

Addis Ababa  
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# **Assessment on Applicability of Sport Marketing Practices in the Athletics Industry**

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**Post Graduate Program**

**June, 2014**

**Addis Ababa, Ethiopia**

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**Thesis Submitted to the School of Graduate Studies of Addis Ababa  
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**Addis Ababa University School of Commerce  
Department of Marketing Management  
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**Assessment on Applicability of Sport Marketing**  
**Practices in the Athletics Industry**

**BY: Marta Getaneh**

**Approved by the Board of Examiners:**

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## Declaration

I **Marta Getaneh Woldeab**, declare that the study entitled “**Assessment of Applicability of Sport Marketing Practices in the Athletics Industry**” is the result of my own effort in research undertaking. The study has not been submitted to any Degree or Diploma in any college or University but, submitted for my partial fulfillment of the requirement of degree of Masters of Marketing Management.

By: Marta Getaneh

Signature: \_\_\_\_\_

Date \_\_\_\_\_

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## **List of Abbreviations**

EAF	Ethiopian Athletics Federation
IAAF	International Association of Athletics Federation
CAA	Confederation of African Athletics
ERAA	Eastern Region Athletics Association
NBA	National Basketball Association

## **Abstract**

*The study focused on the assessment the applicability of sport marketing practices in the case of Ethiopian marathon athletes. The purpose of the study is to assess the level of application of sport marketing mix in the case of Ethiopian marathon athletes. The researcher used descriptive type of research to conduct this study. The target population of this study is 344 that includes the employees of the EAF, marathon athletes and their representatives. The data was collected through structured questionnaire from 344 respondents. The questionnaire was distributed to the entire target population among which 296 valid responses was collected. The in depth interview was held with communication department of the EAF and athlete representatives using systematic random sampling. The data was analyzed using statistical package of social science (SPSS) 16.0. The finding shows that there is a shortage of sport products, expensive prices, limited distribution, less effort of promotional and sponsorships activities, low level of performance of the service provides, long and indistinct process and unattractive physical evidences in the athletics industry. Based on these results, the overall applicability of sport marketing mix in the athletics industry is low. From the conclusion on the sport marketing practices, recommendations are drawn to overcome the problems observed.*

**Key words: Sport Marketing, Sport Marketing Mix, Sport Marketing Practices**

# Chapter One

## Introduction

This chapter presents an overview of the background of the study, statement of the problem, basic research questions, and objectives of the study, significance of the study, scope of the study, limitation of the study and organization of the research report.

### 1.1 Background of the study

The early beginnings of sports marketing date back to ancient Rome, when Roman patriarchs sponsored gladiatorial games for the same reason today's companies do to win public esteem. Sports marketing received a substantial boost in exposure in 1971, when the government banned cigarette advertising on US television and radio (Cornwell 1989). The sponsorship sport events offered a means of keeping cigarette brand names in front of spectators and television viewers through broadcast coverage. (Richard 1999)

The 1984 Los Angeles Olympics provided a big boost for sports marketing and is generally credited with starting the trend of sports marketing on a formal basis turning athletics into a sponsored business (Schlossberg, 1991). This was the first Olympics which depended entirely on private money, primarily major sponsorships, and not on public money whereas prior Olympic cities had experienced major financial losses.

According to (David 2009) Sport is an important contributor to the service economy. Sport's contribution is contained within the broader classification of 'Cultural and Recreational Services', which consists of motion pictures, radio and television services, libraries, museums and the arts, sport and recreation, and gambling services.

The first recorded organized athletics events at a sports festival are the Ancient Olympic Games. At the first Games in 776 BC in Olympia, Greece, only one event was contested. In later years further running competitions have been added. In the Ancient Olympic pentathlon, four of the events are part of the track and field. The long jump, the javelin throw, the discus throw and the stadium foot race.

Athletics events were also present at the Pan-Hellenic Games in Greece around this period, and they become known to Rome in 200 BC. (<http://www.athleticsdb.com/history-of-athletics.php>)

In the middle Ages new track and field events began developing in parts of Northern Europe. The stone put and weight throw competitions popular among Celtic societies were precursors to the modern shot put and hammer throw events. The pole vault was popular in the Northern European Lowlands in the 18th century. Modern competitions in athletics, took place for the first time in the 19th century. Usually they were organized by educational institutions, military organizations and sports clubs as competitions between rival establishments. (<http://www.athleticsdb.com/history-of-athletics.php>)

The exact roots of Ethiopian Athletics cannot be retraced accurately. It is widely believed that the sport was practiced in schools and military before 1897. The sport was limited to these parts of society only because others did not have access to equipment used for competition or was not organized in a manner that motivated progress. Construction of the first athletics track, education and hiring of coaches, and major improvement in working procedures were all hallmarks of the early 80's. The EAF has semi-professional organizational structure. The Ethiopian Athletics Federation (EAF) is a member of the International Association of Athletics Federations (IAAF); the Confederation of African Athletics (CAA); and the Eastern Region Athletics Association (ERAA). (<http://www.athleticsethiopia.org.et>).

The existence of sport marketing has not been well recognized in the Ethiopia athletics industry. The importance of creating awareness about sport marketing in the athletics industry could help increase the level of growth of the industry. The development and great achievement of athletics has been fast since the establishment of Ethiopian Athletics Federation, took responsibility of recruiting athletes, clubbing them into the Ethiopian National team and properly organizing the way for the athletes to compete in the foreign competitions based on the rules and regulation adopted from the International Association of Athletics Federation (IAAF). Even though Sport marketing is a field on the infant growth, Ethiopia has been an origin of popular athletes in the athletics industry.

## **1.2. Statement of The Problems**

The athletics industry is one of the popular industries that promote Ethiopia's image to the world. The attractiveness of the industry has brought a lot of young people to join the athletics sport even though there are challenges that prevents them from achieving their goals. The development and launching of proper sport marketing programs in the athletics industry are of paramount importance in establishing sport marketing activities in any country. The importance of the sport marketing practices and its knowledge hasn't been well experienced in the athletics industry that initiated the researcher to undertake this research along with the following main problems in the athletics industry. (<http://www.athleticsethiopia.org.et>).

Firstly, there is no organized research made on this area so far. Secondly, the selection of participants for the international completion lacks transparency. Thirdly, the sport marketing knowledge in the Ethiopian athletics federation is at infant stage. Fourthly, due to low level of educational background the athletes are not in a position to delineate their rights and responsibilities. Fifthly, a lack of separate marketing department in the Ethiopian athletics federation has been a major challenge to plan and implement the sport marketing plans in a well systematic and organized way. Finally, rate of growth of the athletics sport industry is low due to the absence of institutions that cultivate, nurture, and develop potential athletes from the growth root level. These conditions suggest the need for a research that would determine the real cause of the problems and recommend solutions accordingly.

Preparing and presenting proper marketing programs are of paramount importance in establishing and developing sport marketing activities in any country. The Sport marketing impulses memberships, sales, and recognition represent the biggest benefits for the companies, the athletes, the associations, the leagues, and sport event managers. Well planned, effective marketing helps to understand the customer and the marketplace. Informed marketing decisions help increase status and importance in people's lives, sport is considered a profitable and sustainable marketing source. The reasons behind the apparent lack of proper sport marketing programs are not the result of unwillingness of sport institutions to adopt these programs but are mainly because of numerous execution barriers and problems facing the organizations. (David 2009)

### **1.3. Research Questions**

The following are the research questions that need to be answered in order to draw conclusion. The research questions focus on asking important points to help assess the sport marketing practices in the Ethiopia athletics industry specifically marathon athletes.

- ❖ What are the sport marketing practices of Ethiopian athletics industry?
- ❖ What is the marketing strategy of the athletics industry?
- ❖ What is the manager and athlete relationship in making the athletes competitive in the foreign competition?
- ❖ What are the major challenges of sport marketing in the athletics industry?
- ❖ What are the major opportunities of sport marketing in athletics industry?

### **1.4. The Objective of the Study**

#### **1.4.1. The General objective of the study**

The general objective of the study is to assess the level of application of the sport marketing practices in athletics industry.

#### **1.4.2. The specific objectives of the study**

- ✓ To identify the marketing strategy of the athletics industry.
- ✓ To assess the manager-athlete relationship in making the athletes competitive for foreign competitions.
- ✓ To assess major challenges in the athletics sport industry.
- ✓ To assess major opportunities in the athletics sport industry.

### **1.5. The Significance of the study**

There had been few researches conducted in the area of athletics concerning marketing which indicates that the result of this study will help change peoples in the athletics industry and fans understanding about the sport marketing of the athletics industry. The change in the awareness level of those who are involved in the athletics industry about sport marketing will ease the complication in getting the opportunity of foreign competitions by showing the right way of performing the procedures and curbing the relationship problems between the athletes and their representatives by recommending smooth ways of problem resolution techniques. Generally, this study came up with conclusions and recommendations that will add to the awareness of sport marketing in the athletics industry.

### **1.6. The scope of the study**

The scope of the study is delimited to assessing the applicability of sport marketing practices in the case of Ethiopian marathon athletes. The study encompasses three respondents, the Ethiopian Athletics Federation employees and athletes, Ethiopian marathon runners represented by their respective local representatives and athlete representatives themselves. The Ethiopian Athletics Federation is located at ``Gurd Shola`` Street in Addis Ababa. This study is a descriptive type of research that made an effort to assess the level of application of sport marketing mix in the Ethiopian athletics industry. The data is collected from 344 populations in a census mode.

### **1.7. The Limitation of the study**

This study would be more complete if it had included all kinds of athletics sport and opinion of its respective athletes, athlete representatives and spectators about the sport marketing in the athletics industry. The broad nature of the industry kept the researcher from including them. Thus, the representativeness of the study to other kinds of athletics is limited. There are few studies made on the sport marketing in Ethiopia context. Moreover, another limitation could be the data analysis which is only made through the frequency distribution.

## **1.8. Organization of the study**

The study is organized in five chapters. The introduction part of the first chapter consists of the background of the study, problem discussion, and purpose of the study, basic research questions, and definition of the key terms, the significance, scope and limitation of the study. The second chapter of related literatures contains significant points that contribute for better understanding of the subject matter. It also includes the research framework. The third chapter provides information on how the research is conducted using the methods implemented to obtain solution for the research questions presented earlier in this study. The methodology describes how the necessary data is gathered to answer the research questions. The fourth chapter discusses about data analysis and interpretation. The fifth and final chapter presents the conclusions and recommendations based on the results of the study along with the reference and annexes used in the study.

# **Chapter Two**

## **Review of Related Literature**

### **2.1. Introduction**

In this chapter the definition of sport marketing, angles of sport marketing, sport marketing as a philosophy, a process, principles and tools, sport as a service, sport marketing mix, relationship marketing in sport, sport consumers, the sub sectors in the sport industry and the social nature of sport will be discussed.

### **2.2. Definition of Sport marketing**

The term 'marketing' tends to be used in a variety of ways. Some think of marketing as the use of advertising, publicity and personal selling techniques to make others aware of a product, or to attract more consumers to buy it. However, marketing is much more comprehensive than this narrow interpretation. Put simply, marketing means to be focused on satisfying the needs of customers or consumers. In turn, this means that sport marketing is focused on meeting the needs of sport customers or consumers, including people involved in playing sport, watching or listening to sport programs, buying merchandise, collecting memorabilia, buying sporting goods like clothing and shoes, or even surfing a sport-related website to find out the latest about their favorite team, player or event. (Smith 2008)

Sport marketing is the application of marketing concepts to sport products and services, and the marketing of non-sport products through an association to sport. Sport marketing therefore has two key features. First, it is the application of general marketing practices to sport-related products and services. Second, it is the marketing of other consumer and industrial products or services through sport. Like any form of marketing, sport marketing seeks to fulfill the needs and wants of consumers. It achieves this by providing sport services and sport-related products to consumers. However, sport marketing is unlike conventional marketing in that it also has the ability to encourage the consumption of non-sport products and services by association. It is important to understand that sport marketing means the marketing of sport as well as the use of sport as a tool to market other products and services. (Smith, 2008)

Sport marketing is a subdivision of marketing which focuses both on the promotion of sports events and teams as well as the promotion of other products and services through sporting events and sports teams. It is a service in which the element promoted can be a physical product or a brand name. Sport marketing is designed to meet the needs and wants of the consumer through exchange processes. These strategies follow the traditional four "P"s of general marketing Product, Price, Promotion and Place, another four "P"s are added to sport marketing, relating to the fact sports are considered to be a service. The additional 4 P's are: Planning, Packaging, Positioning and Perception. The addition of the four extra elements is called the "sport marketing mix (Eric & Hunter 2013).

Sport marketing is a social and managerial process by which the sport manager seeks to obtain what sporting organizations need and want through creating and exchanging products and value with others. (David 2009)

Sport marketing consists of all activities designed to meet the needs and wants of sports consumers through exchange processes. Sport marketing has developed two major thrusts: the marketing of sport products and services directly to consumers of sport, and the marketing of other consumer and industrial products or services through the use of sports promotions. (Gladden 2005)

### **2.3. Angles of sport marketing**

The term 'sport marketing' was first used in the United States by the *Advertising Age* in 1978. Since then it has been used to describe a variety of activities associated with sport promotion. Two distinct streams exist within the broad concept of sport marketing: marketing 'of' sport, and marketing 'through' sport. (David 2009)

#### Marketing 'of' sport

This refers to the use of marketing mix variables to communicate the benefits of sport participation and spectatorship to potential consumers. Ultimately, the goal is to ensure the ongoing survival of the sport in rapidly changing environmental circumstances. This aspect of marketing has only recently developed in sporting organizations. Survival depends largely on the principal purpose of the sporting organization. (David 2009)

National sporting organizations predominantly associated with elite-level professional sporting competitions will be striving to develop their marketing mix to ensure that the sport product is attractive as a form of live entertainment and live broadcast through television, the internet and other mobile outlets. Sports-governing bodies will also be responsible for ensuring that participation in their sport remains healthy. Participants are the lifeblood of sport, as they become the next generation of champions and spectators. (David 2009)

We do not make any notable distinctions in this book between marketing strategies specifically pursued for either spectator or participant sport. The theories posited are equally applicable, regardless of the principal objective of the marketing strategy. As with all marketing strategies, when the objectives change, the actions or strategies used to achieve the objectives also change. The application of the marketing mix does not, although various components of the mix may assume more importance in the two different scenarios. For example, the outlets used to advertise a junior sporting competition would be different from those used to advertise a major sporting event. People should adapt the concepts of sport marketing to either situation, because each is vital to the ongoing survival and financial well-being of individual sporting organizations. (David 2009)

#### Marketing 'through' sport

Sponsorship of sport by firms is an example of marketing 'through' sport. Large corporations use sport as a vehicle to promote and advertise their products, usually to specifically identifiable demographic markets known to follow a particular sport. Sports with significant television time are very attractive to firms seeking to promote their products through an association with sport. Developing licensing programs is another example of marketing through sport. Typically, major companies such as Tip Top (bread) or Coca Cola pay for the right to use a sport logo to place on their products to stimulate sales. (David 2009)

Given these perspectives, and information pertaining to marketing in general, the following definition of sport marketing is offered: Sport marketing is a social and managerial process by which the sport manager seeks to obtain what sporting organizations need and want through creating and exchanging products and value with others. The exchange of value with others recognizes the importance of the sport consumer. (David 2009)

There are two angles to sport marketing. The first is that sport products and services can be marketed directly to the consumer. The second is that other, non-sport products and services can be marketed through the use of sport. In other words, sport marketing involves the marketing of sport and marketing through sport. For example, the marketing of sport products and services directly to sport consumers could include sporting equipment, professional competitions, sport events and local clubs. Other simple examples include team advertising, designing a publicity stunt to promote an athlete, selling season tickets, and developing licensed apparel for sale. In contrast, marketing through sport happens when a non sport product is marketed through an association to sport. Some examples could include a professional athlete endorsing a breakfast cereal, a corporation sponsoring a sport event, or even a beer company arranging to have exclusive rights to provide beer at a sport venue or event. (Smith 2008)

Sport marketing has two angles:

- ✓ The marketing of sport products and services, and
- ✓ Marketing through sport.

The two angles of sport marketing are central to understanding the full range of ways in which sport is used. The weakness, however, is that they tend to emphasize the selling part of sport marketing. Before any transaction can occur, a lengthy strategic analysis must be performed in order to determine what sport consumers want and what the best ways of delivering it are. As a result, sport marketing should also be seen as the collection of planning and implementation activities associated with the delivery of a sport product or service. Prior to any sales, a sport product or service must hold a place in the mind of a consumer. In practice, this demands that a consumer is aware of the sport product or service and has responded to it in some way. The process of cultivating such a response is known as branding, and when a sport brand has grasped a firm place in consumers' minds, then it is said that it is positioned. The consequence of successful branding and the acquisition of strong market positioning is not merely a single transaction. Rather, sport marketing reflects the establishment of an ongoing relationship between a sport brand and its users. Sport marketing is the process of planning how a sport brand is positioned and how the delivery of its products or services are to be implemented in order to establish a relationship between a sport brand and its consumers. (Smith 2008)

## **2.4. Sport marketing as a philosophy, a process, Principles and tools**

At the most fundamental level, sport marketing embraces a general philosophy or a set of beliefs about how to go about marketing. It is not just marketing managers or the marketing department of a sport organization that can think in marketing terms. Marketing philosophy is about putting the needs and wants of the customer at the centre of all decisions. It is important to add that the needs of the customer must complement the goals of the enterprise. In business, the goal is to make a profit, but in sport organizations the most important goal is usually to win or attract attention to the sport or organization. Marketing philosophy is concerned with creating a win-win situation for both the organization and sport consumers, but it recognizes that no one will win if consumers' needs are not met. Understanding of targeting customers' needs, and working out the best alignment between an organization's goals, consumers' needs and the features of a sport product is important. (Smith 2008)

The philosophy of sport marketing is to satisfy the needs of sport consumers. At a second level, sport marketing may be considered as a process. It is a process because it involves a series of activities and steps. For example, sport marketing involves research, analysis, planning, development, implementation and evaluation. These processes are a common property of sport marketing and feature as the structural framework. (Smith 2008)

The process of sport marketing is the series of steps required to find opportunities, devise strategy, plan the tactics, and implement and evaluate a sport marketing plan. At the third level, sport marketing may be summarized as a set of principles because it adopts numerous ideas and concepts that provide specific guidance to those undertaking sport marketing activities. (Smith 2008)

A set of sport marketing principles are highlighted in order to provide clear guidance as to how the processes of sport marketing can be used in practice. Finally, at the most operational level, sport marketing principles can be implemented with the aid of tools, which are analytical devices and specific activities used in day-to-day practice. (Smith 2008)

Sport marketing can be described as a philosophy (an attitude towards marketing), a process (a series of activities), a set of principles (general rules and guidelines) and tools (recommended techniques). The sport marketing philosophy is that the consumers' needs are met when they

match features of a product or service where the ultimate goal is to cultivate a relationship between a sport brand and consumers. This philosophy is structured around a sequence of sport marketing processes. Sport marketing principles help steer the implementation of sport marketing processes. In addition, tools are offered as specific, recommended techniques. (Smith 2008)

## **2.5. Sport as a service**

Sport is an important contributor to the service economy. Sport's contribution is contained within the broader classification of 'Cultural and Recreational Services', which consists of motion pictures, radio and television services, libraries, museums and the arts, sport and recreation, and gambling services. Other intangible factors that contribute to community spirit, well-being and sociability as a consequence of attending, debating and engaging with major events. (David 2009)

## **2.6. Sport Marketing Mix**

After a sport organization has divided the total market into sub-groups, chosen a segment(s) and identified a positioning strategy for that segment, they must then develop a marketing mix for each segment. The marketing mix is a set of strategies and activities that cover product, price, promotion and place (distribution). These are commonly referred to as 'The Four Ps'. The fact that these four elements are grouped into a set, or a 'mix', is important, because they should be coordinated together in an integrated fashion. (Alexandru 2013)

At the heart of the decision-making process regarding your mix are the research and knowledge gained about the consumer, the competition, the company, and the climate. All factors must be given careful attention. If the sport marketer ignores one or the other, this increases the chances of making wrong decisions. Figure 2.1 (Alexandru 2013)

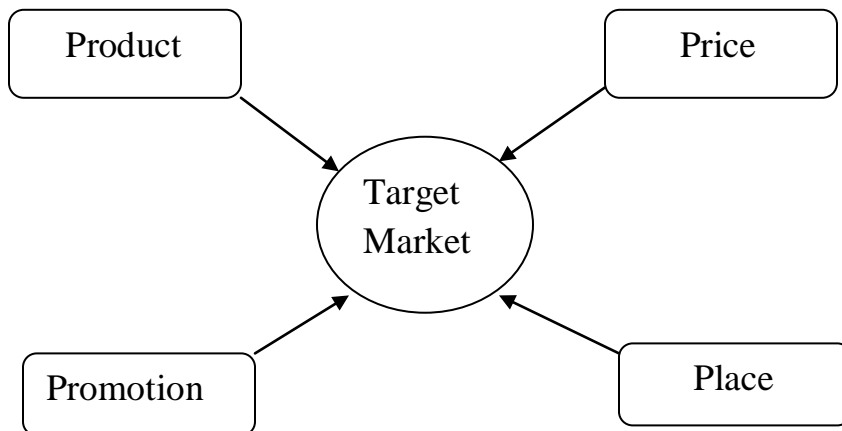


Figure 2.1: The marketing mix

Source: adapted from Schwarz, E. C.; Hunter, J. D., *Advanced Theory and Practice in Sport Marketing*, Elsevier's Science & Technology Department, Oxford, 2008

### **2.6.1. Sport Product**

The centerpiece of a marketing mix is the product. A product is anything that satisfies a need or wish and is acquired to do so. In relation to sport, two important concepts have implications for sport marketing. The first is the core product, defined as the actual game, over which the sport marketer has no control. The sport marketer must be very careful not to over promise in terms of how good the game will be or how well specific athletes may perform. The second concept is the importance of product extensions to the overall marketing effort. It is here that the marketer can ensure that acceptable levels of quality are achieved. It is easy to think of the word product as referring to a physical, manufactured item. However, the term product can also refer to services, people, places, ideas and the benefits that a sport organization offers consumers. Many sport organizations offer a service, such as a form of physical activity, entertainment or an experience. There is often no physical product to take away, but a sport organization might offer some intangible benefits such as a lifestyle, a social group or even a belief system. The product can also include design, packaging and merchandize. (Alexandru 2013)

Packaging the sport product includes presenting the product in the best possible manner to encourage selected target audiences purchase it. Because consumers differ, marketers must present the product in different ways. Packaging the core product of sport (the game or itself),

however, involves communicating the expectations of the product and providing information before the point of purchase. For example, sport marketers might package the Sport game or event as family entertainment and offer family ticket plans. Or marketers might package the sport as a good place to make business contacts and offer business ticket plans. A sport that wants to be seen as one that cares about the community might offer group discount ticket plans for social service and charitable organizations. (Alexandru 2013)

The product (including the service) is the basis of all marketing. It is the unit of exchange with the client or customer. If it offers customers satisfaction, they may continue to buy it. Sport and products are opportunities for customers and they can be of different types, including tangible and intangible elements. (Mullin & Sutton 2007)

They include one or more of the following:

- Goods, e.g. photographic equipment, sports clothing and footwear;
- Facilities, e.g. tennis courts, museums;
- Services, e.g. a lesson, a guided walk, outreach opportunities;
- Events, e.g. a sports competition, a music festival;
- Programs, e.g. a Shakespeare production, a mother and child swimming session, an aerobics class

These are the vehicles for realizing demands. When these products successfully match customer demands, it leads to the realization of service outcomes, in particular the benefits sought by customers. People want to enjoy, being with friends, to learn, to look better, to feel better, to be skilful, to win. If customers do experience such benefits, they will want to 'buy' them again. Customers help to create the final product, which is the participation experience this is the inseparability of service products and consumption. Another key characteristic of many sport experiences is that they differ on each occasion. Every sports game is different, every drama production is different, and every concert is different, even when there are some standard infrastructure elements supporting the delivery of the final product. It is this difference, or novelty, that is said to be a key driver of demands. (Mullin & Sutton 2007)

The provision of services, facilities and programs is important in providing opportunities but the purpose of the product is not realized until it is utilized. In this sense the sport and product is highly perishable; for example, an unsold seat at a theatre production represents the permanent loss of an experience. Matching products to likely demand is a very difficult task, not just in

terms of the timing of opportunities (around peak and off-peak fluctuations in demand, seasonal changes) but also in terms of the quantity and quality of the product offer. A sports centre which is too big for its catchment area, for example, will give rise to continual capacity utilization problems, which represent a waste of product. Products exhibit life-cycles. (Mullin & Sutton 2007)

With most commercial products, that life-cycle consists of:

- Product start;
- Growth;
- Development;
- Decline and replacement by better products

In sport, many products have been with us for a long time but a number are relatively new (e.g. various forms of aerobic exercise classes) and some have declined (e.g. squash). Product development provides a continuous stream of new or changing products which fit customers' needs. Cinemas have changed from single to multi-screen. Tenpin bowling and bingo have changed to social venues with a wider range of products. In public sector sport, it is apparent that needs and motivations have changed over the years, with less demand for competitive team sports and growing demand for non-competitive, individual, fitness activities. (Mullin & Sutton 2007)

This is not supply led, but rather is determined by changing motivations towards health- and fitness-related outcomes, such as losing weight for health reasons or looking good for social reasons. Sport products, like any other products, need testing and changing to suit customer needs. Hence market research and product testing need to be undertaken to have the best chance of matching products with markets. Capturing interest with the product is essential, and novelty is a desirable attribute. Good marketers should encourage levels of originality and be prepared to take risks. (Mullin & Sutton 2007)

This is particularly the case in the arts, where new products are an important element of attracting repeat business. Originals and 'firsts' capture interest and can also create a lasting impression. Packaging different products can generate customer benefits at all levels of participation e.g. a daytime public centre package might include sports activity, dietary clinic,

sauna and a crèche for the children. Marketers have identified three levels of product and the packaging of products is clearly aimed at embracing all three: (Mullin & Sutton 2007)

1. The **core** product is the main motivation for the customer, e.g. a visit to an exhibition, or a fitness class.
2. The **actual** product wraps certain elements around the core product, such as changing facilities in the case of sport.
3. The **augmented** product includes a variety of optional extras, such as merchandising, drinks, and food or transport arrangements. Most sport program, even those designed with a specific activity in mind; tend to market more than one product. A combination of facilities can attract greater use, be more economical and also provide the spin-off to other activities, expanding the market. (Mullin & Sutton 2007)

### **Product augmentation**

Key variables of the sport product

Sport products possess a range a benefits as well as tangible and intangible elements. In addition, if the sport product is lacking in either tangible or intangible elements, it can be more difficult to market. It is therefore important to think of the sport product as being a complete package or a 'bundle' of elements, consisting of core benefits, product features and the augmented product. (Smith 2008)

#### ***Core benefit***

The core benefit represents the principal advantage that the consumer receives from buying and using a product. For example, if a consumer buys a sports car, the main benefit is transportation. If a consumer buys a T-shirt, the main benefit is a covering for the body. If a consumer buys a ticket to a sport event, the main benefit is the entertainment value or experience the consumer receives as a consequence of attendance. Finally, if the consumer buys a service, like a sport physiotherapy session or a sport skills lesson, the core benefits are physical treatment of an injury, or instruction on how to play a sport, respectively. (Smith 2008)

It is easy to underestimate the importance of the core benefit of a product, and focus on the other variables like features (actual product) or add-ons (augmented product). But the core benefit is the most *fundamental* benefit of the product; if it does not meet the needs of sport customers, then it is unlikely to be successful. It is always important to understand the main need that the

consumer has, or the primary benefit that they get from using the product. It is no use adding frills to a product if it does not meet the basic needs of consumers in the first place. (Smith 2008)

### ***Actual product***

The actual product refers to the features of the product. The features of a merchandised sport T-shirt, for example could include the color, sizing, fabric and pattern. The product features of a sport event could include the venue, facilities, the participating athletes or players and the scoreboard. The features of a sport physiotherapy service could include the length of time of the appointment, and where the treatment is performed (e.g. at home or at a clinic). Paying attention to the features of the product can be one way of making it stand out against competition. As long as the core benefit of the product is something that people want, then developing the right features can help amplify a product's effects or allow it to be better molded to the specific needs of consumers. (Smith 2008)

### ***Augmented product***

The word augmented means improved or increased. When a product is augmented, it is made better in some way. The augmented product refers to any extras or extensions that are added to the actual features of the product. These may be additional benefits, bonus extras or even the image of a product. (Smith 2008)

A sport T-shirt may be augmented by adding a bonus cap (an extra or add on); it may also be improved in the eye of the consumer by being a particular brand that they think is fashionable. A sport event could offer extras such as merchandise, programs, fanzines, posters, DVDs and autograph signing opportunities. A sport lesson could include special guest appearances by well-known players or the bonus of a free lesson after every ten. Finally, in the case of the sport physiotherapy session, the therapist could offer information brochures, or provide a reminder call the day before the appointment. It is important to remember that aspects like the status, image or social appeal of a product are all examples of augmentation. (Smith 2008)

Understanding how sport products can be augmented is particularly useful in markets where there is substantial competition, or where different products have similar core benefits and product features. The market for sports shoes provides a prominent example. The core benefit of shoes (a covering protection for feet) is the same no matter who makes them. Different manufacturers try to create different product features, such color schemes, air pockets for shock absorption or Velcro straps. However, these features are often quickly copied by competitors.

One of the most effective ways of making sport shoes stand out is through the image of the product. (Smith 2008)

Many manufacturers like Nike and Adidas use athlete sponsorship to give the product an association with success, exclusivity or style. It is not as easy as it might appear to differentiate between the three variables of the sport product. Sport consumers might have different motivations for their consumption decisions. For example, although the core benefit of a sports car is transportation, it is probably reasonable to conclude that it is not actually the benefit of transport that is compelling in such a purchase. Rather, the features of a sports car make its transportation benefit much more appealing. In addition, augmented product add-ons such as belonging to a sports car club might provide a further set of advantages that add to the satisfaction of a consumer. (Smith 2008)

### **New product development**

Sport marketers may consider the possibility of new product development. Developing a new product can be expensive and risky. Every year there is a proliferation of new sport products introduced to the market, but only a small fraction of these are successful. If a new product is a failure, the sport organization has lost time and money, and perhaps even some of their reputation. But what does it mean to develop a new product? A new product does not have to mean a brand new product. In sport marketing, a new product can take many forms, such as the improved performance of an existing product, new functions added to an existing product, a new way to use an existing product, combining existing products, or a new look or design for a product. In sport marketing, a new product can take many forms such as the improved performance of an existing product, new functions added to an existing product, a new way to use an existing product, combining existing products, or a new look or design for a product. The process of new product development is usually coordinated by high level managers in large sport organizations. However, irrespective of the level, it is important for sport marketers to understand the process to which they are expected to contribute. (Smith 2008)

## **2.6.2. Sport Pricing**

The price of a product represents what a consumer relinquishes in exchange for a sporting good or service. A price should also reflect the value of a product. Generally, price is thought of in financial terms, but may include other things that a customer has to give up in order to obtain the product, such as time (e.g. waiting in a queue) or social costs (e.g. being in an aerobics class with others instead of a one-on-one instruction). (Alexandru 2013)

Price is the factor that is most visible and flexible, especially as a result of sales, discounts, the rebates, and coupons. Creating a strategy for pricing is integral to the success of the sport organization because it has a significant impact on the success of the overall sport marketing plan. In addition, pricing is directly affected by the external factors including government regulations, the economic climate, and politics. The challenge for the sport marketer is to determine the right price for the consumer. The price of a product can be manipulated many ways. Promotional pricing can be used: 2-for-1 tickets to the game or 2-for-1 memberships to the fitness club, special sale prices on sports clothing for during a holiday period, special sale prices on sporting goods equipment for seasonal sports, or price breaks as the quantity purchased increases. There are also long-term price- planning strategies that the sport marketer can use. (Alexandru 2013)

Sport pricing is complex and critical to the success of the marketing plan. However, price is one aspect of the marketing plan that may be readily changed (i.e., increased or decreased slightly). For example, sport organizations often alter their prices to attract different consumers (e.g., students may pay a different price for event tickets than the general public pays). Sport organizations may also change prices according to the market environment (e.g., lowering prices during a recession or economic downturn) or the team's performance (e.g., increasing prices as a team's performance dramatically improves). In the final analysis, sport marketers must determine how consumers perceive the value of the product compared with all competing products and use that information to set an appropriate price. Additionally, sport marketers should seek to offer consumers a satisfying experience with perceived benefits that surpass the personal and financial costs that consumers incur. (Alexandru 2013)

### 2.6.3. Sport Distribution (Place)

#### Distribution systems

Two different kinds of sport distribution channels have been used as examples. They both described the movement of products from producers to consumers, but they do it in different ways, or with different *sport distribution systems*. A *distribution system* is the way that a distribution channel is organized or arranged. There are different ways of structuring distribution, which are explained in the following sub-sections. (Smith 2008)

#### Types of distribution channels

Distribution channels have different lengths, and as a consequence they may be characterized as *direct* or *indirect*. A direct distribution channel is short where the producer sells the product directly to the consumer. For example, a sports physiotherapist produces the service and sells it directly to the consumer. Direct distribution also occurs when a sporting good producer sells products on the Internet, or by direct mail. Many manufacturers of sport products do this in addition to the use of normal retail stores. The process is illustrated in Figure 8.2. An indirect distribution channel is long because there are a number of organizations or people involved along the way. Those in the middle are usually called *intermediaries*, because they mediate between producers and consumers. When it comes to sporting goods, wholesalers and/or retailers are added into the channel. The following diagrams show two different kinds of indirect distribution channels. There are both direct and indirect distribution channels that vary in length. A direct distribution channel is short where the producer sells the product directly to the consumer. An indirect distribution channel is a long channel where there are a number of intermediaries involved along the way. (Smith 2008)

Place is the process of getting the sport product to the consumer. It is also called distribution: distributing the sport product to the consumer. The sport marketer will analyze the types of distribution method available and select those that will deliver the product to the right place. The right place means: where the consumers, Shop, or will travel. Place refers to the location of the sport product ( stadium, arena), the point of origin for distributing the product (ticket sales at the stadium, sales by a toll-free telephone number or internet), the geographic location of the target markets (global, national, regional, state communities, cities), and other channels that are important to consider regarding whether target audiences may access the product (such as time,

day, season or month in which a product is offered, as well as the media distribution outlets consumers may use to receive the product experience). (Alexandru 2013)

Factors related to the physical location of the sport can have a favorable or unfavorable effect on the marketing plan. To ensure a favorable effect, the sport facility must be easily accessible (highway systems, parking, walkways, ramps); have an attractive physical appearance (well maintained and painted); have a pleasant, convenient, and functional environment (quick and easy access to concessions, clean restrooms, smoke-free and odour-free environment); and have safe and pleasant surroundings (adequate public safety and security personnel, attractive neighborhood). (Alexandru 2013)

#### **2.6.4. Sport Promotion**

In sport marketing the word promotion covers a range of interrelated activities. All of these activities are designed to attract attention, stimulate the interest and awareness of consumers, and of course, encourage them to purchase a sport product. Promotion is about communicating with and educating consumers. For example, promotion might involve telling potential consumers about a product, reminding them of its benefits or persuading them that it is worth trying. Promotion involves all forms of communication with consumers, not just advertising. Promotion is best seen as the way that sport marketers communicate with consumers to inform, persuade and remind them about a product. The aim of promotion is to encourage consumers to develop a favorable opinion about a sport product which is aligned to a predetermined positioning strategy, and then to stimulate consumers to try the sport product. Promotion concentrates on *selling* the product. Promotion can be defined as the way that sport marketers communicate with consumers to inform, persuade and remind them about the features and benefits described by a sport product's positioning. (Smith 2008)

It is common for sport organizations to use a number of different promotional activities simultaneously, rather than to just focus on one. Because different promotional activities can be combined together, they are collectively known as the promotions mix. In other words, it is advantageous to combine a number of promotional activities together into one promotional plan or strategy. A promotional strategy is a plan that aims to use the four main elements of the promotions mix for the best results. The promotions mix elements are: advertising, personal selling, sales promotions and public relations. (Smith 2008)

Promotion is the process of promoting. Promotion means raising awareness. Therefore, a simple definition of promotion is: the process of making people aware of something. The process may involve a variety of methods for gaining the attention of potential consumers in order to tell them something and/or to educate them about something. In addition, once the marketer has the consumer's attention, the marketer must keep it long enough to get a message across. (Alexandru 2013)

In sport marketing the word promotion covers a range of interrelated activities. All of these activities are designed to attract attention, stimulate the interest and awareness of consumer and of course, encourage them to purchase a sport product. Promotion is about of communicating and educating consumers. For example, promotion might involve telling sport potential consumers about a product, reminding them of its benefits or persuading them that it is worth trying. Promotion involves all forms of communication with consumers, not just advertising. Promotion is best seen as the way that sport marketers communicate consumers to inform, persuade and remind them about a product. (Alexandru 2013)

The aim of promotion is to encourage consumers to develop a favorable opinion about a sport product which is aligned to a predetermined positioning strategy, and then to stimulate consumers to try the sport product. Promotion concentrates on selling the product. The elements of sport promotions (also known as the sport promotional mix) include advertising, sponsorship, public relations, licensing, personal contact, incentives, and atmospherics. Advertising involves paid, non personal communications about a sport product or service through the print, broadcast, or for electronic media that are designed to attract public attention and subsequent purchase. In sport marketing, advertising may include broadcast commercials, direct mailings, facility signage, and manufactured media. (Alexandru 2013)

Sponsorship refers to the relationship between a corporation and a sport organization as a tool to develop brand image and customer loyalty as a result of the association. Public relations is the collection of activities, communications, and media coverage that convey who the sport organization is and what they have to offer, all in the effort to enhance their image and prestige. Licensing is one of the fastest growing components of sport promotions, and involves the creation strategic alliance in which the manufacturer of a sport product gives permission to a

second party to manufacture that product in return for specific royalties or payments. (Alexandru 2013)

Personal contact involves one-on-one communication between a representative of the sport organization and the sport consumer that should result in achieving promotional objectives ranging from providing information about products and services, to generating sales. Incentives are the benefits or reduced costs that are offered to motivate a sport consumer to purchase the specified sport product or service. Atmospherics utilizes the design of visual communications in an environment, such as lighting, colors, music, to entice the sport consumer's perceptual and emotional responses to purchase the sport product or service. Promotions temporarily increase sales substantially; promotion in one product category affect sales of brands in complementary and competitive categories; and promotions can result in increased traffic. It is important to understand how to utilize these elements in order to ensure that the results are longer lasting, and lead to maintaining current and attracting new customers. (Alexandru 2013)

### **2.6.5. Sport sponsorship**

For sport and the arts in particular, sponsorship is another significant element of the marketing mix. Sport and leisure organizations are attractive vehicles for sponsorship because their products, services and events are associated with positive feelings, strong brand images and clear target markets. Sponsorship is different from other elements of the marketing mix, however, because rather than the marketing *of* sport's products, it is the marketing of the sponsor's brand through sport (Hoye *et al.* 2009).

Meenaghan provides one of the clearest definitions of sponsorship: Commercial sponsorship is an investment, in cash or in kind, in an activity, in return for access to the exploitable, commercial potential associated with that activity. (Meenaghan 1991) Sponsorship differs from patronage, where the finance or professional expertise is given by a commercial company for philanthropic reasons, without it looking for any material reward or benefit and often with it remaining anonymous. It differs from advertising in that the promotional messages are much less direct and the sponsor has much less control over the marketing communications. (Mullin & Sutton 2007)

The exact amount of sports sponsorship expenditure is difficult to ascertain. Many companies are reluctant to reveal exact information; and in addition to the payment for sponsorship rights,

sponsoring companies spend two or three times this amount on 'leverage expenditure', i.e. complementary marketing activities to fully exploit the commercial value of the sponsorship. Nevertheless, IEG (2009a) report worldwide sponsorship expenditure as just over \$41 billion in 2008. Nevertheless, sponsorship expenditure is small compared with advertising Masterman (2007) reports sponsorship as probably about 10 per cent of sponsors' overall market and communications marketing of sport and leisure budgets, compared with about 35 per cent spent on media advertising. However, sponsorship is rising partly because advertising is a very congested medium, and it is increasingly fragmented as the print, broadcast and internet media multiply. (Mullin & Sutton 2007)

Sponsorship of a major event ensures consistent exposure across different media. The scale of sponsorship can vary enormously, from contributions of millions of pounds from a multinational company for national sports to the donation of a cup or prize by a small sports shop to a locally run competition. Indeed, most local teams in sport have a sponsor. It is the major companies investing heavily in sponsorship that dominate the market financially. Sponsorship growth, worldwide, can be attributed in large measure to increased television coverage of major events in both sport and the arts. Mega events are extremely costly to the sponsor and potentially extremely beneficial the Olympics and the football World Cup reach audiences of billions. (Mullin & Sutton 2007)

Sponsorship is conventionally seen as a transaction, an exchange. On the one side it benefits sport and leisure organizations. Most obviously it brings in revenue, services or resources from the sponsor without sponsorship, many events would be uneconomic even with large audiences and ticket sales. Sponsorship can also create interest, stimulate media coverage and consequently increase attendance numbers. It can help to attract major 'players' in sport or the arts; and it can assist in bidding for events or other projects. Sponsorship can also support good causes, e.g. social and environmental. On the other side of the exchange, sponsorship benefits the sponsoring company in a number of ways: (Mullin & Sutton 2007)

- By helping to reinforce or change its corporate image, by association with the sponsored Organization's product and brand;
- By increasing publicity and improving public relations;
- By improving trade and employee relations (e.g. Through corporate hospitality);
- By increasing awareness of the sponsor's brands;

- By possibly increasing sales, market share and gaining competitive advantage;
- As a complement to other marketing activities.

There are also costs to both parties. In particular the sponsor pays ‘leverage expenditure’ to realize the full marketing value of the sponsorship, whilst the sponsored organization can devote considerable resources to servicing sponsors’ needs, e.g. ensuring that corporate hospitality arrangements are suitable, and that star players or performers are available for corporate occasions and publicity. Sponsorship is of local as well as national significance, and sponsors can raise their ‘respectability profile’ with the public and with government when sponsoring good causes, particularly those advocated by the government. Governments can get actively involved in promoting sponsorship. For example, Sport England has Sports match, a grassroots sports sponsorship incentive scheme. It is funded by the Department for Culture, Media and Sport and for successful applicants matches new sponsorship money with a government grant. Since it started in 1992, Sports match has awarded over £48 million to almost 6,000 projects Skills and techniques 422 which realized over £58 million in sponsorship from the commercial sector. It has proved highly effective in persuading sponsors to sponsor sport. Similar schemes exist in Scotland and Wales. (Mullin & Sutton 2007)

Sponsorship is where an organization pays to be associated with a particular event, or cause. Companies will sponsor sports events such as the Olympic. The attributes of the event are then associated with the sponsoring organization. Sponsorship refers to the relationship between a corporation and a sport organization as a tool to develop brand image and customer loyalty as a result of the association. (Chang & Chen 1998)

Sport sponsorship has increased dramatically over the past two decades. For many large non-sport corporations like Shell, Coca-Cola, Emirates and Vodafone, sponsoring sport organizations and athletes is an important part of their marketing strategies. Many different kinds of sport organizations and individuals may be sponsored, including individual athletes, clubs and teams, events, leagues, unions, federations, competitions, venues and special causes. Sport sponsorship occurs when a sporting organisation, club, league, venue, cause or athlete is supported by a separate company (or person). The recipient of the sponsorship is known as the sponsorship property or the sport property. These legal sounding terms are indicative of the fact that sponsorship is a business agreement between two parties. The term sport property could be an

athlete, team, event, venue, association, cause or competition. A non legal term for the sponsorship recipient is the 'sponsee'. (Smith 2008)

Sponsorships are supposed to benefit both parties; usually the sport property receives cash, goods, services or expert advice, and the sponsor receives benefits such as promotional rights and the marketing advantages of being associated with a particular sport property. Sponsors hope that by investing in a sport property, they will increase consumers' awareness of their brand, and consequently build their brand equity. It is important to realize, however, that sponsorship can be a high risk investment. There is no guarantee that a sponsor will achieve the increased sales and improved brand. (Smith 2008)

The sponsors and sport property will have different objectives they want to achieve as a result of a successful sponsorship. The two most common objectives for sponsors are enhancing brand image and increasing brand awareness. For the sport property, the most common objective is to attract financial support, which in turn helps to meet other administrative and developmental goals. While these may be the most common, the objectives of sponsorship can vary greatly, depending on the size of the partners, the nature of the sponsorship relationship, and the type of sport property being supported. For this reason, it is essential that both the owner of the sport property and the sponsor have a clear understanding of the objectives of a sponsorship agreement. By understanding the benefits a sponsor seeks, the sport property is in a better position to 'sell' the idea of the sponsorship, and to ensure that they can provide what the sponsor needs. (Smith 2008)

#### **2.6.6. People**

People are those who are involved in delivering and receiving a sport service. Due to the reason that sport service is consumed at the same time as it is produced, both staff and other consumers can influence perceptions of service quality. This is particularly true for 'high contact' services like fitness centers and sporting competitions. In fact, the 'staff' in these examples is actually part of the service. For example, a sport masseur is part of the massage service, just as athletes are part of a sporting match. The quality and management of employees (and athletes) is therefore an important part of sport services marketing. Furthermore, in sport events other

consumers are especially important elements to the service as they have a powerful impact on atmosphere. This means that for sport organizations, the ways in which they allow consumers to interact with one another is a fundamental consideration of the service structure. (Smith 2008)

Because sport is often services, people are an essential part of the marketing mix. One of the defining characteristics of services is the inseparability of production and consumption. Face-to-face interaction between the supplying organization and the customer is inevitable and the success of a service is very dependent on this people relationship. Avoiding this relationship is not a solution a commercial fitness centre once tried to dispense with its line staff to reduce costs, by making everything card swipe controlled, including entry and use of all facilities. It failed as a business. In Sport England's National Benchmarking Service for sport centers staff attributes are typically ranked among the highest for customer satisfaction, particularly the helpfulness of staff and the standard of instruction. (Mullin & Sutton 2007)

The 'people' attributes are also ranked by customers in the top half of the attributes for importance. Personal service, with genuine good intentions for the customer, is a core attribute for sport services. This needs careful recruitment of staff with appropriate interpersonal skills, and training in customer care. It also needs a customer orientation for all staff, not just the line staff working at the 'customer face'. Bad news travels fast. It is passed on more readily than good news. Sport marketers must therefore be concerned not only with what motivates people to take part in sport, but also what de motivates them. Nothing de motivates customers more than being poorly handled: rudeness; a 'take it or leave it' attitude; double bookings; ruined expectations; dissatisfactions and broken promises. At the heart of these risks to service success is the quality of the people delivering the services. (Mullin & Sutton 2007)

### **2.6.7. Process**

Processes represent the steps involved in delivering a sport service. Processes in sport services marketing refer to the steps that a consumer progresses through to receive a service, as well as those in which a service provider has to perform to deliver the sport service. For example, to attend rugby match, a sport fan may have to queue for a ticket, travels on public transport, wait again in queues to enter the ground, submit to a security screening, find the right seat, locate some food and beverages and eventually exit. It is therefore important that consumers are educated to understand and anticipate what processes they have to experience to receive a

service. It is also important for these processes to be conducted in an appropriate way so that they do not take away from customers' perceptions of the quality of the service. (Smith 2008)

Because of the inseparability of consumption and production in services, the process of service delivery is under the spotlight throughout. This process runs from finding out about opportunities, through booking an activity, finding the facility, parking, entering the facility, finding the way round the facility, engaging in the activity, possibly buying food and drink, to leaving the facility. The whole process of service delivery determines the relationships between the organization and its customers. (Mullin & Sutton 2007)

An obvious way to demonstrate an active and dynamic relationship with customers is through publicizing customer suggestions and organizational responses in order to demonstrate and promote a process of continuous improvement. For example, on the website of Ponds Forge International Sports Centre in Sheffield, UK, there is a section on 'You said, we did' in which there is a monthly update of customer suggestions and the centre's responses. Typically these are about minor matters, such as the difficulty of opening doors, the range of food and drink, and the telephone response times for queries. But as the adage goes, it's the small things that matter. (Mullin & Sutton 2007)

### **2.6.8. Physical evidence**

The physical evidence is the tangible or visual elements of a service such as a sport stadium. The physical evidence of a sport service includes the environment in which it is delivered, and any other visual or tangible elements. For example, the physical environment of a tennis competition includes the stadium, the food and beverage facilities, the seating and the scoreboard. Other tangible elements could include the design of tickets, programs and merchandise. Not only are these characteristics important components of the service, they are significant because consumers use physical evidence as clues to the service quality. In fact, the more intangible a service, the more important it is to include physical elements to reinforce service quality. (Smith 2008)

The (Wakefield & Blodgett 1996) study found that layout accessibility, facility aesthetics, seating comfort, electronic equip and displays and facility cleanliness all have significant influence on how sport fans perceive the quality of the stadium. In turn, the higher this perceived

quality of the sports cape, the higher the sport fan’s satisfaction with the sports cape. If sport fans are more satisfied, they are likely to stay in the stadium for a longer period (and spend more money!); also, they are likely to return more often. These relationships between the sport fan’s behavioral intentions and the sports cape are presented in figure 2.2 (Alexandru 2013)

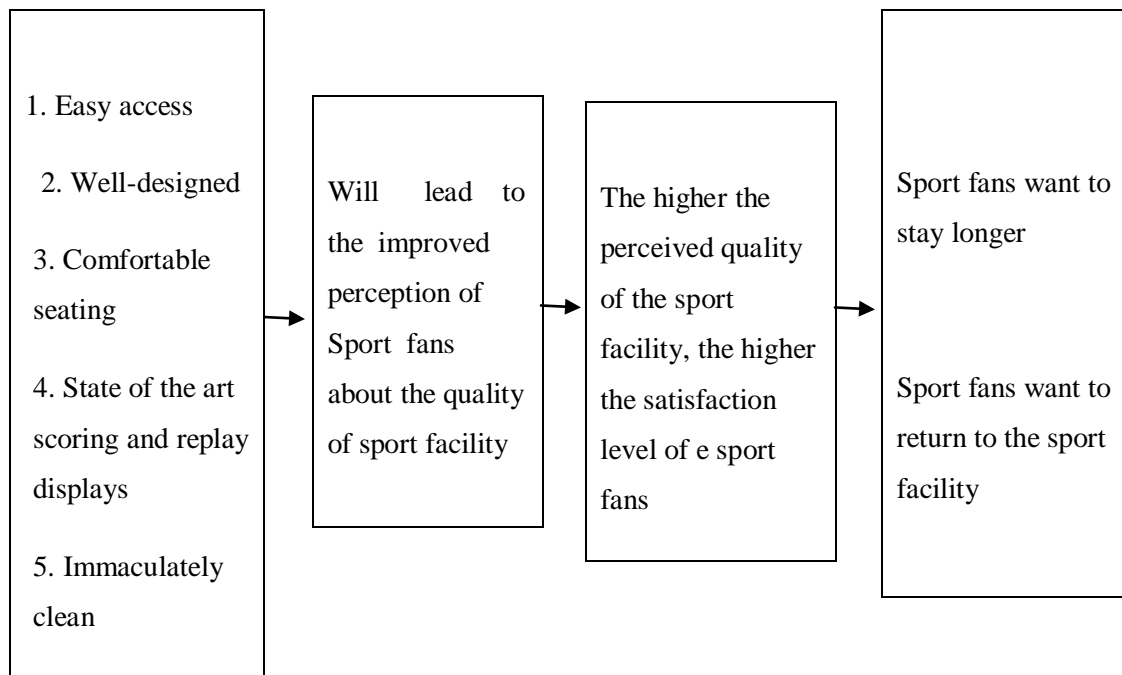


Figure 2. 2: Sport scale mode

Another defining characteristic of services is that they are intangible, yet ironically it is often the physical circumstances or ‘tangibles’ of a service that are most important to customers. In Sport England’s National Benchmarking Service for sport centers, out of twenty service attributes certain tangibles are among the most important to customers, i.e. water quality for swimmers, and cleanliness of changing areas and activity spaces. These tangibles relate to the core or actual product. Other tangibles which are part of the augmented product are less important to customers, e.g. quality of food and drink, quality of car parking. The setting of a sport experience and the design of a facility are further important ingredients of the physical evidence. They can reinforce the image of a service when they excite, when they give a sense of occasion. Alternatively there may be a danger of Skills and techniques 420 deterring the customer if these ‘atmospherics’ are missing and the setting/facility is dull and uninspiring. (Mullin & Sutton 2007)

## **2.7. Relationship Marketing In Sport**

The recognition that sport can benefit from a relationship marketing approach is well accepted, as is the notion of referring to and considering sport fans as customers (Cohen 1996). Common reasons cited for the embracing of relationship marketing within sport are technological innovation, the maturing of sport marketing research, and increased entertainment and leisure options leading to greater competitive challenges (McDonald & Milne 1997).

Despite an acknowledgement that the change of focus to replace transactional marketing approaches has filtered into sport. Relationship marketing, been narrowly focused on one area (for example, Tower, Jago & Deery 2006, who considered not-for-profit sport relationships), or been largely confined to the North American context. For example, (Kelley 1999) used Berry and (Parasuraman's 1991) three level process of relationships in examining the impact of a new ice hockey franchise attempting to establish consumer adoption. (Bee & Kahle 2006)

(Lapio & Speter 2000) used NASCAR as an example of successful relationship marketing implementation and integration; (Cousens, Babiak & Slack 2001) considered the adoption of a relationship marketing paradigm by the National Basketball Association (NBA) when discussing the broader concept of organizational change and Lachowetz, (McDonald, Sutton & Clark 2001) applied the work of (McDonald & Milne 1997) on customer lifetime value and noted that the NBA utilized relationship marketing strategies to stop the erosion of its consumer base. (Bee & and Kahle 2006)

This primarily occurred with customer retention strategies such as using customer referrals. All of these studies dealt with one sport exclusively and suggested positive outcomes for the sporting organizations concerned through the adoption of relationship marketing approaches. The study by (Lachowetz 2001) repeated calls made by (Shani 1997) for more research on relationship marketing, stating that '...more sport organizations... should incorporate relationship- marketing practices into their strategies to develop a more loyal customer base'. (Bee & Kahle 2006)

## 2.8. Sport consumer

A sport consumer is someone who generally uses sport products or services. A sport customer is someone who pays for the use of a specific product or service. Sport consumers can come in many forms including spectators, participants, serious fans and business sponsors. There is no simple formula to describe how and why sport consumers behave as they do. For example, some sport fans may use teams and players to help them construct a sense of self, but others may only follow sport to fill in their spare time with a pleasurable form of entertainment. Sport consumers can be remarkably loyal, but they can also be fickle and critical. (Muniz and O'Guinn 2001)

There are numerous valid ways of defining sport consumers, most of which revolve around identifying different kinds of sport products or services. However, the first point to make is that there is a difference between sport consumers and sport stakeholders. A consumer is an individual or group who use a sport or sport related product or service in exchange for a direct (like cash to buy a ticket to a game) or indirect (like purchasing a television in which sport is one form of entertainment) payment. A stakeholder is an individual or group who has an interest or agenda in a sport product or service. For example, the government and corporate sponsors are stakeholders in that they have an interest in sport products and services, but they are not consumers. Sport consumers are the end users. (Muniz and O'Guinn 2001)

Sport consumers are differentiated into four categories. First are **sporting goods consumers**. These retail consumers buy sport products including, for example, equipment, apparel, books, magazines, nutritional and health supplements, games, merchandise, memorabilia and licensed products. A sporting goods consumer is anyone who purchases a physical product that has a sport related aspect or purpose. This may range from the direct, such as a tennis racquet, to the indirect, such as a computer game. Second are **sport services consumers**. These consumers utilize a sport related service or experience excluding viewing or participating in sport directly. Sport related services include education, gambling, specialized coaching, medical services and recreational and health activities such as those offered by pools, gymnasiums and leisure centers. (Smith 2008)

Third are **sport participants and volunteers**. These consumers are actively engaged in sport as participants or in unpaid organizational and support roles. This includes all participants in school, recreational and organized club sport. Fourth are **sport supporters, spectators and fans**. These consumers take an active interest in the performance of sport mainly, but not confined to, the elite or professional level. The activities of sport supporters, spectators and fans include attendance at live sport, or viewing sport on television, the Internet. (Smith 2008)

These groups of sport consumers are very complex because they may use sport products and services in ways that other, less intense consumers do not. For example, fans may actively engage in online chat rooms or fantasy league games about sport. In some instances, particularly committed fans may become ‘fanatical’ when their behavior and level of engagement steps outside of normal social expectations. Most sport participants and volunteers are sport fans as well, and also utilize different kinds of sporting goods and services. For this reason, it is best to assume that sport consumer motivations are complex. It is easier to categorize kinds of sport consumption than kinds of sport consumers. Furthermore, based on these categories of consumption, it is clear that the motives of sport supporters, spectators and fans are the most complex. (Smith 2008)

## **2.9. The sub sector of sport industry**

### **2.9.1. Government sport sector**

In looking at the sport industry value chain, it should become clear that three different kinds of industrial activities are involved. First, there are those associated with the government, which are collectively referred to as the public sector, including national, state/county/provincial, regional and local governments, as well as combined government institutions and agencies that are involved in the development of sport, determining government sport policy, bolstering competitive performance or in health promotion or drug compliance. In general, governments get involved in sport because of its potential for social, economic and political benefits. For example, sport can provide health benefits for participants as well as social cohesion. It can also stimulate economic activity and bolster civic pride. For some governments, sport is advantageous because it can cultivate national identity and solidarity, which tends to be helpful for re-election and general national spirit. Although the policy approach taken by a government towards sport

can change radically depending on its ideological orientation, all governments influence sport in at least four ways. (Ferrand & McCarthy 2009)

First, governments at various levels provide funding and facilities for sport. This includes funding for national sport organizations and Olympic campaigns, and the construction and maintenance of major and local sport, recreation and leisure facilities. Second, governments can be directly involved in the development of sport via training institutes and elite testing facilities. Third, governments can deliver sport, health or physical activity related programs, or just promote lifestyle campaigns. Finally, governments can take responsibility for aspects of sport compliance, like anti-doping, as well as the composition of the general regulatory environment. (Ferrand & McCarthy 2009)

Governments regularly employ marketing principles to support their sport objectives. Typically, governments do not get directly involved in marketing sport, but often spend considerable money on promoting the benefits of sport or its locations. For example, governments use marketing to attract large sport events to specific cities. They also employ marketing to promote the social and health benefits of sport participation or an active lifestyle. (Pitts & Stotlar 2007)

### **2.9.2. Non-profit sport sector**

The second kind of activity is undertaken by the non-profit or voluntary sector. This group is made up of local clubs, community based associations, governing organizations and international federations. In the non-profit sector, the focus is on the development of sport through organized competition and participation, with a heavy emphasis on the regulation and management of sport. In the Western world, it is generally accepted that all sport products and services cannot be provided by the government. The result has been the emergence of non-profit sport organizations, which make up the gaps in between profit-oriented business and government. (Ferrand & McCarthy 2009)

Non-profit sport organizations are those that are concerned with the public good rather than making money. However, since they are not administered by the government, non-profit sport organizations must find resources and expertise for themselves, and must comply with government regulations about their legal status and conduct. As a rule, non-profit sport organizations are highly specialized in that they tend to evolve to fit a particular community sporting need. They are also administered mainly by volunteers. Non-profit sport organizations

are the backbone of sport. Non-profit sport organizations develop communities, social networks and local groups through the provision of specialized sport products and services. Typically, these services revolve around the organization of sport competitions and the subsequent development and management of players, coaches, administrators, along with the code itself. However, there are also professional service organizations, lobby groups, event organizers and governing bodies. (Pitts & Stotlar 2007)

Sport and recreation organizations can be classified into three different kinds of non-profit groups. The first includes amateur sport, training, fitness and sport facilities, and sport competitions and events. The second includes recreation and social clubs, such as country clubs and leisure clubs. The third includes service clubs which use sport as a vehicle for social development. Of these three groups, the first is the largest as it incorporates a vast number of sport clubs and their associations. In some countries, and particularly in the United States, school and college sport is the most prevalent form of non-profit sport. (Pitts & Stotlar 2007)

Non-profit sport organizations face numerous marketing challenges. To begin with, they are often cash-poor, which means that they cannot pursue expensive advertising or other major promotional activities. Another challenge is that they do not necessarily have access to sport marketing expertise as they heavily rely on the goodwill and service of volunteer staff. A final problem is that many non-profit sport organizations have rich but cumbersome amateur traditions, which do not lend themselves to attractive marketing. Non-profit sport organizations consequently focus their marketing initiatives on low-cost activities that emphasize the benefits of participating in sport. Some have recognized the importance of differentiating their products and services from others, and work hard to create a relationship between their brand and sport consumers. In addition, some non-profit sport organizations are taking advantage of new technology and new media platforms to inexpensively position them distinctively in a cluttered sport marketplace. (Ferrand & McCarthy 2009)

### **2.9.3. Corporate sport sector**

The final set of activities is the professional or corporate sport sector. This group is commercially focused, comprising professional clubs, leagues and major events. In addition, this group includes a vast number of corporations which have a financial interest in sport, such as equipment and apparel manufacturers, sport retailers, broadcasting companies, telecommunications providers and sponsors. In fact, any organization whose primary purpose is

to make a profit from an association with sport may be placed in this category. The three sectors mix and mingle, their activities intersecting regularly. In fact, sport could not be produced without the collusion of all three sectors. The corporate or professional sport sector is characterized by the commercial imperative; the desire to make a profit from sport. (Ferrand & McCarthy 2009)

There are numerous places in which commercial enterprises can provide value adding products or services associated with sport that can generate money. At the hub of corporate sport are professional clubs and teams that compete in large national or international leagues, or athletes and teams that participate in large events. Although these organizations and athletes may not be profit-seeking, they nevertheless provide the core content that other profit-based businesses wish to associate with. (Ferrand & McCarthy 2009)

Professional sport teams produce a product that is sold to four groups: first, fans who support leagues by attending games, following games on television and other media and purchasing league and team related merchandise; second, television and other media or broadcasting companies, which purchase the right to show games as a programming option; third, communities which build facilities and support local clubs; and fourth, corporations which support leagues and clubs by increasing gate monies, purchasing teams out right or providing revenues through sponsorships or other associations. (Pitts & Stotlar 2007)

Corporate sport also includes the manufacturers of sport-related products and services like stadium builders, equipment manufacturers, sport apparel fashion labels, advertisers, athlete and player managers, sport nutrition and supplement developers, sport physicians and physiotherapists, event and sport tourism promoters, hospitality services, sponsors and team franchise owners. The core of corporate sport is branding, given the importance of establishing lasting relationships with sport fans and consumers. For example, sport equipment and apparel manufacturers need to convince consumers that using their brand has benefits over using a competitor's brand. Much of the branding emphasis of corporate sport revolves around the spectacle and entertainment value of the sport experience. (Ferrand & McCarthy 2009)

In general, the government or public sector provides the context in which sport is undertaken. Often this includes financial support and the provision and maintenance of sport venues and facilities for non-profit sector activities. Equally, non-profit sport is expected to deliver social and community benefits. The regulatory environment created by government also affects

corporate sport because professional leagues generally require the use of public venues. (Ferrand & McCarthy 2009)

The corporate sport only exists because the playing, coaching and administrative talent is cultivated by non-profit sport clubs, leagues and associations. Reciprocally, parts of the corporate sector seek marketing benefits through an association with non-profit sport by providing much needed funding through sponsorships. In general, it is important to remember that the activities of the three sectors bleed into each other. For example, some high-profile non-profit sport organizations are professionally managed and behave as corporate entities. There is also some ambiguity about where large non-government, non-corporate entities such as the International Olympic Committee fit in. (Ferrand & McCarthy 2009)

## **2.10. The Social Nature of Sport**

Emphasizing the social nature of most sporting activities may serve to provide encouragement and support to ensure the level of frequency and adherence required to obtain sport-related health benefits. In addition to encouraging continued participation, the social aspects of sport can make a more diffuse contribution to health improvement.

The Acheson Report on inequalities and health (quoted in Health Education Authority, 1999, pp1/3) emphasizes the importance of these social aspects:

“...opportunities afforded by exercise might also lead to wider social networks and social cohesion.”

“It has been suggested that people with good social networks live longer, are at reduced risk of coronary heart disease, are less likely to report being depressed or to suffer a recurrence of cancer, and are less susceptible to infectious illness than those with poor networks.”

Such social processes are also central to sport’s ability to contribute to aspects of mental health. Sport and Mental Health Research evidence illustrates that physical activity, and associated processes, can contribute positively to mental health (with the obvious exceptions of over-training and training addiction) and have a positive effect on anxiety, depression, mood and emotion, self-esteem and psychological dysfunction (Mutrie & Biddle 1995).

However, there are concerns about how these disputed conditions are defined and measured, and there is a poor understanding of the mechanisms that underlie the relationship between physical activity and psychological well-being (Scully 1998; Fox 1999).

Nevertheless, research evidence illustrates the following:

- Participation in a one-off bout of physical activity can result in a reduction in anxiety levels and self-reported feelings of increased well-being. Such improvements have been reported to last for up to three hours after the activity session (Raglin 1990; Steptoe 1992).
- Improved self-esteem, self-efficacy and perceived competence result from long-term participation in an exercise program (King 1989).
- Roberts and (Brodie 1992) found that minor increases in sporting activity can lead to increases in positive self-assessments.
- Different types of physical activity may be effective in relation to particular conditions. Furthermore, different psychological conditions respond differently to differing exercise regimes; for example, non-aerobic, aerobic, anaerobic, and short, medium or long-term duration, all have differing impacts (Scully 1998; Fox 1999). (Coalter 2000) report evidence from Scottish case studies that, while the concentration on physical/cardiovascular health messages may have had limited impacts, sociability and a reduction of a sense of social isolation were regarded as very important by participants:

Sport clearly has the potential to provide a variety of social and recreational networks and a regular routine, which promotes social interaction – elements central to community development, social inclusion and mental health (Thomas 1995; Forrest & Kearns 1999). A young female participant in a keep-fit program stated: “it’s a great way to make friends – I only really knew one person in the group before I came here – now we’re all pals.” (Fred 2005) On a 50-plus program for women, regular attendance had resulted in the establishment of friendship networks and a holiday group. (Coalter 2000)

## 2.11. Conceptual Framework

The Athletics Sport product	Product quality
	Different brands
	Frequency of purchase
	Durability of the product
	Product Augmentation
	New product Development
The Athletics Sport product pricing	Affordability
	Price sensitivity
The Athletics Sport product distribution or sport place	Distribution channel
	Accessibility
	Places Standard of places
Promotional activities in the Athletics Sport	Promotion of the sport products
	Promotion of the sport
Sponsorship in the Athletics sport	Benefit of sponsorship
	Impact of Sponsorship
	Unauthorized use of sponsorship
The athletics Sport	Entertainment
	Popularity
Sports Cape or Physical Evidence	Attractiveness
	Additional services
The Athletics Sport event organization or Sport process	Length of time
	Transparency
The Athletics Sport service providers or people	Performance

Table 2.1 Sport Marketing Practices

Source: Primary Data from Survey (the student researcher framework)

# **Chapter Three**

## **Research Methodology**

### **3.1. Introduction**

In this section of the research, the research design, sampling procedures, source of data, instrument of data collection, procedure of data collection, method of data analysis, validity and reliability and ethical consideration are discussed.

### **3.2. Research Design/ Approach**

Research design represents the major methodology driving the study, being distinctive and specific research approaches which are best suited to answer the research question (Comack 1996). The purpose of the research design as stated by (Burns & Grove 2001) is to achieve greater control of the study in examining the research problem. Over the past years, there have been a number of debates on the arguments for and against a fundamental distinction between qualitative and quantitative studies to apply better in social science study. Thus, this research study employed both qualitative and quantitative research approaches (quantitative nested under qualitative), in free and realistic manner. The quantitative research approach is used to analyze the data collected through questionnaire. (Kothari 2004)

The qualitative research approach is used to analyze the data collected through in depth interview and open ended questions asked in the questionnaire. Thus, the research approach to be used will be a blend of qualitative and quantitative research approach. (Kothari 2004)

### **3.3. Sampling Procedure**

The total number of the population of this study is 344. There are three groups of respondents in this study; the employees of the EAF, athlete representatives and marathon athletes. There are 26 employees of the head quarter of EAF, 311 marathon athletes' and 7 athlete representatives. The data was collected from the whole population using the structured questionnaire and the probability sampling technique of systematic random sampling was used to collect data through in depth interview.

### **3.4. Source of Data collection**

The source of data for this study is only primary data. The primary data is collected using structured questionnaire from employees of the EAF, marathon athletes and their representatives. An in depth interview is carried out with communication department personnel of the EAF and athlete representatives.

### **3.5. Instrument of Data collection**

The data collection tools used in this study are structured questionnaire and in depth interview. Thus, in depth interview and structured questionnaire are used to collect the data. The structured questionnaire was employed typical form of fixed-response alternative questions that require the respondent to select from a predetermined set of answers to every question. According to (Malhotra & Birks 2003), pp. 224 as cited in (Samuel 2006), this approach is the most common method of primary data collection in marketing research and the advantages are simple administration and data reliability. Interviews are a type of survey where questions are delivered in a face-to-face encounter by an interviewer (Catherine 2007).

### **3.6. Procedure of data collection**

The data is collected through structured questionnaire and in depth interview in which the questions were prepared using two languages i.e. English and Amharic to increase the accuracy of the data and make ease of the process for the respondents. The dissemination of the structured questionnaire for the marathon athletes was carried out during their training distributed by their respective representatives and collected on 5 consecutive training schedules. The structured questionnaire was distributed to the employees of EAF during offices hours on 11 April 2014 and collect them on 15 April 2014. Finally, the in depth interview was scheduled with the communication department personnel of the EAF on 27 April 2014 and with athlete representatives on 2 May 2014.

### **3.7. Method of Data Analysis**

The Statistical Package for Social Sciences (SPSS) 16.0 was used to analyze the collected data. The collected data was edited and entered to the software. The descriptive statistics (frequencies distribution) was applied to assess the level of applicability of the sport marketing practices.

### **3.8. Validity and Reliability**

Once the measurement of variables is determined, the researcher has to ensure that the measure is reliable and valid (Zikmund 2010). Assuring reliability and validity is one of the important aspects in research. (Chang & Chen 1998) The type of approaches and tools that are used to conduct this study is proportional to the nature of the study. The final outcome can be repeated by other researchers. The validity of this study can be assured by the appropriate selection of the approaches and tools selected as well as by the content, construct, and criterion validity.

The content validity of the study is evaluated by the researcher's advisor and sport marketers for encompassing the necessary items to assess sport marketing practices. The criterion validity of the study attempted to examine the applicability of sport marketing practices which is estimating the present performance.

According to (Saunders 2007), reliability refers to the extent to which data collection techniques or analysis procedures will yield consistent findings. Furthermore, reliable observations yield the same results on other occasions, and by other observers. It must also be apparent how the raw data was interpreted. Reliability of a scale is often assessed by test-retest reliability or by internal consistency (Zikmund 2010).

The indicator of the internal consistency is the degree to which the items constituting the scale are all measuring the same underlying attribute (Zikmund 2010). The most commonly indicator used for computing the internal consistency is coefficient alpha (Pallant 2010). Thus, in this study reliability were ensured by Cronbach's Alpha information received and check for accuracy. (Miles & Hagerman 1994)

### **3.9. Ethical Considerations**

There have been few studies done on the topic that the researcher chose to conduct a research on. There was no use of vague words and the respondents were well informed about the nature of the study and they were asked their willingness to participate in the study. They were free of both psychological and physical harm and the confidentiality of the respondents is kept from disclosure.

# Chapter Four

## Results and Discussions

### 4.1. Introduction

This chapter presents the results and discussion of the data collected through the structured questionnaire and in depth interviews. The frequency distribution was used to analyze the data collected.

### 4.2. Demographic Profile of the Respondents

The gender composition of the respondents used to identify which gender of the athletes is greater in number in the marathon race and the majority of the athletes are males. Due to the tiresome nature of the marathon race the prize money of male athletes is higher than short distance races even higher than the female's marathon prize money in some cases, which is one of the reasons for the male athletes to be greater in number in the field of marathon. The gender composition of the respondents on Table 4.1 shows that 64.5 % (191) of the respondents were male and the remaining 35.5 % (105) were female. Regarding the age of respondents from the total sample 63.2% (187) of them fall under the age of 16-24, the 16.6% (49) between the age of 25-34 and 13.9% (41) of them fall between the ages of 35-45. The remaining 6.3% (19) of the respondents fall above 45 years of age, this shows that most of the athletes are young.

The majority of the respondents educational background was from grade 10 and less especially most of the athletes lost the opportunity to finish their education because they move to the city to start a career of racing and it become impossible for them to continue their education due to the financial limitation and the efforts they have to put on their trainings. The result on Table 4.1 shows the educational background as 66.6% (197) of the respondents were grade 10 or less followed by 18.6 % (55) of grade 12. There are only 7.1% (21) with a diploma and 6.0% (18) respondents with degree. The remaining 1.7% (5) of the respondents was in the category of Masters and above.

The respondents were chosen because they are the stakeholders of the athletics industry. The data collected from them was made use to assess the level of applicability of the sport marketing

practices in the athletics industry. The highest number of respondents were the athletes with 91.9 % (272) followed by the employees of the EAF with 6.4% (19). The remaining 1.7% (5) of the respondents was the athlete’s representatives.

The working environment that the respondent are around allow them to know much about the sport marketing, but the topic of sport marketing hasn’t been well known in the Ethiopian athletics industry. The respondents were asked to level their knowledge about the sport marketing in the athletics industry and 13.9% (41) of them replied as high, 27.7% (82) as medium and the remaining 58.4% (173) of the respondents replied as low.

Table 4.1 Demographic Profile of the Respondents

Sex	Frequency	Percent
Male	191	64.5
Female	105	35.5
Total	296	100.0
Age	Frequency	Percent
16-24	187	63.2
25-34	49	16.6
35-45	41	13.9
>45	19	6.3
Total	296	100.0
Education	Frequency	Percent
Grade 10 or less	197	66.6
Grade 12 or less	55	18.6
Diploma	21	7.1
Degree	18	6.0
Masters and above	5	1.7
Total	296	100.0

Level of knowledge	Frequency	Percent
High	41	13.9
Medium	82	27.7
Low	173	58.4
Total	296	100.0

Occupation	Frequency	Percent
Athlete	272	91.9
Employee	19	6.4
Athletes' manager	5	1.7
Total	296	100.0

Source: The researcher's survey result (2014)

### 4.3. Sport Marketing Practices in the Athletics Industry

The proposed question of high quality of the sport products in the athletics industry was strongly agreed by 6.8% (20) of the respondents, 11.8% (35) agreed to the quality of the sport products in the athletics industry. The 4.1% (12) of the respondents were neutral. The respondents who have disagreed to the quality of the sport products were 44.2% (131) followed by 33.1% (98) who strongly disagreed to the quality of sport products.

The respondents were asked about the availability of different brands of sport products in the athletics industry and 6.4% (19) of the respondents strongly agreed and the 8.1% (24) of the respondents agreed. The 5.4% (16) of them were neutral to this question. The 51.4% (152) of the respondents disagreed and 28.7% (85) of the respondents strongly disagreed to the availability of different brands of the sport products.

The frequent purchase of the sport products were strongly agreed by 8.4% (25) of the respondents. The 10.8% (32) of the respondents agreed whereas 5.1 % (15) of respondents were neutral to the question. The 41.6% (123) of the respondents disagreed to the frequent purchase of sport products and 34.1 % (101) of them strong disagreed.

As depicted in the table 4.5, 11.1% (33) of the respondents strongly agree to the durability of the sport products. The 13.9% (41) of the respondents agreed that the sport products are durable. There are 4.1% (12) neutral respondents. The 42.2% (125) of the respondents disagreed to the durability of the athletics sport products and 28.7% (85) of the respondents strongly disagreed.

The respondents were asked about the product and service augmentation in the athletics sport industry and 9.5% (28) of the respondents strongly agreed, 13.4% (40) of them agreed. There were 2.4% (7) respondents neutral to the question whereas 47.0% (139) of the respondents disagreed to the product and service augmentation in the athletics industry. The remaining 27.7% (82) of the respondents strongly disagreed.

According to the result on Table 4.5, 11.5% (34) of the respondents strongly agreed to the development of new products and services in the athletics industry. The 13.2% (39) of the respondents agreed whereas 9.1% (27) were neutral. The 36.8% (109) of the respondents disagreed to the effort made to develop new products and services and the remaining 29.4% (87) of the respondents strongly disagreed to the existence of the new product and service development.

Table 4.2 The Athletics Sport Product in the Local Markets

The quality of the sport products	Frequency	Percent
Strongly agree	20	6.8
Agree	35	11.8
Neutral	12	4.1
Disagree	131	44.2
Strongly disagree	98	33.1
Total	296	100.0
The availability of different brands of the sport product	Frequency	Percent
Strongly agree	19	6.4
Agree	24	8.1
Neutrals	16	5.4
Disagree	152	51.4
Strongly disagree	85	28.7
Total	296	100.0
The Frequency of purchase	Frequency	Percent
Strongly agree	25	8.4
Agree	32	10.8
Neutral	15	5.1
Disagree	123	41.6
Strongly disagree	101	34.1
Total	296	100.0

The durability of the sport products	Frequency	Percent
Strongly agree	33	11.1
Agree	41	13.9
Neutral	12	4.1
Disagree	125	42.2
Strongly disagree	85	28.7
Total	296	100.0
Sport Product And Service Augmentation	Frequency	Percent
Strongly agree	28	9.5
Agree	40	13.4
Neutral	7	2.4
Disagree	139	47.0
Strongly disagree	82	27.7
Total	296	100.0
New product development in the athletics industry	Frequency	Percent
Strongly agree	34	11.5
Agree	39	13.2
Neutral	27	9.1
Disagree	109	36.8
Strongly disagree	87	29.4
Total	296	100.0

Source: The researcher's survey result (2014)

The result no Table 4.3 shows that the affordability of the athletics sport products and services were strongly agreed with 10.5% (31) of the respondents and 16.1% (48) of them agreed. The 4.1% (12) of the respondents were neutral to this proposition. The 40.2% (119) of the respondents disagreed to the affordability of the sport product and the remaining 29.1% (86) of the respondents strongly disagreed.

As demonstrated on table 4.3 the price sensitivity of the consumers was strongly agreed by 33.1% (98) of the respondents. The 46.3% (137) of the respondents agreed whereas 2.7% (8) of the respondents were neutral. The 10.5% (31) of the respondents disagreed to the consumer's price sensitivity whereas 7.4% (22) of respondents strong disagreed to this proposition.

Table 4.3 The Athletics sport Product Affordability and consumers Price Sensitivity

The affordability of the sport products and services	Frequency	Percent
Strongly agree	31	10.5
Agree	48	16.1
Neutral	12	4.1
Disagree	119	40.2
Strongly disagree	86	29.1
Total	296	100.0
Price sensitivity of the consumers	Frequency	Percent
Strongly agree	98	33.1
Agree	137	46.3
Neutral	8	2.7
Disagree	31	10.5
Strongly disagree	22	7.4
Total	296	100.0

Source: The researchers survey result (2014)

The respondents were asked about the availability of distribution channels in the athletics industry and 5.7% (17) of the respondents strongly agreed and 9.8% (29) of the respondents agreed whereas 2.4% (7) of the respondents were neutral. The 51.0% (151) of the respondents disagreed to the availability of channel distribution. The remaining 31.1 % (92) of the respondents strongly disagreed to the argument.

The respondents were asked about the level of accessibility of the sport products and 6.1% (18) of the respondents strongly agreed whereas 9.1% (27) of them agreed to the accessibility of the sport products. There were 3.0 % (9) of respondents neutral to this argument. The respondents who have disagreed were 47.0% (139) and 34.8% (103) of the respondents strongly disagreed.

To see if there is adequate sport places the researcher asked a question to find out the result. Based on the result on the table 4.15, the 6.8% (20) of the respondents strongly agreed to the availability of adequate sport places. The 10.8% (32) of the respondents agreed whereas 3.4% (10) were neutral. The 31.4% (93) of respondents disagreed and the remaining 47.6% (141) of the respondents strongly disagreed about the availability of adequate sport places in the athletics industry.

The subjective measurement of whether the sport places in the athletics industry are up to standard the 9.5% (28) of the respondents strong agreed. The 13.5% (40) of the respondents agreed whereas 3.0% (9) of the respondents were neutral. The 19.9% (59) of the respondent disagreed and the remaining 54.1% (160) of respondents strongly disagreed to the argument of the existence of good standard sport places.

Table 4.4 The Sport product Distribution/ Athletics Sport Place

Distribution channels of the athletics industry	Frequency	Percent
Strongly agree	17	5.7
Agree	29	9.8
Neutral	7	2.4
Disagree	151	51.0
Strongly disagree	92	31.1
Total	296	100.0

The level of accessibility of the sport products	Frequency	Percent
Strongly agree	18	6.1
Agree	27	9.1
Neutral	9	3.0
Disagree	139	47.0
Strongly disagree	103	34.8
Total	296	100.0

Adequate places of sport	Frequency	Percent
Strongly agree	20	6.8
Agree	32	10.8
Neutral	10	3.4
Disagree	93	31.4
Strongly disagree	141	47.6
Total	296	100.0

The standard of the sport places	Frequency	Percent
Strongly agree	28	9.5
Agree	40	13.5
Neutral	9	3.0
Disagree	59	19.9
Strongly disagree	160	54.1
Total	296	100.0

Source: The researcher's survey result (2014)

The efforts made to promote the sport products were showed the 13.2% (39) of the respondents strongly agreed to the existence of efforts made to promote the sport products. The 16.2% (48) of the respondents agreed whereas 4.1% (12) of the respondents were neutral to this question. The 36.8% (109) of the respondents disagreed to the efforts made to promote sport products in the athletics industry and the remaining 29.7% (88) of the respondents strongly disagreed.

The level of promotional activities of the athletics sport was indicated the 8.8% (26) of the respondents strong agreed to the existence of the promotional activities. The 12.5% (37) of the respondents agreed whereas 5.1% (15) of the respondents were neutral to this proposition. The 40.9% (121) of the respondents disagreed and the remaining 32.7% (97) of the respondents strongly disagreed.

The effort made by the EAF to promote the athletics industry was showed the 9.8% (29) of the respondents strongly agreed, whereas, 12.8 (38) of the respondents agreed to the existence of the promotional activities by the EAF. There were 7.1% (21) neutral respondents. The 42.2% (125) of the respondents disagreed and the remaining 28.1 % (83) of the respondents strongly disagreed to the existence of promotional activities in the EAF.

The effort made by the athlete representatives on the promotional activities was showed the 6.4% (19) of the respondents strongly agreed, whereas 9.5% (28) of the respondents agreed. The percentage of the respondents who responded neutral was 10.5% (31). The existence of effort made by the athlete representatives to promote the athletics sport was disagreed with 50.3% (149) of the respondents and the remaining 23.3% (69) of the respondents strongly agreed.

Table 4.5 The Athletics Sport and Product Promotion

The sport product promotional activities.	Frequency	Percent
Strongly agree	39	13.2
Agree	48	16.2
Neutral	12	4.1
Disagree	109	36.8
Strongly disagree	88	29.7
Total	296	100.0
The athletics Sport promotional activates	Frequency	Percent
Strongly agree	26	8.8
Agree	37	12.5
Neutral	15	5.1
Disagree	121	40.9
Strongly disagree	97	32.7
Total	296	100.0

The promotional activities made by the EAF	Frequency	Percent
Strongly agree	29	9.8
Agree	38	12.8
Neutral	21	7.1
Disagree	125	42.2
Strongly disagree	83	28.1
Total	296	100.0
The promotional activities made by the athlete representatives	Frequency	Percent
Strongly agree	19	6.4
Agree	28	9.5
Neutral	31	10.5
Disagree	149	50.3
Strongly disagree	69	23.3
Total	296	100.0

Source: The researcher's survey result (2014)

The majority of the respondents strongly agreed that the athletics sport is entertaining by 57.1% (169) of response followed by the 29.7% (88) of agreed respondents. The 1.7% (5) of the respondents was neutral to the argument. The 6.8% (20) of the respondents disagreed to the entertainment of athletics sport whereas 4.70 (14) of respondents strongly disagreed.

The popularity of the athletics industry was showed by the 34.8% (103) of the respondents strongly agreed to the popularity of the athletics sport whereas, 42.9% (127) of the respondents agreed to its popularity. The 3.0% (9) respondents were neutral. There were 10.5% (31) of respondents disagreed to the popularity of the athletics sport and the remaining y 8.8% (26) of the respondents strongly disagreed.

The results on Table 4.9 demonstrate 13.2% (39) of the respondents strongly agreed on the quality of the service given by the EAF. The 15.2% (45) of the respondents agreed to the receipt of a quality service from the EAF. There were 6.4% (19) respondents neutral to the question. The 41.6% (123) of respondents disagreed whereas, 23.6% (70) strongly disagreed to the high quality of services provided by the EAF.

The respondents were asked about the quality of the service rendered by the athlete representatives and 9.8% (29) of the respondent's strong agreed whereas, 12.8% (38) of the respondents agreed. There were 4.7% (14) neutral responses. The 46.3% (137) of the respondents disagreed whereas; the remaining 26.4% (78) of the respondents strong disagreed to the high quality of service provided by the athlete representatives.

Table 4.6 The Athletics Sport As a service

Athletics sport as Entertainment	Frequency	Percent
Strongly agree	169	57.1
Agree	88	29.7
Neutral	5	1.7
Disagree	20	6.8
Strongly disagree	14	4.70
Total	296	100.0
The popularity of the athletics sport industry	Frequency	Percent
Strongly agree	103	34.8
Agree	127	42.9
Neutral	9	3.0
Disagree	31	10.5
Strongly disagree	26	8.8
Total	296	100.0

The quality of service provided by the EAF	Frequency	Percent
Strongly agree	39	13.2
Agree	45	15.2
Neutral	19	6.4
Disagree	123	41.6
Strongly disagree	70	23.6
Total	296	100.0
The quality of service provided by the Athlete representatives	Frequency	Percent
Strongly agree	29	9.8
Agree	38	12.8
Neutral	14	4.7
Disagree	137	46.3
Strongly disagree	78	26.4
Total	296	100.0

Source: The researcher's survey result (2014)

The result on Table 4.10 demonstrates that the existence of attractive sport physical evidence strongly agreed by 6.3% (19) of the respondents. The 11.5% (34) of the respondents agreed to the question whereas, 3.4% (10) were neutral to the question. The existence of the attractive sport physical evidence was disagreed by 49.7% (147) of the respondents and the remaining 29.1% (86) of the respondents strongly disagreed to the existence of attractive physical evidences.

The respondents were asked about the existence of additional services at the sport places and 5.7% (17) of the respondents strongly agreed whereas 7.9% (23) of the respondents agreed. The proportion of the respondents who answered neutral to the question was 3.0% (9). The respondents who have disagreed to the existence of additional services at the sport place were 51.0% (151) where as the remaining 32.4% (96) strongly disagreed to the argument.

Table 4.7 The Athletics Sports Cape (Physical Evidence)

The attractiveness of athletics sport physical evidence	Frequency	Percent
Strongly agree	19	6.3
Agree	34	11.5
Neutral	10	3.4
Disagree	147	49.7
Strongly disagree	86	29.1
Total	296	100.0
Additional services at the sport places	Frequency	Percent
Strongly agree	17	5.7
Agree	23	7.9
Neutral	9	3.0
Disagree	151	51.0
Strongly disagree	96	32.4
Total	296	100.0

Source: The researcher's survey result (2014)

The result on Table 4.11 demonstrates that the 10.1% (30) of the respondents strongly agreed to the short length of time in organizing athletics sport event and 13.9% (41) of the respondents agreed. The 6.1% (18) of the respondents were neutral. The short length of time in organizing athletics sport events was disagreed with 43.6% (129) and 26.3% (78) of the respondents strongly disagreed.

The respondents were asked about the transparency of the process of organizing sport events and 7.1% (21) of the respondents strongly agreed whereas, 12.8% (38) of respondents agreed. There were 3.7% (11) of the respondents neutral to the question. The 49.0% (145) of the respondents disagreed and the remaining 27.4% (81) of the respondents strongly disagreed to the transparent process of organizing athletics sport events.

Table 4.8 The Athletics Sport Event Organization/ Process

The length of time in organizing athletics sport events	Frequency	Percent
Strongly agree	30	10.1
Agree	41	13.9
Neutral	18	6.1
Disagree	129	43.6
Strongly disagree	78	26.3
Total	296	100.0
Transparency way of organizing athletics sport events	Frequency	Percent
Strongly agree	21	7.1
Agree	38	12.8
Neutral	11	3.7
Disagree	145	49.0
Strongly disagree	81	27.4
Total	296	100.0

Source: The researcher's survey result (2014)

The respondents were asked about the level of performance of the service providers of the EAF employees and 10.5% (31) of the respondents strongly agreed and 14.5% (43) of the respondents agreed. There were 6.8% (20) of neutral responses. The 44.9% (133) of the respondents

The result on Table 4.12 demonstrates that 7.8% (23) of the respondents strongly agreed to the high performance of the athlete representatives whereas, the 11.8% (35) of the respondents agreed. The 3.0% (9) of the respondents were neutral. The 49.7% (147) of the respondents disagreed towards the high performance of the athlete representatives and the remaining 27.7% (82) of the respondent strongly disagreed to the high performance of the athlete representatives.

Table 4.9 The Athletics Sport providers/ People

The level of performance of the employees of the EAF	Frequency	Percent
Strongly agree	31	10.5
Agree	43	14.5
Neutral	20	6.8
Disagree	133	44.9
Strongly disagree	69	23.3
Total	296	100.0
The level of performance of the athlete representatives	Frequency	Percent
Strongly agree	23	7.8
Agree	35	11.8
Neutral	9	3.0
Disagree	147	49.7
Strongly disagree	82	27.7
Total	296	100.0

Source: The researcher's survey result (2014)

The respondents were asked about the existence of equal benefit of sponsoring company and the sport property and 10.5% (31) of the respondents strongly agreed and 15.9% (47) of the respondents agreed. The 3.0% (9) of respondents are neutral. The 42.9% (127) of respondents disagreed to the equal benefit of the sponsoring company and the sport property and the remaining 27.7% (82) of the respondents strongly disagreed to the equal benefit of both parties.

The result of Table 4.13 demonstrates that the existence of the negative impact of the sponsorship to the sponsoring company due to the low performance of the sport property was showed the 14.5% (43) of the respondents strong agreed and 19.9% (59) of the respondents agreed. The 2.7 % (8) of the respondents were neutral to this argument. The 38.9% (115) of the respondents disagreed whereas the remaining 24.0% (71) of the respondents strongly disagreed to the negative impact of sponsorship to the sponsoring company due the low performance of the sport properties.

The respondents were asked about the unauthorized use of the athletics sport properties by the sponsoring company and 9.8% (29) of the respondents strongly agreed whereas, 12.5% (37) of the respondents agreed. The 4.1% (12) of the respondents were neutral. The 45.6% (135) of the respondents disagreed and the remaining 28.0% (83) of the respondents strongly disagreed to the existence of unauthorized use of sport properties by sponsoring companies.

Table 4.10 Sponsorship in the Athletics Industry

The benefit of sponsorship	Frequency	Percent
Strongly agree	31	10.5
Agree	47	15.9
Neutral	9	3.0
Disagree	127	42.9
Strongly disagree	82	27.7
Total	296	100.0
The negative impact of sponsorships	Frequency	Percent
Strongly agree	43	14.5
Agree	59	19.9
Neutral	8	2.7
Disagree	115	38.9
Strongly disagree	71	24.0
Total	296	100.0
Unauthorized Use of Sponsorship	Frequency	Percent
Strongly agree	29	9.8
Agree	37	12.5
Neutral	12	4.1
Disagree	135	45.6
Strongly disagree	83	28.0
Total	296	100.0

Source: The researcher's survey result (2014)

The athletics sport products available in the market are mostly imported from abroad. These products have high quality whereas, the sport product imported from the Asian country have a low quality that are sold in the special name of street called "Chid Tera" in Addis Ababa. The low quality of the products causes injury to the athletes. Because consumers differ, marketers must present the product in different ways. (Smith 2008) The availability of different kinds of brands of athletics sport products in the market comes along with the problem of the small number of distributors of the product in the local market. The limited amounts of the imported products have some degree of different brands however, small number of distributors with limited amount of products generalize for the absence of large amount of different brands of sport products in the local market.

The frequency of purchase of the athletics sport products are indirectly influenced by the financial limitation of the consumers and the limited amount of sport products available in the local market. The importance of product extensions to the overall marketing effort can be ensured by acceptable levels of quality achieved. (Smith 2008) The athletics sport product extension and new product development with acceptable quality has not been well achieved due to the low performance of the service providers and lack of experience and attention in the athletics industry. The low level of quality of the athletics sport products in the athletics industry caused for the less time of durability of the products that became the major reason for the athlete's injury.

Pricing is directly affected by the external factors including government regulations, the economic climate, and politics. (Smith 2008) The price of the athletics sport products in the local market is highly influenced by the heavy tax imposed on the imported products leading the price of the products to rise. On the other hand, the athlete's financial limitation and the expensive nature of the products weakened the consumer's capability to afford the products. Thus, due to these reasons, the consumers of the athletics sport products are price sensitive.

There are limited distributors of the athletics sport products available in the local market because of the shortage and expensiveness of the products led to the difficulty of easy access of the products and distributors in the local market. The layout accessibility, facility aesthetics, seating comfort, electronic equipment and displays, and facility cleanliness all have a significant influence on how sport fans perceive the quality of the stadium. (Alexandru 2013) The absence of adequate athletics sport places is associated with the financial limitation that the EAF have and economical condition of the nation.

Most sport products are simultaneously produced, delivered and consumed at the one location, at the one point in time. Given this characteristic of the sport distribution system, the sport venue or facility becomes the most important element in the distribution strategy of the sporting. (David 2009) The existence of up to standard athletics sport places satisfies the spectators. The inadequate athletics sport places and absence of up to standard athletics sport places are two major problems that can cause dissatisfaction of the athletics sport place users.

The aim of promotion is to encourage consumers to develop a favorable opinion about a sport product which is aligned to a predetermined positioning strategy, and then to stimulate consumers to try the sport and sport product. (Smith 2008) The promotional activities of athletics and athletics sport products are not widely being experienced which is not contributing much to encourage the consumers to purchase products and use the services. The absence of separate department of marketing caused the EAF to not make a great effort on the promotional activities. Spectators may enjoy the closeness of the game, others the entertainment surrounding the game, and yet others the inherent strategies of the contest. (David 2009) The athletics industry is entertaining in way that athletes make an effort to stand first in their competition. The entertainment nature of athletics, the availability of popular athletes originated locally and their achievement makes the athletics industry very popular in Ethiopia. Moreover, the athletics industry is one way that the image of Ethiopia is printed in the mind of the world.

Sport, perhaps more than many other industries, should demonstrate additional concern for its customers' evaluations of satisfaction and service quality. (Martin 1990). The service rendered by the service providers in the athletics industry is perceived to be bureaucratic and have less quality in the eyes of the users because of the small number of professionals and a lot of number of users of the organization. The sport product itself is intangible and subjective, making it harder for the sport marketer to sell the sport product as a commodity, standardized in quality

and physical shape. Quality of sport facilities and overall service, peer group socialization, community pride and stage in the life cycle are further factors that impact sport attendance (Legg & Baker 1987) The athletics sports cape attractiveness is vital to satisfy the spectators in this case the lack of attractive athletics sports capes come with the problem of inadequate sport places and not up to standard places. The additional services like Music break time promotions, and entertainment that contributes to the overall packaging of a sport event should be given more attention in the athletics industry to increase its level of entertainment.

The length of time for organizing athletics sport events take long time because of the shortage of experienced professionals and reluctance to adopt new procedures that makes the process to lack transparency. The low quality service in the athletics industry is a combined effect of the service provider's low level of performance due to lack of training and development. As an important marketing tool for many organizations, sponsorship involves a reciprocal relationship. One party puts something in and the other party returns the favor. (Sleight 1989) The equal benefit of sponsorship is not perceived to be achieved in the athletics industry. Most of the athletes are not in the position to delineate their rights and responsibilities and their representatives do not have deep knowledge about the subject matter which opens a door for the sponsoring companies to take advantage of this situation making the athletes a victim in the process. The negative impact of sponsorship on the sponsoring company due to low level of performance of the athlete has not been widely experienced because the athletes had outsmarting achievements and performances in their history.

In the sponsorship world, ambush marketing is a term used when a company creates the impression that is associated with a sport property, whereas in reality they have no affiliation at all. Ambush marketing is planned to establish an artificial association with an event in order to obtain some of the benefits and recognition of an official sponsorship, without having to invest any money. (Smith 2008) The ambush marketing is not heavily experienced in the athletics industry because there are limited sponsoring companies that have experience of sponsoring the athletics event in Ethiopia.

#### **4.4. Analysis of data collected from Interview Question**

In this part the data obtained through in depth interview with communication department staffs and athlete representatives is analyzed. For the sake of easy interpretation the student researcher tries to merge the responses into one.

##### **4.4.1. The Marketing strategies in the athletics industry**

Accordingly to the interview the marketing strategy in the athletics industry is explained as:

“The combination of cost leadership strategy, differentiation and focus strategies is used. The cost leadership strategy is followed in a way that they cut costs by preparing visa for the athletes for a year and limiting the place of the training near to the city to save fuel expenses are some of them among others. The differentiation strategy is used through providing distinct services, for example, hiring psychiatrists, physiotherapists, providing transportation services, giving the athletes what they ask for and other mechanisms that differentiates them from their competitors. The athletes prefer the place that they can find a better service with the athletes representatives to become more competitive than the other athletes by getting a better service. On the other hand, focus strategy is followed by making a focus on either short distance races or long distance races. As a result, one of the athlete representative follows a combination of the three marketing strategies whereas as the other four athlete representatives follow the combination of cost leadership and differentiation strategy”

##### **4.4.2. The loyalty of athletes to their athlete representatives**

The second question was about the loyalty of the athletes and the respondent’s reaction was:

“The average time that an athlete stays with the athlete representative is from three month to six months out of their annual contract period. They explained that, most of the athletes do not care about the contracts they have signed and they are always searching for an opportunity to get a foreign competition from whomever they can find. However, there are those popular athletes who are very loyal to their athlete representatives. Generally speaking the athletes are not loyal and there is mistrust between the athletes and their representatives about the transfer of the prize money of the athletes and the commission of the athlete representatives which became the major reason of relationship problem between the athlete and their representatives”

### **4.4.3. The challenges of the athletics industry**

The third question was asked to identify the challenges of the athletics industry and the respondent's reaction was:

- Lack of separate marketing department and bureaucracy in the EAF
- Limited promotional and sponsorship activities in both the EAF and athlete representatives.
- High level of nepotism in selecting athletes for foreign competitions by the athlete representatives.
- The athlete's low level of loyalty.
- Financial limitation of the athletes in fulfilling their basic needs and taking care of themselves to become a better competitor.
- Financial limitation to build adequate and attractive athletics sport places.
- Heavy tax on imported sport products.
- Lack of systematic and organized training and educated trainers.
- The expensive nature of athletics sport products.
- Lack of training places and equipments.
- Lack of professionals, like psychiatrists, physiotherapists, nutritionists, coaches.
- Lack of proper way of transferring the athletes among and between athlete representatives.
- Lack of trust among the athlete and athlete representatives concerning the prize money and the commission.
- The low quality of the products causes injuries to the athletes.
- High cost of office and bus rent, salary of employees and cost of purchasing cloth and shoes for the athletes are faced by the athlete representatives.
- Lack of schools and institutions to nurture and cultivate the athletics industry.
- The low level of athletics activities in the regional parts of the nation.
- The marathon race by itself is very tiresome.
- The athletes resistant to changes and
- Limited opportunities of foreign competitions.

#### **4.4.4. The opportunities of the athletics industry**

The last question was asked to identify the opportunities in the athletics industry and as the interview feedback the opportunities in the athletics industry are:

- The athletics industry contributes for the image of the nation and popularity of the athletes.
- It presents huge opportunities for cultural exchanges among different nations.
- The athletics industry brings a foreign currency for the nation.
- It contributes for the development of the nation's economy.
- There are large numbers of potential and actual athletes.
- The establishment of the EAF and the emergence of the athlete representatives.
- Due to the expensive nature of the products, there is a huge opportunity of local production of the products.
- There is suitable weather condition and geographical landscape.
- The athletics sport prevents diseases and help to maintain good health.
- The athletes are able to change their family and themselves economically.
- It is one means of entertainment and
- It strengthens the social communication of the athletes.

#### **4.5. Summary of Major findings**

- The sport products in the athletics industry have low quality, limited number of brands, less frequent purchase of the products, short life time of the and the augmentation and new product developments are hardly observed.
- The pricing of the sport products in the athletics industry are not affordable and the consumers of the products are price sensitive.
- Te distribution channels of the sport products in the athletics industry is very limited as well as the accessibility of the sport products.
- There has been little efforts made to promote the athletics sport products and the athletics sport.
- The benefit of sponsorship is not equally allocated between the athlete and the sponsoring company. The negative impact of the sponsorship on the sponsoring companies due to the low performance of the athletes is very little. The use of unauthorized sponsorship is not heavily experienced.
- The athletics sport is very entertaining and popular industry in Ethiopia.
- The sport cape of the athletics industry is not attractive and providing additional service in the sports cape of the athletics industry is not widely exercised.

# Chapter Five

## Conclusion and Recommendation

### 5.1. Introduction

In this final chapter the study put forward the conclusion and recommendation. The conclusions of the results summarize the major findings of the study and its implication while the recommendation was drawn to answer the basic research question that need to be answered. The future area of researches is proposed for a better assessment of the athletics industry where the major challenges are observed.

### 5.2. Conclusion

The purpose of the study was to assess the applicability of the sport marketing practices in the case of Ethiopian marathon athletes. The data was collected using structured questionnaire and in depth interview. A sampling technique of census mode was applied to collect data from 344 respondents from which 296 were returned. An in depth interview was held with the communication department personnel of the EAF and athlete representatives using systematic random sampling. The data was analyzed using SPSS software and conclusion and recommendation is drawn from the results.

The result indicated that the population is dominated by young and male population having low level of educational background. Besides the tiresome nature of marathon race, in some cases it have large amount of prize money for male athletes that led them to be greater in number. Most of the athletes lost the opportunity to finish their education when they come to the city to have racing career. A larger number of respondents were the marathon athletes having low level of knowledge of sport marketing in the athletics industry. This implies that topic of sport marketing hasn't been well known in the Ethiopian athletics industry.

There is a shortage of athletics sport products because of limited number of distributors in the market. The products are not easily accessible in the meantime the quality of the products is low. Imported low quality sport products from Asian country causes injury to the athletes. The athletics sport products available in the local market are not durable due to low quality.

There is small proportion of athletics sport products imported with a heavy tax causing the rise of price on products leading to weaken the consumer's ability to afford the products. The financial limitation that most of the consumers have also led them to be price sensitive and incapable of making a frequent purchase of the products. The results also shows that due to low performance of the service providers and lack of experience and attention in the athletics industry, there has not been enough sport product and service augmentation and new product and service development in the athletics industry.

The athletics industry is popular which aids to build a good national image, the availability of popular athletes and their achievement makes the athletics industry very popular in Ethiopia. It is also perceived to be very entertaining in its nature in way that athletes make an effort to stand first in their competition. The result implies that the physical evidence of the athletics industry is not attractive and the complementary service at the athletics sport places hardly exists due financial limitation and shortage of professionals. The lack of attractive sport places implicates that there is an inadequate sport place and not up to the standard sport places in the athletics industry. The service provided by the EAF and athlete representatives is perceived to be low in quality because of the small number of professionals and a lot of number of users. There also have been few efforts made by the EAF to promote the athletics sport and products due to the absence of separate department of marketing and less experience and effort by the athlete representatives.

The results indicated that the level of performance of the EAF employees and the athlete representatives is low due to lack of training and development. The organization of athletics sport events is not transparent and it takes a long period of time to complete because of shortage of experienced professionals and reluctance to adopt new procedures. Concerning the sponsorship programs, the sponsoring company and the sport properties are not equally benefited due to the lack of deep knowledge about sponsorship by both the athlete and their representatives. However, the negative impact to the sponsoring companies because of the low performance of the sport properties is not highly experienced because the athletes had outsmarting achievements. The unauthorized use of the sport properties by the sponsoring companies (ambush marketing) in the athletics industry is low because there are limited sponsoring companies in Ethiopia.

The result of qualitative data acquired through in depth interview briefly discussed about the three kinds of marketing strategy that the athlete representatives aggregately follow and the challenges and opportunities in the athletics industry. In addition, the low level of loyalty of the athletes and mistrust on payments issues resulted in relationship problem between the athlete and their representatives.

### **5.3. Recommendations**

Based on the finding and conclusion of the study, the following recommendations are forwarded.

- ❖ Establishing local athletics sport products producing company that increases the accessibility of the products and make relative reduction of price in acceptable standard of quality that curbs the problem of the shortage, high price and low quality of the athletics sport products.
- ❖ Building trusts of the athletes through working in systematic and organized manner and developing a retention strategy by their athlete representatives will help to solve the relationship problem that the athletes and their representatives has been going through.
- ❖ Establishing a committee in the Ethiopian athletics federation that will deal with the challenges and make use of the opportunities and collaborating with the national government to acquire funding to overcome financial problems.
- ❖ Revising the system of service delivery procedures and increase performance of the employees of the EAF and athlete representatives through training and development and establishing a separate marketing department for the EAF.
- ❖ Focusing on sponsorship and promotional programs that contribute to magnify the growth of the athletics industry through placing the athletes to the front page.

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# Appendix

## Section A. English Version

### Questionnaire for the Employees of the EAF, Athlete Representatives and Athletes

Dear respondents I am undertaking my Masters Degree in Marketing Management at Addis Ababa University School of commerce. This questionnaire is prepared for the partial fulfillment of the program.

The objective of this questionnaire is to obtain a primary data to assess the sport marketing practice in the case of Ethiopia athletes. So you are kindly requested to give dedicated responses to each question, because your response is important to the effectiveness of the study. Be assured that all information you provide will be treated with strict confidentiality and will be used for academic purpose.

Thank you for your cooperation in advance.

If you have any query please do not hesitate to contact me through the following email address [getaneh\\_martha@yahoo.com](mailto:getaneh_martha@yahoo.com).

Note:-

- You are not required to write your name
- Please mark “√” in the space provided for your response

**Section A - Background Information**

This section of the questionnaire refers to background of the respondents

- 1. Sex                     Male                     Female
- 2. Age group             16-24             35 45             25 34             above 46
- 3. Education Level:     8 complete and below     12 complete  
                                    10 complete and below     Diploma  
                                    Degree                                     Masters and above
- 4. Occupation:         Athletes             Employee             Athlete representatives
- 5. How do you level your understanding about sport marketing in the athletics industry?  
                                    High                     Medium                     Low

**Section B: Planning of the Sport Marketing Practices**

**Instruction:** Please indicate your level of agreement or disagreement for each questions by encircling the appropriate number (where, 1 is for strongly disagree; 2 is for disagree; 3 is for neutral; 4 is for agree; 5 is for strongly agree)

**1. Sport Marketing Practices**

S/N	What is your understanding about the sport products?	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
1.1	There are quality sport products in the market.	1	2	3	4	5
1.2	There are different kinds of brands of sport products in the market.	1	2	3	4	5
1.3	There is a frequent purchase of sport products.	1	2	3	4	5
1.4	The sport products are durable.	1	2	3	4	5

1.5	There is sport product augmentation in the athletics industry.	1	2	3	4	5
1.6	There has been a new product or service developments in the athletics industry.	1	2	3	4	5

## 2. Athletics Sport Products/Services Pricing

S/N	Do you think that the sport products pricing is fair.	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
2.1	The price of the sport product is affordable.	1	2	3	4	5
2.2	Consumers are price sensitive in purchasing sport products.	1	2	3	4	5

## 3. Athletics Sport Product Distribution/ Sport Place

S/N	What is your observation about the sport place or distribution?	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
3.1	There is large number of distribution channels in the athletics industry.	1	2	3	4	5
3.2	The sport products are easily accessible in the market.	1	2	3	4	5
3.3	There are adequate sport facilities/places in athletics sport.	1	2	3	4	5
3.4	The sport facilities/places are up to their standards.	1	2	3	4	5

#### 4. Athletics Sport Products Promotion/ Sports Promotion

S/N	In what level does the sport/sport products are having a promotional coverage?	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
4.1	There are promotional activities made to promote sport products.	1	2	3	4	5
4.2	There are promotional activities made to promote the sport.	1	2	3	4	5
4.3	There are promotional activities made by the EAF	1	2	3	4	5
4.4	There are promotional activities made by the Athlete managers	1	2	3	4	5

#### 5. Athletics Sport Sponsorship

S/N	Do sport sponsorships benefit both parties?	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
5.1	The athletics sport sponsorship equally benefits both the sponsor and the sport property	1	2	3	4	5
5.2	There is a negative impact on sponsorship companies due to the low performance of the athletes.	1	2	3	4	5

5.3	There are companies that use sport properties without authorization (Ambush Marketing).	1	2	3	4	5
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## 6. Athletics Sport as a Service

S/N	What do you think about the athletics sport as a service?	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
6.1	The athletics sport is entertaining.	1	2	3	4	5
6.2	The athletics sport is popular.	1	2	3	4	5
6.2	There is a quality service given by the Ethiopian athletics federation.	1	2	3	4	5
6.3	There is a quality service rendered by the athlete representatives.	1	2	3	4	5

## 7. Athletics Sports cape

S/N	Do you think the sports cape has been given enough attention in the athletics industry?	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
7.1	There is attractive physical evidence in the sport industry.	1	2	3	4	5
7.2	There are additional complementary services at the sport places.	1	2	3	4	5

### 8. Athletics Sport event organization/ Process

S/N	What have you observed about organizing sport events?	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
8.1	It takes short time to organize athletic sport events by the organizing department.	1	2	3	4	5
8.2	The process and procedure of organizing athletic sport event is transparent.	1	2	3	4	5

### 9. Athletics Sport service providers/ People

S/N	What have you observed about the performance of people who deliver the athletics sport services?	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
9.1	The level of performance of the employee of Ethiopian Athletics federation in delivering service is high.	1	2	3	4	5
9.2	The level of performance of the athlete representatives in delivering service is high.	1	2	3	4	5

*Thank you again for your time.*

**Amharic Version**

**Questionnaire for the Employees of the EAF, Athletes Representatives and Athletes**

**አዲስ አበባ ዩኒቨርሲቲ ንግድ ስራ ኮሌጅ**

**የገበያ አስተዳደር ክፍል**

**ደርግ ምረቃ ፕሮግራም**

**ውድ ተሳታፊዎች፡**

የዚህ መጠይቅ ዋና አላማ ስለ አትሌቲክስ ስፖርት የገበያ ተግባራትን ለማወቅ የመጀመሪያ ደረጃ መረጃን መሰብሰብ ነው። ይህ መረጃ የተፈለገው በአዲስ አበባ ንግድ ስራ ኮሌጅ የገበያ ጥናት ክፍል **ደርግ ምረቃ ፕሮግራምን** ለማጠቀቅ የሚያስፈልገውን የመመሪያ ወረቀት ለመስራት ሲሆን የሚሰጡት መረጃ ለጥናት እና ምርምር ብቻ ይውላል። ይህን መረጃ በመስጠትዎ ምንም ዓይነት የአካልም ሆነ የስነ ልቦና ጉዳት አይደርስበትም። ስምዎን መጻፍ አይመከርም።

**በቅድሚያ አመሰግናለው።**

## ክፍል አንድ: ተግባር መረጃ

መመርያ: እባክዎን በመረጡት መልስ ላይ የ “✓” ምልክት ያድርጉ።

1. ዕታ ወንድ [ ] ሴት [ ]
2. እድሜ 16-24 [ ] 25-34 [ ] 35-45 [ ] ከ46 በላይ [ ]
3. የትምህርት ደረጃ 10 ያጠናቀቀ እና ከዛ በታች [ ] 12 ያጠናቀቀ [ ]  
ዲፕሎማ [ ] ዲግሪ [ ] ማስተርስ እና ከዛ በላይ [ ]
4. የስራ ዘርፍ አትሌት [ ] ሰራተኛ [ ] የአትሌት ማኔጅር [ ]
5. ስለ ስፖርት ገበያ ምን ያህል እውቀት አልዎት?  
ሰፊ [ ] መካከለኛ [ ] ዝቅተኛ [ ]

## ክፍል ሁለት: ደተትሌቲክስ ስፖርት ገበያ አካላት

መመርያ: እባክዎ ከክፍል ሁለት እስከ ክፍል አራት ያሉትን ጥያቄዎች ይመስማማቱ እና ያለመስማማትን መጠን ቁጥሩን በማክበብ ግለጹ። (ማለትም 1 በ»ም እስማማለው, 2 እስማማለው, 3 ገለልተኛ, 4 ተልስማማም እና 5 በ»ም ተልስማማም)።

### ደስፖርት ገበያ አካላት

#### 1. ደተትሌቲክስ ስፖርት ምርት

ቁጥር	6. ስለ ስፖርት ምርቶች ምን ያህል እውቀት አለዎት?	በ»ም እስማማለው	እስማማለው	ገለልተኛ	ተልስማማም	በ»ም ተልስማማም
6.1	1/4 ስፖርት ምርቶችን ይገባሉ? በገበያው ላይ የሰጡትን ምርቶች ያውቁ።	1	2	3	4	5
6.2	ደተትሌቲክስ ስፖርት ምርቶችን ያውቁ። በገበያው ላይ የሰጡትን ምርቶች ያውቁ።	1	2	3	4	5
6.3	በተደጋጋሚ ደስፖርት ምርቶችን እገዛለው።	1	2	3	4	5
6.4	ደስፖርት ምርቶች ረጅም እድሜ ተላቸው።	1	2	3	4	5
6.5	ደስፖርት ምርቶች ተጨማሪ ጥቅሞችን ይሰጣሉ።	1	2	3	4	5

6.6	በተትሌቲክስ ዘርፍ ተዳዲስ ደስጋጋት ምርት እና ተገልግሎቶች ተዋውቀዋል።	1	2	3	4	5
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**2. የተትሌቲክስ ስፖርት ምርት እና ተገልግሎት ዋጋ**

ተ.ቁ	7. ስለ ተትሌቲክስ ስፖርት ምርት እና ተገልግሎት ዋጋ ተግባብነት።	በ»ም እስማማለው	እስማማለው	ገለልተኛ	ተልስማማም	በ»ም ተልስማማም
7.1	የተትሌቲክስ ስፖርት ምርት እና ተገልግሎት ዋጋ ተመጣጣኝ ነው።	1	2	3	4	5
7.2	የተትሌቲክስ ስፖርት ምርት እና ተገልግሎት ሽማግሌ በዋጋው ላይ አጥብቀው ይደራደራሉ።	1	2	3	4	5

**3. የስፖርት ምርት እና ተገልግሎት አሠራራዊነት**

ተ.ቁ	8. ስለ ተትሌቲክስ ስፖርት ምርት እና ተገልግሎት ማሠራጨት ቦታ ምን ቃኝተዋል?	በ»ም እስማማለው	እስማማለው	ገለልተኛ	ተልስማማም	በ»ም ተልስማማም
8.1	የተትሌቲክስ ዘርፍ ሠፊ ደስጋጋት ምርት እና ተገልግሎት ማሠጫ መስመሮች አሉት።	1	2	3	4	5
8.2.	የተትሌቲክስ ስፖርት ምርት እና ተገልግሎትን በቀላሉ በገበያ ላይ ማግኘት ጣቢያዎች አሉ።	1	2	3	4	5
8.3	በቂ ደረጃ የደስጋጋት ቦታ እና አቅራቢ በተትሌቲክስ ዘርፍ ውስጥ ተሟልቶታል።	1	2	3	4	5
8.4	የተትሌቲክስ ስፖርት ቦታ እና አቅራቢዎች ደረጃቸውን ይጠበቁ ናቸው።	1	2	3	4	5

**4. ደስፖርት ምርት እና ተገልግሎት ማስታወቂያ**

ተ.ቁ	9. የተትሌቲክስ ስፖርት ምርት እና ተገልግሎቶች በምን ያህል መጠን የማስታወቂያ ሽፋን እያገኙ ነው።	በ»ም እስማማለው	እስማማለው	ገለልተኛ	ተልስማማም	በ»ም ተልስማማም
9.1.	በተትሌቲክስ ዘርፍ ደስፖርት ምርቶችን የሚስተዋውቁ ማስታወቂያዎች አሉ።.	1	2	3	4	5
9.2	የተትሌቲክስ ስፖርትን የሚስተዋውቁ ማስታወቂያዎች አሉ።.	1	2	3	4	5
9.3.	የኢትዮጵያ ተትሌቲክስ ፌዴሬሽን የሚስተዋውቁ ስራዎችን ። ሰራል።	1	2	3	4	5
9.4	የተትሌት ማኔጀሮች የሚስተዋውቁ ስራዎችን ። ሰራል።	1	2	3	4	5

**5. የተትሌቲክስ ስፖርት ተገልግሎት**

ተ.ቁ	10. ስለ ተትሌቲክስ ስፖርት ተገልግሎት ምን ቃኝተዋል?	በ»ም እስማማለው	እስማማለው	ገለልተኛ	ተልስማማም	በ»ም ተልስማማም
10.1	የተትሌቲክስ ስፖርት በጣም አዝናኝ ነው።	1	2	3	4	5
10.2	የተትሌቲክስ ዘርፍ በጣም ታዋቂ ዘርፍ ነው።	1	2	3	4	5
10.3	የኢትዮጵያ ተትሌቲክስ ፌዴሬሽን ጥራት ያለው ተገልግሎት ። ሰጣል።	1	2	3	4	5
10.4	የተትሌት ማኔጀሮች ጥራት ያለው ተገልግሎት ። ሰጣሉ።	1	2	3	4	5

**ክፍል ሶስት : የስፖርት ተገልግሎት አካላት**

**6. የተትሌቲክስ ስፖርት ተገልግሎት ቦታዎች**

ተ.ቁ	11. በተትሌቲክስ ዘርፍ የተትሌቲክስ ስፖርት ተገልግሎት ቦታዎችን አትኩሮትን አግኝተዋል?	በ»ም እስማማለው	እስማማለው	ገለልተኛ	ተልስማማም	በ»ም ተልስማማም
11.1	ማራኪ የሆኑ የተትሌቲክስ ስፖርት ተገልግሎት ቦታዎችን አሉ።	1	2	3	4	5
11.2	በተትሌቲክስ ስፖርት ተገልግሎት ቦታዎች ተጨማሪ ተገልግሎት ስጧል።	1	2	3	4	5

**7. የተትሌቲክስ ስፖርት ሂደት**

ተ.ቁ	12. የስፖርት ትዕግዥን ስለ ማዘጋጀት	በ»ም እስማማለው	እስማማለው	ገለልተኛ	ተልስማማም	በ»ም ተልስማማም
12.1.	የተትሌቲክስ ስፖርት ትዕግዥን ለማዘጋጀት ረጅም ጊዜ ውስዳል።	1	2	3	4	5
12.2	የተትሌቲክስ ስፖርት ትዕግዥን የማዘጋጀት ሂደት እና አሰራር ግልፅ ነው።	1	2	3	4	5

**8. በተትሌቲክስ ስፖርት ስራ ውስጥ ስላሉ ሰዎች**

ተ.ቁ	13. በተትሌቲክስ ስፖርት ስራ ውስጥ ስላሉ ሰዎች የስራ አተገባበር ምን ያኝተዋል?	በ»ም እስማማለው	እስማማለው	ገለልተኛ	ተልስማማም	በ»ም ተልስማማም
13.1	የኢትዮጵያ የተትሌቲክስ ፌዴሬሽን ስራተኞች ተገልግሎት ተገቢ የሰራ አተገባበር መጠን ከፍተኛ ነው።	1	2	3	4	5
13.2	የተትሌት ማኔጆች ተገልግሎት ተገቢ የሰራ አተገባበር መጠን ከፍተኛ ነው።	1	2	3	4	5

13.3	የተትሌት አሰልጣኞች ተገልግሎት ተገባባይ የሥራ አገልግሎት መጠን ከፍተኛ ነው።	1	2	3	4	5
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**ክፍል አራት : የስፖርት ስፖንሰርሽፕ**

ተ.ቁ	14. የተትሌቲክስ ስፖርት ስፖንሰርሽፕ ሁለቱንም ወገን ተጠቃሚ ያደርጋል?	በ»ም እስማማለሁ	እስማማለሁ	ገለልተኛ	ተልስማማም	በ»ም ተልስማማም
14.1	የተትሌቲክስ ስፖርት ስፖንሰርሽፕ ሁለቱንም ወገን እኩል ተጠቃሚ ያደርጋል።	1	2	3	4	5
14.2	በተትሌቶች ውጤታማ ተለመደን ምክርያት ብዙ ስፖንሰር የሚያደርጉ ተቋማት መልካም ገፅተታ ተበላሽቷል።	1	2	3	4	5
14.3	ተቋማት የተትሌቶችን ስም ያለፍቃዳቸው ስም ይጠቀማሉ።	1	2	3	4	5

**ለትብብር አመሰግናለሁ።**

## **Section B**

### **Interview questions for the communication department personnel of the EAF and the Athlete representatives.**

1. What kind of marketing strategy do you follow?
2. How do you level the loyalty of your athletes?
3. What kind of challenges have you observed?
4. What kind of opportunities are there in the athletics industry?