	Ethical consideration-----	30
4	ANALYSIS AND INTERPRETATION OF RESULTS	31
4.1	Demographic characteristics of respondents	31
4.2	Description of the sample	33
4.3.1:	Phase one: Interpretation of results about club management	34
4.3.2	Phase two : Interpretation of results on communication	54
4.3.3	Phase three: Interpretation of results on communication	61
4.3.4	Phase four: Interpretation of results on Facilities	67
4.3.5	Phase five: Interpretation of results on youth development strategy and action plan	70
4.3.6	Interpretation of interview response	75
5	FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS	81
5.1	Management system of clubs	81
5.2	Communication system of clubs:	82
5.3	Marketing and Financial system:	83
5.4	Facilities	83
5.5	Youth development	84
	REFERENCES -----	85

No.	LIST OF TABLES	Page
1	Football clubs participating in 2013/14 Ethiopian premier league championship	25
2	Number of study participants	27
3	Administered questionnaires	30
4	Demographic characteristics of study participants	32
	4.2 DESCRIPTION OF THE SAMPLE	33
5	Table 1: Sport Club respondent summary	33
	4.3.1 : INTERPRETATION OF RESULTS ABOUT CLUB MANAGEMENT	34
6	Table 1a: clearly defined its club mission and objectives	34
7	Table 2a: club operates through an elected Board of Directors	36
8	Table 3a: club operates through a less formal club management arrangement	38
9	Table 4a club management structure	40
10	Table 5a clearly defined job descriptions to employees.	42
11	Table 6a established its own constitution and policies that govern the club and its members	43
12	Table 7a clubs Board of Directors or management committee /club manager have a good understanding of the clubs constitution and policies.	44
13	Table 8a clubs Board of Directors or management committee /club manager attend all regular meetings of the club.	46
14	Table 9a club Board of Directors or management committee /club manager give prompt answer to questions arise in the club	47
15	Table 10a club provides a capacity building training to club staff members	48
16	Table 11a The club hires experienced and well-credentialed workers.	49
17	Table 12a The club raise awareness to founding and new members about the club's mission and objectives	50
18	Table 13a The club has regularly developed and maintained effective records of the club's activities	51

19	Table 14a The club have a plan to increase its resources	52
20	Table 15a What matters most to you	53
	4.3.2: PHASE TWO INTERPRETATION OF RESULTS ON COMMUNICATION	54
21	Table 1 b The club have a communication system	54
22	Table 2 b club make information on the club's program, services and events to readily available	55
23	Table 3 b The methods of communication is mostly used in your club	56
24	Table 4 b The club give regular press releases to different media	57
25	Table 5 b The frequency regular press releases	58
26	Table 6 b The club developed a club website and launch a Member's Forum	59
27	Table 7 b The frequency of using the club's internet web site	60
	4.3.3 : PHASE THREE INTERPRETATION OF RESULTS ON COMMUNICATION	61
28	Table 1c The club budget plan	61
29	Table 2c The club management team review and finalize the budget and financial processes together	62
30	Table 3c The club have financial policies for the club	63
31	Table 4c The club identify all sources of income	64
32	Table 5c The potential sponsors that the club is capable of advertising their services and products	65
33	Table 6c The club get sufficient income from match entrance	66
	4.3.4: PHASE FOUR: INTERPRETATION OF RESULTS ON FACILITIES	67
34	Table 1d: The club properly identify its demand and provide the supply of facilities	67
35	Table 2d: The club's highest priority in relation to facilities	68
36	Table 3d: The club do to improve the club's facilities	69
	4.3.5: PHASE FIVE: INTERPRETATION OF RESULTS ON YOUTH	70
37	Table 1e: The club youth development strategy and action plan	70
38	Table 2e: The period of club's youth development strategy and action plan take	71
39	Table 3e: The number of players promoted to senior team per year from junior team	72
40	Table 4e: The benefited from the youth development strategy by minimizing cost expenses for transferring players from other clubs.	73
41	Table 5e: The benefited from the youth development strategy by generating income from players transfer to other football clubs.	74

No.	LIST OF FIGURES	Page
1	Fig 1: FIFA's recommended club structure and administration of professional football clubs	14
	4.3.1 : INTERPRETATION OF RESULTS ABOUT CLUB MANAGEMENT	35
2	Figuer1:percentage of clearly defined club mission and objectives	35
3	Figuer2:percentage of elected Board of Directors	37
4	Figuer3: club operates through a less formal club management arrangement	39
5	Figuer4: club management structure	41
6	Figuer5: clubs Board of Directors or management committee /club manager have a good understanding of the clubs constitution and policies	45

No	LIST OF APPENDICES	PAGE
Annex I	Questionnaire (English version)	88

ABBREVIATIONS

AIDS Acquired immune deficiency syndrome

HIV Human immune virus

FIFA Federation of International Football Associations

UK United Kingdom

AFL Professional Australian Football League

CEO Chief Executive Officer

TV Tele Vision

FA Football Association

SNNP South Nations Nationalities People

ABSTRACT

The main purpose of the study was to investigate the status of club management in Ethiopian premier league football clubs. The target population of the study was football clubs participating in 2013/14 tournament of the Ethiopian Premier League. Out of the target population, 7 football clubs (i.e. 50% of the total participant clubs) were included in the study based on purposive sampling technique. Participants in this study were management (administration workers), coaches, players and medical staff (physiotherapist) of seven football clubs participating in 2013/14 (2006 E.C) tournament of the Ethiopian Premier League.

Participants from the seven clubs were selected using simple random method and asked to fill a semi-structured questionnaire and the questionnaires were collected from the respondents. Semi-structured interview was also carried out with each club administrators to assess the structure and the professionals' composition of the clubs. The total number of respondent participated in the questionnaires part are 70 from seven different sport clubs. In each sport club in minimum seven and maximum of twelve respondents are participated.

Data collected were described and analyzed on the basis of qualitative and quantitative methods. And, this study concluded by finding out the following findings:-There is a Lack of and a Need for FIFA standard club management and services in the sport clubs, There is a Lack of and a Need best communication system in the sport clubs, There is a Lack of and a Need good marketing and financial control system in the sport clubs, There is a Lack of and Need good and standardized facilities in the sport clubs and There is a Lack of and a Need of best youth development strategy in the sport clubs of Ethiopian premier league.

CHAPTER ONE

I. INTRODUCTION

Management is a process that involves individuals and groups working to achieve the organizational goals through the Processes of management: Planning, Organizing, Staffing, Directing, Coordinating, Reporting and Budgeting. Management includes overall methods of leadership used by managers. The way you handle various situations will depend on your management knowledge and skills (Andrewet *al.*, 2011).

Good management and governance of sports organizations are key elements that will enable sports organizations to develop and prosper in a very competitive and challenging environment. Sport is widely recognized as a sector with immense economic value. Over and above, the economic potential is the socio-political benefits of sports for reconciliation and as a carrier for positive messages on issues such as anti-corruption and HIV/AIDS for the youth and society as a whole. While Ethiopia is well known as a sporting nation, this success is not reflected in the football sector, which has been particularly prone to squabbling and corruption (Andrewet *al.*, 2011).

Corruption in sports is not new. There are concerns in the world about the lack of transparency and accountability in sports and the resultant social and economic impact. The risk of corruption has increased dramatically as commercial influences growth. The vast sums of money which this industry attracts and the high public profile of key participants in sport make it particularly prone to financial misappropriation and other managerial issues.

In many developing countries, football is the foremost participation and spectator sport. Rich and poor alike can play the game as it requires little equipment and can be played anywhere. Sadly, football in Africa has suffered through the years from corruption and mismanagement resulting in the countries' failure to make any significant impact in regional, continental or global competitions.

As an example, corruption and negligence in the management of football in Kenya robs Kenya's youth of valuable and sorely needed opportunities and hampers socio-economic growth (Anshel, 2001).

In the last decade, Ethiopia's football administration has drawn significant negative global interest as a result of poor management, governance and corruption. Public wrangles for power, peer pressure, and widespread mismanagement have typified football in Ethiopia, leaving many industrious players and the public disillusioned.

Thus, the aim of this study is to assess the status of current club management in some premier league clubs in Ethiopia and recommend ways of creating effective football organizations through good management and governance.

1.1 Background of the study

Football is one of the most popular games in the world. This game is not simply played by the teams for entertainment only; it's played in the world because of its biggest role in terms of once economy, politics, social advantage and the like. And this game has arguably been a global sport since the first men's world cup competition was contested in 1930 (Andrew *et al.*, 2011).

Ethiopian was the founding members of confederation of African Football Federation along with Egypt and Sudan in 1957 G.C. And, this shows that Ethiopia started the movement for the development of football very early when compared with other African countries. Ethiopia won the African cup only once and it was the 3rd African cup held in Ethiopia.

The game also gets its popularity in Ethiopia; the people are crazy about football. The dream is to see the national team in African cup and in the world cup. The participation of the national team in African Cup became true after 31 solid years, even though they eliminated in the first round with a single goal and a single point. Ethiopian clubs participation and their result is also the indicator for the passive progress of Ethiopian Football.

Some researchers investigated about football management. Alemu and Babu (2012) studied the relationship between coaches' leadership styles, team cohesion and team success in the premier league soccer clubs of Ethiopia. This study came up with the following major points.

- Task cohesion and social cohesion had a statistically significant positive relationship with training and instruction, democratic and social support while autocratic and feedback leadership style had a non significant negative and positive relationship respectively.
- The soccer coach in Ethiopia exhibited training and instruction leadership style more than the others style followed by the democratic style and social support while the positive feedback and autocratic style were the least ones.
- Successful team exhibited a higher score on training and instruction, followed by democratic leadership style, social support style and positive feedback than both the less successful and unsuccessful teams while there were no differences on team successes with regard to autocratic leadership styles
- Successful and less successful scored higher than the unsuccessful ones on measure of task cohesion. Similarly, on measure of social cohesion those teams who were successful and less successful exhibited higher scores than the unsuccessful ones.

Based on their study findings, they recommended that:

- A coach should promote training and instruction leadership style, democratic leadership style, social support style and positive feedback behavior among his team.
- A coach should also promote a culture of both type of cohesion, namely task cohesion and social cohesion among his team.
- A rigorous study including observational method should be done in the future to pinpoint the appropriate leadership style and team cohesion.

Other researchers, like Perry (2000), justified their views on Football Management and Corporate Entrepreneurship. This author has articulated how the contemporary football manager exercises his role within the organization and sought to provide a metaphor for entrepreneurialism within the corporate venture through the raising of questions. The themes explored include the football manager's qualities, how local conditions impact on his formal role, the informal role he exercises, the commonly held beliefs and attitudes to employment. This paper by Perry (2000) provided a considered perspective of the football manager whilst suggesting clear potential for wider understandings within differing organizational contexts. He concluded that the football manager is an entrepreneur in the broadest sense.

Another study about African soccer administration by Arizona project 2010 (FAIR Dossier, 2010) under the title 'killing soccer in Africa' was based on hard facts and concluded African soccer will not achieve until its administrators are reigned in and held accountable for their high-living, wasteful and destructive management style. Maybe most importantly, this investigation showed that African soccer administrators are not the only culprits. The international soccer body FIFA is shown to protect and even promote bad African soccer managers. The report has so far been published by media in all the eight African countries where individual journalists participated in FAIR's Arizona team.

Whereas when we come to our country, the football clubs management systems are different from what has been mentioned. Most of Ethiopian football clubs are structured under governmental institutions and funded by government. When we take a deeper look at the football club structures in Ethiopia, it can be categorized in to the following organization structures: clubs governed by government institutes, clubs governed by municipalities, and those owned by community and individual trade organizations or industries. When football clubs are organized in these manner their fate would be run and administrated by committees selected from the government institutions, municipalities or individuals who are from the trade organizations or industries. Most of the football club managers lack the knowledge and skills of football club management, and their administration is not based on modern football management. In addition, the football managers mostly do have a short period of working time. And, this forces the football managers to be replaced in short period of time which is contrary to the time duration needed to plan, organize, implement and monitor effective football management activities. They take their own administrative decisions based on own personal interests without incorporating modern football management principles.

The negative effects of poor football club management, which are the results of appointing club managers who lack sufficient knowledge and skills in the area of football club management, are repeatedly raised by many individuals from the football communities. This notion, which states that appointing football managers who lack sufficient knowledge and skills in the area of football club management is one of the major problems in the development of modern football clubs in Ethiopia, has also been raised by football journalists from both electronic and written mass media. Thus, it is not difficult to understand that there is no effective and modern football club

organization and management systems in most Ethiopian football clubs according to the above mentioned studies and personal career experiences.

This study will try to assess the current status of club management in some premier league football clubs in Ethiopia. As it has been tried to paraphrase, several things have been mentioned with regard to the various aspects of football managerial systems which are very important in accomplishing successful tasks. Management is the key factor that enables clubs to coordinate various valuable resources & attain their final goal. Thus, this study focuses on investigating club management in some premier league football clubs in Ethiopia.

1.2 Statement of the problem

Crust and Lawrence (2006), researchers in York St. John University College, reviewed leadership and coaching research in an attempt to assess the implications for football management under the title '*A Review of Leadership in Sport: Implications for Football Management.*' And, they agreed with Weinberg and Gould (2003) who stated that, 'Determining what makes effective sports leadership is clearly not a simple process' (p. 213), by examining the theories and research findings from the coaching and leadership literature, it is possible to formulate a composite view of an effective football manager. This composite view of an effective football manager can be formulated from different approaches.

From trait approaches, there seems to be evidence of certain traits and skills that are not so much pre-requisites for success, but rather potentially useful characteristics. These appear to include traits such as adaptability, self-confidence, and persistence; as well as skills such as intelligence, creativity and knowledge of the group (Crust and Lawrence, 2006). Although forwarding mental toughness and courage as two important components might be regarded as premature given limited research attention, it is likely that the ability to tolerate stress, rebound from adversity and to seek out new practices rather than remaining 'rooted in the past' will be important factors.

From the behavioral perspective, it is evident that consideration (including communication and building rapport) and initiating structure (processes, and goals) are important parts of what leaders do. Sports specific research suggests that providing clear instructions and contingent positive reinforcement are also key behaviors.

From the interactional approaches, the importance of flexibility is clearly enforced: a football manager cannot expect to rely solely on one dominant style of leadership, but must be adaptable enough, and perceptive enough, to vary his leadership approach based upon situational and group variables. It is important for the manager to be aware of the interaction preferences of his/her players in order to provide satisfactory experiences and optimize player performance. They stated that, according to the studies of Chelladurai and Carron (1978), if a manager adapts his or her behavior to comply with the players' preferred behavior, the individual may be more readily inclined to repay the manager through an elevated performance (Crust and Lawrence, 2006).

Furthermore, the manager's ability to cultivate a shared mental model among players and coaching staff is likely to be important in regards to team coordination processes and performance. Despite a focus upon theory and research, it is clear that variables outside of the managers direct control such as finance, injury, and refereeing decisions will inevitably impact upon the degree of success an individual experiences. Also, it is recognized that there will be some football managers (by way of traits, behaviors or interactions) who do not conform to the proposed composite view but who are effective.

Their paper indicated that new innovative and reflective manager training courses are clearly required to allow individuals to manage their responsibilities as effectively as possible and facilitate critical interventions by mentioning the training program available to all football managers at Warwick Business School in the UK (certificate in Applied Management) (Crust and Lawrence, 2006). This new qualification is unique in European football and contains training in marketing, media relations, sports psychology, branding, and influencing skills.

It is well known that several research papers had been prepared with regard to problems of management & other miscellaneous issues on managing different organizations other than football clubs. As football club management is relatively a recent discipline, it is not an easy task to find a research paper on football club management, especially countries like Ethiopia.

There are different factors that affect the efficiency of a football club. Among those determining factors, management takes the first place in handling and mobilizing every resource in the clubs. In order to utilize the available resource efficiently, clubs must give a great priority to good management and governance. That is why a great attention is granted by this paper to the study of the existing managerial problems, analyzing them and giving alternative solutions to the

aforementioned problems of some premier league football clubs in Ethiopia. However, the researcher gives emphasis on some vital points; more specifically on football club management and how they are organized. Because, the researcher believes that the club management has a paramount impact on some premier league football clubs in Ethiopia, this paper plans to answer the following questions:-What is the status of current management in some premier league football clubs in Ethiopia?

Research Questions

1. Do clubs have structure of management?
2. Do clubs have marketing and communication system?
3. Do clubs have financial management system?
4. Do clubs properly identify their demand and provide the supply of facilities?
5. Do clubs have youth development programs?

1.3 Hypothesis of the study

The hypothesis of this study resides in raising some major points with regard to the role of management in undertaking a certain task and in attaining the ultimate goal of the club or the organization.

It is being understood that the presence of good managerial system is one of the main inputs that aids to achieve the set plan. Here a great attention is offered to the status of club management & the performance of the clubs in Ethiopian Premier League.

So the hypotheses are forwarded as follows:

- a. Since the existing management of the clubs is poor, the clubs are not performing very well.
- b. The current management has a great impact on the efficiency of the football clubs under discussion and their current quality.
- c. There are other prominent factors that bring an invisible force on the weakness of the managerial system of the clubs.

Therefore, different and vital components will be discussed with regard to the very management system of the clubs.

1.4 Objective of the study

The objective of the study consists of two major items. These are general objective and specific ones

1.4.1 General objective

The general objective of the study is to investigate the status of club management in some premier league football clubs in Ethiopia.

1.4.2 Specific objectives

- To assess the status of current club management in some premier league clubs in Ethiopia.
- To examine the clubs management structure.
- To assess the marketing and communication systems of the clubs.
- To assess the clubs financial management system.
- To assess the demand and supply of the facilities of the clubs.
- To assess the youth development programs of the clubs.

1.5 Significance of the study

The absence of a sound management has got a devastating effect on the day to day performance of football clubs in Ethiopia. Thus, this study might play its role in enlightening existing managerial problems with regard to football development. In addition, it provides a starting ground for assessment of factors affecting the clubs in rendering high quality management. Furthermore, it can contribute to strategy designing on ways to solve the management of football clubs. This study hopefully will serve as a basic resource material in future studies of football management in Ethiopia.

1.6 Scope of the Study

It is understood that any kind of research paper has its own delimitation. This study is delimited due to the following constraints: time limitation, lack of research resource materials and financial constraints.

1.7 Organization of the paper

The paper is organized in such way that the first chapter deals with an introductory part. The second chapter deals with objectives of the study. The third chapter discusses methodology of the study. The fourth chapter shows the detailed work plan and cost breakdown of the study. Finally, the last chapter lists literature references used in this paper. English version questionnaire is also annexed.

CHAPTER TWO

II. LITERATURE REVIEW

2.1 A brief history of football club management

The development of football management has its own history like the management of other sectors. Management, in its literary definition, is a process that involves individuals and groups working to achieve the organizational goals. And it includes planning, organizing, staffing, directing, coordinating, reporting and budgeting of an organization (FIFA document, 2011). Malik (2005) described management as the most important competitive factor and expressed that knowledge of management is the most important resource for creating competitive advantage. He also stated that this applies to companies and equally to the individual. It makes people and organizations effective. He lastly concluded that only by management are cleverness, intelligence, talent and knowledge turned into what really counts – results.

As Carter (2006) put it in a book entitled “*The Football Manager: a history/Neil Carter*”, the management of football clubs in Britain had begun to take on greater significance when professionalism was legalized in 1885. But, there were not clear ways how clubs run, and/or whether clubs did have a model of any particular form of management they follow. Football management in Britain reflected the ‘practical tradition’ of British management, in which knowledge has been gathered and passed on through the generations by ‘doing it’ rather than by learning how to ‘do it’. The story is of course the same in other countries too where there were not a provision of education on football management and knowledge had been gathered and passed on through the generations by ‘doing it’ rather than by learning how to ‘do it’.

Since the nineteenth century, the history of management has been marked by a ‘divorce of ownership from control’, where the administration of organizations has gradually evolved from one-man businesses to companies under the control of specialist professional managers. Despite a steady decline in the number of owner-manager businesses, though, most British firms, like football clubs, have remained small in size. Any developments in management, therefore, were not instantly reflected in smaller companies and the effects of any changes within the

management of major companies filtered down very slowly. Because, the prevailing business culture many owners were unwilling to relinquish control of their company to professional managers. Instead, managers, with their autonomy usually restricted, worked according to the traditions of their firm rather than to the rules of any association or profession. As a consequence, the management of small firms was generally more easily influenced by the personalities and the actions of a few individuals. Anti-intellectualism pervaded British management culture throughout the twentieth century (Carter, 2006).

Football management education is a recent field of study and the story of football management, in terms of its evolution as a profession, has been very slow. From the mid-nineteenth century, cricket, horse-racing and professional athletics had become commercialized sporting spectacles, and in one way, they provided examples of how to run a sports business. But, football management's history has been as much a consequence of the game's traditions as economic traditions according to the opinion of Carter (2006).

Hamil and Chadwick (2010) expressed that football is all-pervasive across most parts of the world and it has progressed from being a ritual and a celebration to become an amateur sport, a professional sport, and now, increasingly, a commercial sport. They demonstrated that football today faces a future that increasingly requires people involved in, or associated with, the sport to adopt a professional, strategic, and sometimes commercially focused approach to the administration of the institutions that make up what might be described as the football industry.

Hamil and Chadwick (2010) argued that football for many people across the world remains a celebration, a hobby, a leisure pursuit, and a rite of passage; yet, football is increasingly recognized as an industry in itself, an industry that must be managed in a businesslike fashion. There is no doubt that football is universally popular, and it is frequently referred to as the global game, a sport that transcends social, political, economic, and cultural boundaries. Figures reported by the Federation International de Football Association (FIFA) appear to confirm this, with the organization reporting that there are 265 million registered players worldwide, playing for 1.7 million teams in 300,000 official clubs (FIFA, 2007). Although many of these players, teams, and clubs may actually play football simply for pleasure, the top tier of football clubs clearly operate as businesses of a kind, despite their socio-cultural significance.

As the history of development of football management indicates, football clubs are at the arena where they need to be administered by a professional and must manage their resources based on strategic and even commercially focused approach where football by itself has been started to be considered as an industry.

2.2 The organizational structure of the professional football club

The structure of an organization defines the relationship between various parts of that organization and rationalizes frames and coordinates the technical and human resources for the purpose of meeting organizational goals and objectives. Structure also defines and distributes the roles and functions of individual employees within an organization. How these employees are organized and the individual roles and functions they are given will directly impact upon the attainment of objectives and ultimately the organization's performance. Whilst evidence shows that there is no 'ideal model' when it comes to the structure of an organization, but a structure which allows individual objectives and goals to be met must be developed. The structure must reflect the tasks, responsibilities and decision making scope to be undertaken by each employee or staff member and it should also show the line authority relationships that exist (Morgan *et. al.*, 2006).

Sport is a field where there are some big differences in organizing across continents, nations, and of course across different sports, and as such the description of organizing must be contextual (Gammelsæter, 2006). Despite the obvious differences that exist across clubs and nations, some researchers like Gammelsæter (2006) presupposes that there are some common features that make football clubs similar insofar as organization structure is concerned. Football clubs in plain term can be considered as sport-providing entities, either at a recreational or professional level (Gomez and Opazo, 2006). However, football clubs that promote and develop sport at a professional level do not only provide sport activities, but moreover have the duty to form a team able to represent the club in official competitions, aiming for sporting success that will fulfill the expectations of members, fans, and all the actors who consider themselves involved in the club's activity (Gomez *et. al.*, 2008). The core activity of a football club is to design and develop a competitive team that participates in official competitions and achieves the sporting success expected by its members and fans. The structures of these organizations are therefore created in order to respond to this essential task. Today, however, sporting success is not only way to

measure a football club's performance, nor is fans the only interest group with expectations relying on the club's performance. Therefore, these organizations have to design new strategies and objectives in order to adapt to a sector that has been challenged by professionalization and commercialization; processes which affected sports in general, but especially the most popular ones and those with the greatest media coverage. These processes and their consequences have led sports to be considered as a business, an industry or economic sector, capable of generating value for all actors partaking in it (Gomez *et. al.*, 2008).

The structure of an organization can be associated with its strategy or with its environment, meaning that the structure responds to the core task of the organization, or that it is a way to adjust to the external demands faced by the organization. In the case of a professional football club, the task of forming a competitive team will constitute an essential condition guiding its everyday activities; nevertheless, the club's environment will also have an impact on defining the tasks and responsibilities within the organization. Hence, the formation of a competitive team aims to satisfy the expectations of members and fans, as well as other actors operating in the club's external environment. Although the degree of professionalization or commercialization differs between the various organizations, both processes have greatly affected sport organizations. Professionalization and commercialization have been felt most intensely by those professional sports organizations which enjoy a high media coverage and an important and substantial fan base, which can be considered the case of professional football in Spain, Australia, England and other European countries (Gomez *et. al.*, 2008; Morgan *et. al.*, 2006).

Under such circumstances, professional football clubs face a number of challenges in maintaining both on field and off field performance. Because the clubs cannot simply create winning teams without adequate financial resources, they must rely more upon organizational capabilities to remain successful. A critical dimension of such capabilities is the creation of an appropriate organizational structure.

The paper written by Gammelsæter (2006) demonstrated that football club structure is distinct and described that in terms of age and size, the dynamics and complexity of environments, the idea of production, and coordination mechanisms, football clubs differ from all other known types of organizations. Gammelsæter (2006) also suggested in the conclusion of the aforementioned study paper it is likely that the same will hold for other team sport clubs that

experience fierce competition, since the distinction of football clubs most likely emanates from the structure of the game(s) itself and the appeal that it has on its fans.

FIFA’s document (2011) on football club structure and management recommended the following club structure and administration for professional football clubs (Fig. 1) and emphasized that the relationship between the chairman and the club manager is a paramount importance. It also described that football club management requires people (with required skills, expertise and experience), Structure, Clarity of roles, and Management procedures.

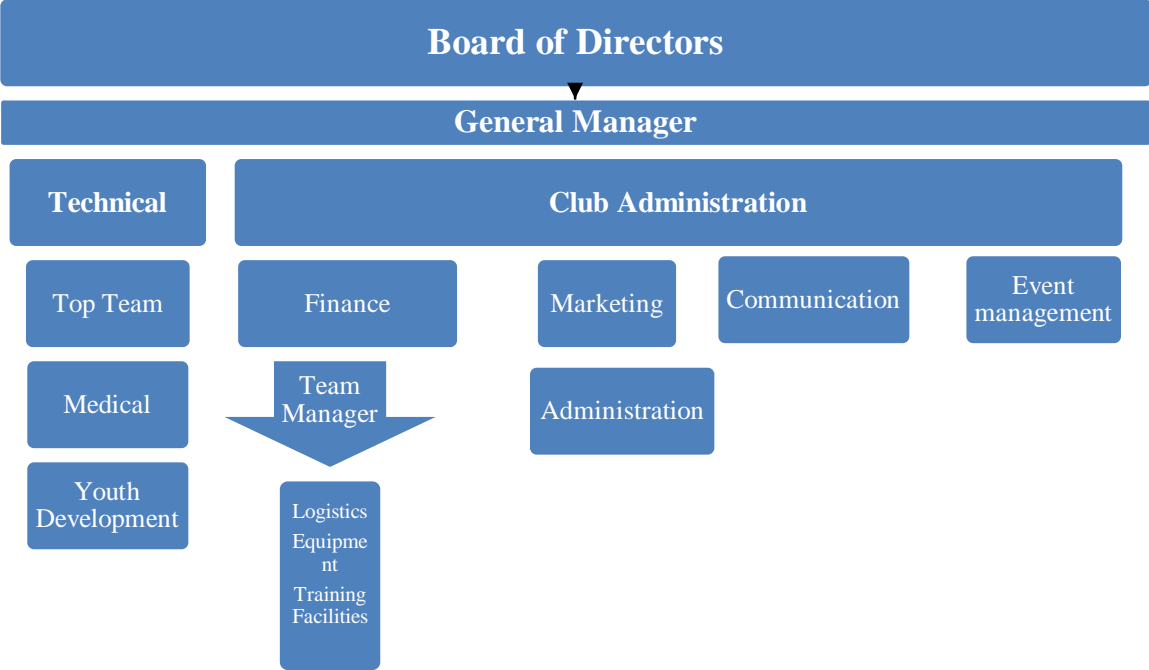


Fig. 1 FIFA’s recommended club structure and administration of professional football clubs

2.3 Organizational goals and objectives of professional football club structure and administration recommended by FIFA

FIFA's document (2011) on football club structure and management also clearly defined the objectives, and roles and responsibilities of each division in the hierarchy of the club structure.

I. Board of directors

The main objective and task of board of directors of a football club is making decisions for its club and is an authority under statutes (FIFA's document, 2011). It is generally the board's responsibility to represent the owners or members and it is the board which is accountable for the performance of the club. The boards of each club do, however, vary in terms of their roles, responsibilities, focus of control, decision making scope and composition (Morgan *et. al.*, 2006). But, FIFA's document (2011) described that the main roles and responsibilities of board of directors is making decisions on important matters for the club management and appointing General Manager who implements the decisions. The important matters of the club which requires the decisions of board of directors are business plan of the club, important financial matters which include sale of assets, investment and loan, and other important matters for the club management.

II. General Manager

The main objective and task of General Manager is implementing the decisions and policies of Board of directors. Its roles include appointing and managing all staff, and reporting to the Board of directors through the Chairman (FIFA's document, 2011).

As fig.1 indicates two large departments are found under the General Manager. These are the Technical department and Club Administration department which comprise other sub-departments with differentiated and peculiar objectives and roles. The Technical department consists of Top Team, Medical, and Youth Development sub-departments. Under the Club Administration department there are a number of sub-departments which include Administration, Finance, Logistics, Facilities, Marketing, Communications, and Event management. Thus, a person who will be appointed as General Manager of the club by board of directors and will manage all staff must have a profound (at least 10 years) management experience (executive experience is desirable) and a broad knowledge of football industry and management. The General Manager must work as full time basis and need to have strong leadership skills,

interpersonal skills, conceptual skills, excellent communication skill, and good command of English.

IIA. Technical department

The objectives and roles of this department are achieving continuous success on the pitch. It is the staff of this department that plays the main role on the field performance of the club. This department must have three sub-departments which will be staffed by well experienced football professionals and medical persons. The three sub-departments with the required professionals are listed below.

- Top Team is the main section of the technical department which comprises head coach, assistant head coach, goal keeper coach, physical trainer and elite football players.
- Medical staff is the second section which must comprise sports medical doctor, physiotherapist, and psychologist.
- Youth development is the third section of the technical department which comprises head coach, physical trainer and youth players. This section is the foundation in recruiting, training and producing young talented players for the top team.

IIB. Club administration department

There are a number of sub-departments under club administration department which include administration, finance, logistics, facilities, legal, marketing, communications, and event management.

A. Administration

The objective of this sub-department is controlling all club administrative activities. The main roles are administration of the club office, planning, logistics, scheduling, equipment and contact with the league & association. Head of Administration dept. is required to have at least 10 years of working experience, with at least 5 years in administration field in football industry is desirable. The head of administration dept. must be full time employee and need to have

sufficient knowledge of administrative operation in football club with good command of English, and computer and information technology literate.

B. Facility

The objective of this sub-department is maintaining or securing training facilities for all teams in club. The roles and responsibility of this sub-department is maintaining training facilities, if the club owns football pitch, gymnasium, dressing room and treatment facilities. If not, its primary role should be striving to secure training facilities by asking local government, schools, companies about availability of their facilities. Head of Facility dept. is required to have at least 10 years of working experience, with at least 5 years in football facility management. Head of Facility dept. should be full time employee and need to have sufficient knowledge of facility maintenance, especially football pitch and sufficient communication skill and having a network with local government, schools, companies, is desirable.

C. Treasurer

The objective of this sub-department is controlling the all financial activities of the club. Its roles and responsibilities are budgeting, financial planning, internal controls & procedures, financial management, financial report – to Board, ticketing control and reconciliation. Head of financial dept. is required to be qualified accountant or diploma of certified public accountant and having at least 10 years of working experience, with at least 5 years in financial field. Head of financial dept. needs to avail in the football club for sufficient time to execute the tasks. If it is part-time employee, then qualified and experienced assistant is needed by the club.

D. Legal

The objectives of this sub-department is controlling all legal activities of the club and protecting the assets of the club. Its roles and responsibilities are compliance with national law, compliance with club statutes, compliance with FIFA, association & league regulations, player contracts, commercial rights, contracts and licensing (sponsorship, merchandising, player image rights, and media rights)

E. Marketing

The objectives of this sub-department are promoting the image of the club and providing the club with financial resources. Its roles and responsibilities are Sponsorship (Finding sponsors, relationship with sponsors), Ticketing (Ticket package development, Selling and distribution), Merchandising (Product development, Supply chain management [manufacturer, distributor, seller], Managing licensee), Media rights (TV rights, Radio rights, Internet rights), Promotion (Advertising, Promotion of match, Promotion of merchandising), and Fan development (Fan club, Fan event, Relationship with community). Head of marketing dept is required to have at least 10 years of working experience, with at least 5 years in marketing field. The qualification of Head of marketing dept should be Degree in marketing (Post-graduate degree is desirable) with a broad knowledge of marketing in football industry and excellent communication skill with good command of English. Head of marketing dept should be full time employee and ability to create extensive network with potential sponsors is desirable.

F. Communication

The objective of this sub-department is establishing and maintaining good club image through the media. Its roles and responsibilities are creating relationship with media concerning Club news, Match (Accreditation, Mixed zone, Press conference), preparing Club Publications, developing Club Web-site, carrying out Internal information sharing, and Crisis management. Head of communication dept. is required to have at least 10 years of working experience, with at least 5 years in media field. Head of communication dept. needs to have Degree in journalism or public relations. Broad knowledge of communication industry and good command of English with excellent communication skill are highly demanded from Head of communication dept. Head of communication dept. must work on full time basis and be able to create extensive network with football media.

G. Event Management

The objective of this sub-department is delivering successful and secure events. Its roles and responsibilities are planning and managing events. At the stage of planning, staffing the department and development of policy, plan & procedures are done. Managing events include all tasks that will be done before match (Preparation for match), Match day and Post match.

The main tasks that will be carried out at each stage are listed down.

1. Before match activities

It is the preparation stage for the match. The major tasks to be carried out are Facility inspection, Setting advertising boards, Ticketing, Security, Logistics, Rehearsal, and Refreshment

2. Match day activities

This stage is the day when the match is held out. The major activities that would be carried out by the event management department on match day are Reception, Guidance, Warm up, Match countdown, Security, Rights protection, Press conference, mixed zone and Departure.

3. Post match activities

The major activities which would be performed by the event management department after the match day are handling issues related to match events, and debriefing and reviewing the performed activities during the whole time of the match.

Head of event management dept. is required to have at least 10 years of working experience; with at least 5 years in event management field (Experience in football events is desirable). Head of event management dept needs to have broad knowledge of event management, leadership skills and excellent communication skill with good command of English. Sufficient time must be available to execute the tasks

H. Team Manager

Not a member of the technical staff and reports to the General Manager. The objective of team manager is managing team operational requirements to a high level. Its roles and responsibilities are managing the team requirements of Logistics, Equipment, and Training Facilities being supported by a kit man.

FIFA's document (2011) on football club structure and management summarizes that professional football clubs needs to have proper club structure with adequate functions, qualified staff, good facilities, and equipment.

2.4 Present day football clubs in relations to management

Professional football in the world is now recognized as big business with clubs traditionally focusing on achieving on-field performance. Traditionally, it has been assumed that those clubs which performed well on the field would in turn ensure financial gains and long term success. However, some authors question whether this is the case (Pope and Turco, 2001). Other more professional measures, other than on-field performance, need to be identified which can ultimately ensure the financial success and long term survival of a football club.

Forces such as a requirement to be increasingly professional and increases in costs (especially player payments) are forcing clubs to focus more strongly upon financial performance and profitability rather than just winning on the field in order to survive. Sporting clubs must now rely on other more professional and holistic methods to ensure the financial security that will provide them with long term stability. One such method recognized is through the identification and satisfaction of all key stakeholders, or through the achievement of marketing success. It is through working to satisfy all key stakeholders, including members and supporters, the media, employees and players, that resources vital to the operations of an organization, including financial resources, are generated and appropriately allocated (Foreman, 2003).

In spite of this realization, stakeholder satisfaction, or marketing success, cannot be achieved through just winning games. Instead, clubs must rely on their internal capabilities, resources and processes to create stakeholder satisfaction. Internal capabilities may include technical expertise of personnel, protected resources and all elements and functions of the organizational system such as marketing, finance, research and development and culture. One such capability which has been identified in the literature as being critical to the achievement of marketing success and overall club performance is organizational structure (Morgan *et. al.*, 2006).

Organizational structure of football clubs can differ from one football club to another or from country to country. For instance, according to Morgan *et. al.* (2006) most professional football clubs in Australia operate under a board of directors. It is generally the board's responsibility to represent the owners or members and it is the board which is accountable for the performance of the club. The boards of each club do, however, vary in terms of their roles, responsibilities, focus of control, decision making scope and composition. Professional Australian Football League (AFL) clubs tend to operate under one of two different types of boards, a board of management

and a board of governance. The type of board chosen will likely determine the organizational structure of the whole club and will impact upon the club's operation and overall performance.

Morgan *et. al.* (2006) briefly discussed each of these structures as follows. A Board of management takes on all governance, management and operational tasks within an organization. It sets policies and makes organizational decisions and is also very involved with overseeing the day to day operations of the organization. It has a high degree of involvement in operational and administrative activities and is usually closely supervises the CEO and staff at all levels of the club. Boards of management in professional AFL clubs also make decisions extending to fine details including team and recruitment selection, marketing, service offerings and administration. Under this structure the club limits the roles, responsibilities, authority and decision making scope of staff at lower levels, as the board assumes a major role in controlling and making decisions regarding the day to day running of both the club and the football team. The selection and ultimate election of members of the board of management (directors) for sporting clubs is therefore based on their knowledge and experience relevant in the sporting field (football in this case) and they tend to be ex-players and coaches. Elected directors can also be part of a 'special interest' group or sector considered important such as media or sponsors. Current literature reviewing this type of structure has expressed concerns about the lack of a clear separation between the board and the functional executive staff. In contrast a Board of governance acknowledges the clear distinction between the roles and responsibilities of the board and those of the executive staff. In this structure the board sets the policies and guidelines of the organization by establishing the company's mission and objectives. While the primary concern is to the needs of the owners or members and secondarily on-field performance of the club, the board of governance is also equally concerned with ensuring continued satisfactory financial performance. It takes the view is that financial performance will ultimately determine a club's existence and will consequently result in satisfactory on field performance. When operating under this type of board, the roles, responsibilities, authority and decision making scope is very clear for both the board members and for the executive staff. The board tends to assume more of a monitoring and supervising role in relation to the day-to-day club operations. It selects and approves executive staff such as the CEO and coach, but is not involved at all with the day-to-day operations of the club. While major decisions require board approval, each executive staff member is designated a very clear role and area of responsibility and is authorized to make

decisions within his or her scope. Directors in a board of governance are generally professionals who are selected based on their experience or knowledge in specific fields of business rather than on knowledge of a particular sport. These people bring essential skills, information, resources and credibility which may not be available from ex players or coaches. Morgan *et. al.* (2006) lastly concluded by referring to Foreman (2003) that the literature tends to promote the adoption of a board of governance model, but some successful professional football clubs still operate under a board of management. According to Morgan *et. al.* (2006) no literature exists which supports the adoption of a preferred organizational structure for professional football clubs in relation to either marketing success or overall performance.

The findings of a research done by Morgan *et. al.* (2006) have shown that whilst structure is an internal capability which is able to impact upon the achievement of marketing success or overall performance in professional FB clubs, other internal factors must also be considered such as strategy and staff. This research (Morgan *et. al.*, 2006) has also shown the need for clubs to shift away from their focus on on-field performance and need to develop a more professional culture in order to achieve business success. This would involve establishing and focusing on other key performance indicators which ensure financial gains, as well as having a greater focus on internal capabilities such as structure, strategy and staff.

An important implication of this research (Morgan *et. al.*, 2006) is the recognition of the need for professional sport clubs to focus on the management of their staff. Clubs therefore need to place a greater emphasis on recruitment and on hiring the people with the most skill and expertise concerning their specific stakeholders. This is particularly important as professional sports club needs to shrug off their volunteer and past-player based workforce, in exchange for professional, function-based employees. However, they must also work to make sure that they have the structure in place which will ensure that only those people with the most knowledge, skill and experience concerning a specific stakeholder, are dealing with that specific stakeholder. This will help to ensure that correct decisions are made and that stakeholder satisfaction can be achieved.

Another study done by Gomez *et. al.* (2008) demonstrates the present day football club management characteristics and structural characteristics of sport organizations. Their findings showed that in the ten years from 1996 to 2006, there was an increase in a differentiation of tasks within elite Spanish professional football clubs. This differentiation of tasks in the football clubs

is not only in related to the principal task of the club (subsystems related to the areas of sports, economic and finance), but also in the relation between the organization and its environment, like communication, marketing, commerce, external relations and social affairs. The peculiar feature of the differentiation of tasks and criteria used to allocate members and design of the formal football club structure observed in Spanish football league clubs tend to refer more to a differentiation of responsibilities than subunits ; in other words, a differentiation of specific task rather than lines of strategic action (Gomez *et. al.*, 2008).

The differentiation of tasks within the elite Spanish professional clubs subsystems executive management reflects that they now not only have to fulfill a sports objective, related to their core activity, as well as an economic objective, related to survival, but moreover that they are facing demands that go beyond these two fundamental areas which lies between the organization and its environment. Slack and Hinings (1992) observed a similar reaction to external demands within North-American professional leagues where clubs responded by creating marketing strategies and increasing commercial activities.

Since the 1960s there has been change in the structure, ownership and control of professional football clubs in Europe. This change started in Italy in the 1960s when non-profit football clubs transformed themselves into limited companies where new owners searched to gain financial profits. England followed their example in the 1980s, and in the 1990s Spain and Sweden also followed (Karlsson and Skännestig, 2011). The structure of professional football in England transformed in 2000 when the Premier League was bankrolled by Rupert Murdoch's BSkyB at a time when much closer relationship between football and the media begun. The gap, both in terms of wealth and ability, between the elite clubs of the Premier League and the other clubs widened every season then (Carter, 2006).

The sport sector, as a whole, and football in particular has been subject to increased commercialization, professionalization and internationalization (Lund, 2011). Furthermore Lund (2011) states that different socio-political changes have driven the commercialization of football. Another important influencing factor is the privatization of the previously state-owned television monopolies, which led to the introduction of advertising-funded television broadcasting and pay-TV. All these influencing factors brought a dramatic change in the structure, ownership and

control of professional football clubs, professional sport clubs business model and subsequently on football club management.

A research publication by Pannenburg A. (2010) regarding football in Africa illustrated the following points as the most important observations; (1) the context within which football development projects in Africa operate is more complex than one might expect, and that (2) football in Africa is almost never played for football's sake. The organization of football is vast and complex and numerous powerful men (and a few women) are involved in the sponsoring and running of the game. Many of them are primarily interested in satisfying personal needs. Football is not always about scoring goals on the field of play; it is also about scoring goals in the world of finance and politics. This publication (2010) primarily demonstrated that the formal and informal organizational structures of football in Africa are highly hierarchical yet work differently from those in the West. Secondly, mismanagement and corruption in African football are a huge problem. Even though football is the most popular sport in Africa and most countries in Africa have tried to professionalize the game and have League Boards that oversee the Premier League and the lower divisions, positions in football are highly prestigious. An FA chairman prefers to call himself 'president' and his presence alone commands the utmost respect. Pannenburg A. (2010) commented that whoever deals with an FA will learn that no decision can be taken without the president himself. He further explained that this does not only apply to FAs but also to committees, league bodies, clubs and even to seemingly insignificant grassroots organizations. In Africa most relations are characterized as those between a patron and a client. This so-called system of patronage is visible in all levels of football. Wealthy and powerful man (sometimes a woman) takes a position within the FA or a club and then assumes total control. One consequence of such system according to Pannenburg A. (2010) is that many employees in football organizations are hired as a 'favour', not because they have the relevant skills and experience for the job. In short, Pannenburg A. (2010) concluded by stating that the relationship is 'Big Man Small Boy Syndrome'. The Big Man controls and gives orders; the Small Boy obeys and does not dare to speak his mind.

2.5 Ethiopian premier league football clubs

Ethiopian premier league is one of the championships of elite football clubs in Ethiopia. It is established in 1996/97 and includes 14 best football clubs in Ethiopia, making up a competitive

system of 26 games per club played over single season in months and 182 matches in total. At the end of the season the clubs are ranked according to points obtained (considering victories, defeats, and draws), and 2 clubs with the lowest score are relegated to the second division (National league). The fourteen elite football clubs participating in 2013/14 Ethiopian premier league championship are from different regions of Ethiopia (Table No.1). Six football clubs are from Addis Ababa, five clubs represent SNNP, one club from each region of Amhara, Oromia and Harar province, respectively. Ten of the fourteen clubs are owned by company/institutions; three of the fourteen clubs are administered by city authority or municipalities and one club is owned by social/community.

Table No. 1: Football clubs participating in 2013/14 Ethiopian premier league championship

No.	Name of football clubs	Region/Province-Location of Club
1	Saint George	Addis Ababa
2	Dedebit	Addis Ababa
3	Ethiopian Coffee	Addis Ababa
4	Awassa Kenema	SNNP
5	Harar Beer	Harar
6	Ethiopian Insurance	Addis Ababa
7	EEPCO	Addis Ababa
8	Muger Cement	Oromiya
9	Dashen Beer	Amhara
10	Wolayita Dicha	SNNP
11	Defense club	Addis Ababa
12	Arbaminich Kenema	SNNP
13	Commercial Bank of Ethiopia	Addis Ababa
14	Sidama Coffee	SNNP

Based on a case study on Ethiopian premier league by FIFA in 2009/10 season, none of the 18 participant clubs met all standard requirements of professional football clubs (FIFA's study,

2010). Thus, the presidents/Board chairmen and the Managers of the Ethiopian premier league clubs, after meeting from February 25th to March 2nd 2010 at De Leopol Hotel in Addis Ababa in the context of the FIFA Win in Africa with Africa football development programme, had decided to improve the standard of the league and unanimously agree that all the Ethiopian premier league clubs need a modern management system and a strategic plan for development. This agreement declaration is known as De Leopol declaration (FIFA's declaration, 2010). De Leopol declaration has three key elements/declarations. These are establishing a premier league development committee comprising 3 EFF, 3 clubs and an independent chairman, establishing a premier league department within EFF which will manage premier league to best standards based on professional management, and reducing number of clubs to 12 from 18.

After this declaration Ethiopian premier league had established in new formats comprising 14 participant clubs from 2011 and has been conducting until now. But, there is no a study which demonstrates the current status of Ethiopian premier league clubs management.

CHAPTER III METHODOLOGY OF THE STUDY

This part discusses the type of research, data source, data collection instruments, sampling techniques and sampling size as well as procedures of data analysis and interpretation.

3.1 Study design

This study is descriptive type of research in which the data collected were described and analyzed on the basis of qualitative and quantitative methods. The target population of the study was football clubs participating in 2013/14 tournament of the Ethiopian Premier League. Out of the target population, 7 football clubs (i.e. 50% of the total participant clubs) were included in the study based on purposive sampling technique. Participants from the seven clubs were selected using simple random method and asked to fill a semi-structured questionnaire and the questionnaires were collected from the respondents. Semi-structured interview was also carried out with each club administrators to assess the structure and the professionals' composition of the clubs.

3.2. Study Participants

Participants in this study were management (administration workers), coaches, players and medical staff (physiotherapist) of seven football clubs participating in 2013/14 (2006 E.C) tournament of the Ethiopian Premier League.

Table.No.2: Number of study participants

Clubs	Administration workers	Coaches	Players	Physiotherapist	Total
C.B.E	5	2	4	-	11
St. George	3	3	5	1	12
Eth. Insurance	1	2	5	1	9
Harar Beer	2	2	5	-	9
Dashen Beer	1	3	5	-	9

Muger Cement	3	3	5	-	11
Hawassa Kenema	2	2	5	-	9
Total	17	17	34	2	70

The seven clubs selected for this study are shown in table no. 2 and a total of seventy participants responded to the questionnaire. These participants encompass seventeen administration workers, seventeen coaches; thirty four players and two physiotherapists were included in this study from all clubs. The administration staff of the football clubs which were included in this study comprises club president, club managers, technique directors, technique officer, Team leader, and Finance officer.

3.3. Instrumentation

This study followed both qualitative and quantitative research design to obtain complete data for the study. The following data collection instruments were used-

- A. Eighty four self completed written questionnaires with close ended and open ended items.
- B. Semi-structured interview
- C. Document analysis

The researcher attempted to make a thorough review on the previous literature documents related to football club management and analyze the previous findings. Semi-structured questioners were organized to obtain data from the respondents. The secondary data were collected from internal source of the clubs' profile and external sources from internet, book, annual, monthly reports of Ethiopian Football Federation and different research results conducted on the issue.

3.4. Procedure

All participants were informed about the study and become volunteered to participate in the study. A semi-structured questioner and interview were used to collect the data for this study. This combined strategy offers the flexibility of probing and exploring certain subjects in greater depth. The standardized approach used in this study consisted of a series of pre-planned open-ended questions organized into a number of interrelated sections. The interview guide approach is characterized by the interviewer being free to probe responses that will illuminate the subject being investigated. Predetermined questions were used in conjunction with appropriate probes, which increased the richness and depth of responses. According to Patton (2002) demographic or

background questions can often make people comfortable and they have a tendency to require only short-answer responses; therefore, demographic questions were at the beginning of the interview. The collected data were analyzed by using tables and description.

The data gathering instruments were translated in Amharic from English for all participants to overcome the problem of understanding. The distribution, continuous follow up, and the collection of questionnaire were made by the researcher himself. To maximize the quality of respondents and the rate of return, convenient time gap was arranged. Moreover, the researcher had made the objective of the study clear to all respondents at the beginning of the questionnaire administration, in order to avoid confusion and facilitate ease of administration. A close follow up was made to immediately correct problems that arose during the filling of the questionnaire.

3.5. Data Analysis

The aim of the data analysis was to build an organizing system of categories that emerged from the data and that represented how these, each football club management staff /workers, coaches, club players conceptualized the status of their club management with reference to modern football management system. Both qualitative and quantitative research methods which is mainly descriptive statistics parameters were implemented to analyze the content of the data. Participants were given the opportunity to clarify or change any of their responses. They were also asked whether they had any comments, questions or concerns about the interviews to ensure that participant responses and ideas have been fairly represented, are accurate and complete.

Table No. 3: Administered questionnaires

Clubs	Distributed questionnaire	Collected questionnaire	Difference (Percentage)
C.B.E	12	11	1 (8.3%)
St. George	12	12	0 (0%)
Eth Insurance	12	9	3 (25%)
Harar Beer	12	9	3 (25%)
Dashen Beer	12	9	3 (25%)
Muger Cement	12	11	1(8.3%)
Hawassa Kenema	12	9	3 (25%)
Total	84	70	14 (16.7%)

Table No. 3 shows the number of questionnaires distributed to respondents. A total of 84 questionnaires were prepared and distributed to football clubs selected for this study purpose. It was meant to include twelve participants in each clubs who were engaged in different responsibilities in the club. These include administration staff, coaches, players and physiotherapists. As indicated in the table out of 84 questionnaires distributed to football study participants for seven Ethiopian premier league football clubs, and 70(83.3%) were collected, where as 14(16.7%) questionnaires were not responded and this small number of unreturned questionnaires does not affect the data required for the analysis of the study.

3.6 Ethical consideration

The respondents of the semi-structured questionnaires and interview were informed about the purpose of the study and asked to find their consent to participate in the study. All the research respondents were also notified that the data, which were gathered from them, would be held confidentially and their identity would not be revealed.

CHAPTER 4: ANALYSIS AND INTERPRETATION OF RESULTS

To complete this study properly, it is necessary to analyze the data collected in order to test the hypothesis and answer the research questions. As already indicated in the preceding chapter, data is interpreted in a descriptive form.

The methodology described in the previous chapter provided the baseline for data-gathering. In this chapter, the presentation of data is systematically linked to the format of the self-developed questionnaire attached in the appendix.

This chapter will focus on the analysis and interpretation of data that was collected for this study. According to De Vos (1998:203), data analysis entails that the analyst break down data into constituent parts to obtain answers to research questions and to test hypotheses. The analysis of research data does not in its own provide the answers to research questions.

The analysis and interpretation of data is carried out in five phases. The first part, which is based on the results of the questionnaire and interviews about club management, deals with a quantitative analysis of data. The second part is about the communication system of the clubs. The third part is about marketing and financial system of the clubs. The remaining parts are on facilities and youth development strategies.

4.1 Demographic characteristics of respondents

The self administered questioners included items aimed at electing the views, opinion and suggestions of the respondents on the status of their football club management related to football club structures, facilities of their clubs, communication, finance, marketing and event managements. As a result, out of 84 questionnaires distributed to respondents, 70 were filled and collected back with an overall response rate of 83.3%. Furthermore, the rate of response for the various items in the questionnaire by the respondents in each football club and their average result are shown in table no.

Table no. 4 shows the background characteristics of the respondents to the self administered questionnaires. As shown in the table, 5.7% respondents are at the age of less than twenties, 47.1 % are in between in between 21 and 30, 31.43% are in the age between 31 and 50, 15.7% are

above fifty. Sixteen out of the seventeen (52.97%) of the management staff are above fifty years

Demographic characteristics		Management staff	Coaches	Players	Physiotherapists	Total
Sex	M	17	17	34	2	70
	F	-	-	-	-	-
Total		17	17	34	2	70
Age	< 20	-	-	4	-	4
	21-30	1	2	29	1	33
	31-50	7	13	1	1	22
	> 50	9	2	-	-	11
Total		17	17	34	2	70
Educational level	10 th complete	-	-	17	-	17
	12 th complete	-	10	9	1	20
	Diploma	1	4	5	1	11
	1 st degree	7	2	2	-	11
	2 nd degree	9	1	-	-	10
	Other			1 certificate		1
Total		17	17	34	2	70
Occupation status	Permanent	1	-	-	1	2
	Contract	15	17	34	1	67

of age. As depicted in the table, all of the management staff respondents are males with 94.11% of them do have diploma or above educational level.

Table no. 4: Demographic characteristics of study participants

	Part-time	1	-	-	-	1
Total		17	17	34	2	70

4.2 DESCRIPTION OF THE SAMPLE

The respondent in this study are summarized in table 1 as shown below. The total number of respondent participated in the questionnaires part are 70 from seven different sport clubs. In each sport club in minimum seven and maximum of twelve respondents are participated.

Table 1: Sport Club respondent summary

	Frequency	Valid Percent	Cumulative Percent
Valid Et. Insurance	9	12.9	12.9
Harar Beer	9	12.9	25.7
St. George	12	17.1	42.9
C.B.E.	11	15.7	58.6
Hawassa Kenema	9	12.9	71.4
Muger Cement	11	15.7	87.1
Dashen Beer	9	12.9	100.0
Total	70	100.0	

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Data gathered through the questionnaire was subjected to frequency counts. In other words, the subjects' responses for each individual question were added together to find the highest frequency of occurrence (i.e. the number of times that a particular response occurs). These responses to the questions, which are quantified, are then presented in percentage forms.

This analysis is presented in tabular form and bar chart form. The researcher uses tables containing a variable and in some cases, combines two or more variables in a single graph.

4.3 : INTERPRETATION OF RESULTS ABOUT CLUB MANAGEMENT

4.3.1: PHASE ONE:

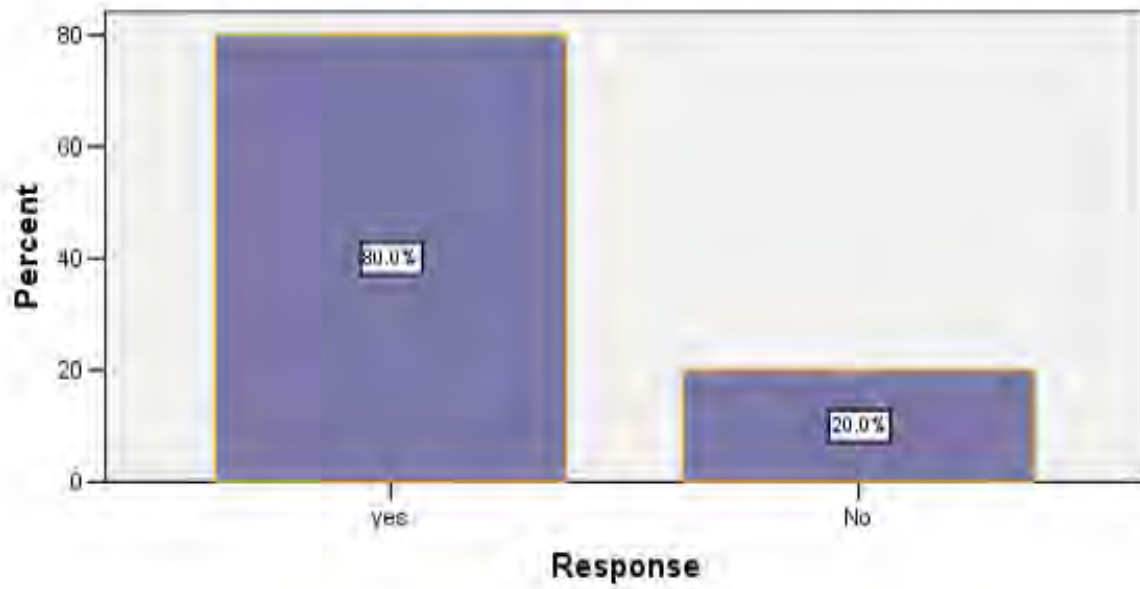
4.3.1.1: Does your club have clearly defined its club mission and objectives?

Table 1a: Clearly defined mission and objectives ?

			Does your club have clearly defined its club mission and objectives?		Total
			yes	No	
Sport Club	Et. Insurance	Count	6	3	9
		% of Total	8.6%	4.3%	12.9%
	Harar Beer	Count	4	5	9
		% of Total	5.7%	7.1%	12.9%
	St. George	Count	12	0	12
		% of Total	17.1%	.0%	17.1%
	C.B.E.	Count	9	2	11
		% of Total	12.9%	2.9%	15.7%
	Hawassa Kenema	Count	6	3	9
		% of Total	8.6%	4.3%	12.9%
	Muger Cement	Count	10	1	11
		% of Total	14.3%	1.4%	15.7%
	Dashen Beer	Count	9	0	9
		% of Total	12.9%	.0%	12.9%
Total		Count	56	14	70
		% of Total	80.0%	20.0%	100.0%

This table shows that only 80.0% of the clubs has clearly defined mission and objectives. The rest 20% of the clubs has no this opportunity in identifying their missions and objectives. This fact is also varies from club to club. However St. George football club has dominated position in clearly defining its mission and objectives followed by Muger and C.B.E football clubs respectively.

Figure 1: Percentage of clearly defined mission and objectives



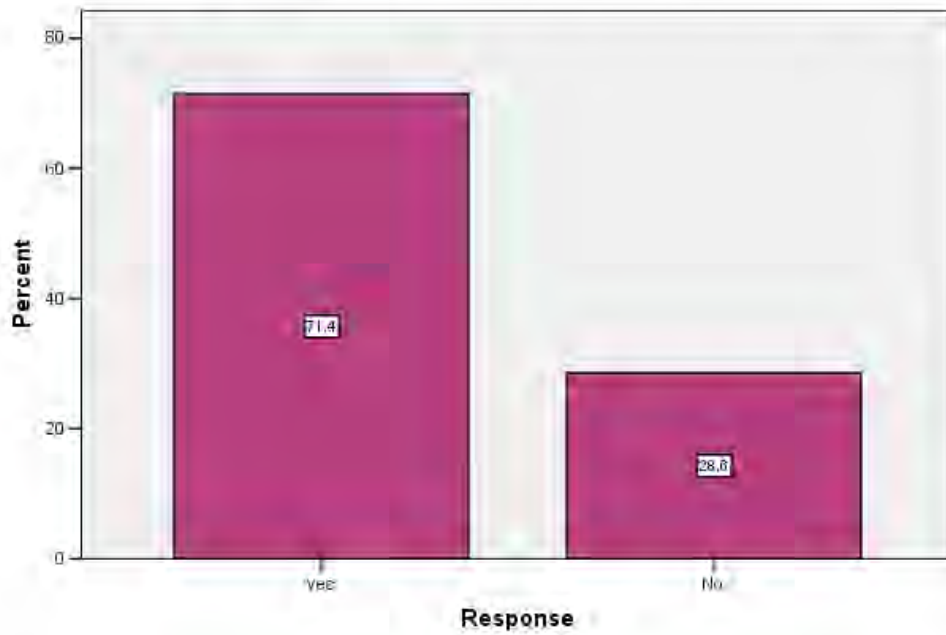
4.3.1.2: Your club operates through an elected Board of Directors.

Table 2a: Club operates through an elected Board of Directors.

			Your club operates through an elected Board of Directors.		Total
			yes	No	
Sport Club	Et. Insurance	Count	6	3	9
		% of Total	8.6%	4.3%	12.9%
	Harar Beer	Count	4	5	9
		% of Total	5.7%	7.1%	12.9%
	St. George	Count	12	0	12
		% of Total	17.1%	.0%	17.1%
	C.B.E.	Count	9	2	11
		% of Total	12.9%	2.9%	15.7%
	Hawassa Kenema	Count	6	3	9
		% of Total	8.6%	4.3%	12.9%
	Muger Cement	Count	10	1	11
		% of Total	14.3%	1.4%	15.7%
	Dashen Beer	Count	3	6	9
		% of Total	4.3%	8.6%	12.9%
Total		Count	50	20	70
		% of Total	71.4%	28.6%	100.0%

The percentage in this table shows that St. George and mugger Cement have better performances in elected their Board of Directors. However Dashen Beer football club has the least position in this aspect. These facts are summarized to show the position of the clubs in electing their Board of Directors in general by the following bar graph.

Figure 2: Percentage of elected Board of Directors



This bar graph indicates that only 71.4% of the sport club is operates through elected Board of Directors. The remaining 26% lack the formal election of Board of Directors. Therefore in

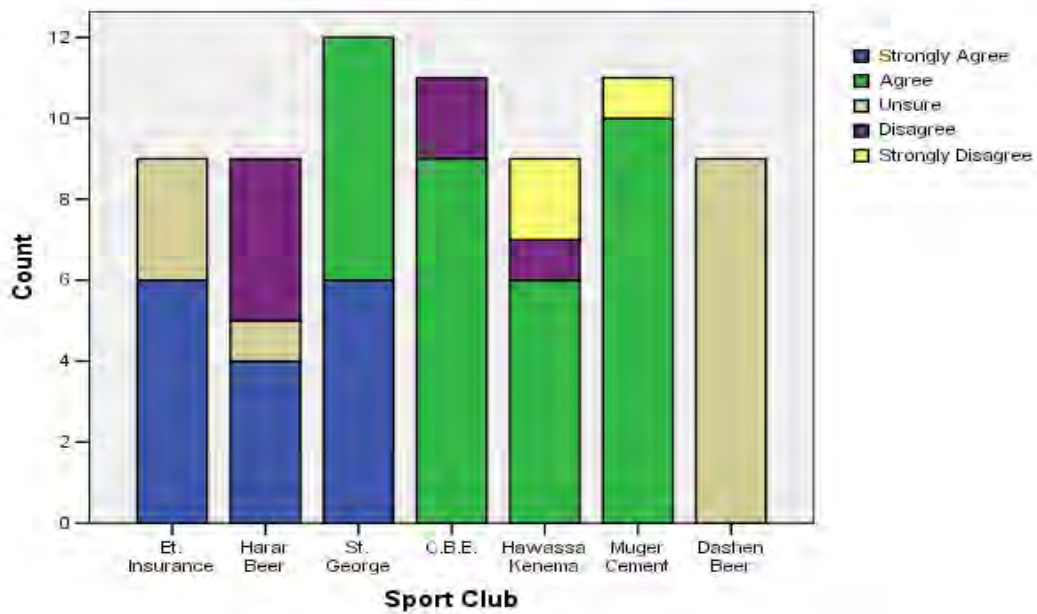
4.3.1.3: If your answer is "No" to the second question (4.2.2), what is your opinion to the following statement? "Your club operates through a less formal club management arrangement."

Table 3a: Club operatiton through a less formal club management arrangement.

			If your answer is "No" to the second question, what is your opinion to the following statement? "Your club operates through a less formal club management arrangement."					Total
			Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree	
Sport Club	Et. Insurance	Count	6	0	3	0	0	9
		% of Total	8.6%	.0%	4.3%	.0%	.0%	12.9%
	Harar Beer	Count	4	0	1	4	0	9
		% of Total	5.7%	.0%	1.4%	5.7%	.0%	12.9%
	St. George	Count	6	6	0	0	0	12
		% of Total	8.6%	8.6%	.0%	.0%	.0%	17.1%
	C.B.E.	Count	0	9	0	2	0	11
		% of Total	.0%	12.9%	.0%	2.9%	.0%	15.7%
	Hawassa Kenema	Count	0	6	0	1	2	9
		% of Total	.0%	8.6%	.0%	1.4%	2.9%	12.9%
	Muger Cement	Count	0	10	0	0	1	11
		% of Total	.0%	14.3%	.0%	.0%	1.4%	15.7%
	Dashen Beer	Count	0	0	9	0	0	9
		% of Total	.0%	.0%	12.9%	.0%	.0%	12.9%
Total		Count	16	31	13	7	3	70
		% of Total	22.9%	44.3%	18.6%	10.0%	4.3%	100.0%

Since there is lack the formal election of Board of Directors, 67.2% of the respondents are agree that their clubs' are operating through a less formal club management arrangement environment.

Figure 3: Club operation through a less formal club management arrangement.



From Figure 3 we can see that in all club there is a degree of less formal election of Board of Directors. But opposite to the others all the Dashen Beer football club respondents have no idea about their club management arrangements.

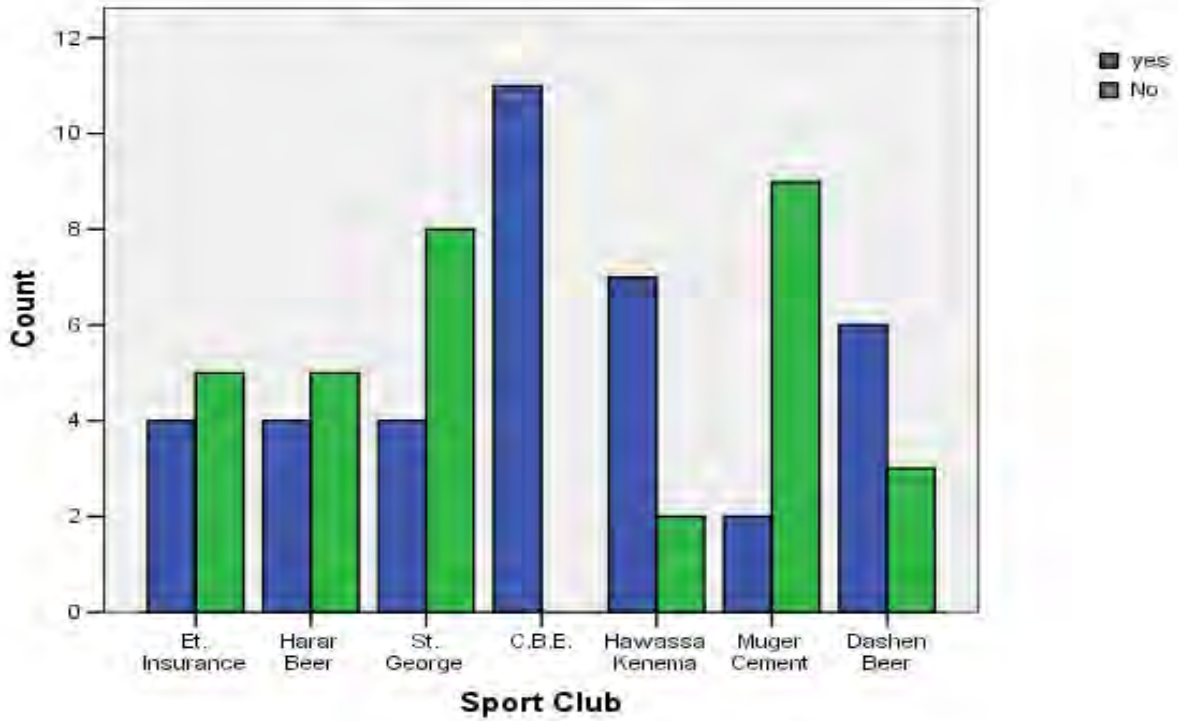
4.3.1. 4: Does your club have a club management structure?

Table 4a: Club management structure.

			Does your club have a club management structure?		Total
			yes	No	
Sport Club	Et. Insurance	Count	4	5	9
		% of Total	5.7%	7.1%	12.9%
	Harar Beer	Count	4	5	9
		% of Total	5.7%	7.1%	12.9%
	St. George	Count	4	8	12
		% of Total	5.7%	11.4%	17.1%
	C.B.E.	Count	11	0	11
		% of Total	15.7%	.0%	15.7%
	Hawassa Kenema	Count	7	2	9
		% of Total	10.0%	2.9%	12.9%
	Muger Cement	Count	2	9	11
		% of Total	2.9%	12.9%	15.7%
	Dashen Beer	Count	6	3	9
		% of Total	8.6%	4.3%	12.9%
Total		Count	38	32	70
		% of Total	54.3%	45.7%	100.0%

This table shows that of the total sample size, only 54.3% of the clubs have club management structure. This number amounts to only 30,5% of subjects. The remaining 45.7% indicated that they have not club management structure.

figure 4: Club management structure.



When we compare the status of each club in their club management structure from figure 4, C.B.E sport club is the dominant in its club management structure followed by Hawassa Kenema and Dashen Beer respectively. However, Muger Cement sport club has least club management structure.

4.3.1.5: Your club developed and clearly defined job descriptions to employees.

Table 5a: clearly developed and defined job descriptions to employees.

			Your club developed and clearly defined job descriptions to employees .		Total
			yes	No	
Sport Club	Et. Insurance	Count	9	0	9
		% of Total	12.9%	.0%	12.9%
	Harar Beer	Count	5	4	9
		% of Total	7.1%	5.7%	12.9%
	St. George	Count	6	6	12
		% of Total	8.6%	8.6%	17.1%
	C.B.E.	Count	11	0	11
		% of Total	15.7%	.0%	15.7%
Hawassa Kenema	Count	7	2	9	
	% of Total	10.0%	2.9%	12.9%	
Muger Cement	Count	4	7	11	
	% of Total	5.7%	10.0%	15.7%	
Dashen Beer	Count	6	3	9	
	% of Total	8.6%	4.3%	12.9%	
Total	Count	48	22	70	
	% of Total	68.6%	31.4%	100.0%	

From the above table, although the 22 (31.4%) respondents indicated that sport clubs do not have clearly developed and define job descriptions to employees, there are 48(68.6%) respondent that indicated about clearly developed and defined Job descriptions for the employees in this sport clubs.

From all our participant clubs, C.B.E and Ethiopia Insurance have better performances in developing and clearly defining job descriptions for their employees. On the other hand Muger and St. George performed the least on this aspect.

4.3.1.6: Your club established its own constitution and policies that govern the club and its members

Table 6a: Established constitution and policies that govern the club and its members

			Your club established its own constitution and policies that govern the club and its members		Total
			yes	No	
Sport Club	Et. Insurance	Count	9	0	9
		% of Total	12.9%	.0%	12.9%
	Harar Beer	Count	5	4	9
		% of Total	7.1%	5.7%	12.9%
	St. George	Count	6	6	12
		% of Total	8.6%	8.6%	17.1%
	C.B.E.	Count	11	0	11
		% of Total	15.7%	.0%	15.7%
	Hawassa Kenema	Count	7	2	9
		% of Total	10.0%	2.9%	12.9%
	Muger Cement	Count	4	7	11
		% of Total	5.7%	10.0%	15.7%
	Dashen Beer	Count	6	3	9
		% of Total	8.6%	4.3%	12.9%
Total	Count	48	22	70	
	% of Total	68.6%	31.4%	100.0%	

The respondents were asked to indicate the establishment of club constitution and policies that govern the club and its members. Table 6a represents the number and percentage of these respondents. Of the respondents, 48 (68.6%) had indicated that the establishment of club constitution and policies but 22(31.4%) of them had disagreed.

Again the respondents indicated that, C.B.E and Ethiopia Insurance have better. On the other hand Muger and St. George have the least performance by the establishment of club constitution and policies that govern the club and its members. .

4.3.1.7: "Your clubs Board of Directors or management committee /club manager have a good understanding of the clubs constitution and policies."

Table 7a: Club Board of Directors or management committee /club manager have a good understanding of the clubs constitution and policies.

			"Your club Board of Directors or management committee /club manager have a good understanding of the clubs constitution and policies."				Total
			Strongly Agree	Agree	Unsure	Strongly Disagree	
Sport Club	Et. Insurance	Count	0	6	3	0	9
		% of Total	.0%	8.6%	4.3%	.0%	12.9%
	Harar Beer	Count	2	4	1	2	9
		% of Total	2.9%	5.7%	1.4%	2.9%	12.9%
	St. George	Count	4	2	4	2	12
		% of Total	5.7%	2.9%	5.7%	2.9%	17.1%
	C.B.E.	Count	2	5	4	0	11
		% of Total	2.9%	7.1%	5.7%	.0%	15.7%
	Hawassa Kenema	Count	6	1	2	0	9
		% of Total	8.6%	1.4%	2.9%	.0%	12.9%
	Muger Cement	Count	3	8	0	0	11
		% of Total	4.3%	11.4%	.0%	.0%	15.7%
	Dashen Beer	Count	6	0	3	0	9
		% of Total	8.6%	.0%	4.3%	.0%	12.9%
Total		Count	23	26	17	4	70
		% of Total	32.9%	37.1%	24.3%	5.7%	100.0%

Figure 5: Club Board of Directors or management committee /club manager have a good understanding of the clubs constitution and policies.

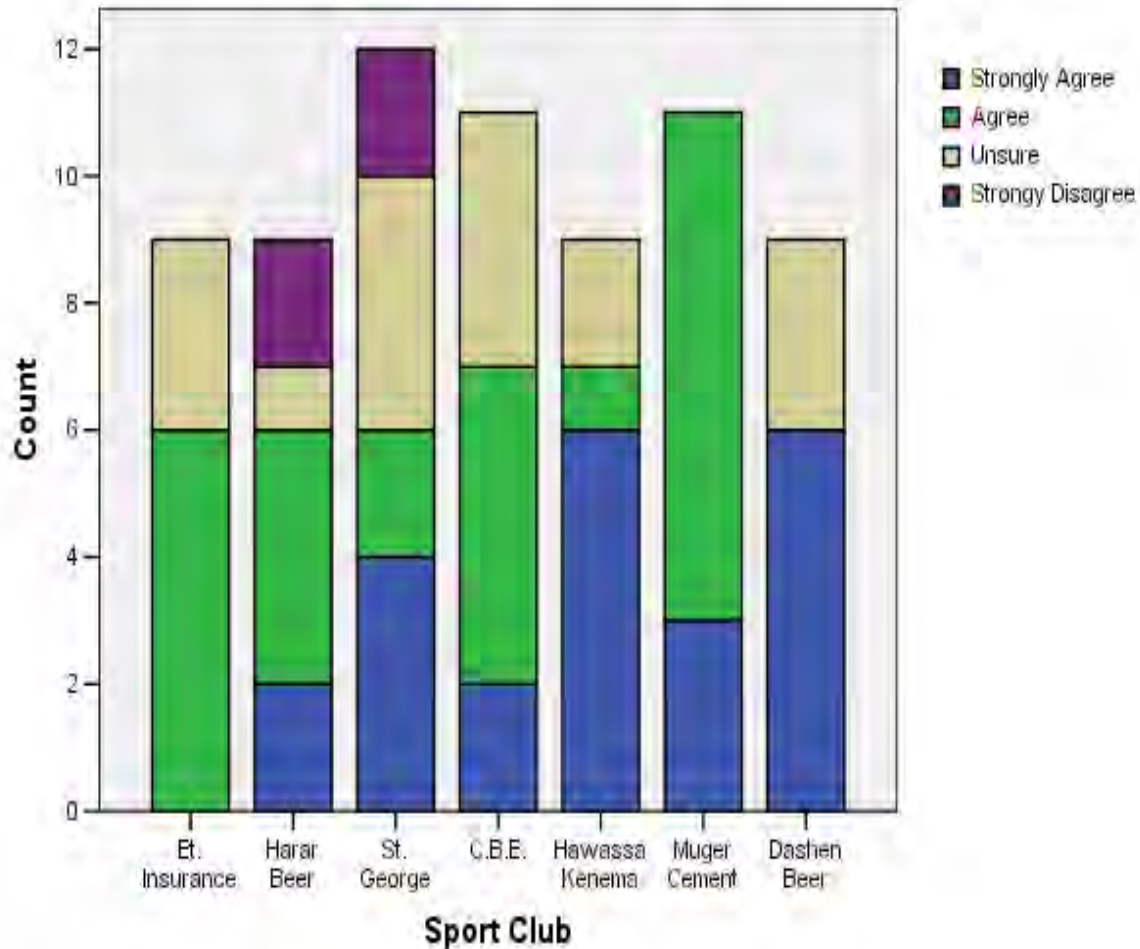


Table 7a as well as figure 5 indicate that of the respondents, 49 (70%) are indicated that Board of Directors or management committees /club manager have a good understanding of the clubs constitution and policies. Muger cement has better performance in this area. However, C.B.E and St. George management systems have least performances in good understanding of the clubs constitution and policies.

4.3.1.8: Your clubs Board of Directors or management committee /club manager attend all regular meetings of the club.

Table 8a: Club Board of Directors or management committee /club manager attend all regular meetings of the club.

			Your club Board of Directors or management committee /club manager attend all regular meetings of the club.			Total
			Attend all regular meetings	Attend occasionally	Do not have regular meetings	
Sport Club	Et. Insurance	Count	6	3	0	9
		% of Total	8.6%	4.3%	.0%	12.9%
	Harar Beer	Count	1	4	4	9
		% of Total	1.4%	5.7%	5.7%	12.9%
	St. George	Count	4	0	8	12
		% of Total	5.7%	.0%	11.4%	17.1%
	C.B.E.	Count	7	3	1	11
		% of Total	10.0%	4.3%	1.4%	15.7%
	Hawassa Kenema	Count	6	1	2	9
		% of Total	8.6%	1.4%	2.9%	12.9%
	Muger Cement	Count	3	7	1	11
		% of Total	4.3%	10.0%	1.4%	15.7%
	Dashen Beer	Count	5	2	2	9
		% of Total	7.1%	2.9%	2.9%	12.9%
Total		Count	32	20	18	70
		% of Total	45.7%	28.6%	25.7%	100.0%

Although club Board of directors or management committee and club need to attend all regular meetings of the club, the respondents indicated that only 45.7% are attending their regular meetings. The other 28.6% are attending the meetings occasionally. But the remaining 25.7% of them do have regular meetings. In this case C.B.E management system is performed better than the other in attending regular meetings followed by Et. Insurance and Hawassa Kenema. However, St. George and Harar Beer management systems have least performance in attending regular meetings.

4.3.1.9: Do your club Board of Directors or management committee /club manager give prompt answer to questions arise in the club?

Table 9a: Club Board of Directors or management committee /club manager give prompt answer to questions arise in the club.

			Do your club Board of Directors or management committee /club manager give prompt answer to questions arise in the club?		Total
			Yes	No	
Sport Club	Et. Insurance	Count	3	6	9
		% of Total	4.3%	8.6%	12.9%
	Harar Beer	Count	2	7	9
		% of Total	2.9%	10.0%	12.9%
	St. George	Count	4	8	12
		% of Total	5.7%	11.4%	17.1%
	C.B.E.	Count	7	4	11
		% of Total	10.0%	5.7%	15.7%
	Hawassa Kenema	Count	4	5	9
		% of Total	5.7%	7.1%	12.9%
	Muger Cement	Count	3	8	11
		% of Total	4.3%	11.4%	15.7%
	Dashen Beer	Count	6	3	9
		% of Total	8.6%	4.3%	12.9%
Total		Count	29	41	70
		% of Total	41.4%	58.6%	100.0%

Table 4.9 reveals that 29 (41.4%) of the respondents indicated that Board of Directors or management committee /club manager give prompt answer for the question raised in the club. However about 41(58.6%) respondent are indicated the opposite of this fact. This mean the majority of the administrative system couldn't give the answer raised in their club. For this fact C.B.E.(10.0%) and Dashen Beer(8.6%) have a better environment in handling the question raised. But the worst case is found at Muger Cement (11.4%) and Harar Beer(11.4%).

4.3.1.10: your club provides a capacity building training to club staff members

Table 10a: The club provides capacity building training to club staff members.

			Your club provides capacity building training to club staff members.			Total
			yes	A little	No	
Sport Club	Et. Insurance	Count	2	6	1	9
		% of Total	2.9%	8.6%	1.4%	12.9%
	Harar Beer	Count	0	7	2	9
		% of Total	.0%	10.0%	2.9%	12.9%
	St. George	Count	4	1	7	12
		% of Total	5.7%	1.4%	10.0%	17.1%
	C.B.E.	Count	1	7	3	11
		% of Total	1.4%	10.0%	4.3%	15.7%
	Hawassa Kenema	Count	5	1	3	9
		% of Total	7.1%	1.4%	4.3%	12.9%
	Muger Cement	Count	2	9	0	11
		% of Total	2.9%	12.9%	.0%	15.7%
	Dashen Beer	Count	7	2	0	9
		% of Total	10.0%	2.9%	.0%	12.9%
Total		Count	21	33	16	70
		% of Total	30.0%	47.1%	22.9%	100.0%

From table 10a, we can see that 21(30.0%) respondents are indicated that their club can provide them capacity training to club staff members. However about 33(47.1%) of them indicated that the capacity building training are very few in number. The remaining 16(22.9%) of the respondents indicated that there is no such training the sport club. This fact clearly indicating that the staff member of the sport clubs are not getting different training to build their capacity so as they can contribute at the best of the club.

When we see the individual performance of each club in giving capacity building Dashen Beer (10%) scores better than the other and followed by Hawassa Kenema. However St.George needs to have some improvement.

4.3.1.11: Your club hires experienced and well-credentialed workers.

Table 11a: The club hires experienced and well-credentialed workers.

			Your club hires experienced and well-credentialed workers.			Total
			yes	A little	No	
Sport Club	Et. Insurance	Count	5	1	3	9
		% of Total	7.1%	1.4%	4.3%	12.9%
	Harar Beer	Count	4	3	2	9
		% of Total	5.7%	4.3%	2.9%	12.9%
	St. George	Count	4	2	6	12
		% of Total	5.7%	2.9%	8.6%	17.1%
	C.B.E.	Count	6	5	0	11
		% of Total	8.6%	7.1%	.0%	15.7%
	Hawassa Kenema	Count	6	0	3	9
		% of Total	8.6%	.0%	4.3%	12.9%
	Muger Cement	Count	5	5	1	11
		% of Total	7.1%	7.1%	1.4%	15.7%
	Dashen Beer	Count	6	3	0	9
		% of Total	8.6%	4.3%	.0%	12.9%
Total		Count	36	19	15	70
		% of Total	51.4%	27.1%	21.4%	100.0%

Hiring well experienced and credentialed worker has its huge contribution for the better performance and growth in the sport field like any other area. From Table 11a, we can see the about 38(51.4%) of the respondent indicated the habit of this culture in their club. However the rest respondent indicated that their clubs have little or no habit of hiring environment.

When we look the individual clubs separately, Dashen Beer, Hawassa Kenema and C.B.E have better performance than the remaining clubs.

4.3.1.12: Does your club raise awareness to founding and new members about the club's mission and objectives?

Table 12a: The club raise awareness to founding and new members about the club's mission and objectives.

			Does your club raise awareness to founding and new members about the club's mission and objectives ?			Total
			yes	A little	No	
Sport Club	Et. Insurance	Count	4	3	2	9
		% of Total	5.7%	4.3%	2.9%	12.9%
	Harar Beer	Count	4	1	4	9
		% of Total	5.7%	1.4%	5.7%	12.9%
	St. George	Count	4	4	4	12
		% of Total	5.7%	5.7%	5.7%	17.1%
	C.B.E.	Count	6	3	2	11
		% of Total	8.6%	4.3%	2.9%	15.7%
	Hawassa Kenema	Count	5	2	2	9
		% of Total	7.1%	2.9%	2.9%	12.9%
	Muger Cement	Count	1	8	2	11
		% of Total	1.4%	11.4%	2.9%	15.7%
	Dashen Beer	Count	6	2	1	9
		% of Total	8.6%	2.9%	1.4%	12.9%
Total		Count	30	23	17	70
		% of Total	42.9%	32.9%	24.3%	100.0%

From table 12a shows that out of the total respondents only 30(42.9%) of them indicated that the clubs raise the awareness to founding and new members about the mission and objectives of the club. This fact is every important in utilizing the capability of the new workers at the best level. However, the remaining 40(57.1%) respondents indicated that their clubs have little or no such awareness raising situation for founding and new members about the mission and objectives of their clubs.

4.3.1.13: Has your club regularly developed and maintained effective records of the club's activities?

Table 13a: The club has regularly developed and maintained effective records of the club's activities.

			Has your club regularly developed and maintained effective records of the club's activities?			Total
			yes	A little	No	
Sport Club	Et. Insurance	Count	5	2	2	9
		% of Total	7.1%	2.9%	2.9%	12.9%
	Harar Beer	Count	4	1	4	9
		% of Total	5.7%	1.4%	5.7%	12.9%
	St. George	Count	5	0	7	12
		% of Total	7.1%	.0%	10.0%	17.1%
	C.B.E.	Count	7	0	4	11
		% of Total	10.0%	.0%	5.7%	15.7%
	Hawassa Kenema	Count	6	0	3	9
		% of Total	8.6%	.0%	4.3%	12.9%
	Muger Cement	Count	6	3	2	11
		% of Total	8.6%	4.3%	2.9%	15.7%
	Dashen Beer	Count	6	3	0	9
		% of Total	8.6%	4.3%	.0%	12.9%
Total		Count	39	9	22	70
		% of Total	55.7%	12.9%	31.4%	100.0%

Having historical records is very important factors the achievements of future plan in any industry. In this regard, the sport industry needs to have such culture to maintain and build a better performance in the future. The fact under table 13a shows that about 39(55.7%) of the respondents indicated that the clubs have regularly developed and maintained effective records of the club's activities. But the remaining 31(44.3%) respondents indicated that there is little or no such effort to have activities records in the clubs.

4.3.1.14: Does your club have a plan to increase its resources?

Table 14a: The club have a plan to increase it sresources

			Does your club have a plan to increase its resources?			Total
			yes	A little	No	
Sport Club	Et. Insurance	Count	7	1	1	9
		% of Total	10.0%	1.4%	1.4%	12.9%
	Harar Beer	Count	3	3	3	9
		% of Total	4.3%	4.3%	4.3%	12.9%
	St. George	Count	4	2	6	12
		% of Total	5.7%	2.9%	8.6%	17.1%
	C.B.E.	Count	9	2	0	11
		% of Total	12.9%	2.9%	.0%	15.7%
	Hawassa Kenema	Count	6	0	3	9
		% of Total	8.6%	.0%	4.3%	12.9%
	Muger Cement	Count	3	7	1	11
		% of Total	4.3%	10.0%	1.4%	15.7%
	Dashen Beer	Count	6	1	2	9
		% of Total	8.6%	1.4%	2.9%	12.9%
Total		Count	38	16	16	70
		% of Total	54.3%	22.9%	22.9%	100.0%

Table 14a shows the club future plan to increase its resources. In this case about 38(54.3%) indicated that their club has a plant of increase its resource for the development of the field. But the remaining respondent has little or the opposite.

There is significant difference for the development of the when much effort and resources are utilizes by each and every sport club. In this case C.B.E club is doing at the better than the remaining and followed by Et. Insurance sport club. However, Harar beer and St. George clubs need to have more attention to increase their resources in order to have better performances and contributions in building the sport environment thought out the country.

4.3.1.15: Which of the following best describes what matters most to you?

Table 1a: What matters most to you

			Which of the following best describes what matters most to you?			Total
			the club provides a family oriented environment	the club provides to improve the standard of football	I does not matter me	
Sport Club	Et. Insurance	Count	1	8	0	9
		% of Total	1.4%	11.4%	.0%	12.9%
	Harar Beer	Count	1	6	2	9
		% of Total	1.4%	8.6%	2.9%	12.9%
	St. George	Count	4	8	0	12
		% of Total	5.7%	11.4%	.0%	17.1%
	C.B.E.	Count	7	4	0	11
		% of Total	10.0%	5.7%	.0%	15.7%
	Hawassa Kenema	Count	0	9	0	9
		% of Total	.0%	12.9%	.0%	12.9%
	Muger Cement	Count	3	5	3	11
		% of Total	4.3%	7.1%	4.3%	15.7%
	Dashen Beer	Count	2	7	0	9
		% of Total	2.9%	10.0%	.0%	12.9%
Total		Count	18	47	5	70
		% of Total	25.7%	67.1%	7.1%	100.0%

From table 15a, we can see that the majority of the respondent indicated that their club provides to improve the standard of the football. About 47(67.1%) of the respondent indicated that this matter most describe them in the club.

4.3.2: PHASE TWO INTERPRETATION OF RESULTS ON COMMUNICATION

4.3.2.1: Does your club have a communication system?

Table 1b: The club have a communication system

			Does your club have a communication system?		Total
			Yes	No	
Sport Club	Et. Insurance	Count	6	3	9
		% of Total	8.6%	4.3%	12.9%
	Harar Beer	Count	5	4	9
		% of Total	7.1%	5.7%	12.9%
	St. George	Count	12	0	12
		% of Total	17.1%	.0%	17.1%
	C.B.E.	Count	9	2	11
		% of Total	12.9%	2.9%	15.7%
	Hawassa Kenema	Count	6	3	9
		% of Total	8.6%	4.3%	12.9%
	Muger Cement	Count	10	1	11
		% of Total	14.3%	1.4%	15.7%
	Dashen Beer	Count	7	2	9
		% of Total	10.0%	2.9%	12.9%
Total		Count	55	15	70
		% of Total	78.6%	21.4%	100.0%

From table 1b, we can see that 55(78.6%) of the respondent indicated that the clubs have communication system although 15(21.4%) of them disagree the presence of this system.

When we come to the individual club level, the clearly shows that St. George sport club boots the others by having communication system followed by Muger cement, C.B.E, Dashen Beer and Et.Insurance respectively. However, Harar Beer scores the least from the other by having communication system.

4.3.2.2: Does your club make information on the club's program, services and events to readily available?

Table 2b: The club make information on the club's program, servies and events to readily available.

			Does your club make information on the club's program, servies and events to readily available?		Total
			Yes	No	
Sport Club	Et. Insurance	Count	3	6	9
		% of Total	4.3%	8.6%	12.9%
	Harar Beer	Count	3	6	9
		% of Total	4.3%	8.6%	12.9%
	St. George	Count	12	0	12
		% of Total	17.1%	.0%	17.1%
	C.B.E.	Count	8	3	11
		% of Total	11.4%	4.3%	15.7%
	Hawassa Kenema	Count	3	6	9
		% of Total	4.3%	8.6%	12.9%
	Muger Cement	Count	10	1	11
		% of Total	14.3%	1.4%	15.7%
	Dashen Beer	Count	4	5	9
		% of Total	5.7%	7.1%	12.9%
Total		Count	43	27	70
		% of Total	61.4%	38.6%	100.0%

From table 2b above we can see that 43(61.4%) of the respondent indicated that their clubs cam make information on the club's program, services and events to readily available. However 27(38.6%) of them indicated that there is no such information program, services and events that the clubs can make to readily available.

St. George sport club has a better performance on this aspect by making program services and events readily available followed by Muger Cement, and C.B.E respectively. But Et. Insurance, Harar Beer, Hawassa kenema and Dadhen Beer are on the bottom line of this case.

4.3.2.3: Which of the following methods of communication is mostly used in your club?

Table 3b: Methods of communication mostly used in the club

			Which of the following methods of communication is mostly used in your club?					Total
			Email	Text Messages	Mail-outs	Newsletter	Word of Mouth	
Sport Club	Et. Insurance	Count	1	6	2	0	0	9
		% of Total	1.4%	8.6%	2.9%	.0%	.0%	12.9%
	Harar Beer	Count	3	2	1	1	2	9
		% of Total	4.3%	2.9%	1.4%	1.4%	2.9%	12.9%
	St. George	Count	1	4	4	3	0	12
		% of Total	1.4%	5.7%	5.7%	4.3%	.0%	17.1%
	C.B.E.	Count	6	5	0	0	0	11
		% of Total	8.6%	7.1%	.0%	.0%	.0%	15.7%
	Hawassa Kenema	Count	0	1	4	3	1	9
		% of Total	.0%	1.4%	5.7%	4.3%	1.4%	12.9%
	Muger Cement	Count	0	4	6	0	1	11
		% of Total	.0%	5.7%	8.6%	.0%	1.4%	15.7%
	Dashen Beer	Count	1	3	5	0	0	9
		% of Total	1.4%	4.3%	7.1%	.0%	.0%	12.9%
Total		Count	12	25	22	7	4	70
		% of Total	17.1%	35.7%	31.4%	10.0%	5.7%	100.0%

From the table 3b. we can see most respondents(67.1%)indicated that the sport club commonly used text messages and Mail-outs as their methods of communication. C.B.E has dominate position in using Email as its method of communication although Hawassa Kenema and Muger cement are not using this method of communication at all.

4.3.2.4: Does your club give regular press releases to different media?

Table 4b: Club give regular press releases to different media

			Does your club give regular press releases to different media?		Total
			Yes	No	
Sport Club	Et. Insurance	Count	3	6	9
		% of Total	4.3%	8.6%	12.9%
	Harar Beer	Count	5	4	9
		% of Total	7.1%	5.7%	12.9%
	St. George	Count	11	1	12
		% of Total	15.7%	1.4%	17.1%
	C.B.E.	Count	6	5	11
		% of Total	8.6%	7.1%	15.7%
Hawassa Kenema	Count	1	8	9	
	% of Total	1.4%	11.4%	12.9%	
Muger Cement	Count	3	8	11	
	% of Total	4.3%	11.4%	15.7%	
Dashen Beer	Count	4	5	9	
	% of Total	5.7%	7.1%	12.9%	
Total	Count	33	37	70	
	% of Total	47.1%	52.9%	100.0%	

According to table 3b above about 33(47.1%) respondent indicated that their club give regular press releases to different media. However, about 37(52.9%) of them indicated that there is no regular press releases for different median by the sport clubs.

In giving regular press releases, St. George and C.B.E clubs are among the top achievers compare to the other clubs. But, Hawassa Kenema, Et. Insurance and Muger cement are the lower achievers in this aspect.

4.3.2.5: If your an answer is "yes" to regular press release, how often does your club give regular press releases?

Table 5b: The frequency of regular press releases

			if your an answer is "yes" to regular press release, how often does your club give regular press releases?						Total
			Chosen NO	Monthly	Quarterly	Half of a year	Annually	Othes	
Sport Club	Et. Insurance	Count	0	1	2	3	3	0	9
		% of Total	.0%	1.4%	2.9%	4.3%	4.3%	.0%	12.9%
	Harar Beer	Count	0	0	0	0	4	5	9
		% of Total	.0%	.0%	.0%	.0%	5.7%	7.1%	12.9%
	St. George	Count	0	0	0	0	0	12	12
		% of Total	.0%	.0%	.0%	.0%	.0%	17.1%	17.1%
	C.B.E.	Count	0	0	0	0	0	11	11
		% of Total	.0%	.0%	.0%	.0%	.0%	15.7%	15.7%
	Hawassa Kenema	Count	0	0	0	0	0	9	9
		% of Total	.0%	.0%	.0%	.0%	.0%	12.9%	12.9%
	Muger Cement	Count	10	0	0	0	0	1	11
		% of Total	14.3%	.0%	.0%	.0%	.0%	1.4%	15.7%
	Dashen Beer	Count	9	0	0	0	0	0	9
		% of Total	12.9%	.0%	.0%	.0%	.0%	.0%	12.9%
Total		Count	19	1	2	3	7	38	70
		% of Total	27.1%	1.4%	2.9%	4.3%	10.0%	54.3%	100.0%

Table 5b, shows that the atmospheres of regular press release in each club. According to the response we obtained from the respondent 27.1% of them have no regular press release. In this case mugger cement and Dashen Beer are among them. But there are club that have regular press release too although the frequency of the release varies from one club to another.

4.3.2.6: Has your club developed a club website and launch a Member's Forum?

Table 6b: The club developed a club website and launch a Member's Forum

			has your club developed a club website and launch a Member's Forum?		Total
			Yes	No	
Sport Club	Et. Insurance	Count	0	9	9
		% of Total	.0%	12.9%	12.9%
	Harar Beer	Count	0	9	9
		% of Total	.0%	12.9%	12.9%
	St. George	Count	12	0	12
		% of Total	17.1%	.0%	17.1%
	C.B.E.	Count	0	11	11
		% of Total	.0%	15.7%	15.7%
	Hawassa Kenema	Count	0	9	9
		% of Total	.0%	12.9%	12.9%
	Muger Cement	Count	8	3	11
		% of Total	11.4%	4.3%	15.7%
	Dashen Beer	Count	7	2	9
		% of Total	10.0%	2.9%	12.9%
Total		Count	27	43	70
		% of Total	38.6%	61.4%	100.0%

Table 6b, shows the presence of club developed a club website and launch a Member's Forum. As shown in the table, 61.4% of the respondents indicated that there is not developed and launched club website and members' forum. According to the response, only 38.6% of the club have properly developed and launched website and Members' forum session to improve player's mental capacity.

According to these responses, Muger Cement, Dashen Beer and St. George clubs have developed website and launched a Member's Forum although the degree of usage varies. On the other hand C.B.E, Rt. Insurance, Harar Beer C.B.E and Hawassa Kenema have no developed and launched User Forum.

4.3.2.7: If you answer is "yes" about club website, how often do you use the club's internet site?

Table 7b: The frequency of usin the club's internet site

			If you answer is "yes" about club website, how often do you use the club's internet site?				Total
			Chosen NO	Frequently	Occasionally	Never visit it	
Sport Club	Et. Insurance	Count	0	9	0	0	9
		% of Total	.0%	12.9%	.0%	.0%	12.9%
	Harar Beer	Count	0	6	3	0	9
		% of Total	.0%	8.6%	4.3%	.0%	12.9%
	St. George	Count	0	0	2	10	12
		% of Total	.0%	.0%	2.9%	14.3%	17.1%
	C.B.E.	Count	9	0	0	2	11
		% of Total	12.9%	.0%	.0%	2.9%	15.7%
	Hawassa Kenema	Count	9	0	0	0	9
		% of Total	12.9%	.0%	.0%	.0%	12.9%
	Muger Cement	Count	11	0	0	0	11
		% of Total	15.7%	.0%	.0%	.0%	15.7%
	Dashen Beer	Count	9	0	0	0	9
		% of Total	12.9%	.0%	.0%	.0%	12.9%
Total		Count	38	15	5	12	70
		% of Total	54.3%	21.4%	7.1%	17.1%	100.0%

Table 7b, shows the respondent's response on the frequency of using the club's internet site. According this table about 38(54.3%) respondents sated that there is no such facilities in their club. This shows that either the club has not website or they have no a skill to use it. But 21.4% of respondents stated that there they are frequently using the club's internet site. 7.1% of them indicated that they are occasionally using and 17.1% of them are never use their club website.

4.3.3 : PHASE THREE INTERPRETATION OF RESULTS ON MARKETING AND FINANCE SYSTEM

4.3.3.1: Does your club have a budget plan?

Table 1c: The club budget plan

			Does your club Have a budget plan?		Total
			Yes	No	
Sport club	Et. Insurance	Count	8	1	9
		% of Total	11.4%	1.4%	12.9%
	Harar Beer	Count	7	2	9
		% of Total	10.0%	2.9%	12.9%
	St. George	Count	12	0	12
		% of Total	17.1%	.0%	17.1%
	C.B.E.	Count	11	0	11
		% of Total	15.7%	.0%	15.7%
	Hawassa Kenema	Count	8	1	9
		% of Total	11.4%	1.4%	12.9%
	Muger Cement	Count	9	2	11
		% of Total	12.9%	2.9%	15.7%
	Dashen Beer	Count	8	1	9
		% of Total	11.4%	1.4%	12.9%
Total		Count	63	7	70
		% of Total	90.0%	10.0%	100.0%

Table 1c, Shows the presence of budget plan in each club. According to this table of the respondents, 63(90%) indicated that their club has a budget plan. On the other hand 7(10%) of them refused the presence of budget plan in their club. St. George and C.B.E are among the top performers and in having Budget plan. However, Harar Beer is the low performer.

4.3.3.2: Your club management team review and finalize the budget and financial processes together

Table 2c: Club management team review and finalize the budget and financial processes together

			Your club management team review and finalize the budget and financial processes together				Total
			Strongly Agree	Agree	Unsure	Disagree	
Sport club	Et. Insurance	Count	0	3	6	0	9
		% of Total	.0%	4.3%	8.6%	.0%	12.9%
	Harar Beer	Count	0	3	6	0	9
		% of Total	.0%	4.3%	8.6%	.0%	12.9%
	St. George	Count	5	3	4	0	12
		% of Total	7.1%	4.3%	5.7%	.0%	17.1%
	C.B.E.	Count	4	3	3	1	11
		% of Total	5.7%	4.3%	4.3%	1.4%	15.7%
Hawassa Kenema	Count	2	4	2	1	9	
	% of Total	2.9%	5.7%	2.9%	1.4%	12.9%	
Muger Cement	Count	5	1	2	3	11	
	% of Total	7.1%	1.4%	2.9%	4.3%	15.7%	
Dashen Beer	Count	0	1	5	3	9	
	% of Total	.0%	1.4%	7.1%	4.3%	12.9%	
Total	Count	16	18	28	8	70	
	% of Total	22.9%	25.7%	40.0%	11.4%	100.0%	

Table 1c, Shows the whether the **club management team review and finalize the budget and financial processes together or not..** According to this table of the respondents, 34(48.6%) of the respondent agreed that their club has a habits of **reviewing and finalizing the budget and financial processes as a team.** However, 36(10%) of them refused the presence of budget plan in their club. St. George and C.B.E are among the top performers and in having Budget plan. However, Harar Beer, Dahan Beer and Et. Insurance are the low performers.

4.3.3.3: Does your club have financial policies for the club?

Table 3c: The club have financial policies for the club

			Does your club have financial policies for the club?		Total
			Yes	No	
Sport club	Et. Insurance	Count	6	3	9
		% of Total	8.6%	4.3%	12.9%
	Harar Beer	Count	1	8	9
		% of Total	1.4%	11.4%	12.9%
	St. George	Count	12	0	12
		% of Total	17.1%	.0%	17.1%
	C.B.E.	Count	9	2	11
		% of Total	12.9%	2.9%	15.7%
	Hawassa Kenema	Count	0	9	9
		% of Total	.0%	12.9%	12.9%
	Muger Cement	Count	7	4	11
		% of Total	10.0%	5.7%	15.7%
	Dashen Beer	Count	4	5	9
		% of Total	5.7%	7.1%	12.9%
Total		Count	39	31	70
		% of Total	55.7%	44.3%	100.0%

According to table 3c, of the respondents, 39(55.7%) indicated that their club has financial policies. On the contrary 31(44.3%) of them disagreed the presence of financial policies in their club. St. George, C.B.E and mugger cement are among the top performers and in having financial polivies. However, Hawassa kenema and Harar Beer are among the low performers.

4.3.3.4: Does your club identify all sources of income?

Table 4c: The club identify all sources of income.

			Does your club identify all sources of income?		Total
			Yes	No	
Sport club	Et. Insurance	Count	4	5	9
		% of Total	5.7%	7.1%	12.9%
	Harar Beer	Count	1	8	9
		% of Total	1.4%	11.4%	12.9%
	St. George	Count	11	1	12
		% of Total	15.7%	1.4%	17.1%
	C.B.E.	Count	4	7	11
		% of Total	5.7%	10.0%	15.7%
	Hawassa Kenema	Count	3	6	9
		% of Total	4.3%	8.6%	12.9%
	Muger Cement	Count	5	6	11
		% of Total	7.1%	8.6%	15.7%
	Dashen Beer	Count	1	8	9
		% of Total	1.4%	11.4%	12.9%
Total	Count	29	41	70	
	% of Total	41.4%	58.6%	100.0%	

Table 4c, shows the identifications of all income sources by the clubs. According to this table, only 41.4% of the clubs have the capability to identify all income sources. The remaining 58.6% of them have no such capability. St. George club has best score in identifying its all sources of income flowed by Muger Cement. However, Dashen Beer and Harar Beer are among the low scorers

4.3.3.5: Has you club shown to potential sponsors that the club is capable of advertising their services and products?

Table 5c: The potential sponsors that the club is capable of advertising their services and products

			Has you club shown to potential sponsors that the club is capable of advertising their services and products?		Total
			Yes	No	
Sport club	Et. Insurance	Count	2	7	9
		% of Total	2.9%	10.0%	12.9%
	Harar Beer	Count	3	6	9
		% of Total	4.3%	8.6%	12.9%
	St. George	Count	11	1	12
		% of Total	15.7%	1.4%	17.1%
	C.B.E.	Count	9	2	11
		% of Total	12.9%	2.9%	15.7%
Hawassa Kenema	Count	3	6	9	
	% of Total	4.3%	8.6%	12.9%	
Muger Cement	Count	5	6	11	
	% of Total	7.1%	8.6%	15.7%	
Dashen Beer	Count	5	4	9	
	% of Total	7.1%	5.7%	12.9%	
Total	Count	38	32	70	
	% of Total	54.3%	45.7%	100.0%	

From table 5c, we can clearly see that only 54.3% of the clubs have shown the potential sponsors that their clubs are capable of advertizing their services and products. The rest 45.7% of them are indicated that their clubs have not shown for the potential sponsors. St. George club has best performance on this area which is followed by C.B.E.

4.3.3.6: Does your club get sufficient income from match entrance?

Table 6c: The club get sufficient income from match entrance

			Does your club get sufficient income from match entrance?		Total
			Yes	No	
Sport club	Et. Insurance	Count	0	9	9
		% of Total	.0%	12.9%	12.9%
	Harar Beer	Count	2	7	9
		% of Total	2.9%	10.0%	12.9%
	St. George	Count	1	11	12
		% of Total	1.4%	15.7%	17.1%
	C.B.E.	Count	0	11	11
		% of Total	.0%	15.7%	15.7%
	Hawassa Kenema	Count	3	6	9
		% of Total	4.3%	8.6%	12.9%
	Muger Cement	Count	6	5	11
		% of Total	8.6%	7.1%	15.7%
	Dashen Beer	Count	4	5	9
		% of Total	5.7%	7.1%	12.9%
Total		Count	16	54	70
		% of Total	22.9%	77.1%	100.0%

Table 6c, shows the sufficient amount of income from entrances by the clubs. According to this table, only 16(22.9%) of the respondent indicated that sufficient amount of income can be obtained by the clubs from match entrance. On the other hand 54(77.1%) of them said that the income from match entrance are not sufficient.

4.3.4: PHASE FOUR: INTERPRETATION OF RESULTS ON FACILITIES

4.3.4.1: Does your club properly identify its demand and provide the supply of facilities?

Table 1d: The club properly identify its demand and provide the supply of facilities

			Does your club properly identify its demand and provide the supply of facilities?			Total
			Yes	Partially	No	
Sport Club	Et. Insurance	Count	6	3	0	9
		% of Total	8.6%	4.3%	.0%	12.9%
	Harar Beer	Count	4	5	0	9
		% of Total	5.7%	7.1%	.0%	12.9%
	St. George	Count	12	0	0	12
		% of Total	17.1%	.0%	.0%	17.1%
	C.B.E.	Count	2	9	0	11
		% of Total	2.9%	12.9%	.0%	15.7%
	Hawassa Kenema	Count	0	9	0	9
		% of Total	.0%	12.9%	.0%	12.9%
	Muger Cement	Count	0	10	1	11
		% of Total	.0%	14.3%	1.4%	15.7%
	Dashen Beer	Count	0	9	0	9
		% of Total	.0%	12.9%	.0%	12.9%
Total	Count	24	45	1	70	
	% of Total	34.3%	64.3%	1.4%	100.0%	

Table 1d indicates the relationship demand and supply facilities identification of the club. According to the respondents' response, the table shows that only 34.3% of the clubs can properly identify its demand and provide the supply of facilities. The rest 64.3% of the clubs partially responds to the demand to provide necessary facilities. This fact is also varies from club to club. However St. George sport club has dominated position in properly identify its demand and provide the supply of facilities followed by Et Insurance and Harar Beer sport clubs respectively.

4.3.4.2: Please indicate what you think should be the club's highest priority in relation to facilities

Table 2d: The club's highest priority in relation to facilities.

			Please indicate what you think should be the club's highest priority in relation to facilities			Total
			Preparing playing fields	Preparing player's house	Other	
Sport Club	Et. Insurance	Count	6	3	0	9
		% of Total	8.6%	4.3%	.0%	12.9%
	Harar Beer	Count	4	0	5	9
		% of Total	5.7%	.0%	7.1%	12.9%
	St. George	Count	12	0	0	12
		% of Total	17.1%	.0%	.0%	17.1%
	C.B.E.	Count	9	0	2	11
		% of Total	12.9%	.0%	2.9%	15.7%
	Hawassa Kenema	Count	6	0	3	9
		% of Total	8.6%	.0%	4.3%	12.9%
	Muger Cement	Count	5	5	1	11
		% of Total	7.1%	7.1%	1.4%	15.7%
	Dashen Beer	Count	0	9	0	9
		% of Total	.0%	12.9%	.0%	12.9%
Total		Count	42	17	11	70
		% of Total	60.0%	24.3%	15.7%	100.0%

Table 2d, shows the club's highest priority in relation to facilities. As shown in the table, 60.0% of the respondents indicated that their club has a highest priority to prepare playing fields. According to the response, only 24.3 % of the clubs prioritize the preparation of player's house.

According to these responses, St. George and C.B.E have high priority in preparing playing fields. Dashen Beer has high priority in preparing player's house .But mugger Cement has equal priority in preparing playing fields and player's house.

4.3.4.3: What should the club do to improve the club's facilities?

Table 3d: Tthe club do to improve the club's facilities.

			What s should the club do to improve the club's facilities?			Total
			Impose a fixed levy on club members	Preparing fundraising program	Other	
Sport Club	Et. Insurance	Count	6	3	0	9
		% of Total	8.6%	4.3%	.0%	12.9%
	Harar Beer	Count	4	0	5	9
		% of Total	5.7%	.0%	7.1%	12.9%
	St. George	Count	12	0	0	12
		% of Total	17.1%	.0%	.0%	17.1%
	C.B.E.	Count	6	3	2	11
		% of Total	8.6%	4.3%	2.9%	15.7%
	Hawassa Kenema	Count	0	6	3	9
		% of Total	.0%	8.6%	4.3%	12.9%
	Muger Cement	Count	0	10	1	11
		% of Total	.0%	14.3%	1.4%	15.7%
	Dashen Beer	Count	0	9	0	9
		% of Total	.0%	12.9%	.0%	12.9%
Total		Count	28	31	11	70
		% of Total	40.0%	44.3%	15.7%	100.0%

Table 1d indicates the view of the respondents about the club to improve its facilities. According to the respondents' response, the table shows that 44.3% of said the club should have to focus in preparing program. The rest 40% of them indicated that the club should focus in imposing a fixed levy on its club members.. This fact is also varies from club to club. All the St. George sport club responds said that the club should have a focus in imposing a fixed levy on its club members followed by Et Insurance and C.B.E sport clubs respectively. However, the respondent of the remaining clubs have pointed that their club should have a focus on preparing fundraising program and other than fixing levy on club members.

4.3.5: PHASE FIVE: INTERPRETATION OF RESULTS ON YOUTH DEVELOPMENT STRATEGY AND ACTION PLAN

4.3.5.1: Does your club have youth development strategy and action plan?

Table 1e: The club youth development strategy and action plan.

			Does your club have youth development strategy and action plan?		Total
			Yes	No	
Sport Club	Et. Insurance	Count	6	3	9
		% of Total	8.6%	4.3%	12.9%
	Harar Beer	Count	4	5	9
		% of Total	5.7%	7.1%	12.9%
	St. George	Count	12	0	12
		% of Total	17.1%	.0%	17.1%
	C.B.E.	Count	9	2	11
		% of Total	12.9%	2.9%	15.7%
	Hawassa Kenema	Count	4	5	9
		% of Total	5.7%	7.1%	12.9%
	Muger Cement	Count	0	11	11
		% of Total	.0%	15.7%	15.7%
	Dashen Beer	Count	0	9	9
		% of Total	.0%	12.9%	12.9%
Total		Count	35	35	70
		% of Total	50.0%	50.0%	100.0%

Table 1c, Shows the whether the club have youth development strategy and action plan or not.. According to response, 35(50%) of the respondent agreed that their club the club have youth development strategy and action plan. However, 35(50%) of them refused the presence youth development strategy and action plan. St. George and C.B.E are among the top performers and in having youth development strategy and action plan. However, Muger Beer and, Dashen Beer are the low performers.

4.3.5.2: If your answer is "Yes" to youth development strategy, how long does your club's youth development strategy and action plan take?

Table 2e: The period of club's youth development strategy and action plan take.

			If your answer is "Yes" to youth development strategy, how long does your club's youth development strategy and action plan take?				Total
			Three years	Four years	Five years	Other	
Sport Club	Et. Insurance	Count	6	0	0	3	9
		% of Total	8.6%	.0%	.0%	4.3%	12.9%
	Harar Beer	Count	4	0	0	5	9
		% of Total	5.7%	.0%	.0%	7.1%	12.9%
	St. George	Count	12	0	0	0	12
		% of Total	17.1%	.0%	.0%	.0%	17.1%
	C.B.E.	Count	2	7	0	2	11
		% of Total	2.9%	10.0%	.0%	2.9%	15.7%
	Hawassa Kenema	Count	0	0	3	6	9
		% of Total	.0%	.0%	4.3%	8.6%	12.9%
	Muger Cement	Count	0	0	0	11	11
		% of Total	.0%	.0%	.0%	15.7%	15.7%
	Dashen Beer	Count	0	0	0	9	9
		% of Total	.0%	.0%	.0%	12.9%	12.9%
Total		Count	24	7	3	36	70
		% of Total	34.3%	10.0%	4.3%	51.4%	100.0%

Table 2d, shows the club's the period of club's youth development strategy and action plan. As shown in the table, 51.4% of the respondents indicated that their club has unknown period for the youth development strategy and action plan. But, only 48.6 % respondent indicated that the clubs have the youth development strategy and action plan that take three – five years.

According to this table, St. George and C.B.E have 3-4 years period of youth development strategy and action plan followed by Et. Insurance. However the others have other undermined period.

4.3.5.3: How many players are promoted to senior team per year from junior team?

Table 3e: The number of players promoted to senior team per year from junior team.

			How many players are promoted to senior team per year from junior team?					Total
			3	3	4	5	> 5	
Sport Club	Et. Insurance	Count	6	0	0	0	3	9
		% of Total	8.6%	.0%	.0%	.0%	4.3%	12.9%
	Harar Beer	Count	4	0	0	0	5	9
		% of Total	5.7%	.0%	.0%	.0%	7.1%	12.9%
	St. George	Count	1	10	1	0	0	12
		% of Total	1.4%	14.3%	1.4%	.0%	.0%	17.1%
	C.B.E.	Count	0	0	7	2	2	11
		% of Total	.0%	.0%	10.0%	2.9%	2.9%	15.7%
	Hawassa Kenema	Count	0	0	0	6	3	9
		% of Total	.0%	.0%	.0%	8.6%	4.3%	12.9%
	Muger Cement	Count	0	0	0	3	8	11
		% of Total	.0%	.0%	.0%	4.3%	11.4%	15.7%
	Dashen Beer	Count	0	0	0	0	9	9
		% of Total	.0%	.0%	.0%	.0%	12.9%	12.9%
Total		Count	11	10	8	11	30	70
		% of Total	15.7%	14.3%	11.4%	15.7%	42.9%	100.0%

Table 2d, shows the number of player promoted to senior team per year from junior team. As shown in the table, 42.9% of the respondents indicated that their club promoted more than 5 players in to senior team per year from junior team. The rest indicated that no less that 3 players are promoted to senior team per year from junior team.

According to these responses, Muger Cement and Harar Beer have high performances in promoting more than 5 players to senior team per year from junior team followed by Hawwasa kenema in promoting about 5 players per year.

4.3.5.4: The club has benefited from the youth development strategy by minimizing cost expenses for transferring players from other clubs.

Table 4e: The benefited from the youth development strategy by minimizing cost expenses for transferring players from other clubs.

			The club has benefited from the youth development strategy by minimizing cost expenses for transferring players from other clubs.				Total
			Benefited very much	Benefited a little	Benefited nothing	Do not know	
Sport Club	Et. Insurance	Count	6	0	0	3	9
		% of Total	8.6%	.0%	.0%	4.3%	12.9%
	Harar Beer	Count	4	0	0	5	9
		% of Total	5.7%	.0%	.0%	7.1%	12.9%
	St. George	Count	3	9	0	0	12
		% of Total	4.3%	12.9%	.0%	.0%	17.1%
	C.B.E.	Count	0	8	1	2	11
		% of Total	.0%	11.4%	1.4%	2.9%	15.7%
	Hawassa Kenema	Count	0	0	6	3	9
		% of Total	.0%	.0%	8.6%	4.3%	12.9%
	Muger Cement	Count	0	0	8	3	11
		% of Total	.0%	.0%	11.4%	4.3%	15.7%
	Dashen Beer	Count	0	0	0	9	9
		% of Total	.0%	.0%	.0%	12.9%	12.9%
Total		Count	13	17	15	25	70
		% of Total	18.6%	24.3%	21.4%	35.7%	100.0%

Table 1d indicates the view of the respondents about the benefited from the youth development strategy by minimizing cost expenses for transferring players from other clubs. According to the response, the table shows that 35.7% of them do not know the benefit of the youth development strategy to generate income by transferring players from other football clubs. The rest 24.3% of them indicated that the club has a little benefit. But only 18.6% of them showed that the club gains high benefit from its youth development strategy.

4.3.5.5: The club has benefited from the youth development strategy by generating income from players transfer to other football clubs.

Table 5e: The benefited from the youth development strategy by generating income from players transfer to other football clubs.

			The club has benefited from the youth development strategy by generating income from players transfer to other football clubs.				Total
			Benefited very much	Benefited a little	Benefited nothing	Do not know	
Sport Club	Et. Insurance	Count	6	0	3	0	9
		% of Total	8.6%	.0%	4.3%	.0%	12.9%
	Harar Beer	Count	2	2	0	5	9
		% of Total	2.9%	2.9%	.0%	7.1%	12.9%
	St. George	Count	0	12	0	0	12
		% of Total	.0%	17.1%	.0%	.0%	17.1%
	C.B.E.	Count	0	2	7	2	11
		% of Total	.0%	2.9%	10.0%	2.9%	15.7%
	Hawassa Kenema	Count	0	0	6	3	9
		% of Total	.0%	.0%	8.6%	4.3%	12.9%
	Muger Cement	Count	0	0	10	1	11
		% of Total	.0%	.0%	14.3%	1.4%	15.7%
	Dashen Beer	Count	0	0	9	0	9
		% of Total	.0%	.0%	12.9%	.0%	12.9%
Total		Count	8	16	35	11	70
		% of Total	11.4%	22.9%	50.0%	15.7%	100.0%

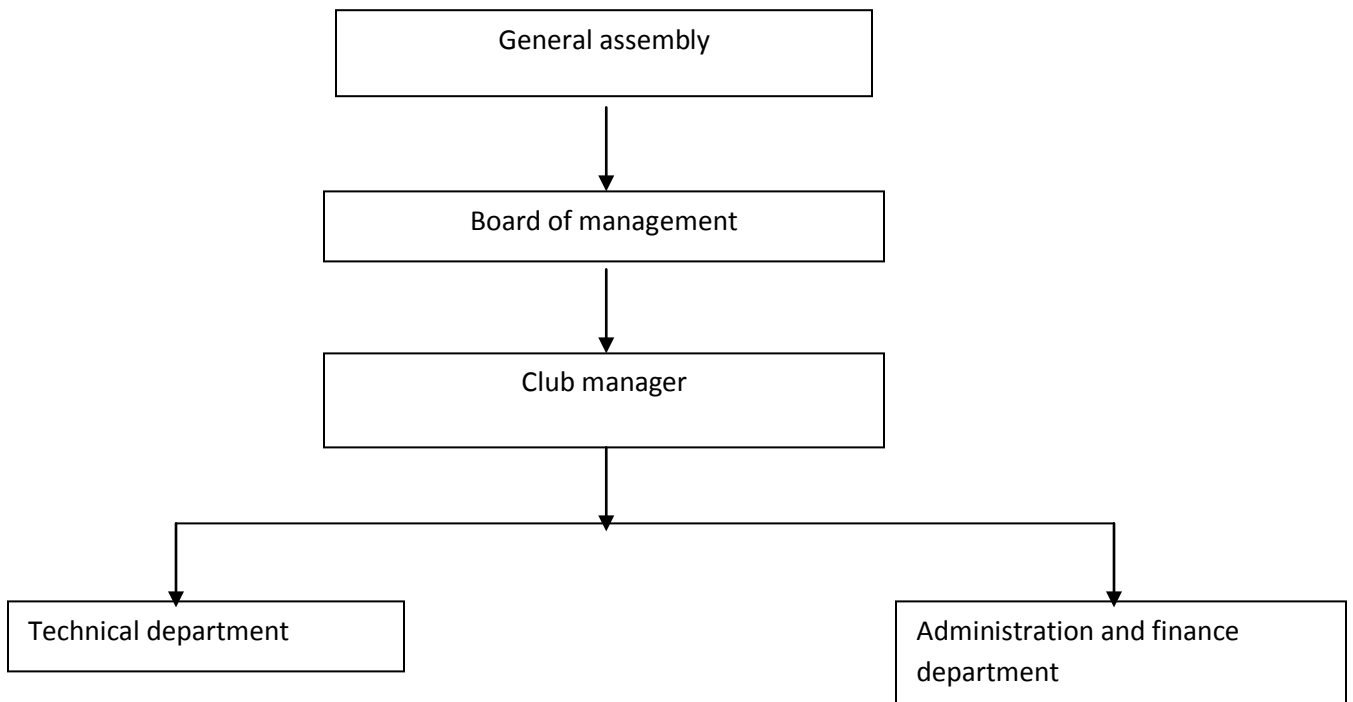
Table 1d indicates the view of the respondents about the benefited from the youth development strategy by minimizing cost expenses for transferring players to other clubs. According to the response, the table shows that 15.7% of them do not know the benefit of the youth development strategy to generate income by transferring players to other football clubs. The rest 50% of them indicated that the club has not benefit. But only 34.3% of them showed that the club gains from high to low benefit from its youth development strategy by transferring players to other football clubs

4.3.6 INTERPRETATION OF INTERVIEW RESPONSE

Table no. Description of number of professionals with their responsibilities

Responsibilities of personal	Name of football clubs						
	St.george	Eth. Insurance	Dashen Beer	Hawassa Kenema	Muger cement	Harar Beer	Commercial bank of Ethiopia
Club president	1	1	1	1	1	1	1
Club manager	1	1	1	1	1	1	1
Technical director	-	-	-	-	1	-	1
Technical officer	-	-	-	-	-	-	2
Senior finance officer	1	-	-	-	-	-	-
Finance officer	1	1	-	-	1	1	1
Casher	1	-	-	-	-	-	1
Marketing officer	1	-	-	-	-	-	-
Communication officer	1	-	-	-	-	-	-
Secretary	1	1	1	-	1	1	1
General service	1	-	-	-	-	-	-
Purchasing proquipment	1	-	-	-	-	-	-
Total	10	4	3	2	5	4	8

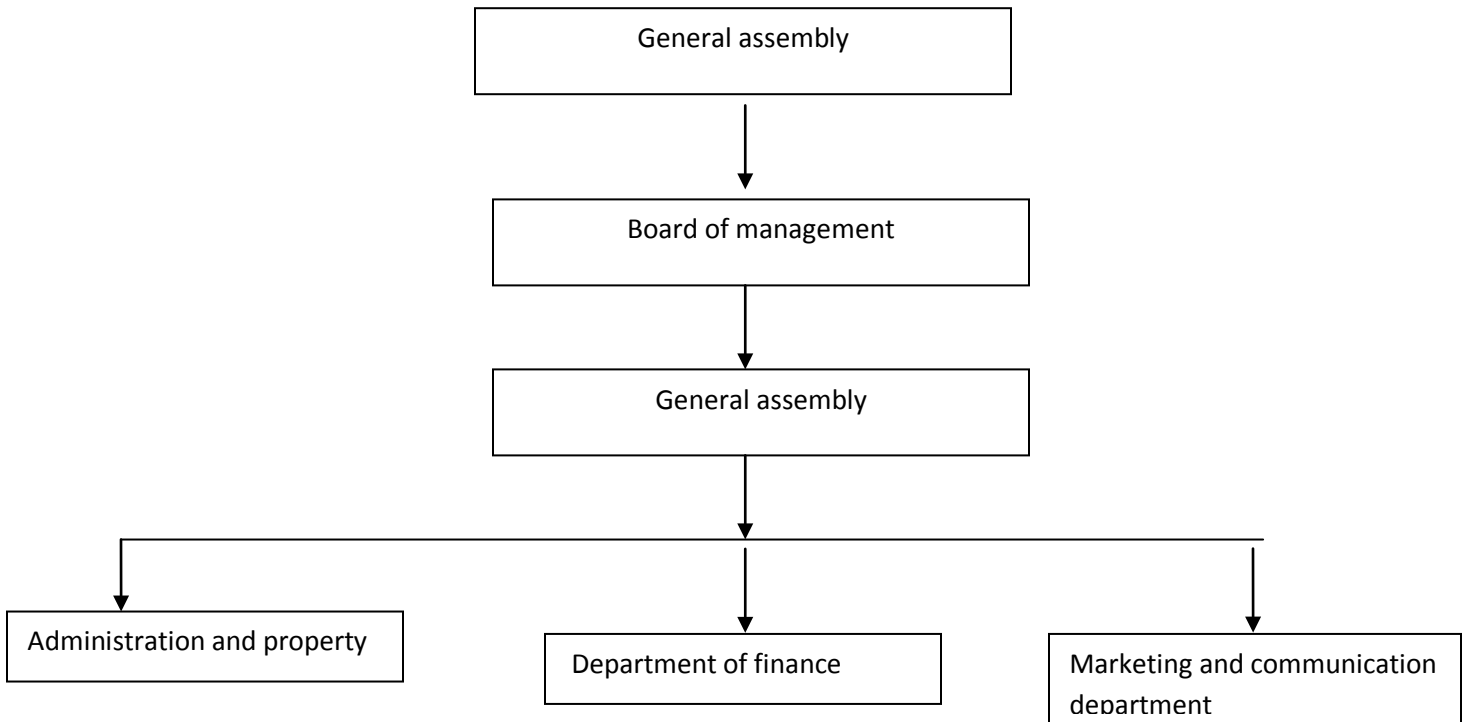
A. Organizational structure of Commercial bank of Ethiopia club



Commercial bank of Ethiopia football club was established in 1982 and the club's structure consists of general assembly, board of management and club manager .under the club manager there are two departments consists of technical and administration and finance department.

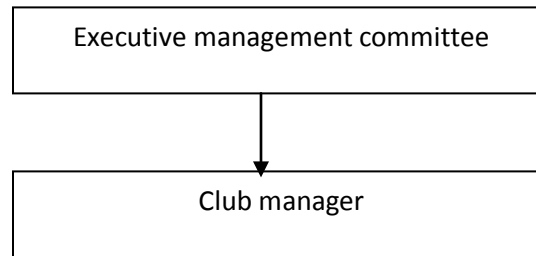
The interview respondent that Commercial bank of Ethiopia football has better organizational structure than other football clubs in the league but the respondent commented that the number of professionals are not enough to fit the structure positions .He lastly admitted that a number of tasks are a head of them to develop modern football club organizational structure and hire the required employers with the right expertise and knowledge.

B. Organizational structure of St.George football club



St .George Football club was established in 1932(1928E.C). The interview responded that the current organization structure of the club is good and he said it is endeavoring to improve and become competent club at African football clubs slandered. Regarding to the club's current states of organizational structure and management the interview answered that it is better than other clubs in the league and every employer is capable of carrying out its roles and responsibilities.

C. Organizational structure of Hawassa kenema football club



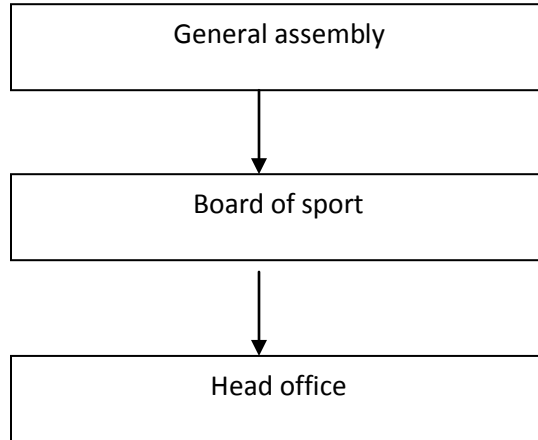
Hawassa kenema Football club club was founded on 1990(1983E.C). It is administrated through executive management committee and club manager .The interview expressed that the club has no well organized club structure. Even though it exhibited good ranking in the premier league for few times the club has weak club management system. The respondent suggested the following reasons for its weak management:-The club's budget is covered by government

-It has no its own marketing officer and public relation personal

-It has no its own finance and administration departments

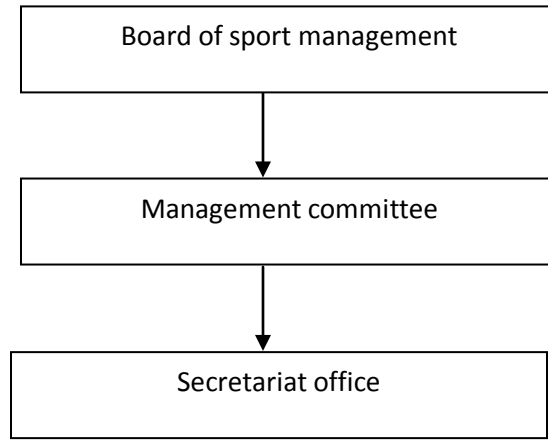
The respondent lastly admitted that the club needs to perform much effort to develop modern football organization structure and management system. He concluded his idea by saying that the stakeholders need to meet every 6 months and evaluate the structure of the clubs and amend its management system.

D. Organizational structure of Muger cement football club



Muger cement football club has established in 1993. The interview respondent answered that Muger cement football club has three levels of hierarchy in its structure which includes general assembly, board of sport and head office. He also expressed that it has weak organizational structure and found at lower level relative to other premier league football club structure. The respondent has emphasized that developing modern football club structure and management is required from administrative staff and he believes it is achievable task.

E. Organizational structure of Ethiopian insurance football club



It has established in 1982.If club structure comprises board of sport management, management committee and secretariats office. The interview respondent admitted that club’s has current structure of management and its organizational structure is found at a very low level.

The interviewee expressed that every activities of the club are not based on strategic planning; club administrative staff are busy with near sighted tasks. The responded suggested the reasons behind this weak management as follows:-

“The primary goals and attention of the company is not the activities of the club, but accomplishing the company’s mission and goals.”

The interviewee also expressed that currently the club management is convinced that modern football club structure importance and prepared a proposal which modernizes its club structure to Board of sport management.

CHAPERT 5: FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

This section provides findings, conclusions, and recommendations based on the data gathering, analysis, interviews, and research conducted. My findings included in this section are classified under the following three typologies:

- Management system
- Communication and Marketing
- Financial
- Facilities and
- Youth development

5.1 Management system of clubs:

Primary Study Finding: There is a Lack of and a Need for FIFA standard club management and services in the sport clubs.

Primary Study Conclusion

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

Primary Study Recommendation

As we indicated in phase one of the analyses the performance of the sport club in their management system is weak. They need to build a strong and efficient management system in their club by:

- Setting clearly defined mission and objectives
- Electing skilled and experienced Board of directors
- Building best club management structure
- Developing a clearly defined job description for the employees
- Establishing club constitution and polices

- Attending regular meetings.
- Hiring experienced and well credentialed workers.
- Preparing awareness raising program for founding and new members about the mission and objectives of the club.
- Recording and maintaining effective records of club's activities etc

5.2 Communication system of clubs:

Primary Study Finding: There is a Lack of and a Need best communication system in the sport clubs.

Primary Study Conclusion

In its simplest definition, a communications plan outlines who you need to communicate with, about what, how you're going to do it, and how often.

Communication in sports marketing helps sports clubs and organizers attract participants and spectators to their sport or their venue. It helps them raise revenue through sponsorship or investment. Our sport clubs need to increase their communication at the best of these facts. The most important thing they to remember is that no matter what approach they take, they should always keep three things in mind: what, who and how.

Primary Study Recommendation

As we indicated in phase two of the analyses the performance of the sport club in their communication system is weak in many ways. Therefore, they need to have very good communication system in their club by:

- Choosing the right method to convey your messages. There are many ways of getting your messages across – from flyers, newsletters, electronic newsletters, local media (newspapers, radio, TV), website and engaging an online audience via email or social media
- Monitoring communications strategy for it's the effectiveness and achieving the objectives they set by a good communications plan is not something that is static

5.3 Marketing and Financial system:

Primary Study Finding: There is a Lack of and a Need good marketing and financial control system in the sport clubs.

Primary Study Conclusion

The analysis produced a number of interesting findings in the sport club concerning their marketing and financial control system. Thus result in this research shows that our sport clubs have no such a strong marketing and financial system.

Primary Study Recommendation

The most common factor that separates the success of any sports club or organization is the effective and responsible management of financial resources. Therefore, the sports club need to:

- a budget plan and financial policies
- identify all sources of income and fundraising and Sponsorship mechanisms such as
 - Membership fees
 - Donations
 - Community grants
 - Raffles and lottery type events

5.4 Facilities

Primary Study Finding: There is a Lack of and Need good and standardized facilities in the sport clubs.

Primary Study Conclusion

The analysis produced a number of interesting findings in showing the level of facilities in the sport club. The result shows that our sport clubs have low level standard and different level of priorities in order to satisfy the demand required.

Primary Study Recommendation

Through the level of facility different in the sport club, it is important to properly identify and provides facilities in every aspect by priorities according to the demand they have.

Therefore, the sports club need to different mechanisms in fundraising in order to satisfy the demand of facilities such as playing fields and player's house

5.5 Youth development

Primary Study Finding: There is a Lack of and a Need best youth development strategy in the sport clubs.

Primary Study Conclusion

Youth sport benefit not only income but also other possible benefits of participation: (i) Building healthy public policy, (ii) Creating supportive environments, (iii) Strengthening community actions, (iv) Developing personal skills, and (v) Reorienting health services. But as this finding indicates the youth development strategies are not as good as it has to be.

Primary Study Recommendation

Therefore, Youth development programs in sports clubs help them raise revenue through:

- Seat short, medium, and long term strategic plan
- Setting clear rule and regulation
- promoted to senior team per year from junior team
- transferring players to other clubs

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CHAPTER SIX

I. ANNEX A: QUESTIONNAIRE (ENGLISH VERSION)

ADDIS ABABA UNIVERSITY

POST GRADUATE PROGRAM

COLLEGE OF LIFE SCIENCES

DEPARTMENT OF SPORT SCIENCE

This questionnaire is intended to gather information about the status of club management in some premier league clubs in Ethiopia. It is a study being conducted in Addis Ababa University, College of Life Sciences, and Department of Sport Science for partial fulfilment of the degree of Master of Science in Sport Science.

The absence of a sound management has got a devastating effect on the day to day performance of football clubs in Ethiopia. Thus, this study might play its role in enlightening existing managerial problems with regard to football development. In addition, it provides a starting ground for assessment of factors affecting the clubs in rendering high quality management. Furthermore, it can contribute to strategy designing on ways to solve the management of football clubs.

Your genuine answer for each question is crucial for the completion and success of the study. It is also very important in contributing your part in the improvement of football club management in Ethiopia. So, please assist the study by providing your genuine answer for the questions included in the questionnaire. The questionnaire includes questions about club management, club's programs, communication systems, marketing and financial systems, club's facilities and services, and club's youth development programs, respectively.

Please feel free to give your genuine answer for the provided questions in the questionnaire and follow instructions in answering questions included in each section. Your answer will be only used for the study purpose and kept confidential.

I would like to extend my heartfelt thanks for your cooperation in advance.

SECTION A: DEMOGRAPHIC INFORMATION

Please give us your answer for the following questions and tell us what you feel about the statements. Tick only one box.

1. Name of your football club:-----

2. What is your responsibility in the club?

- Club manager
- Team leader
- Finance officer
- Treasurer
- Coach
- Player
- Other

If you have ticked “Other”, please specify your responsibility -----

3. What is your employment agreement with your club?

- Permanent Contract Part-time

4. How old are you?

- Under 20 years
- 21-30years
- 31-49 years
- 50 years andabove

5. Sex: Male Female

6. Educational background:

- Grade 10 Grade 12 Diploma Degree MA PhD

SECTION B: CLUB MANAGEMENT

Please give us your answer for the following questions and tell us what you feel about the statements. Tick only one box.

1. Does your club have clearlydefined its club mission and objectives?

- Yes No

2. Your club operates through an elected Board of Directors.

- Yes No

3. If your answer is “No” to the second question, what is your opinion to the following statement? “Your club operates through a less formal club management arrangement.”

Strongly Agree Agree Unsure Disagree Strongly Disagree

4. Does your club have a club management structure?

Yes No

5. If your answer is “Yes” to the fourth question, please specify your club management structure from top to lower levels.

6. Your club developed and clearly defined job descriptions to employees.

Yes No

7. Your club established its own constitution and policies that govern the club and its members.

Yes No

8. If your answer is “Yes” to question No. 7, what is your opinion to the following statement? “Your club Board of Directors or management committee /club manager have a good understanding of the clubs constitution and policies.”

Strongly Agree Agree Unsure Disagree Strongly Disagree

9. Your club Board of Directors or management committee /club manager attend all regular meetings of the club.

Strongly Agree Agree Unsure Disagree Strongly Disagree

10. Which of the following attributes do your club Board of Directors or management committee /club manager have? (You can tick more than one box)

Have leadership qualities

Have good organisation skills

Have a good communication and listening skills

Have the ability to delegate responsibilities

Have the ability to be unbiased and impartial

Have the ability to make decisions

Have the ability to motivate others

Have the ability to be well versed in the rules and procedures of the particular meeting

11. Do your club Board of Directors or management committee /club manager give prompt answer to questions arise in the club?

Yes No

12. Your club provides capacity building training to club staff members.

- Yes A little No

13. Your club hires experienced and well-credentialed workers.

- Yes A little No

14. Does your club raise awareness to founding and new members about the club's mission and objectives?

- Yes A little No

15. Has your club regularly developed and maintained effective records of the club's activities?

- Yes A little No

16. Does your club have a plan to increase its resources?

- Yes A little No

17. Which of the following best describes what matters most to you? (Tick only one box)

- It is more important to me that the club provides a family oriented environment.
 It is more important to me that the club provides an environment that is conducive towards improving the standard of football.

SECTION C: COMMUNICATION

Please give us your answer for the following questions and tell us what you feel about the statements. Tick only one box.

1. Does your club have a communication system?

- Yes No

2. Does your club make information on the club's programs, services and events to be readily available?

- Yes No

3. Which one of the following methods of communication is mostly used in your club?

- Email Text Messages Mail-outs Newsletter Word of Mouth Other

If you tick "Other", please describe: -----

4. Does your club give regular press releases to different media?

- Yes No

5 If your answer is "Yes" to question No.4, how often does your club give regular press releases?

- Monthly Quarterly Half of a year Annually Other

If you tick “Other”, please specify: -----

6. Has your club developed a Club Website and launch a Member’s Forum?

Yes No

7. If your answer is “Yes” to question No. 7, how often do you use the club’s internet site?

Occasionally Frequently

SECTION D: MARKETING AND FINANCIAL SYSTEMS

Please give us your answer for the following questions and tell us what you feel about the statements. Tick only one box.

1. Does your club have a budget plan?

Yes No

2. Your club management team review and finalize the budget and financial processes together.

Strongly Agree Agree Unsure Disagree Strongly Disagree

3. Does your club have financial policies for the club (e.g., member fees, meeting fees, sponsorship levels, etc.)?

Yes No

4. Does your club identify all sources of income (e.g., membership fees, fundraised, etc.)?

Yes No

5. Has your club shown to potential sponsors that the club is capable of advertising their services and products?

Yes No

6. Does your club get sufficient income from match entrance fee?

Yes No

SECTION E: FACILITIES

Please give us your answer for the following questions and tell us what you feel about the statements. Tick only one box.

1. Does your club properly identify its demand and provide the supply of facilities?

Yes partially No

2. The club’s facilities meet with the expectations and needs of premier league club status.

Strongly Agree Agree Unsure Disagree Strongly Disagree

3. Please indicate what you think should be the club’s highest priority in relation to facilities.

Improvements to playing fields Improvements to the club house Other

If you tick “Other”, please describe: -----

4. What should the club do to improve the club's facilities?

Impose a fixed levy on club members Preparing fundraising program Other

If you tick "Other", please describe: -----

SECTIONF: YOUTH DEVELOPMENT

Please give us your answer for the following questions and tell us what you feel about the statements. Tick only one box.

1. Does your club have youth development strategy and action plan?

Yes No

2.1 If your answer is "Yes" to question No. 1, how long does your club's youth development strategy and action plan take?

Three years Four years Five years Other

If you tick "Other", please describe: -----

2.2 If your answer is "Yes" to question No. 1, how many categories of youth teams does your club have? Please, describe players' age group who are included in each categories.

3. How many players are promoted to senior team per year from junior team?

2 3 4 5 Other

If you tick "Other", please describe: -----

4. The club has benefited from the youth development strategy by minimizing cost expenses for transferring players from other clubs.

Strongly Agree Agree Unsure Disagree Strongly Disagree

5. The club has benefited from the youth development strategy by generating income from players transfer to other football clubs.

Strongly Agree Agree Unsure Disagree Strongly Disagree

Thank you for your time!

Interview Schedule

I am conducting research for partial fulfilment of the degree of Master of Science in Sport Science at Addis Ababa University, College of Life Sciences, and Department of Sport Science. The purpose of this interview is to obtain information about the status of football club management in Ethiopian football premier league clubs.

I will be asking you questions that are related to your football club structure and management. The interview will last for at least half an hour. Before I start interviewing you, I would like to thank you for your cooperation.

Questions:

- 1. Would you please tell me about the structure of your club?**
- 2. Do you believe that your club hired the appropriate professionals required by a football club?**
- 3. How many management workers are found in your football club?**
 - Their roles and responsibilities?**
 - Their sex ratio?**
 - Their educational level?**
 - Their experience?**
- 4. How do you see your club structure when you compare with other Ethiopian premier league football clubs and relative to modern football management systems?**

