

**KWAME NKURUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY**

**SCHOOL OF BUSINESS**

**COLLEGE OF HUMANITIES AND SOCIAL SCIENCES**

**DEPARTMENT OF MARKETING AND CORPORATE STRATEGY.**

**An investigation into the use of marketing strategies by Colts football clubs in the  
Kumasi Metropolis**

**A thesis submitted to the Department of Marketing  
Kwame Nkrumah University of Science and Technology in  
partial fulfillment of the requirements for the degree**

**of  
Masters of Business Administration (MBA)  
(Marketing)**

**BY  
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## DECLARATION

I hereby declare that this submission as Master of Business Administration (MBA) Degree thesis is the result of my own investigation and that to the best of my knowledge contains no material previously published by another person nor material which has been accepted for the award of any degree except where due acknowledgement has been made.

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## DEDICATION

This work is dedicated to my wife, Marie – Louise Antwi Adjei for her immense contribution towards the completion of this piece.



## ACKNOWLEDGEMENT

I highly acknowledge the contribution made by my supervisor Mrs. Mariama Zakaria.

Without whom this piece would not have seen the light of the day.

To all my friends, coaches, players and administrators I say, thank you all for your support.



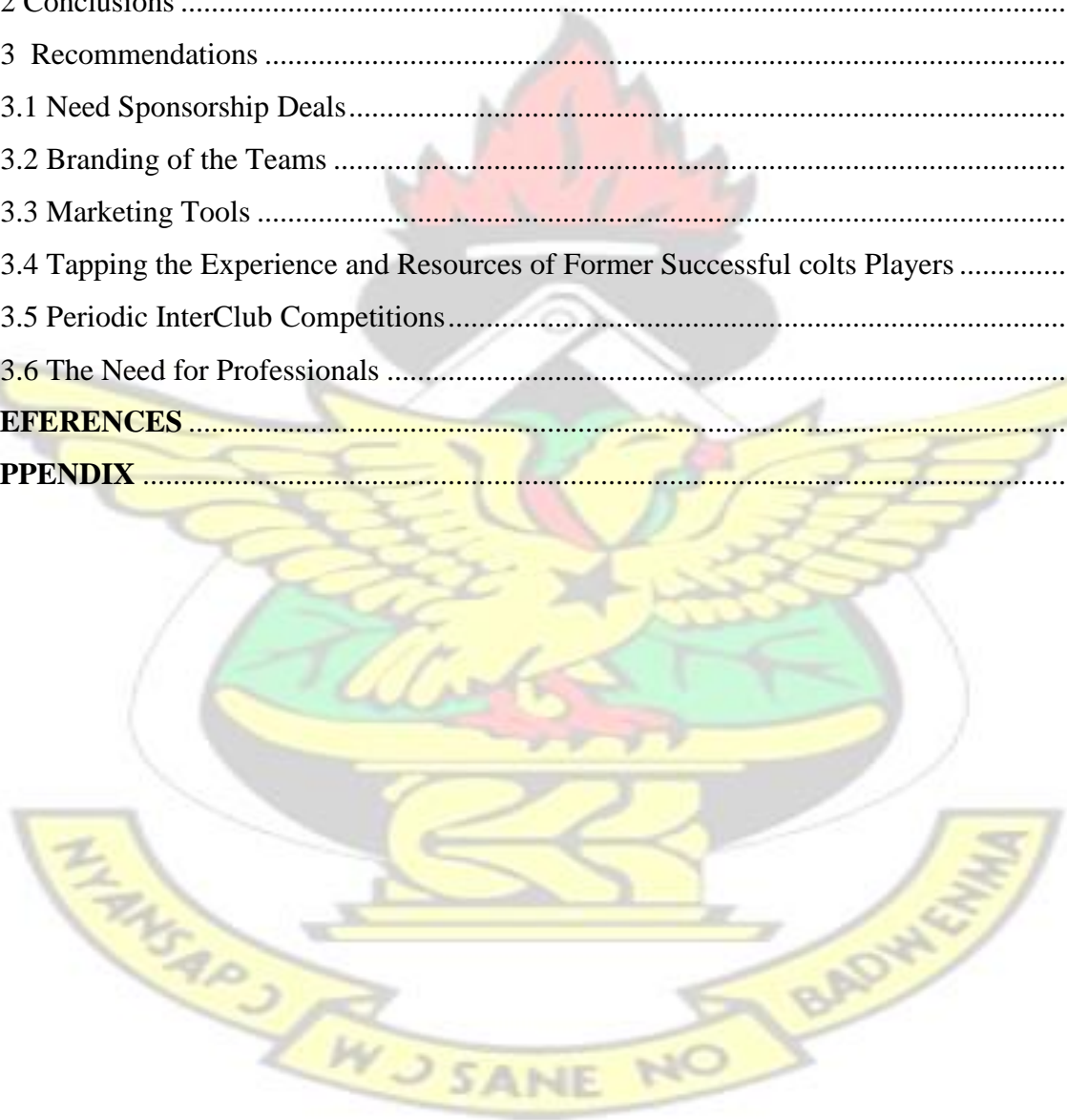
## TABLE OF CONTENT

<b>DECLARATION .....</b>	
<b>ii DEDICATION .....</b>	
<b>iii ACKNOWLEDGEMENT .....</b>	
<b>iv TABLE OF CONTENT .....</b>	
<b>v LIST OF TABLES .....</b>	
<b>viii .....</b>	
<b>ABSTRACT.....</b>	<b>ix</b>
<b>CHAPTER ONE .....</b>	<b>1</b>
<b>INTRODUCTION .....</b>	<b>1</b>
1.1 Background of the Study .....	1
1.2 Problem Statement.....	3
1.3 Objectives of the Study .....	5
1.4 Research Questions .....	6
1.5 Significance of the Study.....	6
1.6 Organization of the Study.....	7
1.7 Scope of the Study .....	7
<b>CHAPTER TWO .....</b>	<b>9</b>
<b>LITERATURE REVIEW .....</b>	<b>9</b>
2.0 INTRODUCTION .....	9
2.1 Concept of Sport Marketing .....	9
2.2.0 Characteristics of Sport Marketing.....	10
2.2.1 The Sports Products.....	11
2.2.2 The Sports Industry .....	13
2.3.0 Sport Sponsorship as a Marketing Tool .....	15
2.3.1 Sponsorship from Sponsors Perspective .....	16
2.3.1.1 Create Exclusivity .....	16
2.3.1.2 Building Goodwill .....	17
2.3.1.3 Secure Entitlement or Naming Rights .....	17
2.3.1.4 Relationship Marketing .....	17
2.3.1.5 Sales Increment .....	18



2.3.1.6 Competition .....	18
2.3.1.7 Image Building .....	18
2.4 The Football Package - What is the Product, where are the Markets? .....	19
2.5 Football Academies .....	23
2.6 Successful Football Academies .....	25
2.6.0 Four Categories of African Football Academies .....	27
2.6.1 Academies Organised and Manage by Clubs or National Federation .....	27
2.6.2 Afro-European Academies .....	28
2.6.3 Private or Corporate-sponsored Academies .....	29
2.6.4 Non-Affiliated, Improvised Academies .....	31
2.6.5 Sponsorship Clutter and Media Coverage .....	31
<b>CHAPTER THREE</b> .....	<b>33</b>
<b>RESEARCH METHODOLOGY</b> .....	<b>33</b>
3.1 Introduction .....	33
3.2 Research Design .....	33
3.3 Population of the Study .....	33
3.4 Sampling Technique and Sample Size .....	34
3.5 Pre-Testing of the Instrument .....	34
3.6 Procedure for Data Collection .....	34
3.7 Data Analysis Plan .....	35
<b>CHAPTER FOUR</b> .....	<b>36</b>
<b>RESEARCH FINDINGS, ANALYSIS AND DISCUSSION</b> .....	<b>36</b>
4.1 Introduction .....	36
4.2 Demographic Characteristics of Respondent .....	36
4.3 Management Positions .....	37
4.4 Age of Juvenile Players .....	38
4.5 Players Stay at the Soccer Academy .....	39
4.6 Sponsorship in Football .....	41
4.7 Platform for Projecting Activities of Football Academics .....	43
4.8 Conceptualisation of Players as Products .....	46
4.8 Pricing Strategies .....	49
<b>CHAPTER FIVE</b> .....	<b>53</b>

<b>SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION .....</b>	<b>53</b>
5.0 INTRODUCTION .....	53
5.1 Summary of Findings .....	53
5.1.1 Sponsorship of Football Academies .....	53
5.1.2 Conceptualisation of Football Players as Products .....	54
5.1.3 Marketing Tools used by the Colts Teams .....	54
5.1.4 Assessing the Activities of Football Scouts (Agents) .....	54
5.2 Conclusions .....	55
5.3 Recommendations .....	55
5.3.1 Need Sponsorship Deals .....	55
5.3.2 Branding of the Teams .....	56
5.3.3 Marketing Tools .....	56
5.3.4 Tapping the Experience and Resources of Former Successful colts Players .....	56
5.3.5 Periodic InterClub Competitions .....	57
5.3.6 The Need for Professionals .....	57
<b>REFERENCES .....</b>	<b>58</b>
<b>APPENDIX .....</b>	<b>60</b>



## LIST OF TABLES

Table 4.1 Sex of Respondents .....	38
Table 4.2 Various Management Positions in the Team. ....	39
Table 4.3 Age Range of Players .....	40
Table 4.4 Number of Years Players are Kept at the Academy .....	42
Table 4.5.1 Sponsorship Deals .....	43
Table 4.5.2 Sources of Acquiring Training Kits (Jerseys, Boots, Hose etc.) .....	44
Table 4.6.1 Some Marketing Tools use by the Juvenile Teams .....	46
Table 4.6.2 Some Marketing Tools That Expose/Promote Players to Outside World .....	47
Table 4.7.1 Fans (Consumers) Watch Football Matches because Of Players .....	48
Table 4.7.2 Fans (Consumers) Buy Replica Jersey of Players .....	49
Table 4.7.3 Well Branded Players Attract Fans to Football Games .....	50
Table 4.8.1 Survival Pricing Strategy .....	52
Table 4.8.2 Price of Highly Talented Players .....	53
Table 4.8.3 Agreed Transfer Terms .....	54



## **ABSTRACT**

This study sought to investigate the use of marketing strategies by colts football clubs in the Kumasi metropolis. The objectives were to assess the effect of sponsorship in the development of colts football in the Kumasi Metropolis, to examine the promotional strategies used by colts clubs in marketing young footballers and finally to identify pricing policies used by colts clubs in marketing young footballers in the Kumasi Metropolis. The study revealed that as huge as 83.33% of respondents indicated that the maximum years players were kept at the academy were three as it serves as transition point from youth development leagues to a professional system. Among the tools used to disseminate the activities of clubs to their fans, discussions of sports programmes on local FM radio stations ranked the most vibrant. It was also revealed that sponsorship deals for the club were virtually absent as 83.33% of respondents self-financed their club's activities. Some of the pricing strategies used were survival and premium pricing. It was recommendation that team managers must do well to secure financial assistance from the various organisations in the metropolis especially those that show interest in sports. Team managers must do well to showcase well talented players in a spectacular manner to help enhance their image. Teams and individual players should be well branded to attract the needed attention from organisations that for example deal in energy products, like Nestle Ghana. Websites can be created to give out vital information about the players which could be in the form of videos, pictures and also tapping the experience and resources of former successful colts players in the management of the clubs. It was concluded that there was the need for full integration of marketing activities in every sphere of the juvenile clubs in the Kumasi metropolis in order to enhance their full potentials.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

In Ghana, football clubs at all levels (colts to premiership) recruit and sell players, therefore engaging marketing operations. Such marketing operations require that the club managers understand the implication of the actions. Marketing operations such as product development, pricing decisions, marketing channels and promotional activities can therefore be conceptualised in the world of colts football.

According to Mullin et al (2007) marketing in football comprises of all events that are used to meet the requirement of patrons of football activities using procedures of exchange. Over the years, football marketing has been categorized into two: the selling of football merchandises and service directed at patrons of sport, and the selling of other buyers and organizational goods by using sport promotions. Furthermore, they identified four unique characteristics of football marketing as product, market, finance and promotion.

Sport is usually assumed to consist of all bodily activities that go beyond rivalry sports. Sports have grown from a non-competitive weekend entertainment into a highly competitive industry. The rate at which growth has happened requires innovative and efficient sports administration. In the era in which the people are provided with divergent information, it is important that the game is well branded to communicate creativity in the industry. In such situation, branding is essential to penetrate the interest that patrons have built to the numerous

promotional messages. Throughout a sport sponsorships programme, a brand generates communication and prevents confusions with other competitors (Lagae, 2005)

Currently, the world of football is being seen as an industry in its own sphere with features almost as same as the entertainment businesses, since people over the globe may decide either to patronize the cinema or to the stadium to watch matches. In countries where football is seen as a commercial activity and promoted as national sports, has seen rise in their economies and has contributed greatly those nation's GDP, since football activities serve as a catalyst in other sectors like the media, catering services and transportation. Making football a worldwide industry has enabled some chosen couple of huge European and South American clubs, the quality and the monetary assets to face amplified rivalry from outside teams and different businesses in the excitement business. We have a multibillion EURO business in expert soccer which is not really at all perceived in investigative articles as of late delineated (Nilsson, 2005). What's more, this is turning into a genuinely universal business, as the same few tenets on the unmistakable pitch empower dexterous players paying little heed to their tribal and social foundation to play for teams which make colossal media interests.

In the arena of soccer, the encumbrances are the same throughout the world, such as amateur verses professional, recruiting or poaching of young players by great clubs, national teams versus league teams, sponsorship and branding as a major means of revenue and media hyping for the purpose of raising revenue. Positively, football has reliably outpaced numerous sports orders, for example, ice hockey, b-ball or hand ball, and is viewed as the main sports with respect to the media consideration and crowd gathering around the world (Horne and Manzenreiter, 2002).

In Ghana, no doubt, football is regarded as the number one sport especially beginning in the 1990s when Ghana football shot into more fame internationally after Ghana Black Starlets won FIFA under 17 world cup coupled with the exploits of the Abedi Pele's, Tony Yeboah's, Prince Poku Polley's excellent performance in the highly competitive European leagues. However, little or no attention is given to talent development and promotion of footballers at the juvenile (colts or academy) level. It is chequered as the development, promotion and branding of juvenile (colts) football is virtually left to individual, selfdevelopment and few unprofessionals which to some extent hampers the branding of colts football and footballers a bit problematic in Ghana compared to some African countries like South Africa and Cote D'ivoire which have well established football academics.

## **1.2 Problem Statement**

Football academies have an obligation to build the talent of youthful players for future development of the game. The main objective is to ensure that talents come through the academy process (Holt, 2002). He emphasises that academies pick players who are between ages of 8 and 14 for training and competitive matches. It is recorded that recruiting and training of high-level players requires a multifaceted approach (Williams and Reilly, 2000), which ensures that all players with potential have the best possible opportunity of becoming an elite athlete. Soccer and other sporting clubs is an integral component of the society. Successful sports development within the community is dependent upon the role of the local clubs structure. National football federations can successfully implement their talent development programmes (Solomon, 2008) through these outlets, allowing a smooth transition from youth development leagues to a professional system. The development of young is usually regarded



as the training ground for generations to come (Holt, 2002). Development in sports is progressive. The progression needs to be managed and ensure, goals are realistic and achievable, and that progression includes the accomplishment of skills, discipline and commitment. Management of the vision and goals of the academy would thus ensure that development progresses in such a way that it enables a sporting academy to compete at a higher level and continues the development programme towards a level of excellence. Strategies within sports development have become important to enable the sequential and consistency development. The progression and strategic implementation of the developmental programme is a function of the youth academy management, which provides the overall direction of the development institution (Solomon, 2008).

Pages and Ferrand (1996) believed that soccer is a commercial venture that attracts sponsorship. This is because it carries strong reputation, international audience, and attracts the public. Chajet (1997) also maintains that investment in sports sponsorship has an active role to play in penetrating the international markets. It is a strong means of ensuring that an organization raises its image beyond the institutional brand (Dolphin, 2003). Sponsorships may therefore be used as a marketing technique option to enhance and project the goodwill of soccer, the team and its commercial partners.

Marketing of football in Ghana primarily focuses on the premier league which was spearheaded by companies like Guinness Ghana limited, Kinapharma pharmaceutical company limited among others and recently Glo Ghana telecommunication. Top teams in the premiership like Kumasi Asante Kotoko and Accra Hearts of Oak have managed over the years to secure sponsored packages from TIGO and MTN telecommunications in Ghana. [www.tigo.com.gh](http://www.tigo.com.gh).



However, harnessing of young and talented players at the juvenile level is relegated to the background to fete for itself. Soccer academies are considered neglected area of academic research (Scherrens, 2007). Dumitru (2007) also added his voice to the menace plaguing African football academies saying there is a wide range of critical problems that have constantly undermined the development of the sport from youth to elite level, resulting in an alarming decline in the performances of our national teams. This study therefore sought to examine, identify and investigate how marketing strategies used by football academies would help promote, brand and enhance the marketing potentials of colts football both domestic and international market of football business.

### **1.3 Objectives of the Study**

This research seeks to achieve two main objectives. The main objective is to evaluate the use of marketing strategies by colts football clubs in Kumasi metropolis. The specific objectives are;

1. To assess the effect of sponsorship in development of colts football in the Kumasi Metropolis
2. To investigate how young footballers are conceptualised as products for marketing in the Kumasi Metropolis
3. To examine the promotional strategies used by colts clubs in marketing young footballers in the Kumasi Metropolis
4. To identify pricing policies used by colts clubs in marketing young footballers in Kumasi

#### **1.4 Research Questions**

1. How does sponsorship deal help in the development of colts football?
2. How are young footballers conceptualised as products for marketing?
3. What promotional strategies are used by colts clubs in marketing young footballers?
4. What pricing policies are used by colts clubs in marketing young footballers?

#### **1.5 Significance of the Study**

Football has come a long way to reach the current era of professionalism and commercialization. It would be very difficult to deny that football clubs today do not function as commercial enterprises, promoting an often lucrative brand through which greater financial reward is gained.

According to Paterson (2009) a professional winning club must deliver on all levels across all the business units, suggesting that football has become more than just an on-field game and that the financial rewards that can be generated through football players can be substantial. The economic benefits of football are vast according to Paterson (2009). So logically the business of football should evolve to include the integral role of the academy in developing future talent for the professional game. Capital to tap into new markets through identification and talent development remains an integral component for a football club that strives to produce the next generation of football players (De Heij et al., 2006).

Looking at the paramount importance of colts' football, it therefore beholds on all stakeholders of juvenile football all over Ghana to adopt proper marketing strategies to enhance the talent development of juvenile football so as to handle the mantle of the various national teams in a

progressive manner. Ghana also stand to gain from the transfer fees of players into international markets to boost its GDP. It also means premiership league in Ghana will become competitive and gain international attention as chunk of more skillful and quality players would be turned out on periodic basis.

## **1.6 Organization of the Study**

In all, the study is organized into five chapters. Chapter one is made up of the introduction, which comprises the background of the study, problem statement, research objectives, research questions, significance of the research, organization of chapters, scope of the study. Literature review is found in Chapter Two. Chapter Three is about the methodology which is made up of research methodology, study population and sampling population, sampling techniques, pre-testing of the research instruments, data collection procedures and data analysis. Chapter four is the findings of the study and the interpretations of data in accordance with the research questions and chapter Five is made up of summary of findings, recommendations and conclusions.

## **1.7 Scope of the Study**

The focus of this work was on sport marketing with particular reference to juvenile football in the Kumasi Metropolis and how strategic marketing tools will help promote, develop and brand football academies for elite premiership in the international level. However, this research was limited to only those football academies that were managed by those without any professional qualification and with little or chequered management policies.

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## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 INTRODUCTION**

This chapter identifies and analyses what previous authors have studied in relation to the topic. A number of research materials on marketing of football activities culled from different sources were under focus.

#### **2.1 Concept of Sport Marketing**

Soccer academies and institutions involved in sport marketing have generated many definitions of sports marketing over a period of time. A generally accepted definition of sports marketing cannot be found in past literature. This is because of the new trends in the field of sporting marketing on the one hand, and different opinions on the other.

Kaser and Oelkers (2005) define 'sports marketing as using sports to market products.' Making definitions simple and short might not be the best because it can lead to some questions: What kind of goods and services can be marketed using sports and what if the goods and services are sports? How is sports utilized? Who is using sports marketing? Is sports the only distinctive attribute of sporting marketing as compared with traditional marketing?

Shilbury et al (1998) explaining sports marketing from the sports organization perspective, define sports marketing as managerial and social activity through which the manager of sports attempts to obtain what the sports organizations demands through developing and exchanging value with others.' They gave a common explanation of marketing to the sports context by replacing sport manager and sporting organisations by individual and groups. Nothing was



changed, meaning one important feature about sports marketing are the protagonists, thus putting sports organization on one different dimension and other forms of sports consumers on the dimension (Shilbury et al., 1998).

van Heerden (2001), characterize games combining so as to promote in an alternate manner, the definitions of Shank's (1999), Evans et al. (1996) and his own particular past three situation approach (van Heerden, 1998) as the particular utilization of hypothetical advertising standards and procedures to game items and administrations; the marketing of non-game and game related items and administrations through an affiliation - like a sponsorship - with game; and the offering of game bodies and codes, their identities, their occasions, their exercises, their activities, their methodologies and their picture.' This definition brings to bare two main concepts of sports marketing into the picture: marketing of sports and marketing using sports. Marketing of sports is the use of marketing elements to communicate the importance of sports patronage to potential consumers' (Shilbury, et al, 1998), and marketing through sports related to sports sponsorship (Nufer, 2002). The definition of Van Heerden (2001) suggests that sports marketing use traditional marketing tools. This leads to the question; how sports marketing can be distinguished from other categories of marketing.

### **2.2.0 Characteristics of Sport Marketing**

Mullin (1985) states that all the variables in marketing need different method when sports are being marketed as a product. He continues that marketing sports is different from other types of products in three different ways. These are; the sports product, the sports industry and the consumer.

### 2.2.1 The Sports Products

Shank (1999) states that sports products are considered ‘a good or a service meant to produce satisfaction to sports spectators, participants, or sponsors.’ Shank said sporting organizations that deals in sports products categorised them into core product and product extensions. The game, the sporting events or competitions are termed as core products, whiles, other goods or services relating to the core products like merchandising, catering, hospitality and information services are termed as product extensions. The core product go hand in hand with the features services, thus, inseparability of production and consumption, perishability, intangibility, and heterogeneity, whiles the product extensions might the goods or services. The core products are demarcated as participants’ sports and spectators’ sports. Because they target different groups of consumers, the demarcation then becomes meaningful. Apart from these, the message is not the same. With participant sports, sporting organizations do as they can to ginger a lot of people to remain loyal to particular sport. Spectator sports on the other hand, sporting organizations do their best to lure many people to be participants of the games or events. Patronage of sporting event can be categorized as people-based services directed at the minds of the people’s following Lovelock’s (1991) categorization of the nature of the services act. The reasons to actively involved in a sport or just passively watching it are different and therefore sports organizations require different strategies to promote the product (Nufer, 2002; Nufer, 2006)

As indicated earlier, core products, thus, the game or competition are joint products. Teams (football, volley, and handball) or individuals (boxing, table tennis) complement each other in order to bring the core sport products. Again because of the unpredictability nature of core

products, the marketers of sports can no way determine the quality of competition (Shilbury, et al, 1998). One vital issue with every competition is that it is not easy to predict the final result as well as planning of the game itself. Shank (1999) trying to explain the differences between sport and other common entertainment said sport is spontaneous. Shank goes further to say that a play has a script, and a show has a project, however the activity that enlivens us in game is unconstrained and uncontrolled by the individuals who take an interest in the occasion. When we go to a comedic film, we hope to giggle, and when we go to a thriller we hope to be terrified even before we pay our cash. Be that as it may, the feelings we may feel when watching a brandishing occasion are difficult to focus. On the off chance that it is a nearby challenge and our group wins, we may feel energy and satisfaction. Be that as it may, on the off chance that it is an exhausting occasion and our group loses, the excitement advantage we get is very distinctive. Due to its unconstrained nature, sport makers confront a large group of difficulties that are unique in relation to those confronted by most excitement suppliers (Shank, 1999)

According to Mullin et al., (2007) sporting products might be a bundle or group of attributes, processes, and capabilities which the purchaser believes will provide the needed satisfaction. Marketers need to understand that sports rely very much on social facilitation. Whether sports fans or participants, sport is mainly individualistic occasioning interaction with one another. They indicated that sport is a perishable product, that tickets bought and not used go waste forever but tickets can be bought far in advance for games. The consumers of sports are the same time the producers. Spectators add excitement to events venues which contribute to the atmospheric scene at the stadium which facilitates in organizing the events (Mullin et al., 2007).

Shank (2009) says the lack of consistency and the unpredictable nature of sport is quite an important aspect of successes of sports marketing. This brings in a sense of tension and competitiveness, which finally increases spectators' desires and aspirations. Shank says marketers of sports must realize that each sports personality is unique in his/her own way vis-à-vis benefits associated with each other. The final attributes in the sport products is the component of core product. Top administrators in the league make the rules and the team officials usually go for great footballers who have the capacity of deliver effectively and efficiently to teams and not their powerful marketing operations (Mullin et. al., 2007).

### **2.2.2 The Sports Industry**

Mostly, people see sport as one of the components of the entertainment industry due to their similarities. People patronise sports for the purpose of being entertained. Though, sport is seen as entertainment, there are certain differences that distinguish it from other ordinary business or entertainment sectors. For instance, sporting organizations normally operate like group of businesses formed to control competition.

Competitions in sports are organized in national or international leagues. To ensure competitive fairness of games, managers of leagues formulate rules for the games and competitions. Ehrke and Witte (2002) for instance, said “professional football leagues are run successfully by agreeing to the rules regarding the competition”. Szymanski and Kuypers (1999) agree with this assertion saying, that it is considered inappropriate if an industry in any other business were to determine the number of producers and divide the resources among them. They suggest, nevertheless, that managers of competitive sports need to identify the



special features of sport so as to give free hands to the leagues to go about their functions as coordinators.

Again, sporting organisations though, compete not only on the pitch; they need each other so as to bring the sports competition amongst them. This situation, where commercial and sporting competitions are intertwined in the exact opposite way, is known as associative competition (Heinemann, 2002). Greenfield and Osborn, (2001) say in a situation where organizations in the traditional industrial sectors want to have monopoly power to determine the market, it becomes necessary for the sporting organizations to maintain a certain levels of parity between them, else, sport as a product loses most of its value and appeal.

Furthermore, when it comes to the principle of profitability, sports industry and sporting organizations most of the time have some sort of rivalry among them since the main objective of any organisation in any business is to maximize profit as much as possible. Football teams, according to Sir Norman Chester Centre of Football Research, (2002) for instance, were meant to operate as sporting clubs but not to run as profit making ventures.

Shilbury, et al (1998) add indicate that ‘the primary measure of every sporting club is its ability to win games’. Again, financial profit in sports is also determined by sporting performance which is not easily predictable.

Finally, the public has the perception that football cannot be compared with any other business. According to Shilbury et al (1998), in this world ‘only few businesses can be perceived in such simply terms and such personal recognition by the consumer.’ Sports is given high media coverage as well as high consumer personal involvement in sports concerns. Morrow (1999),



for instance, believes that no business can receive the kind of media coverage that is always given to football. Morrow believes no ordinary business can continuously receive such media coverage over certain period of time. The problem of sports public perception happens because spectators are concerned over sports organizations decisions. In reality, lot of decisions undertaken by football clubs becomes public concerns and is discuss in the media. Thus, this makes it difficult for sports organizations to decide independently and without public interference of their operations.

### **2.3.0 Sport Sponsorship as a Marketing Tool**

The main concern of many companies in the same industry is to develop a cutting edge over their competitors in order for them to make more profits. This is important because of the since most products and services are almost the same in many situations to the extent that such companies need to adopt varied marketing techniques in order to stand out of the clutter. A lot of departments in various companies, use different methods to reach to their existing and potential patrons to buy their own product. The utilization of advancements as a showcasing procedure is essential, as associations need to get their brand and their message specifically crosswise over to the clients (Buhler and Nufer, 2010).

Advertising is known to be one of the earlier forms of communication as well as being a well-known promotion tool but these days, customers have been over exposed to advertising on both Television and in the Newspaper and most of these commercial cannot be recalled by consumers. For some years now, marketers have come out with new ways of promotion tools to reach out to the customer markets which includes sales promotion, public relations, sponsorships and products placement and direct marketing (Buhler and Nufer, 2010).

### **2.3.1 Sponsorship from Sponsors Perspective**

Shank (2009) is of the view that a clear reason and objective must be established whenever companies commit themselves to sponsoring certain activities. Shank further indicated that sponsorship objectives should always be tied to communication objectives and in a broader sense to the marketing objectives of the company. He distinguishes between direct and indirect sponsorship objective. To him, direct sponsorships objectives are required to have an instant effect on sales and also influence the level of behavior of the consumer. The aberrant sponsorship objectives is however seen as a long haul responsibility, which requests huge amounts of making mindfulness and association picture before the association can achieve their set roundabout target.

#### **2.3.1.1 Create Exclusivity**

A lot of organizations enter into contractual agreement with most event sponsor organizers to obtain an exclusive sponsorship deal for the event. The significance identifying with this sort of sponsorships is an abnormal state of introduction without agonizing over contenders and the jumbling which is very near the conventional method of promoting (Mullin et al., 2007). Sports sponsorships have a tendency to promote a company's messages in a more diverse and less commercial means; the International Olympic Committee devised an exclusive agreement during the Seoul Olympics in 1988 to choose organizations to utilize the Olympic rings logo for their brands in all parts of the world which ensures that the sports bodies will utilize only their product lines and not of unauthorized competitors (Mullin et al., 2007).

### **2.3.1.2 Building Goodwill**

Mullin et al. (2007) see sponsorship as a chance of executing business on a more individual premise in order to build up a sure level of good notoriety. Through the assistance of stimulation and neighborliness, a concordant speculation environment can be set up which thus can tackle an organization's image in a positive manner.

### **2.3.1.3 Secure Entitlement or Naming Rights**

Naming right and entitlements can be attained by organizations in a sponsorship contract in various sporting entities. They are either part of a sporting event or the whole events which may comprise of the facility as well. 'Naming the most expensive sporting marketing investments in the present market place and it is also considered as the less employed means of sponsorship (Mullin et al., 2007).

### **2.3.1.4 Relationship Marketing**

The main objective of many companies is to establish long lasting relationships with their customers as well as sought after innovative means of getting new lasting ones too. The NASCAR have unbelievable accomplishment from establishing outstanding practices which often transforms into lasting consumer rapport (Armstrong & Kotler, 2005).

Groonroos, (1990) recognizes certain situations under which relationship marketing can be productive and successful. He groups them into three main condition; the first condition being the consumer having an ongoing wish for some level of service. The second condition being where the consumer of the service tends to control the selection of the service suppliers. Finally, the third condition being the alternative service suppliers. These approaches are mostly predominant in the sporting market-place and also give an outstanding opportunity for

relationship marketing since sports consumers are extremely concerned consumers who generally have a longing for long-term associations with a specific sports team or brands products (Mullin et al. 2007) Shank (2009) says this enable sponsors to have enough time to operate in order to entertain the new and old clients as well as themselves in the process.

#### **2.3.1.5 Sales Increment**

The main reason of sponsorship deals is to attain high levels growth in sales. Organizations that think about investing in sponsorship deals must first consider their organizational and marketing aims and then choose the type of sponsorships which will be appropriate (Shank 2009).

#### **2.3.1.6 Competition**

Companies enter into sponsorships deals for fear of competition from competitors. This has been attested to by many sponsors. Thus, failure or lack of interest to invest in sponsorship, means their competitors will eventually capture the market leading to loss for them in major events like the Olympics for instance (Shank 2009).

#### **2.3.1.7 Image Building**

A standout amongst the most imperative reasons why organizations go into sponsorship arrangement is either to build up the organizations' brand or to keep up an abnormal state picture. It is a two-path issue for both the games element and the supporting organization whereby the patron, has a tendency to join itself or its brands with the constructive pictures picked up by the excellent identity of the wearing occasion (Shank, 2009). This example can be completely found out on account of Tiger Woods where a considerable lot of his supporters, for example, Gillette, Accenture, AT&T, and General Motors annulled their sponsorship



contracts with him after news of his various additional conjugal undertakings get to be known not open. A great deal of these organizations did not need their brands to be associated with such embarrassments and some went to the degree of ceasing with the TV advertisement which highlighted the golf star.

#### **2.4 The Football Package - What is the Product, where are the Markets?**

Numerous business speculations assume that the firm develops, creates and put on the business sectors item to a shopper or a purchaser in view of an ordinarily concurred cost.

The service social orders, which embody the Organization for Economic Cooperation and Development (OECD) nations, needs a physical item set up together with a sure arrangement of services to be effective (Normann, 2001). This service stage has turned out to be so instilled thus broad that in numerous situations it is getting to be commoditised in the same route as crude materials, similar to wheat and oil, and shopper items like PCs and family autos. In the money related services, chequing records, home and auto protection and bank accounts are respected by numerous buyers to be comparative services, with determination construct singularly in light of value or premium rates. To separate themselves, a great deal of the organizations are going past services into "encounters" or "amusements" (Wolf 1999). Accordingly McDonalds don't just give suppers; it gets ready and host birthday gathering of your tyke, complete it with a light lit cake and satisfactions. Walt Disney with its Disney Parks is the recognize authority in giving encounters.

The workers are known as performers, the guests are the visitors and the amusement park end up being the stage. Pine II and Gilmore (1999) propose that encounters are extraordinary procurement from administrations. To them, encounters ought to give a huge offering that will be essential to the consumer for a drawn out stretch of time, then again, to make this a reality,



he/she must be brought into the offering such that a mindfulness is felt. Also, to get the inclination, the consumer must be included dependably. This requests specialists who can enthusiastically customize every occasion in accordance with the needs, the response and the behavioral attributes of the consumer.

In any case, football suggest more than administration, experience and diversion. Truly football administrators have issues obviously perceiving their product. This trouble is primarily because of the actuality each individual having his/her own particular experience and desire of the diversion or occasions around the match – a "something else" associated with the football experience. It is not one single product, administration or excitement that a football club offers. We can probably consider the accompanying conceivable "offerings": (1) football game, (2) merchandize, (3) players, (4) team and (5) the club.

(1) **The football games** have been changed into media occasion for the upsides of a huge number of viewers of which just a part go to live matches. Television recordings additionally serve as changeless library records. European and South American groups play around 80 games and Japanese groups around 50 matches every year. Such media oriented occasions influence even the stadiums or enclosure they are joined to, getting the powers to change typical spots into breathtaking territories. Nowadays, stadia of the top clubs speak to the cutting edge in games relaxation multiplex construction modeling. They are fitted with all around cutting edge feature and sound transmission innovation and huge TV screens. What's more, the enclosure is stacked with different organizations like VIP parlors, kindergarten ranges and eating/eating spots.

(2) **Football merchandize**, are items that are kept and sold by the football clubs for the makers, similar to banners and standards, scarves and tops, preparing rigging, pullovers and wools, footballs, features and DVDs, covers and cushions, watches, lights, tables, tickers and

signs among others. A valid example is the move of David Beckham in 2003 from Manchester United to Real Madrid. Aside from profiting from his soccer capacity, this exchange has given Real Madrid a chance to benefit from marketing, particularly in the Far East, where Beckham is gigantically prominent. Until the exchange, Manchester United had the lion's offer of enthusiasm for the Far East. At the declaration's season of his exchange to Real Madrid, Beckham and his wife were on a week-long voyage through Asia advancing magnificence items, chocolate, engine oil and cellular telephones, which, it was accounted for, would win them more than the whole first season of the Real Madrid contract.

**(3) Players** and their improvement are additionally of primary worry to football chiefs. Football clubs convey their scouts to find youthful players in the locale and to sign contracts with them, as some of them may later discover their way to an expert group. For instance, David Beckham initially marked a student's agreement with Manchester United in 1991 and made his League debut in 1995, matured 19. In 2003, he marked a four-year contract with Real Madrid of Spain, conceivably worth up to 35 million EUR. Other surely understood exchanges amid the most recent couple of years included e.g. Nicolas Anelka, from Paris Saint-Germain (France) to Manchester City (UK), worth 20.5 million EUR, Michael Ballack, from Bayer Leverkusen (Germany) to Bayern Munich (Germany), worth 14.0 million EUR, and Massimo Maccarone, from Empoli (Italy) to Middlesbrough (UK), worth 13.89 million EUR. This advancement was made conceivable by the "Bosman Ruling" in 1995. The European Court of Justice found that the tenets set around the administering bodies FIFA and UEFA, under which an expert footballer who is a national of one part state may not, on the expiry of his agreement with a club, be utilized by a club of another part state unless the recent has paid to the previous an exchange, preparing or improvement expense, were in

negation of Article 48 of the Treaty of Rome representing flexibility of development of laborers inside of the EU. The court likewise found that the same Article blocked the use of guidelines limiting the quantity of expert players who are nationals of other Member States that can be handled in rivalries composed by these nations. European clubs from this minute started looking for crosswise over Europe for players whose agreement with their clubs were terminating keeping in mind the end goal to contract them without paying anything for the exchange. The Ruling was a component that gave more energy to enormous clubs; they could take more noteworthy favorable position from this decision as their universal associations permitted them to recognize the deals in Europe and as their capacity to pay high rates improved the appeal and notoriety of these bigger clubs.

(4) **Football is a team sports.** Be that as it may, eleven talented players do not essentially make a triumphant group. A team with prevalent physical capacity alone can't beat a rival that has great system and a painstakingly arranged procedure. Great players infrequently serve as directing lights for the teams; however their character, which focuses on singularity, frequently does not gel with the part of a group pioneer. "The climate inside of the group demonstrated how they performed," as Philippe Troussier (2002: 67) the previous mentor of the Japan National Team cite. "At the point when players begin to lose their feeling of solidarity, the group loses its vitality and afterward begins to lose the match it ought to have won. At the point when two groups are practically equivalent as far as capacity, solidarity turns into the way to isolating the victor and the failure. This soul can be the distinction in the middle of winning and losing."



**(5) Football is played by club teams,** Football is played by club groups, now and again established over 100 years prior. The experts are just a minor part in terms of club enrollment. Consider the German Bundesliga as a sample: Bayern Munich, was established on 27.02.1900, has a participation of more than 97,800 is involved 33 expert players and has 6 different divisions other than football; FC Schalke 04 (establishment: 04.05.1904, around 39,600 individuals, 29 talented players), VfB Stuttgart (establishment: 09.09.1893, around 25,100 individuals, 26 talented players), Borussia Dortmund (establishment: 19.12.1909, around 22,200 individuals, 32 talented players), 1. FC Nürnberg (establishment: 04.05.1900, around 5,000 individuals, 25 talented players)

## **2.5 Football Academies**

Youth football clubs have an obligation to improve the talents of young players for the years ahead. Successful sport development within the community is dependent upon the role of the local clubs structure. National football federations can successfully implement their talent development programmes (Solomon, 2008) through these outlets, allowing a smooth transition from youth development leagues to a professional system. Youth development is usually regarded as the grooming grounds for the next generation of great level players (Holt, 2002). Sports development is progressive. This progress needs to be guided and managed to ensure that goals are realistic and achievable, and that progression includes the accomplishment of skills, discipline and commitment. Management of the vision and goals of the academy would thus ensure that development progresses in such a way that it enables a sporting academy to compete at a higher level and continues the development programme towards a level of excellence. Strategies within sports development have become relevant to ensure that logical and consistent development occurs. The progression and strategic



implementation of the developmental programme is a function of the youth academy management, which provides the overall direction of the development institution (Solomon, 2008). We realize that a long term focus is obliged to turn into a specialist (Bloom, 1985), yet what appears to be less clear is the way of this focus all through advancement. All things considered, a long term undertaking requires powerful coordination and, once operationalised, these long term objectives must direct and incorporate a wide mixed bag of imperative components to guarantee procedures are viable in helping the youths accomplish their potential (Martindale et al., 2005).

A clearly procedures would provide a philosophy that consistently moves the objectives and practice of skills identification training, the mentoring process, financing, resources, assessment, coaches' rewards, competitions and the club organization (Martindale et al., 2005). The strategic execution of a project is a complex procedural activity that involves a available resources, systematically planning and implementation, and a long-term mission to achieve a sustained competitive advantages.

An academy produces marketable assets, which are young talented footballers that improve the professional team and gain revenue from the transfer money of those academy developed players that do not build themselves within the first team (Solomon, 2008). Talent identification and development will thus provide the sporting club with an opportunity to grow, either on the field in terms of competent players, or financially through the sale of marketable assets produced through the clubs academy set-up.

## 2.6 Successful Football Academies

The common task of a soccer academy is to establish an enabling environment for the projection of great players (Ajax FC, 2010). Academies wish to develop players for the regular team or generate revenue through the sale of commercial assets (Richardson et. al., 2004). Ajax Football Club, is universally known and perceived for training and creating youthful ability. Ajax puts intensely in the training of adolescents and is exceptionally effective in doing as such. Numerous experts in Netherlands and worldwide football have spent their childhood advancement years at Ajax Football Club Youth Academy (Kuijer, 2007). A successful football academy has a constructive outcome on the clubs monetary execution and the clubs accomplishment on the field (Bilton, 1999). This is achievable through the institute's accomplishment delivering attractive resources of youthful experts that enhance the first group and acknowledge wage from the exchange expenses of those foundation created players that don't build up themselves inside of the first group squad. Maximising the return on investment through the production of talented youth footballers should be a directive outlined by a football club. An amazing academy builds the quantity of own players in the first group which would thusly diminish the expenses of enrolling players. The nature of your foundation is in this way critical for the wearing results, as well as for the budgetary results (Kuijer, 2007).

Chelsea, Manchester United and different other top European groups have burned through a huge number of pounds on exchange expenses for the world's best players in the trust of purchasing achievement. In any case, the best groups on the planet depend on an arrangement of home-developed players who cost nothing to purchase (Draper, 2010). The Barcelona youth academy is outperforming the rest of the world in terms of football development, as they continue to produce players of high calibre, who progress through their junior ranks to perform

on the professional stage in Spain and around the world. Ajax FC has a similar concept in developing their own talents with 14 out of the 29 footballers of their regular team in the 2007/2008 season being players from their own youth academy (Kuijer, 2007).

Although various differences in the strategy of football academies undoubtedly exist, it is important to establish a 'winning' strategy for a football academy. Winning is not a one time or now and then thing. To be a winner, the institution has to create, exploit and sustain its competitiveness advantage, and this has to be done consistently (Ma, 1999). A strategic

'winning' focus which includes the development of consistent working practice in the academy (Richardson et al. 2004) should be identified. Identification and implementation of a competitive strategy will allow for success both on and off the football field in the attempt to become a 'winner' in talent development. In any football academy in which talent identification and development is the focus, you need to have a vision gained from the leadership of the organisation with a strong strategy linked to the goals of the football club (van Heerden, 2010). The strategy, for example, of Ajax FC is centred on its youth academy and it thus plays an important role in determining the aims and values for the club. The Manchester City Football Academy, according to Jim Cassell, head of football development, has never been thought of as a separate entity. The development system belongs to the club and to everyone involved within the structures, ensuring that the strategy formulated by the club is directed downwards towards the development structures, and so ensuring that the goals of player development, which would enhance the football clubs goals and objectives, are met.

## **2.6.0 Four Categories of African Football Academies**

Soccer academies in Africa can be classified into four, such academies are organized and run by the club sides or national federation, Afro-European academies, private- or corporatesponsored academies and non-affiliated, improvised academies.

### **2.6.1 Academies Organised and Manage by Clubs or National Federation**

The first classification of a football academy is that which is organised and/or run by the African football club or African national federation (Darby et al., 2007). Orlando Pirates, a PSL team that was established in 1937, introduce the Orlando Pirates Football Development Project. The ultimate objective of the football academy is to develop talented South African youth to play in the Orlando Pirates regular team and the national football squad. The programme emphasizes the importance of a well-rounded individual with personal, social, academic and spiritual development to complement the football talents. Until the age of 14 years (the programme caters from boys aged twelve), technical training is fundamental. Physical and technical training of players becomes the center as teamwork is introduced and players become more familiar with the Orlando Pirates way of play (Orlando Pirates Development, n.d.). The holistic development of players at the Orlando Pirates Football Development Programme is managed by expert coaches, a medical team and skill development assessors, whilst the young players are enrolled into educational programmes at local schools (Orlando Pirates Development, n.d.). Bidvest Wits, who launched their ambitious football academy in February 2009, are another example. The Bidvest Wits, or the ‘Clever boys’ as they are affectionately known because of their link to the University of the Witwatersrand, approach to the academy is simple; soccer players are athletes. The academy



aims to look after the young player's skills, their bodies and their minds. The club aims to gear these players up for the tough world of professional football (Wits to launch academy, 2008). The academy of Ivory Coast club Association Sportive des Employés de Commerce (ASEC) Mimosas is the most well-known and successful football academy in Africa. The academy was founded in 1994, and was the first structured football academy in sub-Saharan Africa (Darby et al., 2007). A common name for the academy is 'Crown jewel of African football' and offers players not just coaching but also an education. The academy is arguably the most successful football academy in Africa. KoloToure, Emmanuel Eboue, Salomon Kalou, Didier Zakora, Yaya Toure... the list of international stars to have emerged from ASEC Mimosas' academy is remarkable (Darby et al., 2007). ASEC, Orlando Pirates and Bidvest Wits share similar philosophies, which are typical of football academies found throughout Europe, in that they provide young players between the ages of 13 and 17 with both a football and academic education.

### **2.6.2 Afro-European Academies**

The second classification is the Afro-European academies, which involves either a partnership between an existing academy and a European team or an arrangement whereby the European team takes a managerial interest in the club and then subsumes the club's existing youth structures and establishes new ones (Darby et al., 2007). Ajax FC was one of the early European clubs to collaborate with foreign teams in less-developed countries tapping into new sources of playing talent (De Heij et al., 2006). Ajax FC acquired a controlling interest in Cape Town Spurs in 1999, subsequently renaming them Ajax Cape Town. This collaboration with Cape Town Spurs meant that Ajax FC could directly link into local scouting networks where players with potential talent could be available for a fraction of the cost of players in Europe

(De Heij et al., 2006). Ajax FC is globally known and recognised for training and developing young talents. Ajax FC invests heavily in the training of youngsters and is very successful in doing so. Many professionals in Netherlands and international football have spent their youth development years at Ajax FC (Kuijer, 2007).

The partnership between an African club and a European team has emerged to play a dominant role in the migration of African footballers to Europe. This facility is highlighted by the transfers of players such as Steven Pienaar, Daylon Claasen, Bryce Moon, Terror Fanteni, Nathan Paulse and Stanton Lewis from the Ajax Football Club Youth Academy in Cape Town to Europe. More European clubs are increasingly creating football academies or buying a share in local African clubs (Scherrens, 2007). Super Sport United formed a partnership with Tottenham Hotspur Football Club in England that enabled both football academies to work together. It represents a mutually beneficial partnership that would see both academies gain from the partnership in terms of coaching and player exchange (Tottenham Hotspur Football Club, 2010). This partnership has enabled Tottenham the opportunity to trial Super Sport Academy midfielder Lyle Lakay, to assess his progress and identify whether he has the ability to play in Europe. Bongani Khumalo, Super Sport's club captain, was signed by the English Premiership team, subject to a work permit being granted, with Khumalo set to join Tottenham Hotspurs during the January 2011 transfer window-period.

### **2.6.3 Private or Corporate-sponsored Academies**

The third classification is private- or corporate-sponsored academies, which have well organized foundations and operate with the help and sponsorship of private individuals (Darby et al., 2007). In 1994, Transnet sponsored a Soccer Academy initiative, which was initially sponsored by South African Breweries, as a step towards preparing the best talent for high

performance football (Charnas et al., 2006). This initiative included a national performance centre in Johannesburg equipped with effective development solutions for South African youth, along with satellite centres in Cape Town, Durban, Port Elizabeth and Umtata. In 1998, Transnet closed down the satellite centres and reopened a sporting school of excellence in Johannesburg under the auspices of the South African Football Association (SAFA). The school of excellence has produced a number of South African international players and numerous professionals within the local South African leagues. This school combined coaching facilities with an academic school for secondary education. The aims of the private- or corporate-sponsored academy ventures range from being purely about producing quality players for the European market, to boosting football development within Africa at local and international levels. The Pepsi Football Academy in Lagos, Nigeria, is one of the largest and most prominent in Africa. Established in 1992, the academy currently trains around 4 000 students between the ages of 8 and 14 (Darby et al., 2007).

French soccer star Patrick Viera established an academy in Senegal called Diambars. At Diambars, and at any other subsequent Diambars academy in Africa, the policy is that 70% of the players' time is spent on education (Morgan, 2007b). Viera explains that by focusing on education, the exploitation of young footballers can be prevented. The purpose of a strong focus on education is to provide for the need for something which players can depend on in the event that their goal of playing professional football does not materialize even after attending the academy (Solomon, 2008). Even if boys are fortunate enough to secure a contract with a club, Diambars keeps close tabs on their progress, with the staff of the academy, including the professional players that support it, continuing to provide guidance



and protection as an attempt to prevent players from being exploited by the ‘bigger’ clubs that may attempt to make a small fortune on a talented youngster, either through contract negotiations or through selling the player (Morgan, 2007b).

#### **2.6.4 Non-Affiliated, Improvised Academies**

The final type of academy is the non-affiliated, improvised academy. These academies are set up on an ad hoc basis and involve poorly qualified staff and lack proper facilities (Darby et al., 2007). The Excel Football Development Centre in Bedfordview, Johannesburg, was set up as the development wing of Bedfordview Football Club is a non-affiliated structure.

These types of academies abound throughout the continent and can be found in major cities. These young players are not affiliated to any team or federation and, as such, fall outside any legal and administrative regulations that are aimed at safeguarding young players. As a consequence, these private, non-affiliated academies expose young Africans to the greed of uncertified agents who are able to acquire, recruits cheaply and sign them up on exploitative contracts (Darby et al., 2007).

#### **2.6.5 Sponsorship Clutter and Media Coverage**

As indicated by Darby et al., (2007) the wider state of media coverage of various games occasions which is making some type of streets for non-patrons to snare the battles of authority backers and to have some level of access and positive advantages in general sponsorship understanding. TV sponsorship disorder gives off an impression of being a huge issue in the Southern parts of Europe (Spain and Italy), with twice the same number of individuals concurring with the announcement that TV is dreadfully intensely supported, contrasted and the British. Beyond any doubt the sponsorship business is confronted challenges from



widening levels of disorder and interruption which are turning consumers off. However sports sponsorship can still bring issues to light and to impact buyer demeanors. The length of their fans, partiality gatherings and clearer brand affiliations, sponsorships will positively remain a successful promoting instrument.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter presents the various procedures that were followed to obtain the research data. This involves the research design, the population of the study and sample frame, sampling techniques, research instruments, pre-testing of instrument, data collection procedures and data analysis plans.

#### **3.2 Research Design**

A case study design was used in the research. Individual colts football clubs that trained in various school fields in the Kumasi Metropolis were identified for the study. Data were sorted from both secondary and primary sources. Basically the secondary data sources were from literature on sports marketing, marketing strategies etc of football academies from text books, journals and the internet. The primary source was a well structured questionnaire and interview which sought the views of respondents. The items were both closed-ended and an open-ended.

#### **3.3 Population of the Study**

Colts football clubs are all over the Kumasi Metropolis. They mostly trained at school playing fields such as Asem Boys field, Bantama cluster of schools field, Aboabo M/ A field, Oforikrom M/ A field, Asawase community field and Tafo-Pankrono school field. These research areas were chosen on the basis that there were number of football academies

(colts football) that trained in these areas on daily basis that had turned a chunk of players into the Ghana premiership and other elite leagues internationally. These centres do attract lot of people including scouts who eyed the juveniles as they trained. However, the population size of the study areas consisted of team managers, coaches, owners of the numerous colts clubs that were scattered within the Kumasi Metropolis were selected for the study. Those without direct connection with the colts clubs were excluded from the study.

### **3.4 Sampling Technique and Sample Size**

A convenient sampling which is a non-probability sampling technique was used to select the 150 respondents to participate in the research. The respondents included in this study were team managers, coaches and owners of colts clubs. By the nature of the topic, only those who were willing and ready to participate in the study were contacted, hence, the use of convenient sampling technique. A sample size of one hundred and fifty (150) respondents was chosen for the study.

### **3.5 Pre-Testing of the Instrument**

To enable the researcher test the reliability of the questionnaire, pre-testing of the instrument was conducted. Twenty copies of sample questionnaire were pre-tested, using some selected football academics in the Kumasi Metropolis besides the study areas.

### **3.6 Procedure for Data Collection**

In collecting the data to for the study under consideration questionnaires were used. A combination of closed ended and opened ended questions were used during the data collection process. In this study 150 respondents were selected. The questionnaire was designed to

capture the research objectives and the research questions. Questionnaire was used because it helps respondents to provide the exact responses relevant to achieve the research objectives.

Copies of the questionnaire were personally handed to respondents at training grounds before and after training. After sometime, the researcher collected the answered questionnaires because the respondents were not in their permanent home or place of work.

The researcher explained the questions to the respondents thoroughly after copies of the questionnaire were given to them. The purpose of this was to help the respondents understand the purpose of the research and provide their independent opinions on the questionnaire items given them. To have a valid and a reliable data, the researcher ensured that the questionnaires were well formulated which allowed error minimization. The questionnaire had closed-ended questions which respondents were asked to tick the appropriate answer(s).

### **3.7 Data Analysis Plan**

Data analysis consist of analyzing categories, tabulating, testing or otherwise combining both quantitative and qualitative evidence (Yin2003,) The collected data were analyzed using tables to ensure easy and quick interpretation of data. Responses were expressed in percentages. Data from the completed questionnaire were checked for consistency. The items were grouped based on the responses given by the respondents.

The analysis were grouped according to the research objectives and the research questions.

This was to ensure that the study achieves its set objectives. Microsoft excel was used to derive the percentages and the tables for the analysis and interpretation of the study findings.



## CHAPTER FOUR

### RESEARCH FINDINGS, ANALYSIS AND DISCUSSION

#### 4.1 Introduction

The chapter presents an analysis of the data elicited from respondents. Using statistical tools of representation, the data were represented with tables. The data were presented based on the objectives of the research and literature review. The background characteristics of respondents were first discussed followed by the objectives which were organised into themes accordingly. The response rate was 100% because all the 150 respondents sampled responded to the questionnaire, though not all items on the questionnaire were answered.

#### 4.2 Demographic Characteristics of Respondent

Core football administration in Ghana for years has been male dominant especially at the juvenile level with chequered administration. Gender is therefore a matter of necessity with any project that attempt to study the development of juvenile football. The demographic characteristics of respondents were presented below;

**Table 4.1 Sex of Respondents**

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Neutral	1	0.7	0.7	0.7
Male	147	98.0	98.0	98.7
Female	2	1.3	1.3	100.0
<b>Total</b>	<b>150</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field Survey, 2014

Table 4.1 shows that 98.0 % of the respondents were males and the remaining 1.3% were females. This indicates that there were more males than females working in the colt's football clubs in the Kumasi metropolis than females. However 0.7% was the score for a respondent who remained neutral with regards to gender as that respondent failed to indicate the gender status.

### 4.3 Management Positions

In any enterprise, be it commercial or non-commercial needs certain class of experts or professionals to man the day to day activities of the venture. The table below indicates the various management positions in the juvenile football clubs.

**Table 4.2 Various Management Positions in the Team.**

Management Positions	Frequency	Percent	Valid Percent	Cumulative Percent
Team Manager	15	10.0	10.0	10.0
Team Owner	40	26.7	26.7	36.7
Coach	55	36.6	36.6	73.3
Administrator	40	26.7	26.7	100.0
<b>Total</b>	<b>150</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field Survey 2014

The table 4.2 above exhibits the various management positions in the colts clubs. It was revealed that 36.6% were coaches, 10.0% were team managers, 26.6% were team owners and administrators also scored 26.7% respectively. There were clear indications that the team owners double as administrators. Apart from the line managers above, there were human

resource managers, player recruiting officers, marketing managers and media relation officers who assisted in the day to day running in some of the colts clubs.

#### 4.4 Age of Juvenile Players

According to Darby et al.,( 2007), The Pepsi Football Academy in Lagos, Nigeria, is one of the largest and most prominent in Africa, established in 1992, the academy currently trains around 4 000 students between the ages of 8 and 14. In much the same way, the academy of Ivory Coast club Association Sportive des Employés de Commerce (ASEC) that trained the likes of Kolo Toure, Emmanuel Eboue, Salomon Kalou, Didier Zokora, Yaya Toure currently provide young players between the ages of 13 and 17 with both football and academic education. In Ghana, the age range from 8 years to 17 years. The former skipper of Black Stars, Stephen Appiah, when he appeared before the 2014 World Cup Commission of Inquiry, reiterated the need to revive colts football of which he himself was a beneficiary. He indicated that there should be youth league in the country based on age and not size and that players must be selected from the Under-10 level to Under-17 to serve as the platform for unearthing more talents for the nation. The table below sought out the age range of juvenile players.

**Table 4.3 Age Range of Players**

Range of Players Age	Frequency	Percent	Valid Percent	Cumulative Percent
9-11	30	20.0	20.0	20.0
12-14	50	33.3	33.3	53.3
15 AND ABOVE	70	46.7	46.7	100.0
<b>Total</b>	<b>150</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field Survey 2014

The table 4.3 above depicts the age range of players in the colts football clubs in Kumasi metropolis. It was revealed that those aged 15 years and above score 46.7% forming the bulk

majority of the players in the various clubs. Respondents recorded 33.3 % for those in the 12-14 year range and the final category were those in between 9-11, who recorded 20.0%. The implication is that more raw talents can be tapped at these ages and harness for onward transfer into the various local premier teams, national teams and other elite professional teams abroad if resources are properly geared towards the colts clubs and given the needed attention they deserved.

#### **4.5 Players Stay at the Soccer Academy**

Youth football clubs have a mandate to develop the potential of young players for the future. The ultimate aim is to maximize the potential that comes through the academy 'door' (Holt, 2002). He emphasizes that academies recruit players for coaching and (modified) competitive games from 8 years of age. It has been documented that the identification and development of elite-level players demands a multifaceted approach (Maguire and Pearton, 2000; Williams and Reilly, 2000), which ensures that all players with potential have the best possible opportunity of becoming an elite athlete. Football and other sports clubs form an integral component of the community. Successful sport development within the community is dependent upon the role of the local clubs structure. National football federations can successfully implement their talent development programmes (Solomon, 2008) through these outlets, allowing a smooth transition from youth development leagues to a professional system. Youth development is often regarded as the breeding ground for the next generation of top level athletes (Holt, 2002). Sports development is progressive. This progression needs to be guided and managed to ensure that goals are realistic and achievable, and that progression includes the accomplishment of skills, discipline and commitment. The table



below illustrated how long juvenile players are kept at the academy before they are disposed off to the next level.

**Table 4.4 Number of Years Players are Kept at the Academy**

Years at the Academy	Frequency	Percent	Valid Percent	Cumulative Percent
One year	2	1.33	1.33	1.33
Two years	8	5.33	5.33	6.66
Three years	120	80.0	80.0	86.66
Four years and above	20	13.33	13.33	100.0
<b>Total</b>	<b>150</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field Survey 2014

As indicated above in table 4.4, colts players do not have permanent abode at the academy as that serves as a breeding ground for them. According to the table, as huge as 80% of respondents indicated that they keep their players for three years and those who keep the players for four years and above recorded 13.33%. Those who keep the players for two years and one year recorded 5.33% and 1.33% respectively. This, indeed, shows that there was a termination point for players at the academy based on many reasons but especially on age and transfer deals. It also collaborates the reasons for establishing the colts football clubs. This is in consonance with Solomon (2008), he postulates that an academy produces marketable assets, which are young professionals that improve the professional team and realize income from the transfer fees of those academy produced players. He went further to say that the academies are talent identification, and development will thus provide the sporting club with an opportunity to grow, either on the field in terms of competent players, or financially through the sale of marketable assets produced through the clubs academy setup.

#### 4.6 Sponsorship in Football

The term sponsorship has the same significance as limited time sponsorship, specifically the consent to partner or straightforwardly relate an item or occasion through the securing of rights. The reason with sponsorship and authorizing is to infer the advantages identified with this alliance or affiliation. This relationship is then utilized by the patron to reach and satisfy its limited time targets or to bolster and encourage its general promoting exercises (Mullin et al, 2000). Another imperative football partner is the sponsors, they are frequently organizations however they could likewise be private people. Patrons trade cash or their item against the capacity to utilize the clubs name and brand for their promoting. This territory has expanded a considerable measure amid the most recent decade and the clubs win a ton of cash from these sorts of exercises (Beech and Chadwick, 2007). The tables 4.5.1 and 4.5.2 below investigated whether the colts teams have sponsorship deals or not.

**Table 4.5.1 Sponsorship Deals**

<b>Sponsorship Deals</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Neutral	1	0.67	0.67	0.67
YES	24	16.0	16.0	16.67
NO	125	83.33	83.33	100.0
<b>Total</b>	<b>150</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field Survey 2014

From the table 4.5.1 above, 83.33% of respondents indicated that they do not have any sponsorship deals or assistance from any outfit in the development of juvenile football and those who said they have sponsorship deals or assistance scored 16.0%. However, 0.64% of respondents remained neutral as they did not attempt this particular item.

Apart from the above, the study probe further to find out any sponsorship deals in the development of their activities in totality. The table 4.5.2 below highlighted the views solicited from respondents in the acquisition of training kits.

**Table 4.5.2 Sources of Acquiring Training Kits (Jerseys, Boots, Hose etc.)**

<b>Acquisition of Training Kits</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Self finance	130	86.7	86.7	86.7
Organization	5	3.30	3.30	90.0
Old players	2	1.30	1.30	91.3
Philanthropists	3	2.0	2.0	93.3
Contributions by players	10	6.7	6.7	100.0
<b>Total</b>	<b>150</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field Survey 2014

From table 4.5.2 above, it was revealed that bulk majority of colt teams self finance the acquisition of all their training kits. As huge as 86.7% of the respondents said they self finance their own training kits. Surprisingly, 6.7% said they acquired their kit through financial contributions made by the individual colts players. Contributions by old players in the acquisition of training kit recorded 1.30% while those by well wishes or philanthropists were 2.0%. Notwithstanding, the above, contributions by organizations towards the acquisition of training kits were 3.30%. Indeed, the implications of the above means that none of the academies have any strong, well established financial foundation which seeks to foot the activities of the clubs. Little or lack of sponsorship deals or financial assistance vis-à-vis chequered development of colts football as being witnessed in Ghana since developing young

football talents in modern days demand heavy financial commitment. Kuijer (2007) says Ajax Football Club invests heavily in the training of youngsters and is very successful in doing so. Many professionals in Dutch and international football have spent their youth development years at Ajax Football Club Youth Academy.

#### **4.7 Platform for Projecting Activities of Football Academics**

Beech and Chadwick (2007) demonstrated that paying little heed to the size or inspiration of an organization it needs to utilize showcasing correspondence. With the current boisterous business sector the correspondence must be very much focused on and have an unmistakable message to the customer. Amid the start of the 21st century the correspondence blend has turned out to be more incorporated to get a clearer message over. The diverse parts of showcasing correspondence are; publicizing, deals advancement, advertising, individual offering and direct promoting. Fill (2006) additionally says showcasing correspondence is an administration process through which an association looks to draw in with different gatherings of people. To finish this, the association creates, displays and assesses a progression of messages, which it sends to and gets from its diverse groups of onlookers. The target of this procedure is to (re)position the association and its offerings in the brains of specific gatherings of people and in doing as such empower the advancement of connections that are of shared worth. Below are analyses of various marketing tools that project the activities of the juvenile teams.

**Table 4.6.1 Some Marketing Tools use by the Juvenile Teams**

<b>Marketing Tools</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
------------------------	------------------	----------------	--------------------------	-------------------------------



Use of SMS	30	20.0	20.0	20.0
Use of social media	30	20.0	20.0	40.0
Advertisement on electronic media	25	16.67	16.67	56.67
Sports programmes and discussion on local FM Radio	65	43.33	43.33	100.0
<b>Total</b>	<b>150</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field Survey 2014

The study sought to find out the type of marketing tools use by the teams to attract fans to participate in the core activities like player recruitment, unveiling of new players, matches and training among others. It was revealed that SMS, Advertisement, social media and discussion of their programmes on local FM were the main tools used. As demonstrated from table 4.6.1 above, use of SMS scored 20.0%, social media, comprising of facebook, whatsApp, etc recorded 20.0% and advertisement recorded 16.67%. Discussions of sports programmes on local radio stations recorded as huge as 43.33%. It can therefore be deduced from the above that, discussions of sports programmes on local radio stations proved to be the most prominent marketing tool to disseminate activities of the juvenile football teams to fans. This supports the statement by Beech and Chadwick (2007), that publicity conveys oversaw data to the customer in a manner that they comprehend; this must be done appropriately generally the purchaser feels swindled. A game association frequently has constrained monetary assets which make publicity essential. They further said, to get great publicity the clubs needs to have amazing media connections, to have the capacity to get the columnists to compose sufficient and precise press. The neighborhood writers are particularly imperative to have great relations with in light of the fact that this media is essential for the club to keep up the

nearby fan base. The table 4.6.2 below also looked at other means of exposing or promoting players to outside world which help in the onward transfer or sale.

**Table 4.6.2 Some Marketing Tools That Expose/Promote Players to Outside World**

Marketing Tools	Frequency	Percent	Valid Percent	Cumulative Percent
Advertisement	1	0.67	0.67	0.67
Inter Club Competitions	20	13.33	13.33	14.0
Through Football Scout(Agents)	120	80.0	80.0	94.0
Regional Colts League	9	6.0	6.0	100.0
<b>Total</b>	<b>150</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field Survey 2014

From the table 4.6.2 above it was revealed that advertisement in projecting the players was nothing to write home about as it recorded 0.67%, it might be the fact that these juvenile players were not that known since they were still in the development stage and cannot serve as ambassadors for a brand. Inter club competitions which is annual competition scored 13.33%. Respondents scored 80.0% for football scouts (agents) as the single most important means through which the players get promoted, transferred or sold to higher clubs both within and outside the country. However, colts league which was supposed to bring the juvenile players to limelight scored only 6.0% which indicate the dying nature of colts teams in Ghana, especially Kumasi and Greater Accra which used to serve as the hub of colts teams in Ghana.

#### 4.8 Conceptualisation of Players as Products

Mullin et al. (2007) recommended that game as an item can be portrayed as 'any pack or blend of characteristics, procedures, and abilities (products, administrations, and/or thoughts) that a purchaser expects will convey need fulfillment'. Football requires more than administration, experience and stimulation. Customarily football supervisors experience issues unmistakably recognizing their item. It is not one single item, administration or stimulation that a football club offers. The accompanying can be probably considered as the offering of football; football game, stock, players, group and the club. To analyze how players were conceptualised as products, a five point likert scale based on three likert items was used. Below are scores recorded from the respondents;

**Table 4.7.1 Fans (Consumers) Watch Football Matches because Of Players**

<b>Spectators/Fans</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Strongly Disagree	7	4.67	4.67	4.67
Disagree	20	13.33	13.33	18.0
Neutral	13	8.67	8.67	26.67
Agree	30	20.0	20.0	46.67
Strongly Agree	80	53.33	53.33	100.0
<b>Total</b>	<b>150</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field Survey, 2014

Table 4.7.1 sought to find out from respondents whether fans (consumers) watch football matches because of players. The study revealed that as many as 53.33% of respondents strongly agreed that fans watch matches because of players and 20.0% also agreed that fans troupe to stadia to watch matches because of players especially if their idol players are featured in matches, 13.33% on the other hand, disagreed to the question while 4.46% strongly

disagreed. However, 8.67% were neutral to the question. From the above, it can be deduced that more than 73% of respondents have the conviction that players have the capacity to turn the financial fortunes of colts football clubs as the propensity of fans (consumers) to trouse to playing fields to purchase tickets to watch games of their favourite players is most likely to happen against those who believed fans watch games other than, the players. The table 4.7.2 below also looked at another way that conceptualised players as revenue generating machine.

**Table 4.7.2 Fans (Consumers) Buy Replica Jersey of Players**

<b>Spectators/Fans</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Strongly Disagree	5	3.33	3.33	3.33
Disagree	20	13.33	13.33	16.66
Neutral	30	20.0	20.0	36.66
Agree	40	26.67	26.67	63.33
Strongly Agree	55	36.67	36.67	100.0
<b>Total</b>	<b>150</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field Survey, 2014

Football stock, implies products held for resale however not made by the football club, for example, banners and flags, scarves and tops, preparing rigging, shirts and wools, footballs, features and DVDs, covers and pads, watches, lights, tables, timekeepers and signs, and so forth. About the purchase of replica jerseys, as shown from table 4.7.2 above, it was revealed that as many as 36.67% and 26.67% of respondents strongly agreed and agreed respectively that fans do buy replica jersey of players. Twenty percent remained neutral.

Those who strongly disagreed were 13.33% while those who disagreed were only 3.33%. This importantly means that colts football can internally generate enough funds to harness more



talents if they have the capacity to make and sell more replica jerseys of star players at their abode.

**Table 4.7.3 Well Branded Players Attract Fans to Football Games**

<b>Branded Players</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Strongly Disagree	1	0.67	0.67	0.67
Disagree	1	0.67	0.67	1.34
Neutral	3	2.00	2.0	3.34
Agree	25	16.66	16.66	20.0
Strongly Agree	120	80.0	80.00	100.0
<b>Total</b>	<b>150</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field Survey, 2014

One most important reason for spectators to attend a game is the presence of skillful, talented and well branded players. A team packed with well talented individual players is delightful to watch. As presented above in table 4.7.3, it was revealed that 80.0% of respondents strongly agreed that well branded players attract spectators to watch football matches and 16.66% also agreed indeed well branded players do attract fans to watch matches. Two percent remained neutral to this particular question. Those who strongly disagreed and disagreed woefully scored 0.06% and 0.06% respectively. The implication is that colts football clubs stand to gain if they are able to recruit the young talented players train and brand them well with assistance of marketers. These players will serve as source of income as more and more fans and spectators will readily buy tickets to see their team play Once more, it means tremendous wage can be acknowledged from exchange charges. This brace the statement made by Philippe

Troussier (2002 ) that top players here and there serve as a directing light for a group, however their character, which focuses on singularity, frequently does not gel with the part of a group pioneer. He focused on further that, the air inside of the group demonstrated the way they performed. With a specific end goal to expand the view of value in a group activity advertisers can utilize brand components, for example, a star mentor or players. For instance, Manchester City has expanded the apparent nature of their group by putting enormous measure of cash in star players, which to a large extend generate enough funds for them as more and more fans buy tickets to watch their matches (Beech and Chadwick, 2007).

#### 4.8 Pricing Strategies

For each thing sold, and each administration gave, a cost is charged by the dealer and paid by the purchaser. It is the entirety of costs charged and paid that decides the business benefits (or misfortunes) of any business. In the most clear cases things are offered available to be purchased at an altered value, the purchaser has the decision of purchasing at the publicized cost or not purchasing by any stretch of the imagination. Be that as it may, for exchanges that are more intricate, costs are arranged in the middle of purchasers and merchants. A five point likert scale was used to determine the pricing strategies used by the colts football clubs based on a three likert items on the questionnaire. Views solicited from respondents were presented below.

**Table 4.8.1 Survival Pricing Strategy**

Survival Pricing	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	20	13.33	13.33	13.33
Disagree	20	13.33	13.33	26.66

Neutral	10	6.68	6.68	33.34
Agree	50	33.33	33.33	66.67
Strongly Agree	50	33.33	33.33	100.0
<b>Total</b>	<b>150</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field Survey, 2014

As illustrated above in table 4.8.1 on the price at which players are transacted, as huge as 66.66% agreed and strongly agreed that players are sold at any price sometimes so as to keep the club going. Those who remain neutral to this item were 6.68% as they said nothing about this particular question. However, 26.66% respectively disagreed and strongly disagreed with the assertion that players are sold at any price to keep the clubs going. This shows that more than half of the respondents do agree that sometimes players are sold at any price to keep clubs going.

That is to say, the clubs sell players at prices that attract the appropriate [market segment](#) to permit them to remain in business. Table 4.8.2 also discusses another strategy.

**Table 4.8.2 Price of Highly Talented Players**

<b>Premium Pricing</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Disagree	5	3.34	3.34	3.34
Neutral	15	10.0	10.0	13.34
Agree	50	33.33	33.33	46.67
Strongly Agree	80	53.33	53.33	100.0
<b>Total</b>	<b>150</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field Survey, 2014

Table 4.8.2 above also elicited respondents view about the pricing strategy use by the colts clubs to sell highly talented players. It was revealed that premium prices are tag on exceptional

players so as to squeeze the oil out of them to finance other activities. Allsop (2004) states that premium value is price and quality plus the intangibles of style, uniqueness, occasion and experience. Premium cost is utilized when the product you are offering is remarkable and of high caliber, however you just hope to offer a little sum. These characteristics request that a high, or premium, cost be connected to the product. Purchasers of such products commonly see them as extravagances and have practically zero value affectability. The benefit of this evaluating methodology is that you can value high to recover a huge benefit to compensate for the little number of things being sold.

Bulk majority of respondents, 86.66% endorsed that highly talented players were sold at a very high price, as 53.33% of respondents strongly agreed that highly talented players are sold at very high price and 33.33% in the same manner also agreed that highly talented players are sold at very high price. However, 10% of respondents remained neutral to the question and as little as 3.34% disagreed to that question. Surprisingly, none of the respondents strongly disagreed with the high price tag associated to exceptional players.

Clearly, it is an indication that across the teams, premium prices are highly tag on exceptional players to help them raise the needed funds to sustain the harnessing of other talents. The final pricing strategy use by the colts clubs is discussed in table 4.8.3 below.

**Table 4.8.3 Agreed Transfer Terms**

<b>Agreed Transfer Terms</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Strongly Disagree	15	10.0	10.0	10.0
Disagree	10	6.67	6.67	16.67
Neutral	25	16.67	16.67	33.34
Agree	20	13.33	13.33	46.67



Strongly Agree	80	53.33	53.33	100.0
<b>Total</b>	<b>150</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field Survey, 2014

Table 4.8.3 shows respondents view on the mostly use pricing methods in the sale of football players the world over. This item looked the players' transfer where transfer fees are negotiation before an agreement is reached between two parties involved in the deal. In this study, the researcher termed it as transfer on agreed terms. Over whelming majority of respondents strongly agreed and agreed that players were traded on agreed terms as they scored 53.33% and 13.33 % respectively. However, 16.67% remained neutral to the question. Those who disagreed with the assertion recorded only 6.67% and those who strongly disagreed also were 10.0%. The implication is that juvenile football clubs stand to gain if professional marketers who are well vested with negotiation skills in sport marketing (football) are engaged whenever a player is to be disposed off to another team no matter the mode of transfer.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION**

#### **5.0 INTRODUCTION**

The chapter presents summary of the findings of the research by relating the findings to the objectives of the research. It also includes a conclusion and recommendations to the findings of the research.

#### **5.1 Summary of Findings**

Data collected from the field indicated that there was virtually no sponsorship deals for the development of juvenile(colts) football clubs in the Kumasi metropolis. It was revealed that products for football market were players and other elements associated to players. As a result, team managers adopted many pricing strategies like premium prices, survival pricing among others to dispose off their players to higher teams both within and outside the country. The ages of players at the academy range from 9 to 15. Players at the academy use the academies as transit point to seek for higher football fortunes. Teams made use of PRs to make their activities known to their fans mostly during discussions of sports programmes on local radio stations.

##### **5.1.1 Sponsorship of Football Academies**

Findings revealed that most of the academies were financially handicapped as they find it difficult acquiring basic training kits like jersey, hose etc all because they do not have any sound financial backing. As revealed as many as 83.33% of respondents indicated that they

do not have any sponsorship deals or assistance from any outfit in the development of juvenile football.

### **5.1.2 Conceptualisation of Football Players as Products**

The study revealed that players were products for football market. As a result, many pricing strategies were introduced by the academies in the sale of their players. For instance, premium price tag on highly talented players, survival pricing strategy was used when the teams needed to meet a financial crisis in order to keep their teams above waters. Bulk majority of respondents, 86.66% endorsed that highly talented players were sold at a very high price and as huge as 66.66% agreed and strongly agreed that players are sold at any price sometimes so as to keep the club going.

Again it was revealed that consumers (fans) trouped to stadia to watch matches because of their favourite players also buy replica items of their icons.

### **5.1.3 Marketing Tools used by the Colts Teams**

It was revealed that the colts teams used SMS, Advertisement, social media and discussion of their programmes on local FM to project their activities. Among these tools, discussion of sports programmes on local radio stations was the highest as it recorded as huge as 43.33%.

### **5.1.4 Assessing the Activities of Football Scouts (Agents)**

The study indicated that football scouts (agents) were highly influential in the sale or transfer of players to play in any competitive team both within and outside the country.

Respondents scored 80.0% for football scouts (agents) as the single most important means through which the players get promoted, transferred or sold to higher clubs both within and outside the country.

## **5.2 Conclusions**

The following conclusions were drawn base of the findings; the study revealed that juvenile football clubs serve as a pivot around which development of football talents revolved. However, the teams lack the necessary sponsorship package to ensure continues development of the football talents, as little of the many juvenile teams in the Kumasi metropolis has sponsorship deals. Among the various marketing tools radio seem to be the most viable to reach the fans with the activities of the teams. It was also revealed that, players were conceptualized as the product for football market and that if players were branded and packaged well, will enhance the financial fortunes vis-à-vis development of the clubs. To enhance the full potential of these for the clubs, it calls for full integration of marketing activities in every sphere of the juvenile clubs in the Kumasi metropolis.

## **5.3 Recommendations**

The following recommendations were made based on the findings of the researcher on the field.

### **5.3.1 Need Sponsorship Deals**

The research shows that little attention is given the juvenile teams in the Kumasi metropolis as a result the teams find it difficult to finance their activities. The team managers must do well to secure financial assistance from the various organisations in the metropolis especially



those that will show interest in sports. This can be possible if professional marketers are engaged to specifically source for sponsorship packages by showcasing what the juvenile teams stand for and what sponsors should also expect. When trying to attract sponsors the clubs has to believe in the benefits that their brand brings.

### **5.3.2 Branding of the Teams**

The brand image of any team is its quality and it has a huge effect on the game attending decision of fans. When spectators perceive a team as talented it automatically becomes successful. So, well branded team will attract the needed attention from organisations that for example deal in energy products, like Nestle Ghana, who will take the opportunity to use these young players in their adverts and eventually may land a lucrative sponsorship package with them. At the same time, these players will likely pool lot of fans to watch their games to improve their financial fortunes.

### **5.3.3 Marketing Tools**

The clubs need to get in touch with their fans and prospective football fans by using viable marketing tools to inform them about their activities. Websites can be created to give out vital information about the players which could be in form of videos, pictures etc. As well, other social media can also be used to give regular information of their activities to fans and sponsors all the time while making good use of the local FM stations as revealed in the study.

### **5.3.4 Tapping the Experience and Resources of Former Successful colts Players**

Effort should be made by the various management teams to entice successful former colts players who have been able to make it the higher professional level to give back to their alma mater their experiences and resources to enhance the development of the colts teams. For

instance, such star players on their vacations can have a few days training sessions with the colts teams to enable the juvenile players learn some skills from them , as well as equipping the coaches with some coaching skills. These would certainly whip some interest in the spectating public as more are likely to troupe to the playing grounds to watch them play. Such occasions could be opportune times to appeal to them (star players) to help the development of the very foundation that prepared them for higher heights they found themselves now.

#### **5.3.5 Periodic InterClub Competitions**

The individual clubs on their own evolution organise inter club competitions on periodical basis which will enable them showcase the talents of the young players.

#### **5.3.6 The Need for Professionals**

The academies should accept the fact football these days, no matter the level, is a business and that call for professionals to run the day to affairs of the clubs. The clubs should set up departments to cater for the various activities.

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## APPENDIX

## Questionnaire

This is an academic exercise. This questionnaire will enable the researcher accomplish a research into the above mentioned topic. Be assured that any information provided will be treated confidentially. You will be given anonymous status throughout the research.

Please tick (✓) the appropriate box (es) as apply to each question.

### Section A: General Information

1. Sex: Male ( ) Female ( )
- 2 What is your position in the team?
  - (i) team manager ( )
  - (ii) team owner ( )
  - (iii) coach ( )
  - (iv) administrator ( )
  - (v) other(s) Specify .....
- 3 How many years have you been with the team?
  - (i) one year ( )
  - (ii) two years ( )
  - (iii) three years ( )
  - (iv) four years and above ( )
3. Do you have permanent administration?
  - (i) Yes ( )
  - (ii) No ( )
4. Does your staff include any of the following?
  - (i) human resource manager ( )

(ii) marketing manager ( )

(iii) player recruiting officer ( )

(iv) media relations officer ( )

(iv) other(s) Specify .....

5. What is the age range of your players

(i) 6- 8 ( )

(ii) 9-11 ( )

(iii) 12-14 ( )

(iv) 15 and above ( )

6. Through which of these means do you recruit your players?

(i) soccer clinics sponsored by companies ( )

(ii) recommendations ( )

(iii) primary schools soccer competitions ( )

(iv) soccer scouts ( )

(iv) others(s) Specify .....

7. For how long do you keep your players?

(i) one year ( )

(ii) two years ( )

(iii) three years ( )

(iv) four years and above ( )

(v) other(s) Specify .....

8. Which of these means do you use to dispose off your colts players?

(i) promotion to higher clubs ( )

(ii) outright sales ( )

(iii) loans ( )

(iv) other (s) Specify .....

### Section B: Sponsorship Deals

9. Do you have a permanent training ground?

(i) Yes ( )

(ii) No ( )

10. Kindly name the training ground. ....

11. Is there any company/organization associated with the development of the training grounds?

(i) Yes ( )

(ii) No ( )

12. Which of these sources do you acquire your training kits (jerseys, boots, hose etc)?

(i) self finance ( )

(ii) organizations ( )

(iii) old players ( )

(iv) philanthropists ( )

(v) contributions by players ( )

13. Do you have any organisation/company's logo embossed on your kits (jerseys, boots, hose etc)?

(i) Yes ( )

(ii) No ( )

14. What is the relationship?



- (i) sponsorship deal ( )
- (ii) social responsibility ( )
- (iii) other(s) specify .....
15. Which of these are use to single out outstanding players during interclub competitions?
- (i) best player award ( )
- (ii) golden boot award ( )
- (iii) fair play award ( )
- (iv) other(s) specify .....
16. Which of these help in giving the various awards stated above to players?
- (i) contributions from clubs ( )
- (ii) contribution from organizations ( )
- (iii) donations from old players ( )
- (iv) donations from philanthropists ( )
- (v) other(s) specify .....
17. Do you seek/have assistance from any outfit in the development of juvenile football players?
- (i) Yes ( )
- (ii) No ( )

**Section C: Promotional Strategies**

18. Which of these help in getting colt's teams' activities (like matches) known to others
- (i) use of sms ( )
- (ii) use of social media ( )
- (iii) advertisement on electronic media ( )
- (iv) sports programmes and discussion on local FM radios ( )

(v) other (s) specify .....

19. Through which of this means best expose/promote the players to outside world?

- (i) daily training ( )
- (ii) advertisement ( )
- (iii) inter club competitions ( )
- (iv) through football scouts (agents) ( )
- (v) old players ( )
- (vi) regional colts league ( )

#### Section D: Conceptualization of Players as Products

Please indicate by ranking each option from; **1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5- Strongly Agree**

(Please **tick (√)** as appropriate by matching the numbers against the questions)

	1	2	3	4	5
20. Fans (consumers) watch football matches because of players					
21. Fans (consumers) buy replica jerseys of players					
22. Fans (consumers) adored teams of idol players					
23. Well branded players attract fans to football games					

#### Section E: Pricing Policies use by colts football clubs

Please indicate by ranking each option from; **1-Strongly Disagree, 2-Disagree, 3-Neutral, 4- Agree, 5-Strongly Agree**

(Please **tick (√)** as appropriate by matching the numbers against the questions)

	1	2	3	4	5
24. Highly talented players are sold at very high price					

25. Players are sold at any price in order to keep club going sometimes					
26. Players are transferred on agreed terms					

