

**A SURVEY OF PROMOTION MIX USED BY SELF-SUPPORTING FOOTBALL CLUBS IN
THE KENYA PREMIER LEAGUE TO ATTRACT FUNDING** 1/

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BY

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DEDICATION

For my parents, Mr. and Mrs. Riungu, for their love and support throughout the years

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ABSTRACT

This was a descriptive study to determine the extent to which self-supporting football clubs in the premier league use different promotion mix elements in sourcing for funding. The population of interest was the eight self-supporting clubs in the premier league. Due to the small size of the population a census study was conducted. Primary data was collected using a semi structured questionnaire, administered by the researcher.

The findings indicated that the clubs mainly used sales presentations and meetings, selling branded items, telemarketing, sales letters, e-mail, media interviews, speeches, coaching clinics, press releases, clean up exercises, media articles, branded play kits and sponsorship of youth football teams to attract funds. On the other hand, to a small or no extent the clubs used outdoor advertisements, television, print, radio, prizes for raffles and contests, coupons for ticket discounts, flyers, brochures, SMS, charitable contributions, lobbying policy makers, seminars, press conferences, free tickets, season tickets and sponsorship of women football to attract funds.

The clubs should enhance and put into practices the use of outdoor advertisements, television, print, radio, prizes for raffles and contests, coupons for ticket discounts, flyers, brochures, SMS, charitable contributions, lobbying policy makers, seminars, press conferences, free tickets, season tickets and sponsoring women football in order to be able to attract funds. A related study could be carried out on the promotion mix elements used by all football clubs in Kenya and the effects of the same.

CHAPTER ONE

INTRODUCTION

1.1 Background

Organisations depend on the environment for their survival and they scan the environment in an effort to discern budding trends and conditions that could eventually affect the industry and adapt to them (Thompson and Strickland, 1993). Marketing communications, by its very nature, exists in a dynamic environment. In recent years, governments worldwide have become less inclined to finance social and cultural activities, forcing these organisations to seek financial support from the private sector (Pelsmacker et al, 2005).

The sport of football in Kenya has not been spared the global forces driving reduced spending by government on social projects. In the 2005-06 budget, the allocation of sports development projects amounted to only Ksh.400 million for the fiscal year (Daily Nation, 2006). Sports organisations have no other option but to seek ways to appeal appropriately to the private sector. For instance, sponsorship, an increasingly useful promotion tool can be used effectively to build mutually beneficial relationships between football clubs and the corporate sector. Statistics from the International Events Group (IEG) show that global investment in sponsorship has increased from US\$ 500 million in 1982 to US\$ 28 billion in 2004. This tremendous growth should demonstrate to decision makers in organisations that sponsorship is not a form of corporate donation but a two-way marketing relationship where cash or in-kind resources are exchanged for promotional value (Harrison and O'Reilly, 2005).

1.1.1 Promotion Mix

According to Kotler (2003), the promotion mix is a company's total marketing communications program consisting of the specific blend of advertising, personal selling, sales promotion, public relations and direct marketing tools that an organization uses to pursue its advertising and marketing objectives. However, previous studies (e.g. Pelsmacker et al, 2005; Harrison & O'Reilly, 2005) show that sponsorship's contribution to total promotional spending has increased from 2.5% in 1987 to an estimated 5.8% in 2001. This suggests that sponsorship has become an integral part of the promotion mix. Pelsmacker et al (2005) defined the promotion mix as all instruments with which an organization communicates with its target groups and stakeholders to promote its products and organization as a whole. These instruments include; advertising, personal selling, publicity, sales promotion, direct marketing, and sponsorship. The current study will be based on the promotion mix elements identified by Pelsmacker et al.

Advertising is the promotion of goods, services, organizations and ideas, usually performed by an identified sponsor through a mass medium (Ace, 1998). It is considered to be the most cost-effective method of promotion in terms of cost per person and is often synonymous with promotional campaigns. Advertising takes place through radio and television advertisements, newspapers and magazines and outdoor media such as billboards and display signs.

Personal selling comprises of any paid form of interpersonal presentation of goods, services or ideas through face to face communication between the seller and buyer. Personal selling contrasts sharply with advertising in that, it is personal and highly target able. Personal selling has several advantages over other promotion tools such as immediate feedback, persuasive nature, selectivity, and provision of complex information (Cole, 1996). These features have made it the preferred method of promoting services (Stanton, 1994).

Public relations refer to the planned and sustained effort to establish and maintain good relationships, mutual understanding with (potential) customers and publics, audiences or stakeholders (Ace, 1998). Most authors discuss the terms public relations (PR) and publicity interchangeably though they are slightly different. Publicity is any promotion communication about an organization or its products that is presented by the media but it is not paid for by the organization (Stanton, 1994). Many service firms, especially in entertainment, benefit considerably from free publicity. Sports coverage by radio, newspapers and TV provides publicity.

Direct and interactive marketing is described by Kotler (2003) as the use of mail, telephone, fax, e-mail, internet or mobile phones to communicate directly with or solicit response or dialogue from specific customers and prospects. Major direct marketing tools include sales letters, flyers, posters, brochures, catalogues and telemarketing, brand websites, online advertising events contests and sweepstakes, electronic mail, e-sampling, e-coupons and SMS advertising. The growing usage of direct and interactive marketing can be attributed to: negligible production costs and lead times, interactivity, high response rates and measurability (Shrimp, 2003). Batra et al (1999) assert that the major goal of direct marketing is not simply to build awareness or change preference but generate an action, either an order or request for more information.

Sales promotions refer to incentives designed to stimulate the purchase or sale of a product usually in the short term (Yeshin, 1998). Sales promotions are different from other promotional tools in that they are used to get consumers to try or repurchase a brand by discriminating between

different segments of consumers. They target consumers who are keen and eager for price cuts, prizes, free samples, cash refunds among other 'deals'. Whereas, advertising offers a reason to buy, sales promotions offers an incentive to buy. Berkowitz et al (1991) however argue that sales promotions cannot be the sole basis for a campaign because gains are often temporary and sales drop off when the deal ends. Advertising support is needed to convert the customer who tried the product because of the promotion into a long-term buyer.

Sponsorship is viewed by Pelsmacker et al (2005) as an investment in cash or kind in an activity in return for access to the exploitable commercial potential associated with the activity. Sponsorship has an edge over advertising because the promotion is less cluttered, financially attractive and easy to understand. It is also critical in overcoming legal restrictions on alcohol and tobacco advertising. Sponsorship has emerged as a very prominent promotional tool for sports as they have become a focal point for promotional campaigns. For instance, Coca-Cola spent \$40 million to become an official sponsor of the 1996 Olympic Games and an estimated \$500 million to leverage this status by including advertising, tie-in promotions, sweepstakes, hospitality, building an Olympic park in Atlanta and other Olympic-related activities (Shari and Sandler, 1996).

1.1.2 Background of football in Kenya

Football is the most popular sport in the country. The game's popularity cuts across both ethnic and class lines. Children can be seen in urban areas as well as in villages playing with a bundle of rugs for a ball. Kenyan fans are also known to be very passionate about their favourite local teams especially the national team, Harambee Stars. Important matches pitting the national teams are always sure to pull in crowds of close to 60,000 with millions more watching on television.

The Kenya national football league comprises of the premier league, nationwide league, zonal leagues and the branch leagues which draw teams from all over the country and is played all year round. The premier league is at the apex of the sport in the country and consists of 20 teams. As in many countries, the league format is of the promotion/relegation type. Each year, four teams are promoted from the nationwide league to the premier league while the four teams with the worst record are relegated to the nationwide league.

The premier league comprises both self-supporting clubs and institutional clubs. In the current 2005-06 season, there are 8 self-supporting clubs and 12 institutional clubs. Some of the most

popular self-supporting clubs are Gor Mahia, AFC Leopards and Coast Stars FC. Tusker, Mumias Sugar and Kisumu Telkom are among the more prominent institutional teams.

Initially, the premier league was run by the Kenya Football Federation (KFF). However, officials with several top teams concerned after eight clubs folded in the preceding three years due to financial difficulties, opted out of the KFF in 2003 and formed a limited partnership company modelled on similar ventures in Britain and South Africa. The government strongly opposed the formation of Kenya Premier League (KPL) Ltd on the grounds that the national federation is the only body with jurisdiction over the sport but club officials asserted that creating the company was the only way to keep soccer alive in the country. According to Bob Munro, founder of Mathare United FC and spearhead of the drive to create the company, clubs will benefit with money going from the company to the clubs and not from the clubs to the company as has been the case with the KFF. The two parallel premier leagues later merged in 2005 to form the Kenya Premier League (KPL) Ltd, which is equally owned by all the clubs in the premier league (Kimutai, 2005).

The 1980s was the heyday of Kenyan football. Gor Mahia and AFC Leopards were the most popular clubs. Matches pitting the two teams regularly drew capacity crowds and supporters of both teams were among the most passionate in the world. Football in Kenya enjoyed tremendous success with the national team, Harambee Stars winning the East and Central Africa Senior Challenge Cup a record three times in a row. At the premier club level, Gor Mahia FC beat Tunisian soccer club, Esperance FC to win the Cup Winners Cup in 1987. However, that remains the only continental club title a Kenyan team has ever won. The sport has experienced a steep decline ever since (Kimutai, 2005).

Its decline stems from several major factors. First, inadequate funding has impacted very negatively on the development of the sport in the country. Lack of sponsorship has hit the premier league hard and the self-supporting clubs even harder (Ayieko, 2006). Vested interests have also contributed to the decline of the sport. The federation has been plagued by revolving leadership and out of a series of 12 federation chiefs, all but one have used the sport as a springboard to power politics. A phenomena that has crippled the board, ruined the game and alienated hundreds of thousands of fans (Kimutai, 2005).

Another major challenge that has been identified has been the domination of institutional clubs in the premier league. Institutional clubs are on the increase while self-supporting clubs are dying.

Kenyan soccer has traditionally hinged on the self supporting clubs as they are the cornerstones of the game in the country and without them almost everyone will lose interest in the game (Musumba, 2006; Wepukhulu, 2006). This situation has largely contributed to the declining interest from fans due to the lack of ownership of Kenyan football by the community. The only way to attract fans back to the stadiums is for such institutions to start investing on self supporting clubs rather than form their own teams to battle it out in the premier league (Ayieko, 2006).

Finally, the premier league is faced with stiff challenge from tournaments organised outside the federation. Because KFF leagues cater for only a few and are poorly marketed, other tournaments have come up to fill the void. These tournaments seem to be growing in stature at the expense of the premier league. They are now attracting capacity crowds while premier league matches rarely do. The 'Safaricom Super Eight' tournament is just one indicator that the premier league is losing to tournaments. Well organised with sponsors streaming in to fund it, the Super Eight tournament which brings together teams from the eight constituencies in Nairobi is now more competitive than most football events in the country. On average less than 1,000 fans attend league matches today yet an estimated over 5,000 fans watched the Super Eight finals at the Nyayo stadium, early this year (Ayieko, 2006).

However, premier clubs have made efforts to respond to these challenges. First, the formation of the KPL Ltd represents a major paradigm shift in driving the league towards financial independence. Second, a number of self-supporting clubs have managed to secure sponsorship deals from the corporate sector. In the current season, Thika United is sponsored by Brookside Ltd, Kangemi United by Megascope Ltd and Mathare United by Kapa Oil and Safaricom Ltd. The KPL Ltd is also actively involved in searching for a sponsor for the premier league, a move that will ensure that the stakes will be sufficiently raised to draw back interest in the sport. Thirdly, community clubs, most notably Mathare United, are plugging budgetary gaps through the sale of players to other professional leagues abroad, earning fairly substantial commissions in the process. More traditional funding strategies include commissions from ticket sales and fund raising events from fans and other well wishers.

Despite the seemingly hapless scenario that is Kenyan football, premier clubs have recorded modest accomplishments. In 2003, Mathare Youth Sports Association, sponsors of premier sides Mathare United and Mathare Youth, were nominated for the Nobel Peace prize. This has raised the profile of Kenyan football globally. The premier league has also generated many employment opportunities for the players, coaches and administrators among others. Several former premier

league players such as Dennis Oliech, Musa Otieno and Mike Okoth have achieved wealth beyond their wildest dreams after transfers to better paying leagues abroad

1.2 Statement of the Problem

Sports generates incomes and stimulates investment in various sectors in the economy especially tourism. Additionally, sports nurtures and sustains good health as well as promotes team skills and common understanding among people of different backgrounds. As such the Kenyan government has developed a draft bill on sports development to provide a policy framework to promote sports in the country (Daily Nation, 2006).

However, despite the important role played by sports, particularly football, the fortunes of the game are flagging to say the least. Football is faced with a myriad of problems including financial constraints, lack of professionalism, declining interest from fans, competition from other sports and lack of ownership in the sport by the community. These challenges have resulted in poor performance by the clubs at the international, regional and national levels of the sport. Indeed, the last time a premier league club won a regional tournament was in 1987, nineteen years ago.

There is evidence to suggest that promotional strategies to uplift the sport are under-utilised. In this day and age when football is big business, our clubs still rely on hand-outs from politicians and other well-wishers to fund their activities (Keino, 2006). Unfortunately, in contemporary business practice, corporations invest in sponsorship; they no longer have the excess marketing funds or open leeway to simply undertake goodwill gestures (Harrison and O'Reilly, 2005).

Sponsorship in particular, has emerged as a very important promotional tool for sports as they can be used as the focal point for promotional campaigns. Football clubs need to demonstrate to decision makers in organisations that sponsorship is not a form of corporate donation but a two way marketing relationship where cash and in-kind resources are exchanged for promotional value.

Previous studies conducted on the application of promotion mix have centred on diverse fields such as the agro chemical industry (Ndegwa, 2001) and the pharmaceutical industry (Naikuni, 2001). However, no empirical research has been conducted on the promotion mix used by football clubs in Kenya.

The proposed study therefore seeks to close the knowledge gap by responding to the following question:

To what extent are football clubs using different promotion mix elements in sourcing for funding?

1.3 Objective of the study

The objective of this study was to determine the extent to which self-supporting football clubs in the premier league use different promotion mix elements in sourcing for funding.

1.4 Significance of the study

The results of the study will be of benefit to:

- i) The football clubs who may use its results to improve their promotional activities. They will identify promotional elements that are relevant and effective to apply resulting in greater profitability.
- ii) The Government may use the findings of the study to assess the effectiveness of promotional activities in football to better inform any future interventions to develop the sport in the country
- iii) The study might be significant to researchers and academicians by providing relevant information on the promotion of sports and also as a basis for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The American Marketing Association (2004) define marketing as an organizational function and a set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders. For an organisation to achieve these objectives, they must build a marketing program or plan which will consist of numerous decisions on the mix of marketing tools to use. This mix of marketing tools is referred to as the marketing mix. Kotler (2003) describes the marketing mix as the set of controllable tactical marketing tools- product, place, price and promotion – that the firm blends to produce the response it wants in the target market. They are also known as the 4 P's of marketing.

Promotion, often called marketing communication, is the fourth and most visible element of the marketing mix which involves all instruments which the organisation communicates with its target groups (Pelsmacker et al, 2006). The main role of promotion is to bring existing or potential customers from a state of relative unawareness of the organisation's products to a state of actively adopting them (Cole, 1996).

2.2 Promotion Mix

Promotion as a strategic variable consists of five variables, which must be coordinated to form the overall promotion mix. These are advertising, personal selling, sales promotion, public relations and direct marketing (Kotler, 2003). For the purposes of this study, sponsorship will be discussed as an integral and independent part of the promotion mix due to its growing importance, supported by previous empirical studies (e.g. Pelsmacker et al, 2005; Harrison and O'Reilly, 2005).

Kotler (2003) argues that for promotion mix to be effective, it must be guided by the marketing concept. Essentially, it must focus on consumer needs and integrate all activities of the organisation to satisfy those needs. Key objectives are to inform prospective buyers about the benefits of products, persuade them to try it and remind them later about the benefits they enjoyed using the product.

Since 1900, different scholars have advanced theories on the marketing communication process. They can however be summed up in three stages. The cognitive stage whereby consumers engage

in mental processes which lead to awareness and knowledge of the brand communicated. The affective stage follows and is characterized by the occurrence of emotional or feeling responses which are associated with the advertised brand and attitudes towards the brand are formed. Lastly, the conative or behavioural stage refers to undertaking actions with respect to the advertised brand such as buying it (Pelsmacker et al, 2005).

These stages of the marketing communication process assist marketers in determining communication objectives. The marketer can be seeking a *cognitive*, *affective* or *behavioural* response. That is, the marketer might want to put something in the consumer's mind, change an attitude or get the consumer to act (Kotler, 2003).

2.3 Advertising

Advertising is any paid form of non-personal presentation and promotion of ideas, goods, or services by an identified sponsor (Kotler, 2003). Advertising takes place through mass media viz; television, cinema, radio, newspapers and magazines, and outdoor media such as billboards and display signs.

The goal of advertising according to Marsh (1998) is to reach the greatest proportion of the targeted market at the least cost. In this light, adverts are a cost effective way for disseminating messages from the cost per person perspective. Awareness, reminding, changing attitudes perspectives and beliefs, reinforcing attitudes, building image and product line are some of the objectives of advertising (Ace, 1998; Kotler, 2003).

The message is central in the advertising concept. Advertisers go through several steps to develop a creative message strategy: message generation, message evaluation and selection, message execution and a social responsibility review. Messages can be generated by linking the brand directly to a single benefit or advertisers can create a character that expresses the product's benefits. Messages can be rated on desirability, exclusivity and believability by conducting market research to determine which appeal works best with the target audience (Kotler, 2003).

Message execution strategies are a very important element in advertising strategy since it has to convince consumers. In trying to generate the established advertising objectives, advertisers can use a multitude of appeals, formats and execution strategies to express their creative idea. Emotional appeals are advertisements whose main purpose is to elicit an affective response and convey an image. Humour, fear, warmth, eroticism and music are commonly used to elicit emotive responses among the target group. On the other hand, rational appeals contain features

and practical details that are verifiable and factually relevant cues that can serve as evaluative criteria. Techniques of rational appeals include talking heads, demonstrations, problem solving, testimonials, dramatization and comparative advertisements to appeal to the rationality of (potential) customers. Advertisers can also use both expert and celebrity endorsers to execute the message. For instance, advertisers of a toothpaste brand may use a dentist to endorse the brand in the advertisement (Shrimp, 2003). Advertisers must also ensure their advertisements do not overstep social and legal norms.

Media strategies should be considered against the dimensions of communicating the message, cost-effective coverage and appropriateness of the environment to place the message (Yeshin, 1998). Media selection is finding the most cost effective media to deliver the desired number and type of exposures to the target audience. The effect of exposures on audience awareness depends on the exposures' reach, frequency and impact. Advertisers also try to measure either the communication effect or effect of the advertisement on sales using a variety of methods (Kotler, 2003).

2.4 Sales Promotion

Sales promotions can be described as incentives designed to stimulate the purchase or sale of a product usually in the short term. (Berkowitz, 1991; Kotler, 2003). Sales promotions are used to get consumers to try or repurchase a brand by discriminating between different segments of consumers. Major objectives of sales promotion are broadening customer base, line extension to new and existing customers, brand switching, forward/bulk buying, overcoming seasonal dips in sales and building brand loyalty.

Although the main objective of sales promotions is to trigger immediate sales, they can also be used more strategically to generate through trial purchases and subsequent learning effects, a change in attitude towards the brand and as a result brand equity. Despite these objectives, sales promotions are often regarded as a threat to long-term image and therefore profit potential of the brand because too frequent promotional actions give the brand a reputation for cheapness and destroy the perception of its intrinsic qualities (Pelsmacker, 2005).

Sales promotion tools include coupons, sweepstakes, contests, product samples, patronage rewards, prizes, demonstrations, warranties, trade shows, trade-ins and exhibitions. Sales promotions budgets have increased rapidly in the United States with many consumer packaged goods companies spending 65%-75% of their combined promotional budget on sales promotions.

Batra et al (1999) estimate that 80% of US households use coupons, 75% of appliances bought in US are bought on deals and 70% of packaged goods sold to retailers are sold with a trade promotion. Shrimp (2003) attributes several factors to this growth, namely short term orientation, measurability, power of distribution channels, declining brand loyalty, lack of product differentiation, buying decisions taken in stores and increasing clutter in advertising.

Table 2.1: Techniques applied in consumer sales promotion

Monetary incentives	Chance to win prize	Product promotion
Price cut on the shelf	Contests	Sampling
Coupons	Sweepstakes & lotteries	Free in mail
Cash refunds		Premiums
Extra volume		Self- liquidators
Savings cards		Savings cards

Source: Pelsmacker, P. D., Geuens, M and Bergh, J. V., (2005). **Foundations of Marketing Communications: A European Perspective.** (5th Edition). Prentice Hall.

According to Belch and Belch (2004), sports marketers have found a relative effective way to measure the effectiveness of sales promotions. They have established that attendance increases when promotions are offered. Kotler (2003) however, presented more elaborate methods of measuring the effectiveness of sales promotions. The first method involves using *sales data* to analyse the types of people who took advantage of the promotion, what they bought before the promotion and how they behaved later towards the brand and other brands. If more information is needed, *consumer surveys* can be conducted to learn how many recall the promotion, what they thought of it, how many took advantage of it and how the promotion affected subsequent brand-choice behaviour. Thirdly, sales promotions can also be evaluated through *experiments* that vary such attributes as incentive value, duration and duration media.

2.4 Personal selling

According to Berkowitz et al (1991), personal selling is any paid form of interpersonal presentation of goods, services or ideas through face to face communication between the seller and buyer. Personal selling takes place through sales presentations and meetings, sales training and incentive programs for intermediary salespeople.

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According to Kotler (2003), organizations spend more on personal selling than on any other promotional method. He contends that US firms spend over a trillion dollars annually on sales forces and sales force materials and nearly 12 percent of the total workforce in the US work full-time in sales forces. Sales forces are found in nonprofit as well as for-profit organizations. Stanton (1991) and Cole (1996) argue that personal selling play an extensive and dominant role in the promotion of services because of their transient and intangible nature. They argue that in the service industry, every member of the organization of comes into contact with (potential) clients are considered to be sales people.

Kotler (2003) outlined six main activities of personal selling: prospecting, targeting, communicating, selling, servicing, information gathering and allocating.

Personal selling has several advantages over other promotional tools such as immediate feedback, persuasive nature, selectivity and provision of complex information. However vivid the message put across by advertising, there is no substitute for the final face-to-face meeting between the buyer and seller or his representative. Advertising creates the interest and the desire but personal selling seals the deal (Cole, 1996).

Traditionally, most companies personal selling programs were transaction oriented in that the main aim was to help the salespeople close a specific sale. However, most organizations today have focused on relationship marketing which emphasizes building and maintaining profitable long-term relationships with customers by creating superior customer value and satisfaction. This paradigm shift has been occasioned with empirical research findings that the cost of acquiring new customers is six times the cost of retaining old clients (Kotler and Armstrong, 1996).

2.5 Public Relations

Public relations are the planned and sustained effort to establish and maintain good relationships, mutual understanding with (potential) customers and publics, audiences or stakeholders (Ace, 1998). The main concern is to enhance the long term goodwill and reputation of the organization as a whole. Public relations sets itself apart from other communication tools in that they target important stakeholders and difficult to reach audiences such as opinion leaders, financial analysts and potential investors. These publics are usually skeptical about advertising and direct marketing but are often interested in news and may be reached indirectly by media exposure generated through public relation activity. Other special characteristics are crisis management, message flexibility as advertising and sales promotions are usually regulated, cost effective, perceived to

be objective and believable. These factors have contributed to its substantial growth. According to some estimates, 3 out of 4 organizations in the United States have Public Relations departments. However, a key drawback is the lack of control over content of press coverage (Shrimp, 2003).

Public relations perform several functions such as press relations, product publicity, corporate communications, lobbying and counseling. Channels of publicity or public relations include newspaper and magazine articles/reports, television and radio presentations, charitable contributions, speeches, issue advertising and seminars among others (Ace, 1998; Kotler, 2003).

The explosion of media outlets bodes well for the future of public relations in sports. Sports PR experts coordinate the flow of information from teams to the press and feed the public hunger for sports news items, team data and player information. They also play an important 'promotional' role in generating public interest, increasing the team's visibility and filling stadiums with fans. It is largely critical for positioning difficult or sensitive news stories relating to teams or players so as to throw the most positive light on a situation.

Marketing public relations is targeted at commercial stakeholders such as distributors, suppliers, competitors and potential customers. It can also be used to support the launch of new products for instance, the trade press can be invited to test drive a new vehicle model. It can also support or revive existing products e.g. create an event when the 50th shop is opened. Media PR consists of press kit/releases, video news release or radio news releases which are a set of documentation containing materials the organization wants released or covered in the press undistorted. Public relations can also be classified as either direct or indirect. Direct PR activity is directly aimed at (potential) customers of interest, while indirect PR tries to reach audiences through other publics such as the press. Thus, employees and the media are examples. Internal PR is very important as employees often interact with other audiences hence PR should create goodwill with employees to motivate them to do so (Pelsmacker et al, 2005).

For PR results to be measured, its objectives must be clearly defined, measurable and related to PR activity. This implies that short and long term awareness; opinion and/or attitude or goodwill changes with have to be measured with targeted publics. Pelsmacker et al (2005) identified three indicators useful in measuring PR effectiveness. *Input indicators* which measure PR efforts e.g. number of news stories disseminated, interviews given or trade meetings organized. They measure efforts not results; therefore they are largely insufficient but useful since they give the first indication of activity undertaken. Secondly, *output indicators* are used to measure results of PR activity in terms of media coverage or publicity such as press space, TV time allocated to its

events, brands and organization, tone and news value of headlines etc. However, they are hazy on how well real objectives are achieved. Finally, *achievement indicators* measure the extent to which a pre-specified objective has been met with a public of interest for instance, share of target audience reached, changes in awareness knowledge opinions and attitudes, evolution of image and goodwill of products and organization.

2.7 Direct Marketing

Mass marketing communication strategies have dominated promotional activities for decades. Gradually, direct marketing principles have been adopted that allow access to each member of the target group on an individual basis. The next stage in this evolution is the trend towards real interactivity that enables the marketer not only to communicate with target group members on a one-on-one basis, but also individuals are capable of responding to and interacting with the sender of the message (Shrimp, 2003).

Although some direct marketing promotional tools also allow a degree of interactivity, the increasing penetration of the internet, mobile phones and interactive TV are changing the nature of marketing communication interactivity. In the UK, 75% of adults have mobile phones and 1.4 billion text messages are sent every month. Among the 50% of UK households that have internet, over 30% say that they are watching less TV as a consequence. So marketers have to follow them to the new media that they are consuming (Pelsmacker et al, 2005).

Direct and interactive marketing is the use of mail, telephone, fax, e-mail, internet or mobile phones to communicate directly with or solicit response or dialogue from specific customers and prospects (Kotler, 2003). However, Arens and Bovea (1994) view direct marketing from a database perspective. They assert that direct marketing is the use of a variety of communication media to build a database of customer information so that an organisation can enhance its relationship with the customer

Shrimp (2003) describes a database as a collection of interrelated data of customers and prospects, which can be used for different applications such as analysis, individual selection, segmentation and customer retention, loyalty and service support. He contends that an organisation can develop a database from either internal or external sources. Order and invoice information such as customer names, addresses, account numbers, purchase data and payment methods can be sourced internally. External sources are lists compiled outside the organisation, which can be bought or hired for direct marketing purposes. They include subscriber lists of magazines or databases

segmented on lifestyle and consumption habits. However, there are common pitfalls that should be avoided when compiling a database. These are incompleteness, data expiration, unreliability, inconsistency and duplication.

Major direct marketing tools include sales letters, postcards, flyers, brochures, catalogues, SMS, internet, electronic mail, faxes etc. Engel et al (1991) outlined several unique features of direct marketing such as direct targeting of identified person(s) or households, action-oriented goal, precise measurement of results, interactivity and use of customer database. These features have led to tremendous growth in direct marketing. According to Kotler (2003), whereas retail sales grew 3% in 2000 direct marketing sales grew by 6%. This represented total annual sales of an estimated US\$ 421 Billion in the US. Other estimates show that Americans receive 62 billion pieces of direct mail, 18 million telemarketing calls per year and almost 100 million Americans shop by mail or telephone (Batra et al, 1999)

Several factors should be considered when choosing direct marketing media. Direct mail is quite expensive but highly target able, flexible and discrete. It is the single most important direct marketing medium though it's intrusive. Telephone is flexible but relatively expensive, highly intrusive and difficult to do well. Press inserts have short deadlines, good reach and choice of colour, control of product quality and economies of scale. Door to door media are cheap to produce and distribute, however they have a down market image and personalisation is almost impossible.

Electronic marketing media include brand websites, online advertising, online events and seminars, viral marketing, online contests and sweepstakes, e-samples and e-coupons, e-mail marketing among others. Nearly all direct marketing techniques have online versions. Internet communication objectives include generating brand awareness, shaping brand image and brand attitudes, encourage brand switching and creating brand loyalty among customers.

E-mail marketing, in particular has experienced exponential growth. Globally, it is estimated that 4 billion e-mails are sent daily. The internet provides speed, flexibility, low costs and full customisation is much easier and cheaper. Forrester Research estimates that total spending for e-mail marketing services in the US reached \$3.4 billion in 2003. E-mail marketing costs 60-65% cheaper than traditional posting services by eliminating postage, paper and printing expenses. This implies that e-mail has made it possible to start using direct marketing for low cost items and less frequent buyers.

Mobile or wireless marketing is the use of text, video or voice messages via a mobile telephone network as a means of delivering marketing communication to consumers on their mobile phones. The mobile subscription base in Kenya has increased from 1.6 million (2003) to 5.7 million (2006), according to statistics from the Communications Commission of Kenya (CCK). These figures represent 14.4 per cent of Kenya's population. At the same time, 65 per cent of mobile phone subscribers know how to use the short message service (SMS) and three million SMS are sent daily countrywide (CCK, 2005). This explosive growth in the subscription base has also resulted in corresponding growth in wireless marketing. According to the leading mobile phone marketing firm, Sasanet Limited, an estimated 500,000 subscribers participate daily whenever the company runs a major promotion campaign (Ndioo, 2006).

Short messages service (SMS) advertising is considered a novelty and a more personal and engaging form of communication than e-mail. Not only is it instantaneous but it enjoys a faster and wider reach than e-mail as mobile phones usually accompany the user and can be received anywhere and anytime. Production costs and lead times are negligible. The average response rate to commercial SMS messages is 10-15%, which is considered relatively high. Mobile marketing campaigns are most appreciated when the contest is appealing and attractive and the most effective wireless campaigns are sweepstakes (Pelsmacker et al, 2005).

Effectiveness of direct marketing can be measured using the RFM model. Recency: time elapsed since last purchase, Frequency: frequency with which customer places order and Monetary value: average amount of money customer spends per purchase (Pelsmacker et al, 2005). While e-communications media effectiveness can easily be tracked from feedback buttons from websites and e-mails, analysing server log files that contain all information about site traffic such as number of hits, origin of visitors, number of pages on the website viewed among others (Shrimp, 2003).

2.8 Sponsorships

Sponsorship, a relatively recent promotional tactic is where a "corporation [or other investor] creates a link with an outside issue or event, hoping to influence the audience by the connection" (Rifon et al, 2004). This 'link' or 'association' with a specific property (known as the 'sponsee') is the key in differentiating sponsorship from other promotional tools, as it enables the investor (known as the 'sponsor') to not only receive the related promotional benefits (TV/print exposure, branding opportunity, etc.) but to be associated, in the minds of consumers, with the sponsee. For

example, Lachowetz & Irwin (2003), in their survey of 500 spectators at the 2000 FedEx St. Jude Classic golf tournament, found evidence suggesting that spectator response to the sponsor (FedEx) is influenced by their affinity for the cause which the tournament benefits (St. Jude's Children's Research Hospital).

In terms of industry size, global investment in sponsorship has progressed from approximately US\$500 million in 1982 (Kuzma & Shanklin, 1994) to US\$24.4 billion in 2002 (Kolah, 2003) to an estimated US\$28 billion in 2004 (IEG, 2004). This torrid and recent growth is forecasted to continue into the future (Kolah, 2003). In terms of its contribution to promotional spending, sponsorship has increased in importance from 2.5% in 1987 to an estimated 5.8% in 2001 (IEG, 2000) suggesting that sponsorship has become an integral part of the promotional mix. In a similar fashion to the American Marketing Association's recent update of its widely-accepted definition of marketing to focus on relationships, sponsorship is viewed in current management thinking as a relationship. Akin to other promotional strategies, sponsorship also enables a sponsor to efficiently reach its target market (e.g. Rodgers, 2003), making sponsorship important to sponsors, sponsees and affiliated entities such as a benefiting charity, a sponsorship sales agent, an event manager or a facility provider.

Its importance stems from a few major factors. First, a major challenge in developing advertising strategies involves navigating the increasingly cluttered advertising space that exists today (Arthur, 1998). Faced with the challenge of this clutter, it is no longer enough for many organizations to promote themselves through advertising alone and sponsorship may provide an efficient way by which to differentiate a sponsor from its competitors (Fahy et al., 2004; Amis et al, 1999). Second, evidence of the attractiveness of sponsorship relative to other promotional tools is demonstrated by sponsors who have supported their initial sponsorship investment with additional funds to leverage that investment. Leveraging, used in this context, refers to strategies that the sponsor funds and implements to increase the effectiveness of the sponsorship. These techniques are varied and include such things as the title sponsor of a televised event developing commercials and paying for their diffusion leading up to, during, and following the event. For example, Coca-Cola spent \$40 million to become an official sponsor of the 1996 Olympic Games and an estimated \$500 million to leverage this status. This includes advertising, tie-in promotions, sweepstakes, hospitality, building an Olympic park in Atlanta and other Olympic-related activities (Shari and Sandler, 1996).

Shari and Sandler (1996) identified event, broadcast and cause-related sponsorship as the different sponsorship media. Event-related sponsorship accounts for the bulk of the expenditure in sponsorship. In Europe, 75% of all event sponsorship is devoted to sports, mainly soccer and formula one racing, 16 percent to arts and culture causes and the balance to broadcast sponsorship (Pelsmacker et al, 2005). Event sponsorship is cost effective for reaching particular audiences in terms of demographic and psycho-graphic characteristics. Extensive media coverage of sports events leads to high levels of exposure of broad target groups to sponsor's name. For instance, in the UK, 83% of all men were exposed to the Heineken brand name, each at least 22 times when the brand sponsored the 1995 Rugby World Cup. It is flexible because it can increase awareness with actual and potential customers and improve both company and brand image. It is also an effective tool for relationship building, platform for advertising campaigns, database building and sampling and avoiding advertising bans such as bans on tobacco and alcohol advertising. However, drawbacks include creating friction with employees due to huge expenditures, alienating fans of opponents and scandals by sportspeople (Pelsmacker et al 2005).

Broadcast sponsorship is the second medium of sponsorship and is also growing at a very fast rate. In the UK, it is growing at 15 percent annually (Shrimp, 2003). In Belgium, government owned TV channels cannot broadcast advertising messages but are allowed to have program sponsorship, making it extremely visible. Broadcast sponsorship can further be segmented to: (a) bill boarding- mentioning the name of sponsor in the TV or radio program (b) product placement which involves the sponsor's brand being used in program and deliberately shown to the audience and (c) prize sponsorship whereby the sponsor pays for awards or prizes and is mentioned in the program. Cause-related sponsorship is the other sponsorship media and it comprises of a combination of PR, sales promotion and corporate philanthropy based on profit motivated giving to good causes. The difference between event and broadcast sponsorship is that the company's contribution to a designated cause is linked to a customer's engagement in revenue-producing exchanges with firm. They share the same objectives but cause-related sponsorship emphasises on brand image and it also gives customers a convenient way to contribute to non-profit organisations through buying decisions.

Pelsmacker et al (2005) outline several objectives of sponsorship as mainly awareness and image building. A direct increase in sales or market share is not a primary objective, though for instance a beverage supplier can obtain sole rights for selling their brand(s) at an event, boosting sales. A good local example is Tusker Safari Sevens Rugby Tournament where the Tusker brand is only alcoholic beverage sold during this rugby event. Linking a brand's name with a relevant

event/cause is often used to improve the brand's image with specific target groups e.g. Adidas brand and football events. Other objectives are press, TV and radio coverage/exposure, promote brand awareness and corporate image, increase sales, enhance community relations, entertain clients, benefit employees, match the competition, fad/fashion.

In contemporary business practice, corporations invest in sponsorship, they no longer have excess marketing funds or open leeway to simply undertake goodwill gestures. This evolution and maturation of sponsorship into a key strategic element of the marketing mix has led to a high level of practitioner need for cost-effective, accurate and reliable sponsorship evaluation methodologies as the greatest challenge facing practitioners is clearly the demonstration of sponsorship effectiveness. In response to this need, researchers are working to fill that gap (Harrison and O'Reilly, 2005).

This demonstrates to decision-makers in organizations (both sponsors and sponsees) that sponsorship is not a form of corporate donation but a two-way marketing relationship where cash or in-kind resources are exchanged for promotional value. For the sponsorship relationship to be successful, the sponsorship must be properly leveraged by the sponsor and serviced by the sponsee, with an accompanying leveraging program. By means of contrast, major gifts are not recognized as providing promotional value as evidenced in the reasons in the elements of attraction of gift giving (Martinis, 2005), inferring that they are not sponsorship.

As corporations (sponsors) and their agencies spend more time analyzing and assessing the business performance of their sponsorship investments and related leveraging activities, the properties (sponsees) they work with must be prepared to respond by effectively servicing the sponsorship. This response is being demanded in terms of increased media value, stronger integration of the sponsor's brands with the property via more highly leveraged activation programs. It has become clear that, in order to insure the long-term success of the overall sponsorship, the sponsee must properly service the current needs of the sponsor by ensuring that its internal sponsorship management resources are appropriately structured. Such structure needs to include units within the organization that specialize in sponsorship sales, sponsorship activation and sponsor servicing. If the sponsee is to continue to generate the resources (cash and/or in-kind products/services) and brand association that comes with successful long-term sponsorship relationships, all three of these units must be in place.

The demands placed on a property's sponsorship sales department are driving them to become even more integrated with the other functions in the organization. This has become even more

pronounced as sponsors move from simply buying an affiliation or media spots through a property and are now interested in creating brand activations. The concept of brand activation is defined as consumer connectivity, and therefore the sponsorship program needs to be integrated with the departments that most touch the consumer.

In practice, sponsorship has clearly become an important revenue source for sponsees' and a valuable promotional strategy to sponsors in many industries. The literature now positions sponsorship to be completely different than other promotional strategies given three main points of difference: (i) that sponsors are believed by consumers to be 'part of the program' [due to the association effect], (ii) that sponsorship and advertising function differently [i.e. the process by which the promotion is communicated], and (iii) that sponsorship is believed by consumers to benefit a broader audience (Harrison and O'Reilly, 2005).

There is a need for the sponsee to be properly structured in order to deal with corporate sponsors who view their investment as a marketing relationship not a donation. Being structured as such, will allow the sponsee to fulfil the needs of their sponsor and work towards developing successful long-term relationships with sponsors that will provide the resources they need, as well as improve their brand via the association.

Effectiveness of sponsorship programs can be measured by the event attendance numbers, exposure from media coverage, communication results, increasing sales and market share and feedback from participating groups (Shrimp, 2003).

2.9 Summary of Literature Review

This chapter reviewed literature relating to promotion and elements of the promotion mix. It highlights the strategic role played by each promotion mix element. It also discusses the inherent factors that influence the choice of use of each promotion element, objectives, major tools/channels as well as measurement of effectiveness for each promotion mix element.

The promotion mix literature within the sports industry has to a large extent been found lacking. Largely, the literature reviews promotion in other sectors and tries to relate these concepts to sports marketing. However, it is worth noting that the promotion mix can be used successfully by local football clubs to source for funding. Successes in promoting sports in developed countries using the promotion mix can be replicated locally to achieve the same results.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

This was a descriptive study aimed at determining whether football clubs in the Kenyan premier league were using promotion mix elements and to what extent. According to Cooper and Emory (1995), a descriptive study is concerned with who, what, where and how of a phenomenon, which is the focus of this study. Ndegwa (2003) and Naikuni (2001) used descriptive designs in related studies successfully.

3.2 Population of interest

According to a list obtained from the Kenya Premier League Limited, there were 20 football clubs in the premier league in the 2005- 2006 season. Twelve of the clubs are institutional and outside the focus of this study. The population of interest were the eight self-supporting clubs in the premier league. Owing to the small size of this population a census study was conducted.

3.3 Data Collection

Primary data was collected using a semi-structured questionnaire, administered by the researcher. The questionnaire was addressed to one respondent from each club.

3.4 Operational definition of variables

In order to operationalize the target variables, expanded definitions and relevant issues were discussed in the following table. The questionnaire used the Likert scale to measure the extent to which football clubs in the premier league use different promotion mix elements to source for funding.

3.5 Data Analysis

The data was analysed using descriptive statistics i.e. frequencies, percentages, mean scores and standard deviations with the help of statistical packages on social sciences (SPSS).

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter contains the summaries of data findings together with their possible interpretations by use of percentages, frequencies, mean scores and standard deviations. A seventy- five percent (75%) response rate was achieved out of the 8 questionnaires that were sent out to the respondents. The chapter has been divided into two sections, the first section analysed general information on the clubs while the second section analysed the extent of use of promotion mix elements by the football clubs.

4.2 General information on the Clubs

The general information of the respondents considered in this research included the year when the club was formed, number of years the club as been in the premier league, presence of a web site and database of members.

4.2.1 Year of establishment

Table 4.2.1: Year of establishment

Year of establishment	Frequency	Percentage
Less than 5 years	1	16.67
Between 5 – 10 years	4	66.67
Over 10 years	1	16.67
Total	6	100

Source: Research data

The findings indicate that majority of the clubs were founded between 5- 10 years ago.

4.2.2 Number of years in the premier league

Table 4.2.2: Number of years in the premier league

No. of years in premier league	Frequency	Percentage
Less than 5 years	3	50.00
Between 5 – 10 years	2	33.33
Over 10 years	1	16.67
Total	6	100

From the findings, 17% of the clubs have been in the premier league for over 10 years, 33% for between 5 -10 years and 50% for less than 5 years.

4.2.3 Presence of a website

Table 4.2.3: Presence of a website

Presence of a website	Frequency	Percentage
Yes	5	83.33
No	1	16.67
Total	6	100

Source: Research data

The findings indicate that 83% of the clubs had a website while 17% did not have a website.

4.2.4 Presence of a database for members

Table 4.2.4: Presence of a database for members

Presence of member database	Frequency	Percentage
Yes	4	66.67
No	2	33.33
Total	6	100

Source: Research data

The findings indicate that 67% of the clubs kept a data base of members while 33% did not keep data base of members.

4.3 Importance of Promotional mix elements to the organizations marketing activities

The respondents were to rank the promotional mix elements in order of their importance to the organization's marketing activities. The findings are presented in the following table:

Table 4.3: Importance of Promotional mix elements to the organization's marketing activities

Ranking of promotion mix elements	Mean Score	Std Dev
Direct Marketing	5.00	0.84
Personal Selling	4.67	1.37
Public Relations	3.67	1.37
Sales promotions	2.50	1.33
Sponsorship	2.33	1.63
Advertising	2.33	1.03

Source: Research data

The findings indicate that the order importance of promotional mix elements ranked as follows; direct marketing, personal selling, public relations, sales promotions, sponsorship and lastly, advertising.

4.4 Use of Media Vehicles to Attract Funding

According to Kotler (2003), the promotion mix is a company's total marketing communications program consisting of the specific blend of advertising, personal selling, sales promotion, public relations and direct marketing tools that an organization uses to pursue its advertising and marketing objectives. The respondents were to rate the use of media vehicles to attract funding. This was measured on a five point Likert scale, where 5=very large extent, 4=large extent, 3=moderate extent, 2=small extent and 1=no extent. A mean score of between 1 – 2.4 has been taken to represent a variable that is used to either a small or no extent, a mean of between 2.5 – 3.4 has been taken to represent a variable that is used to a moderate extent while a mean score of between 3.5 – 5.0 has been taken to represent a variable that is used to either a large or very large extent. A standard deviation greater than 1.0 represents a major variance on the opinions of the respondents, while a standard deviation of less than 1.0 implies similarity in the use of variables among respondents.

4.4.1 Advertising

Advertising is the promotion of goods, services, organizations and ideas, usually performed by an identified sponsor through a mass medium (Ace, 1998).

Table 4.4.1: Advertising

Advertising	Mean Score	Std Dev
Outdoor	2.00	1.67
Television	1.17	0.41
Print	1.17	0.41
Radio	1.33	0.82

Source: Research data

The advertising elements i.e. outdoor (2.0), television (1.17), print (1.17) and radio (1.33) were used to a small or no extent to attract funding. The use of outdoor advertising with a standard deviation of 1.67 significantly varied among the clubs

4.4.2 Sales Promotions

Sales promotions refer to incentives designed to stimulate the purchase or sale of a product usually in the short term (Yeshin, 1998). Sales promotions are different from other promotional tools in that they are used to get consumers to try or repurchase a brand by discriminating between different segments of consumers.

Table 4.4.2: Sales Promotions

Sales promotions	Mean Score	Std Dev
Prizes for raffles	2.00	0.89
Prizes for contests	1.33	0.82
Coupons for ticket discounts	1.00	0.00

Source: Research data

Sales promotions were used to a small extent to attract funds i.e. Prizes for raffles (2.00), Prizes for contests (1.33) and coupons for ticket discounts (1.00). The standard deviations were relatively low suggesting common extent of use by the clubs.

4.4.3 Personal Selling

Personal selling comprises of any paid form of interpersonal presentation of goods, services or ideas through face to face communication between the seller and buyer. Personal selling contrasts

sharply with advertising, in that it is personal and highly target able. Personal selling has several advantages over promotion tools such as immediate feedback, persuasive nature, selectivity, and provision of complex information (Cole, 1996).

Table 4.4.3: Personal Selling

	Mean	
Personal selling	Score	Std Dev
Sales presentations and meetings	5.00	0.00
Selling branded items	3.67	0.82

Source: Research data

Personal selling i.e. sales presentations and meetings (5.00) and selling branded items (3.67) were used to a large extent to attract funding by the clubs. The uses of these elements were common among the clubs since the standard deviations were relatively low.

4.4.4 Direct Marketing

Direct and interactive marketing is described by Kotler (2003) as the use of mail, telephone, fax, e-mail, internet or mobile phones to communicate directly with or solicit response or dialogue from specific customers and prospects. Major direct marketing tools include sales letters, flyers, posters, brochures, catalogues and telemarketing, brand websites, online advertising events contests and sweepstakes, electronic mail, e-sampling, e-coupons and SMS advertising.

Table 4.4.4: Direct Marketing

	Mean	
Direct marketing	Score	Std Dev
Telemarketing	3.67	1.51
Sales Letters	3.50	1.52
E-mail	3.50	1.97
Flyers	2.17	1.17
Brochures	2.17	1.60
SMS	1.83	1.60

Source: Research data

Under direct marketing telemarketing (3.67), sales letters (3.5) and e-mail (3.5) were used to a large extent to attract funding by the clubs. On the other hand flyers (2.17), brochures (2.17) and SMS (1.83) were used to a small extent to attract funds by the clubs. However, the use of these elements widely varied among the clubs since the standard deviations were relatively high i.e. greater than 1.5.

4.4.5 Public Relations

Public relations refer to the planned and sustained effort to establish and maintain good relationships, mutual understanding with (potential) customers and publics, audiences or stakeholders (Ace, 1998).

Table 4.4.5: Public Relations

Public relations	Mean Score	Std Dev
Media interviews	3.50	1.38
Speeches	3.33	1.37
Coaching clinics	3.33	1.97
Press releases	3.17	0.98
Clean-up exercises	3.17	1.72
Charitable contributions	2.83	2.04
Media articles	3.17	1.83
Lobbying policy makers	2.83	1.83
Seminars	2.33	1.21
Press conferences	2.17	1.33

Source: Research data

Media interviews (3.5) were used to a large extent by the clubs to attract funds. While speeches (3.33), coaching clinics (3.33), press releases (3.17), media articles (3.17), lobbying policy makers (2.83), seminars (2.33) and press conferences (2.17) were used to a moderate extent to attract funds. The standard deviations were relatively high suggesting major differences on the use of public relations to attract funds by the clubs.

4.4.6 Sponsorship

Sponsorship is viewed by Pelsmacker et al (2005) as an investment in cash or kind in an activity in return for access to the exploitable commercial potential associated with the activity. Sponsorship has an edge over advertising because the promotion is less cluttered, financially attractive and easy to understand.

Table 4.4.6: Sponsorship

Sponsorship	Mean Score	Std Dev
Branded play kits	3.50	1.52
Youth football teams	3.00	2.19
Free tickets	2.83	1.72
Sponsors' lounge	2.33	1.37
Season tickets	2.00	1.55
Women football teams	1.67	1.63

Source: Research data

To a large extent, branded play kits (3.50) were used to attract funds, while to a moderate extent youth football teams (3.00) and free tickets (2.83) were used to attract funds, on the other hand, sponsors' lounge (2.33), season tickets (2.00) and sponsorship of women football were used to a small or no extent.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the findings as well as the conclusions gathered from the analysis of data. Findings have been summarized alongside the objective of the study, conclusions drawn from the study and recommendations given.

5.2 Discussion

The objective of this study is to determine the extent to which self-supporting football clubs in the premier league use different promotion mix elements in sourcing for funding. According to Kotler (2003), the promotion mix is a company's total marketing communications program consisting of the specific blend of advertising, personal selling, sales promotion, public relations and direct marketing tools that an organization uses to pursue its advertising and marketing objectives.

Advertising is the promotion of goods, services, organizations and ideas, usually performed by an identified sponsor through a mass medium (Ace, 1998). The advertising elements i.e. outdoor, television, print and radio were used to a small or no extent to attract funding. The goal of advertising according to Marsh (1998) is to reach the greatest proportion of the targeted market at the least cost. In this light, adverts are a cost effective way for disseminating messages from the cost per person perspective. Awareness, reminding, changing attitudes perceptions and beliefs, reinforcing attitudes, building image and product line are some of the objectives of advertising (Ace, 1998; Kotler, 2003).

Sales promotions refer to incentives designed to stimulate the purchase or sale of a product usually in the short term (Yeshin, 1998). Sales promotions are different from other promotional tools in that they are used to get consumers to try or repurchase a brand by discriminating between different segments of consumers.

Sales promotions were used to a small extent to attract funds i.e. Prizes for raffles, prizes for contests and coupons for ticket discounts. Although the main objective of sales promotions is to trigger immediate sales, they can also be used more strategically to generate sales through trial purchases and subsequent learning effects, a change in attitude towards the brand and as a result brand equity. Despite this objective, sales promotion are often regarded as a threat to long-term image and therefore the profit potential of the brand because of too frequent promotional actions

give the brand a reputation for cheapness and destroy the perception of its intrinsic qualities (Pelsmacker, 2005).

Personal selling comprise of any paid form of interpersonal presentation of goods, services or ideas through face to face communication between the seller and buyer. Personal selling contrasts sharply with advertising, in that in that it is personal and highly target able. Personal selling has several advantages over promotion tools such as immediate feedback, persuasive nature, selectivity, and provision of complex information (Cole, 1996). Personal selling i.e. sales presentations and meetings and selling branded items were used to a very large extent to attract funding by the clubs.

Direct and interactive marketing is described by Kotler (2003) as the use of mail, telephone, fax, e-mail, internet or mobile phones to communicate directly with or solicit response or dialogue from specific customers and prospects. Major direct marketing tools include sales letters, flyers, posters, brochures, catalogues and telemarketing, brand websites, online advertising events contests and sweepstakes, electronic mail, e-sampling, e-coupons and SMS advertising. Under direct marketing, telemarketing sales letters and e-mail were used to a large extent to attract funding by the clubs. On the other hand, flyers brochures and SMS were used to a small extent to attract funds by the clubs.

Public relations refer to the planned and sustained effort to establish and maintain good relationships, mutual understanding with (potential) customers and publics, audiences or stakeholders (Ace, 1998). Media interviews were used to a large extent by the clubs to attract funds. While speeches, coaching clinics, press releases, media articles, lobbying policy makers, seminars and press conferences were used to a moderate extent to attract funds. Public relations perform several functions such as press relations, product publicity, corporate communications, lobbying and counseling. Channels of publicity or public relations include newspaper and magazine articles/reports, TV and radio presentations, charitable contributions, speeches, issue advertising, and seminars among others (Ace, 1998; Kotler, 2003).

Sponsorship is viewed by Pelsmacker et al (2005) as an investment in cash or kind in an activity in return for access to the exploitable commercial potential associated with the activity. Sponsorship has an edge over advertising because the promotion is less cluttered, financially attractive and easy to understand. To a large extent branded play kits were used to attract funds, while to a moderate extent youth football teams and free tickets were used to attract funds. To a

small or no extent, the clubs used branded sponsors' lounges, season tickets and sponsorship of women football teams to attract funding.

5.3 Conclusion

The self sponsored clubs mainly used sales presentations and meetings, selling branded items, telemarketing, sales letters, e-mail, media interviews, speeches, coaching clinics, press releases, clean up exercises, media articles, branded play kits and youth foot ball teams to attract funds.

On the hand to a small extent the clubs used outdoor advertisements, television, print, radio, prizes for raffles, prizes for contests, coupons for ticket discounts, flyers, brochures, SMS, charitable contributions, lobbying policy makers, seminars, press conferences, free tickets, season tickets, women football teams to attract funds.

5.4 Recommendations

The clubs should enhance and put into practice the use of outdoor, television, print and radio advertising. They can stimulate sales via promotions by offering prizes for raffles, contests and ticket coupons. Flyers, brochures, SMS, charitable contributions, lobbying policy makers, seminars, press conferences, free tickets, season tickets and sponsorship of youth and women football should also be used to attract funds.

LIMITATIONS OF THE STUDY

The responses of the respondents were more likely to be influenced by the prevailing chaotic state of football at the time the research was carried out. Additionally, due to financial constraints, the scope was limited to clubs in the premier league as well as extent of use of promotion mix elements.

SUGGESTIONS FOR FURTHER RESEARCH

A similar research should be carried out over a period when the sport is properly managed. Also, a related study could be carried out on the use of promotion mix elements by football clubs at different levels of the sport as well as effects of the same.

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Appendix I : Questionnaire

The main objective of this questionnaire is to collect data on the extent to which self-sponsored football clubs in the premier league use the promotion mix to attract funding. This research is performed independently and the gathered data used to draw broad conclusions only. Your support in filling-in this questionnaire objectively will be highly appreciated. Please tick where applicable.

Date: _____

SECTION A: GENERAL INFORMATION

(This section requires you to give general information regarding your club. Please tick [] or fill-in where appropriate)

1. Name of football club _____
2. Name of respondent _____
3. Position/ Job Title _____
4. Which year was the club founded? _____
5. How many years has the club been in the premier league? _____
6. What is the total annual income for the club? _____
7. On average, how much do you spend on promotional activities annually? _____
8. Do you have a website? Yes [] No []
9. Do you maintain a database of members? Yes [] No []

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SECTION B: EXTENT OF USE OF PROMOTION MIX

10. Please rank the promotional mix elements in order of the most important to your organization's marketing activities, with the 1st rank being the most important

(a) Advertising []

(b) Personal Selling []

(c) Sales Promotions []

(d) Direct Marketing []

(e) Public Relations []

(f) Sponsorship []

11. Please indicate the extent to which your club uses the following media vehicles to attract funding on a scale of 1-5 where: 5= Very large extent, 4= Large extent, 3= Moderate extent, 2=Small extent and 1= No extent at all

	5	4	3	2	1
Advertising					
Television	[]	[]	[]	[]	[]
Radio	[]	[]	[]	[]	[]
Print	[]	[]	[]	[]	[]
Outdoor	[]	[]	[]	[]	[]
Sales Promotions					
Prizes for raffles	[]	[]	[]	[]	[]
Prizes for contests	[]	[]	[]	[]	[]
Coupons for ticket discounts	[]	[]	[]	[]	[]

Personal Selling

Sales presentations and meetings

Selling branded items

Direct Marketing

SMS

Flyers

Sales Letters

Brochures

Telemarketing

E-mail

Public Relations

Press conferences

Press releases

Media interviews

Media articles

Lobbying policy makers

Seminars

Speeches

Clean-up exercises

Coaching clinics

Charitable contributions

Sponsorship

Season tickets

Sponsors' lounge

Branded playing kit

Women football teams

Youth football teams

Free tickets

Branded match tickets

Appendix II: List of self-supporting football clubs (2005-06)

Name of soccer club	Contact Person	Position	E-mail address
Mathare United	Bob Munro	Chairman	munro@kenyaweb.com
Coast Stars	Ali Amour	Secretary General	Amourali2003@yahoo.com
Gor Mahia	Dr. Andrew Suleh	Secretary General	sulehaj@yahoo.com
Thika United	Gerald Chege	Vice chairman	gerald@kandanda.com
Shabana	Sam Nyamweya	Chairman	samnyamweya2006@yahoo.com
AFC Leopards	Wafula Wamusamia	Chairman	wmusamia@yahoo.com
Mathare Youth	Peter Serry	Chairman	pserry@yahoo.com

Appendix III - Operational definitions of the promotion mix elements

Variables	Expanded definitions	Medium	Relevant issues
Advertising	Media	Radio Television Print Outdoor media	Use of radio, TV, press and outdoor media to appeal for funding.
	Message appeal	Rational Emotional Endorsers	Use of talking heads and comparative ads to appeal for funding. Use of humour, fear, warmth, music ads to appeal for funding. Use of sport experts and celebrities to endorse appeals for funding
Sales Promotions	Media	Sweepstakes/lottery Contests Coupons	Prizes offered for raffles Prizes for contests Periodic price discounts for match tickets using coupons
Public Relations	Media	Press relations	Press conferences, articles, interviews, releases
		Lobbying	Dealing with legislators and

		<p>Community relations</p> <p>PR events</p>	<p>government officials to influence policy.</p> <p>Charitable donations, coaching clinics, clean-up exercises</p> <p>Speeches, seminars</p>
Direct Marketing	Media	<p>E- mail</p> <p>Internet</p> <p>SMS</p> <p>Brochures</p> <p>Sales letters</p> <p>Telemarketing</p>	<p>Direct targeting of individuals and organisations using direct marketing media.</p>
Personal Selling	Media	<p>Sales presentations and meetings</p> <p>Merchandising</p>	<p>Appeals for funding using sales presentations and meetings</p> <p>Selling branded items e.g. t-shirts, caps and sports equipments</p>
Sponsorship			<p>Season tickets, branded sponsors' lounge, sponsorship of women and youth football teams, free match tickets, branded match tickets.</p>