

MIDLANDS STATE UNIVERSITY

FACULTY OF COMMERCE

DEPARTMENT OF MARKETING MANAGEMENT



**FOOTBALL AS A SPACE FOR MARKETING AND RELATIONSHIP
MARKETING IN ZIMBABWE. CASE OF SELECTED COMPANIES**

BY

R10838Y

MM3

**A DISSERTATION SUBMITTED TO THE FACULTY OF COMMERCE IN
PARTIAL FULFILLMENT OF THE REQUIREMENT OF MASTER OF
COMMERCE IN MARKETING STRATEGY DEGREE AT MIDLANDS STATE
UNIVERSITY.**

GWERU, ZIMBABWE

NOVEMBER 2016

RELEASE FORM

NAME OF STUDENT: MM3

DISSERTATION TITLE: Football as a space for marketing and relationship marketing in Zimbabwe. Case of selected companies.

DEGREE TITLE: Master of Commerce in Marketing Strategy.

YEAR GRANTED: 2016

Permission is hereby granted to the Midlands State University Library to produce single copies of this dissertation and to lend or sell such copies for private, scholarly or scientific research purpose only. The author does not reserve other publication rights of the dissertation nor may extensive extracts from it be printed or otherwise reproduced without the author’s written permission.

PERMANENT ADDRESS: House Number 384 Mkoba 2
Gweru

CONTACT NUMBERS: +263 773 533 750

SIGNED.....

DATE:

APPROVAL FORM

Midlands State University



The undersigned certify that they have supervised the student, MM3's dissertation entitled:
Football as a space for marketing and relationship marketing in Zimbabwe. Case of selected of companies.

.....
SUPERVISOR DATE

.....
CHAIRPERSON DATE

.....
LIBRARIAN DATE

DEDICATION

This dissertation is dedicated to late Father Mr Moses Chingwere who has always invested much in my education during his life time. I am inspired by his inspiration and wise words.

.

ACKNOWLEDGEMENTS

I would like to thank the Lord Almighty for giving me the strength and courage throughout the research period. My sincere unwavering gratitude goes to my supervisor, Mr F Chokera for his expert guidance, patience and unmatched support during the research study. To my mother and family, I cannot thank you enough your love and support is forever appreciated. My girlfriend Jean Rumbidzai also gets special recognition for her support. My colleagues in the Master of Commerce in Marketing Strategy class, thank you for very much for being such a supportive group. Contribution from all the lecturers in the department is greatly appreciated for their expert advice.

ABSTRACT

The study heightens on the issues of football as a space for marketing and relationship marketing in Zimbabwe. The aim of this contribution is to ascertain on the rationale of companies investing money in football sponsorship. The major objective of the contribution is thus an identification of the strengths and limitations of football as a space for commercial marketing and relationship management in modern Zimbabwe. Literature review covered football as a space for marketing and also looked at relationship marketing, it also heightened on every objective and explained it in the form of theory as postulated by others who contributed before my work. Interviews and questionnaires were used for data gathering from company representatives of NetOne, Delta Beverages and BancABC the three companies under investigation. The main finding here is that football as a space for marketing relationship marketing has a positive relationship thus concluding that the platform offered by football can utilised for marketing purposes.

Table of Contents

RELEASE FORM	ii
APPROVAL FORM	ii
DEDICATION	iv
ACKNOWLEDGEMENTS	v
ABSTRACT	vi
CHAPTER 1	1
1.0 Introduction	1
1.1 Background of the study	1
1.2 Statement of the problem	5
1.3 Research objectives	5
1.4 Research questions	5
1.5 Justification of study	5
1.5.1 Theoretical contribution	5
1.5.2 Methodological contribution	6
1.5.3 Practical contribution.....	6
1.6 Significance of the study	6
1.6.1 To the student	6
1.6.2 To the university.....	6
1.6.1 To the sector	6
1.7 Assumptions	7
1.8 Delimitations	7
1.9 Limitations	7
1.10 Definition of key terms	8
1.11 Chapter summary	8
CHAPTER TWO	9
2.0 INTRODUCTION.....	9
2.1 Football and business	9
2.1.2 Football marketing.....	11
2.1.3 Football and political discourses in Zimbabwe	13
2.2 Relationship Marketing	13
2.2.1 Relationship marketing in sport.....	16

2.3 Football as a space for marketing and customer service	17
2.3.2 Customer service and football	19
2.3.3 Investment Motivation:.....	21
2.3.4 Operational Focus:.....	21
2.3.5 Relationship Focus:	21
2.3.6 Customer Value:	22
2.3.7 Customer orientation	22
2.3.8 Service - Organization:.....	22
2.3.9 Customer Experience Management.....	22
2.4 Relationship between football as a space for marketing and brand awareness.....	23
2.4.1 Customer loyalty.....	26
2.4.3 Advertisement.....	27
2.4.4 Corporate social responsibility	27
2.5 Chapter summary	29
CHAPTER 3	30
RESEARCH METHODOLOGY	30
3.0 Introduction	30
3.1 Research Philosophy	30
3.2 Research design.....	31
3.2.1 Descriptive research design	31
3.3 Target population	32
3.4 Sampling.....	33
3.5 Sampling Techniques	33
3.5.1 Sample Design	34
3.5.2 Sample size	35
3.6 Data sources	35
3.6.1 Secondary Data.....	35
3.6.2 Primary Data.....	36
3.6.3 Interviews	37
3.7 Data collection procedure and administration.....	37
3.8 Data analysis	37
3.9 Validity and reliability of findings	38

3.10 Chapter summary.....	38
CHAPTER 4	39
4.0 Introduction.....	39
4.1 Response Rate.....	39
4.2. Analysis of background characteristics of the respondents	40
4.2.1 Age group of the respondents.....	40
4.2.2 Gender type of respondents	41
4.2.3 Qualification of the respondents.....	42
4.5 Analysis of customer satisfaction as a factor that is as a result of football sponsorship.....	43
4.5.1 Table showing respondents view on customer satisfactionas a factor that is as a result of football sponsorship	43
4.5.2 Analysis of service quality as a factor that is as a result of football sponsorship	44
4.5.3 Analysis of product awareness as a factor that is as a result of football sponsorship ..	45
4.5.3 Table showing respondents view on product awarenessas a factor that is as a result of football sponsorship.....	45
4.5.3 Analysis of customer loyalty as a factor that is as a result of football sponsorship	47
4.5.3 Table showing respondents view on customer loyaltyas a factor that is as a result of football sponsorship.....	47
4.6 Analysis corporate decline in market share as a result of failure to engage in sponsorship	48
4.6.1 Table showing respondents view on corporate decline in market share as a result of failure to engage in sponsorship	48
4.6.1 Table showing respondents view onthe relationship between football and brand awareness	49
4.8 Analysis of participants on increase in sales as a result of customer loyalty.....	51
4.6.1 Table showing respondents view on increase in sales as a result of customer loyalty. 51	51
4.9 Analysis of participants on customer base as a result of sponsorship.....	52
4.9.1 Table showing respondents view on customer base as a result of sponsorship	52
4.9 Analysis of participants on effectiveness of advertisement as a result of sponsorship.....	53
4.9.1 Table showing respondents view oneffectiveness of advertisement as a result of sponsorship	53
4.9 Analysis of participants on corporate social responsibility as a result of sponsorship	55
4.9.1 Table showing respondents view oncorporate social responsibility as a result of sponsorship	55

4.10 Chapter summary	56
CHAPTER 5	57
5.1 Summary of findings	57
5.1.1 Strengths and limitations of football as a space for commercial marketing and relationship management in modern Zimbabwe.	57
5.1.2 Extent to which companies affect public sentiment on the relationship between football and brand awareness.	58
5.1.3 Strategies used by companies through football to consolidate support and gain sustainable competitive advantage.	58
5.2 Conclusion.....	58
5.3 Recommendations	59
5.3.1 Strengths and limitations of football as a space for commercial marketing and relationship management in modern Zimbabwe	59
5.3.2 Extent to which companies affect public sentiment on certain issues, in this case, the relationship between football and brand awareness.	59
5.3.3 Strategies used by companies through football to consolidate support and gain sustainable competitive advantage.	59
5.4 Area of further research.....	60
References List	61

CHAPTER 1

GENERAL INTRODUCTION

1.0 Introduction

This research critically examines how football and the space it offers have been used for commercial marketing and relationship marketing purposes in Zimbabwe. Three companies Delta Beverages, BancABC and NetOne's activities in football sponsorship in Zimbabwe will be heightened to see their subtle if any intentions of sponsoring the game. The research seeks to identify the strengths and limitations of football as a space for commercial marketing and relationship management in modern day Zimbabwe.

The research only focuses on the three companies Delta Beverages, BancABC and NetOne who are among the companies that contributed immensely to the 'development' of the so called beautiful game. The researcher is using the reflexivity approach and some of the information to be used here is as a result of the researchers experience while working as a sports journalist specialising in football reporting in Zimbabwe. The three companies thus invested much in the game during the time this researcher was practicing in the field of journalism hence the choice of the trio.

The significance of this contribution is that it is groundbreaking as it shows that football no longer saves the aesthetic functions of leisure but is now used for commercial marketing purposes. The novelty of this study is that it is fore grounded in the fact, never before seen in Zimbabwe's economic forums that football is now used to make money even by the companies whose products and services have nothing to do with football. This research will use interviews and questionnaires for data collection.

1.1 Background of the study

In post colonial Zimbabwe or generally post colonial Africa we have seen quite a number of companies getting involved in football sponsorship with the intention of marketing their products. In Zimbabwe Delta beverages through subsidiaries like Chibuku and Castle Lager is

one of the companies that have committed themselves to the 'development' of the so called beautiful game. Yet their intention is to market their products so as to maximise profits contrary to the popular belief of developing the game.

Football's primary aim is not on the football pitch but the consequences that it carries for instance in Zimbabwe Dynamos vs Highlanders the game has some ethnic ramifications. Arnold Pannenberg(2012) has argued that goals are scored beyond the football pitch but in economic formations. That is companies coming to market their products. It started with politicians who saw the potential of the game carrying their ideologies through the game in colonial Africa. The first game of football in Africa was played in South Africa in 1862 and in Zimbabwe the first game of football was played in 1890 following the arrival of the British pioneer column led by Cecil John Rhodes. The intention of the beautiful game was to civilise the natives. So just like Christianity its intention was to carry political ideologies of the settler governments as theorised by Fanon (1967).

African nationalist leaders realised the potential of the beautiful game to market their political ideologies. Kwame Nkrumah of Ghana is one of them to utilise the game and the success of the Black Stars the Ghanaian national football team in 1956, 1958 and 1960 Africa Cup of nations had to do with Nkrumah. But following a coup that torpedoed Nkrumah's administration the Black Stars performed dismally in 1962. Mobutu Sese Seko tried it 1974 when ZAIRE had qualified for the FIFA World cup and failed. Paul Beer tried it in Cameroon until now they have this attachment. Thus football occupies an important space in political marketing via political advertising because of its popularity. So the argument here is that football or sport in general from its origins in ancient civilisations like China, Greece etc it was meant to spread political ideologies. Then in Africa and Zimbabwe football followed colonialism, it was meant to serve political purposes. However today it has become an important but controversial space in marketing and corporate communications.

But now commercial marketers have seen the space offered by football which is given by the huge and readily available audience. In other way football has become commodified it has allowed the development of a consumerist culture Jean Baudrillard(1970). In Zimbabwe we have noticed that quite a number of companies have competed for this space despite our economy not being stable despite it hemorrhaging, the economy is bleeding but we have seen quite a number

of organisations still have faith in this space. That is they still have faith on spending their money in football despite almost every sector reeling under dire economic constraints. Banks, Mining Companies, Insurance companies among a host of organisation are still there competing for this space.

Companies across the globe are seeing the potential of having astute marketing strategies for them to have sustainable competitive advantage. Sodexo et al (2012), business all over the world mainly in Europe and Asia are operating in a highly competitive business environment that is associated by stiff competition and to operate in such environment requires business to act quickly in coming up with marketing strategies that ensure sustainability of firms in the market place as supported by (Gibbs and Juan, 2013).

For most companies football is now shouldering the principal responsibility of marketing organizations and their products. Jones et al (2013), in his research relating to football as space for marketing discovered that in Europe companies like Samsung, Adidas, Chevrolet, Emirates and many more have invested so much money in football and through that space they have managed to draw attention of several customers and they have also managed to increase their customer base. Companies have managed to create brand awareness and improved customers services through their involvement in the English premier league and other prominent football leagues in Europe and Asia as also supported by (Keller et al, 2011).

In Africa, companies that were facing performance challenges have adopted the concept of football as a space for marketing. According to Masuku (2012), South African companies are using football for marketing purposes MTN, Orange and Telkom are firms in the telecommunication sector who are fighting for this space to improve their market share and relations with stakeholders.

In 2009, MTN increase customer base by 56% when they sponsored MTNLeague Cup sales of their products increased by 75% from the 65,3% which they currently held. In light of the above citations in 2010, the following year Telkom created massive brand awareness when they sponsored the South African national team and they donated soccer jerseys worth R250 000 to 8 premier league team as cited by (Mhlanga, 2013 Soccer Laduma). In the same manner the research conducted in Botswana by Gaborone technical institution reviewed that investing so much in football allows firms to have a strong relationship with customers and this creates strong

brand awareness in the minds of the customers and it also ensures customers to be patriotic about the firms' service or product. An avalanche of sponsorship also saw the Zebras of Botswana qualify for the African Cup of Nations football jamboree.

Furthermore, in Zimbabwe companies like Delta beverages, Net one, Mimosa mining company and BancABC only to mention but a few are some of the companies that have managed to improve on relationship marketing through football as evidenced by their competitiveness in their different sectors. NetOnetied a loose end to a sponsorship package estimated around US\$2, million and this report was made by (Sharuko and Mhlanga, 2016 The Herald).

According to Patricia Murambinda Delta Beverages representative, the company through its subsidiary Chibuku sponsored this year 16 team premierships tournament to the tune of US\$ 500 000 in a bid to boost relationship marketing and the same company is currently sponsoring Castle lager premierships league in Zimbabwe football and the sponsorship is worth US\$3.6 million starting from 2011 to 2018.

The table below shows the sponsorship made by selected companies mentioned above

Table 1.1.1 Sponsorship made by selected companies to Zimbabwe domestic football

Description	2013	2014	2015
Delta beverages	\$450 000	\$450 000	\$450 000
Netone, one wallet cup	\$500 000	\$500 000	\$500 000
Banc ABC	\$ 5 000 000	\$5 000 000	\$5 000 000

Source: Zimsat 2016

Table 1.1.1 above shows companies that are competing to sponsor Zimbabwe domestic football in a bid to use the space for marketing. The table shows that Delta beverages has been sponsoring with \$450 000 per year from 2013 to 2015, Netone \$500 000 and Banc ABC \$5 000 000 respectively.

1.2 Statement of the problem

Despite most global companies utilising the space offered by football for marketing purposes, companies in Zimbabwe are yet to fully embrace this space that is brought about by football for marketing purposes. The current study however, seeks to explain the feasibility of utilising football as a space for marketing and relationship management in post- colonial Zimbabwe.

1.3 Research objectives

- To identify the strengths and limitations of football as a space for commercial marketing and relationship management in modern Zimbabwe.
- To determine the extent to which companies affect public sentiment on the relationship between football and brand awareness.
- To asses strategies used by companies through football to consolidate support and gain sustainable competitive advantage.
- To examine the relationship between football and brand awareness.

1.4 Research questions

- What are the strengths and limitations of football as a space for commercial marketing and relationship management in modern Zimbabwe?
- Do companies affect public sentiment through their relationship with football and brand awareness?
- What are the strategies used by companies through football to consolidate support and gain sustainable competitive advantage?
- What is the relationship between football and brand awareness?

1.5 Justification of study

1.5.1 Theoretical contribution

The study is pioneering in that it will seek to examine the extent to which football and the space it offers can be utilised for commercial marketing purposes. This area has not received any

academic attention before with some earlier contributions focusing on football as a space for political marketing contrary to the ongoing study which focuses on commercial marketing.

1.5.2 Methodological contribution

The participants to the research will be top management of the selected companies, top management is usually associated with decision making hence the choice of these high ranking officials. The delicate process of understanding the organisations strategy in this case football sponsorship will place the responses will be scrutinised to come up with the most authentic justification.

1.5.3 Practical contribution

The novelty of this contribution is to show that companies can thus utilise this space offered by football and market their products. Never before the power wielded by football has been examined in the academic cycles, with the ready market it has of the fans that come to watch football offering it a competitive edge.

1.6 Significance of the study

1.6.1 To the student

The researcher is a student of marketing as well as a sports journalist specialising in football reporting in Zimbabwe. The study will equip the student with lances and better understanding of how marketing activities can be done through the space offered by football.

1.6.2 To the university

The research will help the university adopt marketing strategies to boost their brand through football. They already have a team competing in the Central Region Division One which might be used as the cornerstone of the marketing strategies.

1.6.1 To the sector

The research will help the companies in identifying the benefits and opportunities that are associated by venturing into football sponsorship and using football as a space for marketing.

1.7 Assumptions

- Companies are sponsoring football with covert intentions of making money.
- Respondents to the questionnaires will be truthful in their responses by providing accurate responses.
- Companies benefit from the presence of entrenched customers they build through the sponsorship of football.
- Literature will be available to align the current research with other academic contributions made others there by filling the gap this contribution seeks cover.

1.8 Delimitations

- The research will cover the period of 2013 to 2015 and some of the periods or years will just be covered in passing.
- The researcher is using reflexivity approach basing on some observations made during that period from the researchers' lances as a football journalist covering local premiership in Zimbabwe.
- The researcher will cover selected companies in Zimbabwe like Delta Beverages, Mimoso Mine and NetOne, these companies have contributed much to marketing through football in Zimbabwe during the afore mentioned period.
- The researcher will not cover companies who have pulled out of sponsoring the game to examine the reason for the pullout.

1.9 Limitations

- The research could have been effective if all companies in Zimbabwe were covered but due to methodological delimitation it will be impossible.
- Some companies who have sponsored the game in Zimbabwe have folded and others have changed management so those available in office do not know the reasons behind venturing in football sponsorship.

- Some of the information will not be reviewed due to issues relating to privacy and confidentiality hence some company representative will be unwilling to share their competitive edge.

1.10 Definition of key terms

Football-a game played by two teams of 11 players each on a rectangular, 100-yard-long field with goal lines and goalposts at either end, the object being to gain possession of a ball and advance it in running or passing plays across the opponent's goal line or kick it through the air between the opponent's goalposts American Heritage (2011).

Relationship marketing-is a facet of customer relationship management (CRM) that focuses on customer loyalty and long-term customer engagement rather than shorter-term goals like customer acquisition and individual sales

Sponsorship-is to support an activity or person through financial or product assistance or provision of a service.

1.11 Chapter summary

The chapter presented the introduction on football as space for marketing and relationship marketing, background of the study, statement of problem, research objectives, research questions, significant of study, assumption, delimitation, limitation, definition of terms and chapter summary. The next chapter will focus on the literature review.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter critically examines works done by other scholars in the area of football as a business and marketing activities associated with the game. It interrogates researches that have dwelt on the same area or closer to the works of the current research. In the process the section will position the ongoing study against other researches and, in so doing, revealing the research gap that it seeks to contribute to the body of knowledge, showing how it goes beyond previous research in the area of study. The segment is divided into various parts. In the initial part, literature pertaining to football being used as a platform for marketing products or services to consumers and how the space it provides has been utilised for commercial marketing purposes. The same part will also show how football has been commercialized with available literature. This is followed by literature on the importance of building relations with customers which in this study are the supporters of the beautiful game. The chapter will be concluded with chapter summary.

2.1 Football and business

There is a significant body of literature showing that sport in general, football in particular, no longer serves the aesthetic functions of leisure, but has become purely business Vrooman (2015), Hoehn and Szymanski (2012), Smith (2014), these researchers in the sport business focused their analysis to fragmented aspects of this space. In most cases, they concentrate upon the economic foundations of sport business (Quirk, Fort, 2012; Ksenne, 2011; Vrooman, 2015; Rapp, 2014; Noll, 2013; Garcia, Rodriguez, 2012) and the specifics of competition (Zimbalist, 2011; Humphreys, 2012; Fort, Maxcy, 2003) or the relations between the sport business and the mass media (Turner, 2011; Helland, 2014; Baimbridge et al, 2011).

As opined by Schlossberg (2011), quite a large number of companies, which are not, associated with sports in any manner, use sports as one of the vital ingredients of their promotional mix. He stated that “sports have become a marketing medium in and of itself with the ability to target, segment, promote, and cast products and services in heroic lights.”The potential of this space given by football to market products have been appreciated by scholars like Pannenberg (2011) who argued that the game is being used for commercial marketing purposes. Pannenberg and Gibbs (2012) also added to this view that goals are scored beyond the football pitch but goals are wrecked in economic formations, thus a need by companies to utilize this space for commercial marketing.

Focusing on this idea of relating sports and business, Pitts and Stotlar (2014) conceptualized sports marketing as a process to design and implement various activities to produce, to finalize the price, to promote and to distribute different sports products for satisfying the needs and requirements of sports consumers and to attain the managerial goals. This explanation finds support in Stotlar's (2011) work, which emphasizes the process of developing successful plans pertaining to sport marketing. Pitts and Stotlar’s study (2011) is the first study where the impact of price, place (distribution) and promotion the traditional three Ps of marketing mix are explored in the domain of sports marketing. The addition of these three elements of marketing mix provides a logical tool to Gladden and Sutton (2015) who claim the promotional efforts undertaken by the marketer as the sole basis of sports marketing.

The specific of football business system is reflected by the structure of football microenvironment. Various authors (Porter, 2012; Kotler, 2013; Pranulis et al, 2012; Vijeikis, 2013; Simkin, 2012; Stanton, 2011) emphasized need for business links with other business partners through the perspective of microenvironment, which consists of a variety of stakeholders (customers/supporters, suppliers/ players, distributors, competitors and groups of interests/ football promoters) who depend on company’s performance in reaching its goals. In football business, each component of the small scale environment is particular just to football. The detail of football business is as a matter of first importance reflected by the intelligence of football business forms. The greater part of the components in football microenvironment is

typically regarded as components of games and just the performers of football business (clubs, affiliations, leagues, and so on) heighten the business perspective.

Chadwick (2012) contends that in sport the established standards of behavior or bounds of moral principles are not necessarily driven by what is generally considered to be “socially or morally right or wrong” but rather what is recognised as being “commercially acceptable or unacceptable”. Highlighting Tiger Woods’ off-field behavior, Chadwick (2011) predicts that the world of sport will also expand contractual terms relating to transgression, as important brands move to safeguard their multi-million dollar investments. These days’ sports have therefore become intimately intertwined with development issues. Individuals, organizations and companies are using sports and football in particular to achieve development goals, not in the least, the UN Millennium Development Goals. But football is not value-free Zenenga (2012).

In Zimbabwe, just like most African countries, the game is influenced greatly by social, cultural, religious, economic and political factors. Because of its universality to cut across social boundaries the game is primly placed to centralize capitalist business ideologies as supported by various scholars. Sport is a universal phenomenon that crosses all social, religious, and language barriers. It is a common denominator that appeals to the masses (Graham, et.al. 2001), and thus, in addition to being a common life theme, it is also practiced in marketplaces where a great deal of economic activities take place. The economic aspects of football receive increasingly more attention in the contemporary research literature; however, in most studies of this field a lack of literature of direct relevance to football business can be noticed. Among the publications in football field dominate the topics of athletes training, reasons for sport results researches of sport clubs and individuals’ athletes, the search of advantages and disadvantages between different football leagues, and so on.

2.1.2 Football marketing

Nowadays marketing is one of those sciences, which the majority of governmental and private companies have special attention throughout the world and they are seeking economic profitability for their organizations through this concept. Numerous definitions have been presented for marketing. Marketing has been considered as a kind of social and managerial

process through which individuals and groups can create and exchange values with others to meet their needs (Philip Kotler, Garry Armstrong and Kotler 2012).

Evans, James, and Tomes (2012) summarize sport marketing as the use of sport as a promotional vehicle for consumer and industrial goods and services and as the marketing of sports products, services, and events to consumers of sport. They further state that sport associations adapt a market orientation to remain commercially viable in a competitive environment. According to Mullin, Hardy, and Sutton (2012), SM comprises all those activities designed to meet the needs of sport consumers, through exchange processes. They further propose that SM concerns two key themes. The first is the marketing of sport products and services straight to consumers of sport; and, the second is the marketing of other consumer and industrial products and services through the use of sport promotions. According to this definition, SM involves the marketing of services (such as sport club memberships); products (such as sport equipment and apparel); and entities (such as sport teams, leagues, or individuals). According to Mullin, Hardy, and Sutton (2013) sport marketing consists of five elements:

Customarily sport marketing has been seen as: “the application of marketing concepts to sport products and services also encompassing the marketing of non-sport related products through some association with sport” (Moore and Till, 2014; Gray and McEvoy, 2015). Football sport marketing has been considered a tool, on economizing sports, producing the value added and an important solution for earning income through sports. Marketing through sports includes sponsorship, license granting, names and pictures, advertising through mass media, advertising around the field in stadiums or advertising on sports products and shirts. Nowadays sports has been having an important role in the economy of countries as an effective power in economic and social development with direct and indirect influences as cited by James (2012). With each of them being effective on promoting the football position in every country’s economy. Undoubtedly manufacturers and business men can enhance their sales through internet advertising and professional marketing with optimized introducing products to their vast customers’ society, and as a result it could be implied more successfully and have extra profitability in economic prosperity of the country.

2.1.3 Football and political discourses in Zimbabwe

Sport in general, and football in particular, has enjoyed an intimate relationship with politics seemingly since time immemorial. Crucially, it has been argued by Lin et al (2008), that if ever there was a perfect marriage, one would be hard pressed to find a more compatible couple than sport and politics. Chomsky (2012) observes that sport is one of the main instruments of hegemony. He argues that the ruling classes are able to subjugate the minds of the citizens through the use of popular sports discourse (Chomsky, 2012). Today, in an even more direct and overt fashion in many countries, sport is used as a form of political propaganda to gain prestige and support for the regime in power and its particular social system (Lin et al., 2008). It can be argued that from this view football is seen as an instrument of controlling the masses by those in power.

Football in Zimbabwe represents a variety of socio-economic and political interests, but has also become a means of engaging in dissent and resistance. Football has been a contested terrain – the state has tried to use the game as a means of achieving social control, but it has also been a critical medium for the expression and communication of dissent (Mark ,2012). In Zimbabwe, subordinate groups have developed forms of social and political representation in a sporting context to challenge authority. Soccer has also been a site for visualizing political contestation, where the visual becomes a means of making politics. Through soft power discourses rooted in soccer, opposition political movements in Zimbabwe not only gained visibility but also acquired significant political and cultural capital (Mhlomeri 2013). Football fans in Zimbabwe have used colours, signs and symbols to make political statements and to engage in political action. Football's visual elements ensured political visibility and promoted safe and creative ways of engaging in politics under repressive conditions.

2.2 Relationship Marketing

Customer relationship management has been defined as “a business approach that integrates people, processes, and technology to maximise relationships with customers” Goldenberg (2008,

p.3). Moreover, it has been stated that customer relationship management “characterises a management philosophy that is a complete orientation of the company toward existing and potential customer relationships” (Raab et al, 2008, p.6). Mueller (2010) characterises customer relationship management aspect of the business as a highly dynamic, and convincingly argues that businesses have to adopt a proactive approach in devising relevant programs and initiatives in order to remain competitive in their industries.

Sinkovics and Ghauri (2009) relate the necessity for engaging in customer relationship management to high cost of direct sales, highly intensifying level of competition in the global level, and need for information about various aspects of the business in general, and consumer behaviour in particular, that can be used to increase the levels of sales. According to Peppers and Rogers (2011), there is global tendency in customer relationship management that relates to the shift from transactional model towards the relationship model. In other words, Peppers and Rogers (2011) argue that satisfying customer needs as a result of on-time transaction is not sufficient today in order to ensure the long-term growth of the businesses.

Instead, businesses have to strive to maintain long-term relationships with their customers in order to maintain flexibility to adopt their increasing expectations and thus achieving their life-long loyalty. Peppers and Rogers (2011) further stress that, businesses that refuses to acknowledge this tendency in the global marketplace would be risking their market share and growth prospects in the future. One of the most critical sources for the research is the book “Relationship Marketing and Customer Relationship Management” authored by Brink and Berndt (2009). The book offers an in-depth discussion of the concept of Customer Touch Map and discusses the role of information technology in facilitating customer relationship management.

The work of Mathur (2010) represents another significant contribution to the research area to be used in the study. Namely, the author provides a wide range of specific customer relationship management techniques and principles that are used by multinational businesses. The findings of Mathur (2010) can be compared to the primary data findings in the proposed research, thus enhancing the scope of the study. Khurana (2010), on the other hand, discusses the concept of customer relationship management in a great detail, and also addresses advantages and

disadvantages associated with a range of relevant software applications. The third edition of Pradan's (2009) "Retailing Management" is another noteworthy source that is going to be used in the study. Specifically, Pradan (2009) identifies customer relationship management as an emerging aspect of marketing in retail and discusses its importance for ensuring long-term growth for retail businesses.

A global approach towards the issues of customer relationship management is adopted by Raab et al (2008) in "Customer relationship management: a global perspective". The value of this specific work to the proposed research can be explained in a way that it will allow the comparison of customer relationship management principles to the similar principles exercised by other multinational retailers in a global marketplace. Bhatia's (2008) work, "Retail Management" is also going to be used in the proposed study due to the significance of the contribution of the work to the research area. Bhatia (2008) offers in-depth discussions related to the use of loyalty cards by retailers, and this represents a comprehensive analysis of the issue in the secondary data.

Moreover, Cox's (2011) "Retail Analytics: The Secret Weapon" deserves also to be mentioned in here thanks to the most modern and fresh perspective the author adopts in order to approach the research issues. The most valuable part of this specific article is that it provides highly practical recommendations to retailers of various sizes in terms of increasing the levels of revenues through adopting a range of customer relationship management principles. A range of academic models and writings relate to this research in direct and indirect ways and some of the most relevant models are going to be explored in the study. One of the most models to be used in the study is The Gap Model of Service Quality. "A model of service quality called the gap model identifies five gaps that can cause problems in service delivery and influence customer evaluations of service quality" (Lamb et al, 2011, p.189).

These five gaps are a) the gap between customer wants and the management perceptions about customer wants; b) the gap between the management perceptions about customer wants and the specifications of service developed; c) the gap between the service specifications and the actual service provided; d) the gap between the quality of service promised and the quality of service provided, and e) the gap between expected service and perceived service on behalf of customer.

Another relevant model to be tested during the study constitutes Relationship Model of customer relationship management proposed by Peppers and Rogers (2011). Specifically, the model advocates adopting a pro-active approach in sustaining customer relationships and proposes a set of specific principles that would assist to accomplish this task.

Several authors have defined relationship marketing in various ways: some consider it as a process [24], [39], [21]. Others agree that relationship marketing is a strategic organization [5]. Some others state that relationship marketing is a set of interactions and networks [23], [45], [5], [26]. Although the term process has been used several times and used a few times in literature, this can be justified by the fact that the majority of researches conducted are based on the definition of Berry (1983) [8]. The latter defines relationship marketing in three steps: attract, maintain and improve. However, this process does not necessarily apply to all customers and in all circumstances. According to Jackson (1985) [27]; Gronroos (1994) [22]; Sheth and Parvatiyar (1995) [45], all consumers do not need to be served or treated the same way. The majority of authors agree that relationship marketing is of a longitudinal nature and relies on a long term perspective. This agreement took place since the appearance of the formal definition of relationship marketing suggested by Berry (1983) [8].

2.2.1 Relationship marketing in sport

In sport, having relationship with fans is one of the most important aspects of a club. Relationship with the fans has received much attention because it is having been considered that if there is a high value for fans, other stakeholders, in turn, will be able to extract value. For example, TV has bought the broadcasting rights of football matches in an attempt to increase its audiences. However, if viewers do not watch football, the audiences will be reduced. To encourage friendship, team needs to provide value to fans and encourage the supporting behavior of fans, as value added as cited by Gumerson (2012). Sponsors of participation show that clubs must give big goal so that they can advertise to receive much money, increased financial value from sponsors, hoping that their advertising message will be sent too public. To expand fans, clubs must once again offer value for fans. Adding value to fans will increase the return on the value added to key stakeholders of sports clubs. Rooney et al (2012) believe that fans' networks

require strong mutual involvement. Additionally, relationship has been recognized due to high extensive theory. Scientific research carried out in recent decades encourages sports clubs to maintain a long relationship with the sponsors and other stakeholders and strengthening their views. Stoney (2013) stated that all those affected by the activities of a sport club should be involved in the marketing process, which means that decisions should be based on a network of partners in the club. Hence, participatory management must be adopted. Implementing of relationship marketing philosophy in sport clubs can be viewed as an opportunity to boost market share (2014). Relationship marketing is considered as a strategy that prevent from loss of popularity.

Relationship marketing has been the subject of several research papers and studies since Berry's article in 1983. Many authors defined relationship marketing in different ways: some consider it as a process (2012). Others agree that relationship marketing is a strategic organization. Sin et al. (2005), they regard it as an organizational value or a philosophy. Lastly state that relationship marketing is a set of interactions and networks. This illustrates the use of various terms by these eminent authors to define relationship marketing. In the literary review, several variables and concepts traditionally used in research in relationship marketing are presented and defined.

In light with these comments, the following definition of relationship marketing is the one to be used in the framework of this research: relationship marketing is a strategic process aiming to establish, develop, maintain and strengthen the network of relationships with various stakeholders on the basis of strong economic and social standards and the achievement of common objectives (Aaron et al 2013). Obviously, the notion of long term is important in a relational approach, but there exist other variables such as trust, cooperation, commitment, and relationship quality, which also have an essential role to play in the development and maintenance of the relationship.

2.3 Football as a space for marketing and customer service

Pine and Gilmore (2011) observed that as services are becoming more commoditized leading-edge companies are competing on experiences. Carbone and Haeckel (2014) also added that

whatever the service (or indeed product) a customer is buying or receiving, that customer will have an experience; good, bad or indifferent, that is a service always comes with an experience and that all service encounters provide an opportunity for emotional engagement, however mundane the product or service might be (Berry and Carbone 2007, Voss & Zomerdijk, 2007). When a person walks into a store, he/she enters with a desire which could be conscious or subconscious to buy what the store is selling. This is because today's consumers have high expectations (Gaffney 2007). PIDA (2011) focusing on customer needs concluded that customer orientation as a central term was not always present and was also not considered to be relevant for the long-term success of a company. Thus, Schneider and Bowen (2015) concluded that the customer's positive attitude is strongly related to the provider's relational skills as well as to competency in providing the core service.

Parasuraman (2015) Zeithamal, and Berry (2011) identified the element of reliability, assurance, and empathy as essential to customer service. This is because “an organization that consistently satisfies its customers, enjoy higher retention levels and greater profitability due to increase customer loyalty” (Wicks & Roethlein, 2009). To Unruh (2011), the customer is the business. In other words, there is a thin line among all thriving companies: they know how to treat their customers. Successful businesses understand that service and not just price, is important to consumers, so they do not have to give away the ranch to get business or please customers. Sanbon (2014) stated that for a business to continue to be in operation and enjoy the loyalty of its customers in the market even in the face of stiff competition, the following questions must be asked: what do our customers want., Parasuraman (2015), Saravana & Rao (2007), Lee (2000) all acknowledged that “Customer satisfaction is based upon the level of service quality that is provided by the service providers”. That is by creating value for your customers, you will earn their loyalty. Darryl (2003) also added that the relationship you build with your customers must become memorable in the customers' mind and perception. This is because you would like to develop customers hunger for your style of service and care that would bring them back again and again. They concluded by saying that this can be done by focusing on building customer confidence, encouraging participants to get to know customers almost as well as they themselves so that they can anticipate their changes, needs and problems in order to respond appropriately. This is because without customers, you would not have a business, and although there may be

times you wish you could let them know what you are really thinking, the best policy for dealing with your customers is to satisfy them, no matter what. This is because the customers are in reality the business (Unruh, 1996).

2.3.2 Customer service and football

Schwab (2007) said that customer service is one of the most important parts of the company's overall strategy to conducting business and that without customers you really do not have a business. Telecommunication services are considered to be the most important tool and also an instrument for developing a nation in both social and economic terms. Telecommunication services have a vital role in building the nation's economy due to the way they contribute to the increased efficiency and national revenue. ITU (2008) added that from the past decade the industry has witnessed a tremendous increase in subscriber growth rate for all the mobile telecom operators. Though mobile subscribers have increased in Ghana, it does not provide justification that customers are satisfied with the service quality delivered by mobile networks in Ghana (Nimako et al, 2010). Manning (1989) argued that the critical aspect of good customer service is not merely improving quality, but to exceed customers' expectations (Total quality). This is because quality and good customer service have become a way of life rather than, short term projects that can begin and end at will. Gronroos (1990) stated that marketing is to establish, maintain, and enhance relationship with customers and other partners at a profit so that the objective of the parties involved are met.

However, a report by National Communications Authority (2007) indicates that in recent times, there have been more customer complaints about poor service quality in the Telecommunication industry in Ghana. A study by RightNow Technologies (2008) concluded that 87 percent of customers stop doing business with a company due to poor customer service. The study also found that loyal customers do not look at prices for as long as they feel good about a company.

Instead they consider customer service as more important. Customer service is making your clients feel you really care about them. One way to make them feel that way is by getting involved in community activities. On the issue of performance Frempong (2002) said that poor performance of firms will lead to the deregulation of many of the telecom industries in many countries, of which Ghana is no exception.

From a customer's point of view according to Lusch (2007) value is created for the customer in the service received; their experience of it and the outcomes of the service including the benefits they get from it (Carbone 2004, Edvardsson & Olsson 1996). Thus, customers will always prefer a customer service that gives them maximum satisfaction Agbor (2011). This is because customers no longer just want to buy and consume, but wish and are able to evolve into the creation of products and services themselves PIDAS (2011). Furthermore, customers associate great risk with the selection and replacement of service providers because they often find it difficult to set precise specification for the service they wish to purchase (Parasuraman, Zeithml, and Berry, 1985) as well as to evaluate all the attributes of service providers prior to the actual delivery of the service (Berry 1995; Gronroos 1990; Stock and Zinszer 1987).

Darryl (2003) said that your attitude permeates absolutely everything you do. You own your attitude and it establishes and reflects your professionalism, caring, focus, and passion to deliver excellent customer service. This is demonstrated every day and with each customer contact. According to Johnson and Scholes (2003) strategy is a long-term plan or direction of the organization. It is developed in an adaptive fashion building on the existing strategy and changing. The Department of Social and Health Service (2006) stated that Good customer service is the service that each of us delivers in a way that makes customers feel important, feel heard, respected, respond to the need to the greatest degree possible and empowers them through honest and trustworthy interaction. King Jr. (1929 -1968) added that all labor that uplift humanity has dignity and importance and should be undertaken with painstaking excellence. The recent drive towards self-service and automated customer care has allowed organizations to reduce cost while handling an ever-increasing number of consumer transactions efficiently. Pepper and Rogers in their book "Rule to break and Laws – to - Follow" (2008) point out the importance to adopt the customer perspective. Thus, as customer needs become complex day –In - day – out there is the need to improve upon our customer service which would in turn translate

into profit in the long run. Gaffney (2007) argued that companies that want to maintain a competitive edge, both now and in the future, are realizing that reactive customers interaction service must be replaced by a more proactive approach that recognize the growing user-centricity of consumer communication networks. Sturdy (2001) also added that a business, which offers not just the bare-bones basics but exceptional, value-amplified service, sets itself far above the competition. Thus, becoming customer-driven is in effect, a safe and secure place for the organization to weather the storms of the business world (Frazer – Robinson, 1999).

2.3.3 Investment Motivation:

Customer Experience Management (CRM) projects mainly resulted from inwardly-pointing motives. Following the motto “What do we have to do to acquire more customers?” such initiatives were mainly launched in the divisions Marketing, Sales and Customer Service Gronros (2012). Customer Experience Management has a diametrically different approach. Customer requirements are the starting point for the identification and launch of activities for satisfying these needs. Here the motto is: “What do we have to do to make our customers happy?”

2.3.4 Operational Focus:

The operational focus in Customer Relation Management was mainly set on transaction force and the establishment of cost-intensive marketing campaigns and sales control. Quick sales achieved by means of data mining, segmentation, campaigns (e.g. direct marketing) and sales initiatives are the goal. Customer Experience Management focuses on interaction, dialogue and aims at the provision of excellent service. The support of the customer along the full customer life cycle is at the center of activities. Reward and profit from excellent service performance in the presence will be realized in the future, because the customer will remain loyal to the company and will continue to purchase new products and services.

2.3.5 Relationship Focus:

Classic Customer Relation Management strongly focused on purchase evaluation and processing and thus mainly emphasized these two phases of the relation to the customer. Customer Experience Management is looking for ways to establish a long-term and adaptive customer relationship, which shall be beneficial for customer and company.

2.3.6 Customer Value:

Stands for the value of a company for the customer, meaning the degree of importance that the relation to the company has for the customer. This value is not a top priority in Customer Relation Management; short-term success is clearly in the foreground. Customer Experience Management on the other hand tries to continuously increase Customer Value and thus literally becomes “irreplaceable” to the customer.

This definition of objectives makes it clear that Customer Relation Management and Customer Experience Management cover different fields and are in this sense both relevant for maximizing Customer Equity. Customer Equity stands for the value that the customer has for a company. Thus, the ideal combination and alignment of Customer Relation Management and Customer Experience Management leads to Total Customer Equity (TCE), which finally has to be the top goal of a company to ensure corporate economic success.

2.3.7 Customer orientation:

The ability to see things in the customer’s point of view. In Customer Relationship Management, it is all too easy to get carried away with the technicalities of the approach. Staff should be able to stand back from their work- a letter, a planned telephone call, a brochure or a catalogue-and see it as the target customer would see it. They should then be able to ask themselves dispassionately, the question “what customer benefits are highlighted?” and be honest in answering.

2.3.8 Service - Organization:

“Service Organization means the totality of all interest groups involved in the service process. It combines on the company side classical divisions with frequent customer contact, such as Sales, Marketing, Customer Service and Operations as well as other sections which, although more downstream, also play a role in the service process. Customers are also part of the Service Organization and, in Social Customer Economy can act as consumers and service providers at the same time.”

2.3.9 Customer Experience Management

“Customer Experience Management is the ability to understand the requests and needs of customers and satisfy them with positive experiences they receive via their preferred channel along the whole customer life cycle. All interactions of a company with its customers are

identified and measured in order to ensure that an added value results from every company activity to reinforce customer loyalty and make loyal customers' true advocates for the company.

2.4 Relationship between football as a space for marketing and brand awareness.

Grewal, Krishnan, Baker and Borin (2012) conclude that brand awareness and perceived quality have a positive and significant relationship in a bicycle brand study. Many researches also maintain that the higher the brand awareness is, the higher perceived quality is (Monore, 2012; Dodds and Grewal, 2012; Wall, Liefeld, & Heslop, 1991; Lo, 2002; Lin, 2006). Kan (2002) further suggests that the higher the brand awareness is, the higher the consumers' quality evaluation is. Besides, Aaker and Keller (1990) mentioned that a brand with high awareness and good image can promote brand loyalty to consumers, and the higher the brand awareness is, the higher brand trust and purchase intention are to consumers. Peng (2006) indicates that brand awareness has the greatest total effects on brand loyalty. When businesses develop a new products or a new market, they should promote their brand awareness in order to receive the best result because brand awareness is positively related to brand loyalty (Aaker & Keller, 1990; Peng, 2006; Wu, 2002; Chou, 2005). Chang and Wildt (1994) submit that value can facilitate loyalty. Parasuraman and Grewal (2000) propose that the more positive customer transaction perceptions are, the stronger customer loyalty is. Sirdeshmukh, Sigh and Sabol (2002) also deem that value will bring a positive influence toward customers. Wu (2007) identifies that the perception of consumers will increase or reduce brand loyalty. Judith and Richard (2002) further indicate that perceived quality and brand loyalty have a highly connection, they will positively influence purchase intention. Chi, Yeh and Chiou (2009) a new view and evidence to the study of brand loyalty that customer perceived quality will influence brand trust and brand affect, and further to influence brand attitude and purchase behavior. Thus, perceived quality and brand loyalty are positively correlated, and brand loyalty will increase if perceived quality increases. Consumers will have a higher purchase intention with a familiar brand (Kamins& Marks, 1991).

Likewise, if a product has higher brand awareness it will have a higher market share and a better quality evaluation (Dodds, et al., 1991; Grewal, et al., 1998). A well-known brand will have a higher purchase intention than a less well-known brand (Hsu, 2000). Garretson and Clow (1999) suggest that perceived quality will influence consumer purchase intention, and Monore (1990)

indicates that perceived quality will positively influence purchase intention through perceived value. Ho (2007) also asserts that the higher the perceived quality and perceived value of the private brand foods, the higher buying intention to consumers. In addition, Chang (2006) and Wu (2006) conclude that perceived quality and purchase intention are positively related. Brand loyalty is a repurchase commitment that promises consumers will repurchase their favorable brands in the future, and they will not change their loyalty under any circumstance (Oliver, 1999). Aaker (1991), Assael (1998), and Wang and Kan (2002) also mention that consumers must have positive feelings to a brand, and then they will produce purchase intention.

According to Lora et al (2012), if an organization has a successful brand awareness it means that the products and services of the organization have a good reputation in the market and simply acceptable (Gustafson & Chabot, 2007). The awareness of the brand plays a significant role while purchasing a product or service and may have control on perceived risk evaluation of consumers and their level of assurance about the buying decision due to awareness with the brand and its uniqueness. There must be a consideration of brand while making a decision to purchase a product or service, if there is nothing to be considered the probability is that there is nothing to be chosen (Baker W, J, & Nedungadi, 1986). Brand awareness creates a great association in memory about a particular brand (Stokes, 1985). Creating a strong brand image in the consumer's mind depends on create an optimistic brand assessment, reachable brand approach, and a reliable brand representation (Farquhar, 1989). The importance of brand awareness in the mind of the customers can be evaluate at various stages e.g. recognition, recall, top of mind, brand dominance (they only call that particular brand), brand knowledge (what brand means to you) (Aaker D. , 1996).

Brand awareness is very important because if there will be no brand awareness no communication and no transaction will be occurring (Percy, 1987). Some of the consumers can make rule to purchase only those brand which are famous in the market (Keller, 1993). The customers can become the loyal to the brand due to its uniqueness, its taste, feel easy by using that particular brand and they also have enough knowledge about that brand and feel confident while make a purchase or may be due to price factor etc. brand loyalty is very important for the

organization to meet its objective so the organization try to make its customers happy and also resolve the problems if they feel related to their particular product and service.

The brand loyalty can be defined as; the degree of closeness of client to a specific brand, expressed by their replicate purchase regardless of marketing stress creates by the rival brands. It is the basic objective of the organization which they set about their product and services. It is the preference of the consumers to make a purchase of a particular brand due to its attributes, image, quality, features and price, and they normally committed to purchase and refer to other people, Due to brand loyalty their occasional purchase becomes normal by increasing frequency of purchase. Brand loyalty is very important for the organization to enhance their sales volume, to get premium price, to retain their customers rather than seek. There is a significant difference between replicate purchase and brand loyalty because replication purchase is buying of brand frequently and loyalty is the result going on by actions (Bloemer, 1995). Brand loyalty occur when client have significant relation towards the brand expressed by replicate purchase. Such loyalty will be beneficial for the firm because ultimately clients will be agreed to purchase at premium and may also be involved in introducing new client to the firm (Reichheld, 1990). The customers who are brand loyal do not evaluate the brand, they just make a purchase confidently on the basis of their experiences (Sidek et al, 2008).

There are two types of loyal customers. The behavioral and the emotional, the behavioral customers will become loyal with brand but not emotional however the emotional customers will also be emotional with the particular brand in which they interested (Jones et all, 1995-90). Some organizations make the customers loyal forcedly due to their monopoly even they do not want to become loyal and some organization make customer loyal by having low price and the other brand conscious organizations make a lot of effort for customer's satisfaction and to establish brand and they do not have high loyalty(Grönholdt et al, 2000).Purchase intention of the customers depends on the brand awareness and brand loyalty of a particular brand: An intention to make a purchase of a specific product or service in upcoming. Purchase intention of the customers consists on problem identification, information search, evaluating the alternatives, make a purchase, post-purchase behavior (Engel et al., J., 2015).

2.4.1 Customer loyalty

According to Rowley customers may demonstrate their loyalty in any one of a number of ways; they may choose to stay with a provider, whether this continuance is defined as a relationship or not, or they may increase the number of purchases or the frequency of their purchases or even both (Rowley, 2005). According to this approach it is a relation that shapes repurchasing that reveals the existence of loyalty rather than repurchasing itself. Rowley took this framework on the basis of inertial and positive attitudes including the behavioral and attitudinal dimensions, and discussed customer loyalty in 4 groups namely, captive (inertial behavior and attitude), convenience-seeker (positive behavior and inertial attitude), contented (inertial behavior and positive attitude) and committed (positive behavior and attitude) according to behavioral and attitudinal dimension. Bandyopadhyay and Martell, in their study conducted in 2007 discussed behavioral loyalty of the consumer in three groups namely those who use single brand, those who use multi brands and those who do not use the product and anticipated the attitudinal loyalty may be higher or lower in those three groups. Researchers defined those who have high attitudinal loyalty and use a single brand as brand loyal and those who use multi brands as difference seekers and those who are not users as potential purchasers and underlined that loyalty may not be toward a single brand. Despite the differences in the definitions there is a strong conviction that “loyalty is a deep devotion which is created for the purpose of purchase of the preferred good or service in the future and which may not change despite changing effect and marketing effort (Oliver, 1999)”. In this regard the characteristics of loyal customers that they require lower cost, are less sensitive toward price, pass more time with the company and transfer positive views on favorite brands (Reichheld and Teal, 1996), the cost to keep them at hand is much lower than the cost of gaining new customer (Szwarc, 2005), they tend to purchase more and pay more (Wallace et al., 2004; Wright and Sparks, 1999; Zeithaml et al., 1996) which are significant for enterprises provides that the subject of loyalty preserves actuality and increases its significance gradually everyday because loyalty is a significant element in developing a sustainable competition advantage and since this advantage may be created through marketing efforts (Dick and Basu, 1994), many producers try to achieve loyalty (Jansson-Boyd, 2010). As it shall be explained in detail in the future in studies on loyalty, the assumption that loyalty is a conscious behavior and attitude integrity has been recognized. However while in some of those

studies clues on what consciousness related to loyalty is, are encountered in others no assessment was made on this assumption. In this regard it shall be useful to emphasize on the concept of customer consciousness that directs marketing literature.

2.4.3 Advertisement

One of the primary focuses of advertisements is to influence the behavior of customers (Blech & Blech, 2012). However, this influence of behavior does not only represent swaying consumers to buy products. By using specific images and specific people, advertisements can create needs and faults consumers never knew they had (Blech & Blech, 2012). There are several social and ethical criticism of advertising, including how it can be untruthful and deceptive towards consumers (Blech & Blech, 2012). While deception is based on how the consumer perceives the ad, marketers knowingly and deliberately include specific factors in an ad in order to get the consumer to discern it in a specific way.

Another social criticism found in ads is their display sexual appeals and perpetual stereotyping towards women (Blech & Blech, 2012). While such images are meant to catch audience attention, they also influence the audiences by being implicitly suggestive (Blech & Blech, 2012). Such representation in mass media sends a message to society that reinforces these images as acceptable. In turn, media can impact lifestyles and values of consumers as well (Blech & Blech, 2012). In Lebanon, ads are more prevalent than ever. Everywhere you go and everywhere you look you will see different advertisements. As evident in this part of the literature review, ads can have an immense impact on consumer behavior. It is for this reason I decided to focus on advertisements as opposed to other media in Lebanon.

2.4.4 Corporate social responsibility

Business Ethics and Corporate Social Responsibility are two close related concepts but they are not identical. As it can be seen Business Ethics play a very important role in Carroll's Pyramid of responsibilities as Ethics Responsibilities are placed in the second highest layer. Both concepts refer to values, goals and decision making based on something more than just making a profit

(Mullerat, 2010). In general terms the bottom line of ethics is individually doing the right thing while avoid evil and harmful actions for you and the others in your activities. On the other hand CSR is more about the obligations that an organisation must have over its stakeholders than just its shareholders. A socially responsible organisation must act ethically (Mullerat, 2010).

Phatak, Bhagat and Kashlak (2005) define Business Ethics as "the moral thinking and analysis by corporate decision-makers and other members regarding the motives and consequences of their decisions and actions". Furthermore, Ferrell and Fraedrich (1998) add that "business ethics compromises moral principles and standards that guide behaviour in the world of business". The concept of Business Ethics is vital for every self-respected organisation and this is why many companies today develop codes of ethics and make commitments about their ethical behaviour to the public (Fisher, 2003).

According to Seitel (2001), the organisations develop ethics codes in order to: Increase public confidence: Due to various scandals, mainly concerning corruption and briberies inside organisations, the public's trust for businesses has been declined. Thus, companies have decided to adopt the ethics code in order to improve their image. Stem the tight of regulation: Due to the declining trust and confidence of the public for businesses, the governments increased their legislations and regulations in order to reverse the situation. The companies adopted the ethics codes in order to show that they have ethical behaviour and can be trusted. Improve internal regulations: Due to the increase of the size of organisations and the development of multinational operations it is essential that some codes of conduct must be created in order to have the same behaviour standards among the employees.

Business ethics depend on two main factors, culture and time (Svensson and Wood, 2003). The business environment culture is influenced by traditions, religion, ethical values and individuals and can be defined as what is accepted and what is unaccepted. The company's success can be affected if different opinions, that is to say different cultures, cannot be adopted satisfactory by the organisation. Additionally, what is accepted and what is unaccepted can be affected by the business time element. The business world is a fast changing environment and what is considered ethical today it can turn out to be unethical tomorrow. As it can be seen the success or

the failure of a business is closely connected with ethics and that is why Business Ethics must be used as a corporate philosophy rather than a corporate code in every organisation.

To conclude, Johnson et al. (2005) argue that the society's expectations, which have major influence on companies and organisations, are based on three levels of Business Ethics. The macro level is the first one and is related to the ethical posture of the company. Simply, the macro level is related to the extent in which the organisations are willing to do more than their legal requirements in order to satisfy their stakeholders. The second one is a part of the macro level and is the Corporate Social Responsibility level. This level is concerned the ability of organisations to surpass the minimum requirements needed in order to maintain the organisation's ethical stance. The individual or managerial level is the last level of Business Ethics. This is a very important level since is connected with the behaviour and actions of individuals inside the organisation.

2.5 Chapter summary

The chapter presented literature review on football as a space for marketing and relationship marketing. The chapter reviewed all the objectives in the form of theoretical framework. The chapter was concluded with chapter summary and the chapter to follow up shall concentrate on the research methodology.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

This chapter serves to outline processes used to collect data and information, the research methodology used in the study, the research design and various sources of data, that is, primary and secondary and also the means and procedures used in data collection. The chapter looks at the sampling techniques used and the reasons for their use. Furthermore it focuses on the data collection instruments which were used to gather the relevant data for the research and lastly it includes validity, reliability, and a summary to end the chapter.

3.1 Research Philosophy

Research methodology as explained by Blaxter et al (2006), deals with the methods by which the researcher will design and conduct the study to obtain data on the research and meet the stated study objectives. This refers to the way in which you define the research process to be followed in the dissertation (Saunders *et al.*, 2013). That is the different ways that can be used in the collection and analysis of data with the main objective being to highlight how one can achieve his or her research objectives. With research methodology, the focus is on the research process and on the tools and procedures to be used and also on the individual steps in the research process and the most objective or unbiased procedures to be employed (Leedy, 2013:74-77). In this case, the researcher will use quantitative methods, which put emphasis on the use of statistics rather than words in data collection and analysis. This approach has been viewed by Leedy (2013:270) as a formalised approach with a carefully defined scope and set boundaries.

A quantitative data analysis method enables one to explore, present, describe and examine relationships and trends within the quantitative data collected (Saunders et al, 2009, p. 414). Theory development and formulation is not an objective in this study making qualitative methods irrelevant. The reason for using quantitative methods is that it's in line with the provision of answers to the research questions which seeks to find out how companies market their products through football sponsorship.

3.2 Research design

According to the Regenesys Business School (2014), the research design is viewed as the key area, which defines and gives the much-needed framework to the study. This can be likened to a 'Blue print' in engineering design. The research design is there to give the researcher a well-thought-out and clearly defined structure for the research that needs to be conducted. It also shows the researcher the logical flow and integration of all of the major components of the research required for the thesis (Regenesys Business School 2014).

Research design is a detailed outline or framework of how an investigation will take place. Kotler (2012) added that there are basically three types of research design namely the exploratory, descriptive and casual. The major purpose of a research design is to structure a research, showing its major parts, that is, the samples or group measures and methods used to address the central position. For the purpose of this research, a descriptive research design will be used. The type of design used is usually determined by the research problem (William 2006). The choice of appropriate research design is derived from the aims and objectives of the research as well as the cost and time constrains.

The study will adopt a cross sectional design which is quantitative in nature, thus the involvement of a descriptive and analytical research design. This method also allows the use of correlation and regression approaches that can be used in the investigation of the relationships between the variables of the study.

3.2.1 Descriptive research design

Ghuri and Gronhaug (2010:56–58) view a descriptive study as a study that attempts to describe or define a topic, subject, or construct. The descriptive study, as the name implies, attempts to describe what is being studied. A descriptive research design is concerned with the determination of the frequency with which something occurs and also the determination of the relationship between two variables Mahotra and Birks, (2006). It helps in giving answers to questions such as, what, how, when, where, and who that are associated with the research problem. This design enables the use of questionnaires and personal interviews which solicit quantitative data from the respondents.

To analyze the data of this study, a descriptive design is going to be used, firstly because a quantitative method is being used and then the main reason however being that data collected will be summarized in charts, tables and graphs. This allows for better understanding to readers and allows for the results to be examined easily.

3.3 Target population

(Leedy, 2013:215; and Ghauri, 2010:140) defined population as the group of people, items or units under investigation. This is the universe of units from which the sample is to be selected. A population can be defined as the entire group of persons or research subjects that the researcher wants to study, because it contains all the variables of interest to the researcher. Population is also referred to as the target population (Regenesys Business School 2014). The specifications define the elements of the target group and those that are to be excluded. The target population for this study is made up of the management team of the selected organisations which are Net One, Delta Beverages and Bank ABC.

The target population for this study therefore will include top management of these organizations. The questions being asked basically needs to be answered by people who are involved in decisions making of an organisation or those who sit in the board. Interviews for the three organizations will thus therefore be responded by the media liaison officers of the respective organizations. Questionnaires will be responded by top management executives who are involved in decision making.

Table 3.3 target population

	Frequency	Percentage
Public relations officers (interviews)	3	9
Top management (questionnaires)	30	81
Total	33	100

Interviews have targeted individuals who are tasked to be mouthpieces of the respective organisations those who talk to the press like their public relations officers. Questionnaires are

targeting top managers for every organisations the research has identified six people who head different departments so as to find the views of all the important organs within the organizations.

3.4 Sampling

Leedy (2013:206) describes a sample as a finite part of a statistical population whose properties are studied to gain information about the whole. When dealing with people, it can be defined as a set of respondents (people) selected from a larger population for the purpose of a survey. It is also viewed as being the act, process, or technique of selecting a suitable sample, or a representative part of a population for the purpose of determining parameters or characteristics of the whole population (Leedy 2013). The need to sample arises when the entire population cannot be surveyed for some reason either because of budget constraints, time constraints or because it is practically not possible and the main purpose of sampling is to be able to draw conclusions about populations from samples.

According to Leedy, (2013) the following are the key reasons why one will use a sample instead of doing a census. Firstly the Leedy noted that it is important to make economic considerations on the costs due to section of a sample, which represents the population size. Timeliness of the data and information as there is lesser amount of data to deal with in the sample size. This reduces data collection and data interpretation time. The large size of many populations may be too time consuming and not possible to reach accessibility of some of the population due to accessibility and security issues. There is also the destructiveness of the observation which needs key consideration. This is where you need to observe an event or an experiment and the event may not be able to be repeated again. And lastly the accuracy and reliability of the population data, it needs to be authentic.

3.5 Sampling Techniques

Sampling techniques provide a range of methods that enable one to reduce the amount of data needed for a study by considering only data from a sub-group rather than all possible elements (Saunders et al., 2009, p. 210). Although the normal sense of population is not usually used in most sampling (when the set of cases are not people) (Saunders et al., 2009, p. 212), the

population in this case was in its normal sense because the research dealt with customers and employees who fell in the “people” category. According to Saunders et al., (2009, p. 213) there exist two types of sampling, that is, probability where the chances of each case being selected from the population is known and is usually equal for all cases, and non-probability - sampling where the chances of each case selected from the total population is not known, making it impossible to answer research questions (Saunders et al., 2009, p. 213).

The researcher used a non-probability sampling strategy called convenience sampling. “A convenience sampling is available to the researcher by virtue of its accessibility” (Bryman and Bell, 2003, p. 105). Because there is need for more research on the subject, the researcher decided to use this sampling technique to get a good response rate which could provide a springboard for further research or allow links to be forged with existing findings in the area (Bryman& Bell, 2003, p. 105)

The researcher selected mentioned companies which are Net One, Bank ABC and Delta Beverages. On choosing these companies, the criterion there was that these companies were still involved in football sponsorship during the time this researcher was involved in sports journalism in Zimbabwe. Some companies who were involved in football sponsorship have either folded or changed management hence withdrawing their sponsorship packages.

3.5.1 Sample Design

A sample design is meant to address two basic issues: how many elements of population and how they were selected? Sample size determination is an important and often difficult step in planning an empirical study. A sample is a subset of a population element, where a population is a theoretically-specified aggregation of an element. Hence a sample size is a subset of a population. (Agresti and Finlay, 2009, p. 4)

One of the most important reasons for the researcher to determine a sample size for this study was because the entire population could not be covered. Although larger sample could have been used for this study it seems inappropriate to ask management questions to general employees who are not involved in decision making. Again it is time consuming and the wastage of

resources given that small samples also produce accurate results. For this reason, the researcher got customers across three of the different service included both definite and indefinite population. Definite population meant the researcher could be able to know the entire number of the population and indefinite population meant he could not know the number of population.

3.5.2 Sample size

Leedy (2013:298) is of the opinion that the sample size can be determined by understanding the various constraints, for example, the allocated funding may limit the sample size used. A sampling frame is a set of information used to identify a sample population for statistical treatment. In general, it can be seen that the sample size will depend on the type of research to be undertaken; the type of research philosophy used; the time frame and cost constraints; the type of data analysis to be done and how homogeneous the population and sample are.

Table 3.5.2 Sample size

	Frequency	Percentage
Public relations officers (interviews)	3	14
Top management (questionnaires)	18	76
Total	21	100

3.6 Data sources

In general, there are two types of data collection used for any research; primary data from primary sources, and secondary data from secondary sources (Bryman & Bell, 2011). In this study, we have used both primary data and secondary data to conduct the study. We will now discuss these two types of data in more detail in the following subsections.

3.6.1 Secondary Data

Secondary data is information that has already been collected by external parties and that is readily available (Bryman and Bell, 2011). The main advantages of his type of data are that they

are cheaper and much quicker to obtain than primary data. Secondary data is also very useful when no primary data can be obtained (Bryman and Bell, 2011). Moreover, secondary data provides a basis for comparison, and it can be used to validate the primary data collected by the researcher. There are no specific methods of collecting secondary data, but they can include, for example, data collection from public records, census data, newspapers and surveys (Fisher, 2010). In this study, we used secondary data from official websites, which we investigated to get information directly from the source. Moreover, we looked at up-to-date electronic journals, which gave us information on the subject and for further information, we looked at newspapers talking about sports and other related topics discussed in the news.

3.6.2 Primary Data

When realizing that existing secondary data was not providing sufficient information to answer our research questions in this study, it was apparent that primary data was needed. Primary data refers to data that you collect yourself using methods like interviews, questionnaires and focus groups. According to Fisher (2010), there are six most commonly used methods:

- Interviews
- Questionnaires
- Panels, including focus groups
- Observation, including participant observation
- Documents
- Databases

According to Bryman and Bell (2011) quantitative approach is testing of theory, therefore the qualitative approach is generating theory. Quantitative research is considered to involve more numbers and can be more easily related to questionnaires and database analysis, while qualitative research is considered to be more related to interviews and documents as they involve more words, not numbers. It is still possible to conduct both approaches with either of the methods. The main advantage of primary data collection is that the data collected is unique to the authors and the research, and until it is published no one else has access to it. Thus, this type of data is much more consistent with the specific research problem and research objective at hand. The

main disadvantages of collecting primary data are that it might be expensive and time consuming. Moreover, it could also be difficult to get access to the right people to interview, and if the research is not done properly and analyzed correctly, the reliability of the data might be questionable (Fisher, 2010).

3.6.3 Interviews

Other primary data was collected through phone interviews as well as interviews via email, to collect primary data that was qualitative in nature. We used a semi-structured method, which means that the interviewee had some predetermined questions to answer, but also were allowed to speak freely about the topic under discussion (Fisher, 2010). This method is more loose and informal in the structure, and it helped us to find more useful information than if we used a pre-coded interview which is strictly controlled by the researcher (Fisher 2010).

3.7 Data collection procedure and administration

The major data techniques to be used are questionnaires, interviews and observation. The researcher will personally deliver questionnaires to the respondents using drop and collect method. Interviews will be conducted individually and according to the schedules of the employees and customers being interviewed. Questionnaires will then be collected from the respondents to be analyzed together with interview responses.

3.8 Data analysis

The researcher will use various ways of presenting the data which gives a clear presentation and understanding of the research findings namely the use of tables, graphs, pie charts and other means of other graphical presentation. Information gathered will be tabulated then be displayed in other graphical presentation such as pie charts and graphs.

The analytical instrument for this study is the Stata 11 and data will be presented using graphs, tables and descriptive statistics. This software has been widely used by researchers as a data analysis technique (Zikmund, 2003).

3.9 Validity and reliability of findings

According to Saunders et al (2013) validity is concerned with the degree to which chosen research instruments serve the purpose, for which they were constructed, as well as the extent to which the conclusions drawn from the experiment are true. A sample is valid if it represents the population. Instrument validity refers to the question of whether the researcher measures what they are supposed to measure with the selected instruments. One way of determining validity is to ask whether the researcher is actually investigating (using a particular research instrument) what s/he says s/he is investigating. Research is considered to be valid when the conclusions are true. Sample validity is where the sample represents the population and each element of the population had a fair and equal chance of being chosen to be included in the sample (Leedy, 2013:216-219). In order to ensure validity, one have to control those factors that could interfere with what is to be investigated (Saunders *et al.*, 2013).

In-order to achieve this, the researcher will ask simple and straight forward questions in the questionnaires and interviews. Since not all people are well versed in the English language, where the respondents don't understand, explanations in their vernacular language will be offered.

3.10 Chapter summary

This chapter was very crucial as it guided the researcher in obtaining data useful in the research. It looked at research design, research methodology, target population, sampling techniques the methods that were used and to collect data, research instruments used and their justifications, which provide a base for the next chapter, which is data presentation and analysis.

CHAPTER 4

DATA PRESENTATION AND ANALYSIS

4.0 Introduction

This chapter presents, interprets and analyses the data provided by respondents from questionnaires and interviews. It analyses responses by all the three companies under scrutiny here to explore why each company is involved in the sponsorship of football. The chapter links the research findings with the research questions through analysing the responses from questionnaires and results from interviews from respondents of the selected organisations. The researcher begins by contextualising the identity of the respondents that is their age, sexuality and academic qualifications so as to help scrutinise their responses. Data gathered was presented using pie charts, graphs and tables.

4.1 Response Rate

The researcher issued out a total of 18 questionnaires to the top management of the chosen organisations and received a response of 100% and also a 100% response rate was obtained on interviews where 3 public relations officers were interviewed from the respective organisations. This percentage was obtained due to the fact that the sample size was small and manageable, all the respondents were reached and the questionnaires collected successfully. A high response rate is attributed to good relations between the researcher and the employees and management. The table 4.1 below shows a presentation of the responses rate from the respondents.

Table 4.1 Summary of response rate

Target	Research	Target Sample	Number of Respondents	Response rate
Public relations officers	Interviews	3	3	100%
Top management	Questionnaire	18	18	100%
Total		21	21	100%

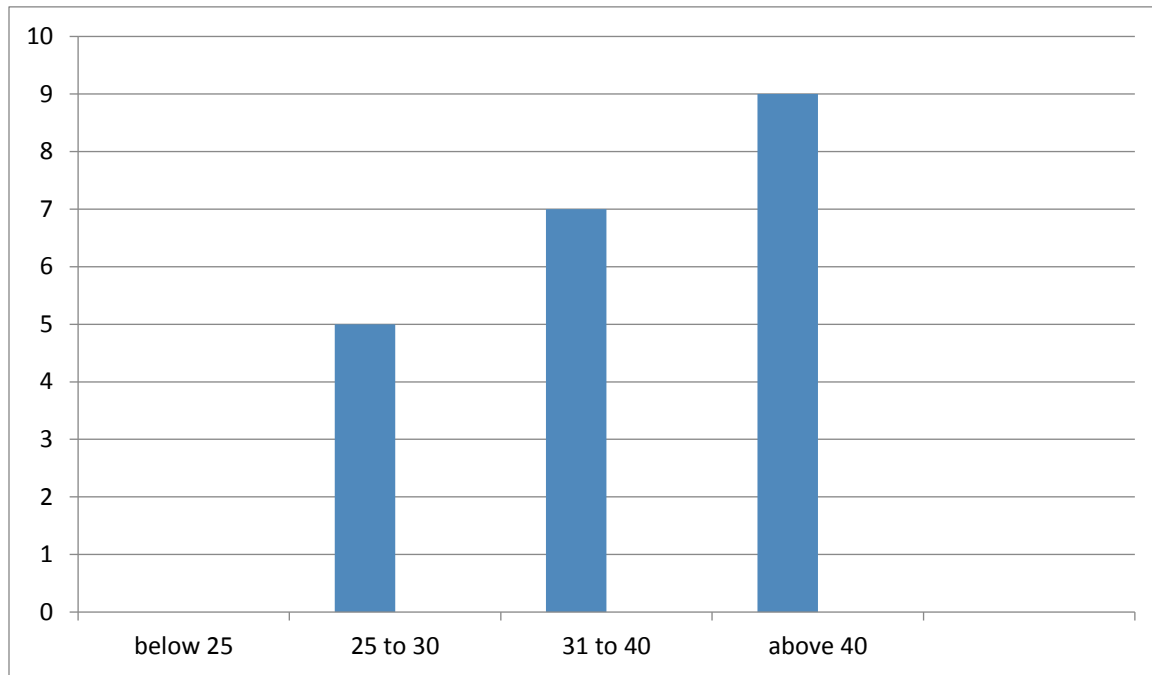
As shown in the table 4.1above, a 100% response rate was generated from both questionnaires and interviews which may imply that research participants generated a lot of interest in the topic under investigation.

4.2. Analysis of background characteristics of the respondents

This research considered four demographics and characteristics namely Age group, gender type, level of education as well as marital status. These characteristics have been qualified on this research as they can affect credibility of data gathered.

4.2.1 Age group of the respondents

Fig 4.2.1 age group of the participants



As shown in fig 4.2.1 the age group with the highest frequency is that above 40 years with 43% of the respondents which is the age group that constitute the top management and executive team of most organisations, 33% of the respondents were between the age of 31 and 40 and then 24% were between 25 and 30 with no one below the age of 25. The ages of the respondents here basically highlights the situation in Zimbabwean companies that top management positions are occupied by people with work experience and maturity.

4.2.2 Gender type of respondents

Fig 4.2.2 gender type of respondents

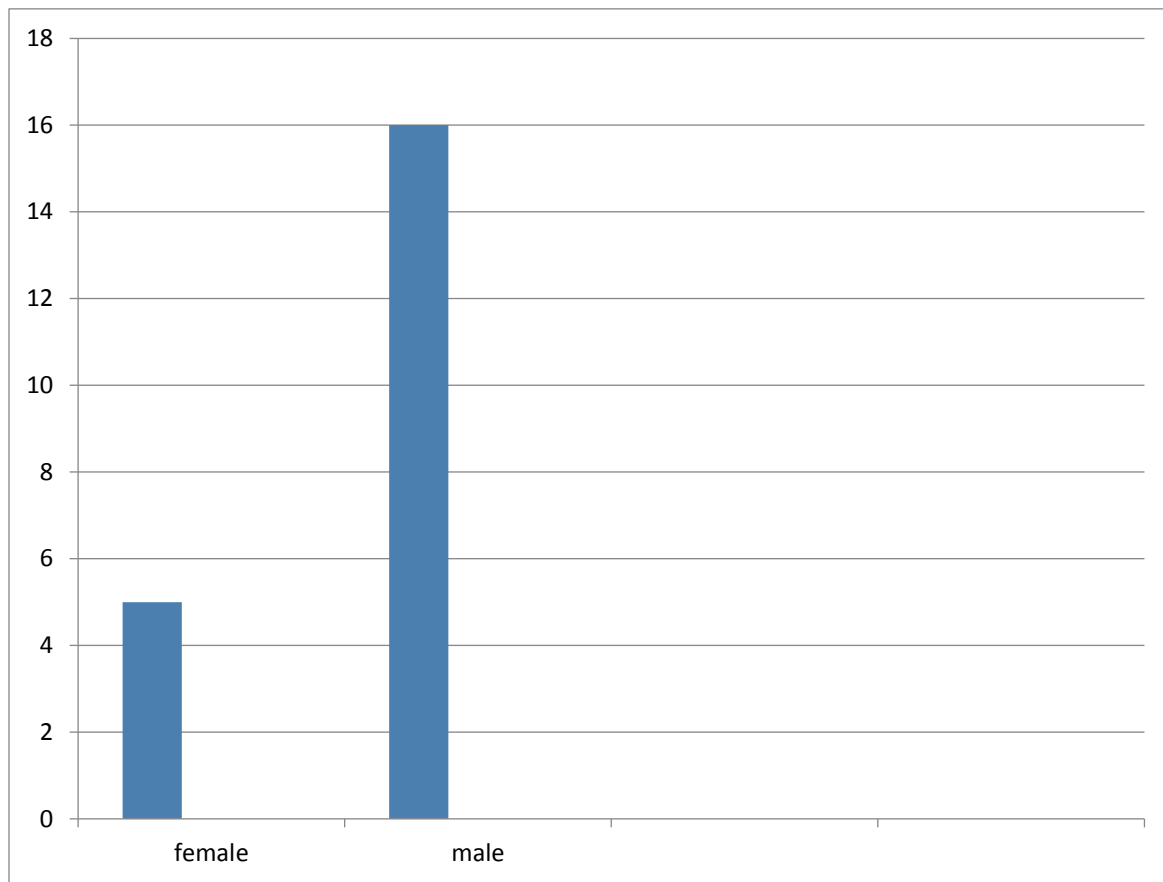


Fig 4.2 showing gender distribution.

As shown in fig 4.2.2 the highest frequency of the respondents males constitute 76% while 24% were females. This is mainly because females are still facing many challenges to be in leadership positions, challenges such as culture and stereo typing from organisations. However, the population cannot said to be gender biased since all the parties were involved.

4.2.3 Qualification of the respondents

Fig 4.2.3 qualification of the respondents

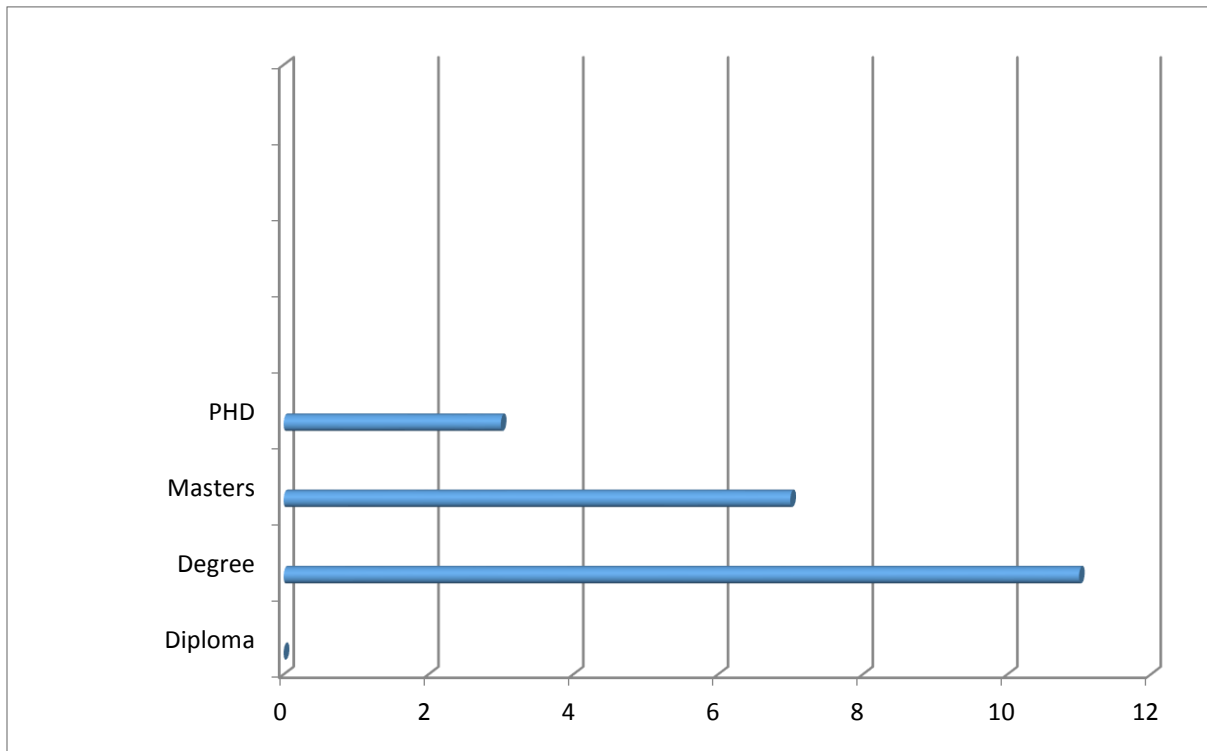


Fig 4.3 showing educational qualifications of people who participated

As shown in fig 4.3 the highest frequency of the respondents was holders of degrees with 52%, followed by 33% who are holders of Masters, and a few with PHDs which is 24% of the respondents. This shows that the respondents were qualified enough to provide responds that are valid and relevant.

4.5 Analysis of customer satisfaction as a factor that is as a result of football sponsorship

4.5.1 Table showing respondents view on customer satisfaction as a factor that is as a result of football sponsorship

Strongly agree 5	Agree 4	Neutral 3	Disagree 2	Strongly disagree 1
5	5	4	3	1

--	--	--	--	--

Fig 4.5.1 customer satisfaction as a factor that is as a result of football sponsorship

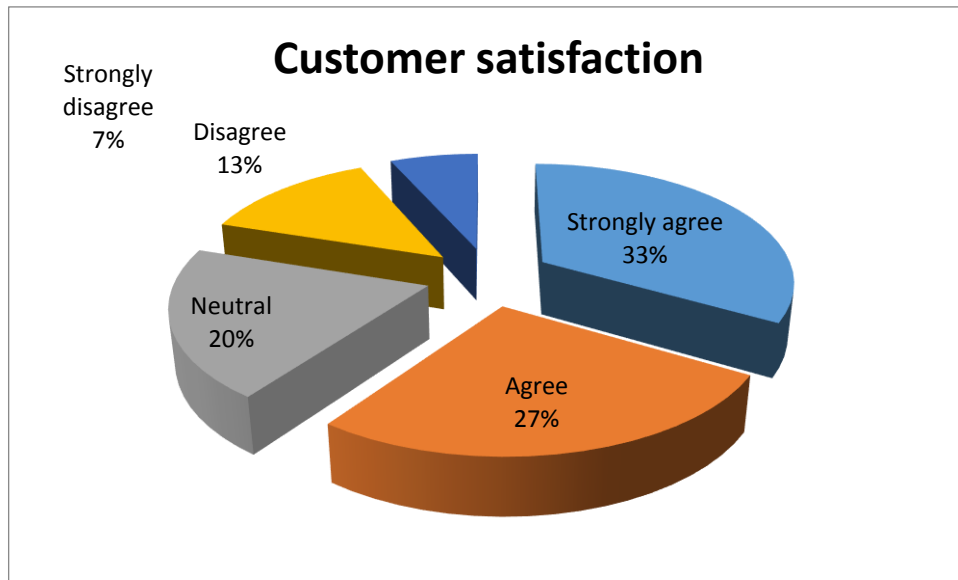


Fig 4.5.1 above shows the respondents on customer satisfaction and 5/18 strongly agree and this is shown by 33%, 5/18 agreed as indicated by 27%, 4/18 were neutral as demonstrated 20%, 3/18 disagreed as shown by 13% and 1/18 strongly disagreed as shown by 7%.

4.5.2 Analysis of service quality as a factor that is as a result of football sponsorship

4.5.2 Table showing respondents view on service quality as a factor that is as a result of football sponsorship

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
5	6	5	1	1

Fig 4.5.1 Service quality as a factor that is as a result of football sponsorship

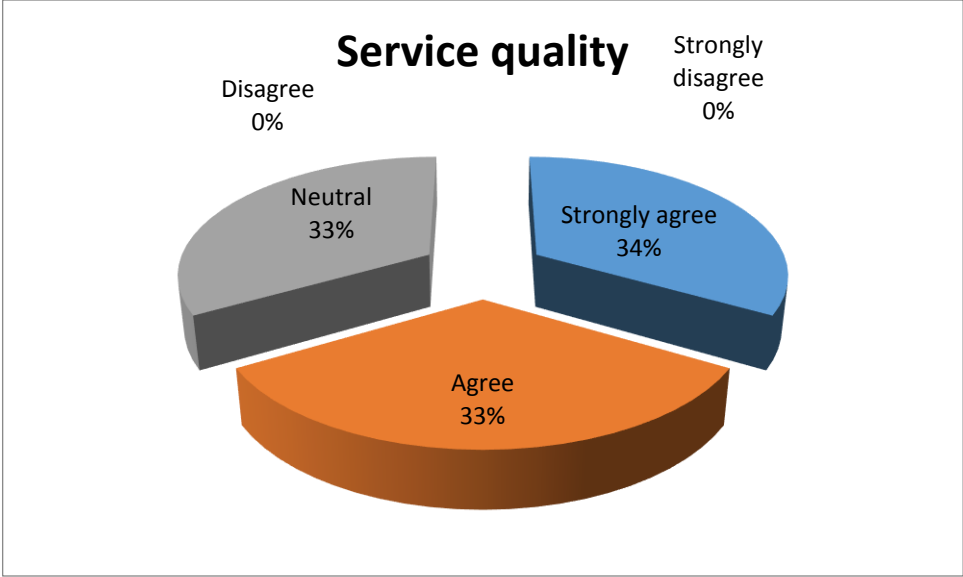


Fig 4.5.1 above shows the respondents on service quality and 5/18 strongly agree and this is shown by 28%, 6/18 agreed as indicated by 33%, 5/18 were neutral as demonstrated 28%, 1/18 disagreed as shown by 5% and 1/18 strongly disagreed as shown by 6%.

4.5.3 Analysis of product awareness as a factor that is as a result of football sponsorship

4.5.3 Table showing respondents view on product awareness as a factor that is as a result of football sponsorship

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
6	5	5	0	2

Fig 4.5.1 Product awareness as a factor that is as a result of football sponsorship

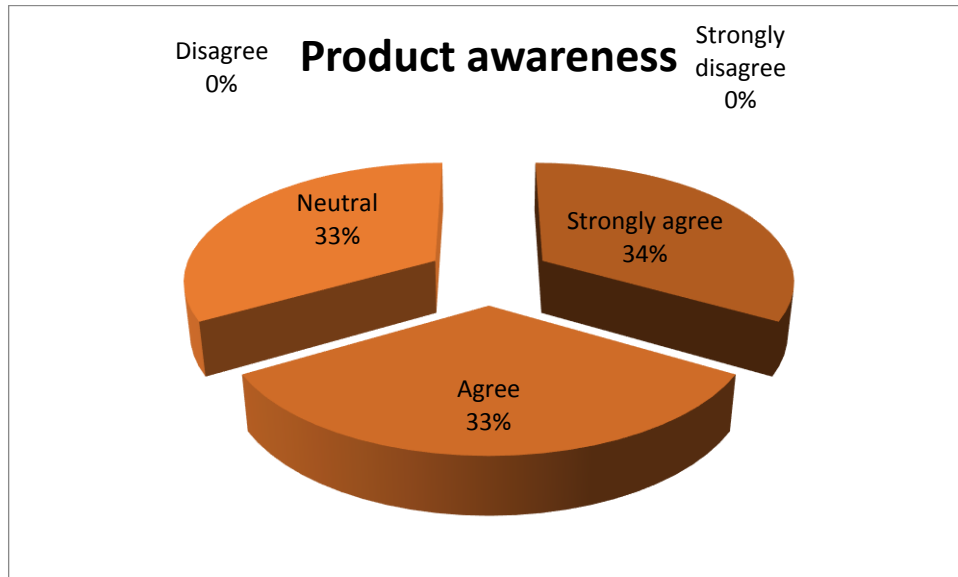


Fig 4.5.1 above shows the respondents on product awareness and 6/18 strongly agree and this is shown by 33%, 5/18 agreed as indicated by 28%, 5/18 were neutral as demonstrated 28%, 0/18 disagreed as shown by 0% and 2/18 strongly disagreed as shown by 11%.

The findings are in line with the literature, Grewal, Krishnan, Baker and Borin (2012) conclude that brand awareness and perceived quality have a positive and significant relationship in a bicycle brand study. Many researches also maintain that the higher the brand awareness is, the higher perceived quality is (Monore, 2012; Dodds and Grewal, 2012; Wall, Liefeld, & Heslop, 1991; Lo, 2002; Lin, 2006). Kan (2002) further suggests that the higher the brand awareness is, the higher the consumers' quality evaluation is. Besides, Aaker and Keller (1990) mentioned that a brand with high awareness and good image can promote brand loyalty to consumers, and the higher the brand awareness is, the higher brand trust and purchase intention are to consumers. Peng (2006) indicates that brand awareness has the greatest total effects on brand loyalty. When businesses develop a new products or a new market, they should promote their brand awareness in order to receive the best result because brand awareness is positively related to brand loyalty (Aaker & Keller, 1990; Peng, 2006; Wu, 2002; Chou, 2005). Chang and Wildt (1994) submit that value can facilitate loyalty. Parasuraman and Grewal (2000) propose that the more positive customer transaction perceptions are, the stronger customer loyalty is. Sirdeshmukh, Sigh and

Sabol (2002) also deem that value will bring a positive influence toward customers. Wu (2007) identifies that the perception of consumers will increase or reduce brand loyalty. Judith and Richard (2002) further indicate that perceived quality and brand loyalty have a highly connection, they will positively influence purchase intention. Chi, Yeh and Chiou (2009) a new view and evidence to the study of brand loyalty that customer perceived quality will influence brand trust and brand affect, and further to influence brand attitude and purchase behavior. Thus, perceived quality and brand loyalty are positively correlated, and brand loyalty will increase if perceived quality increases. Consumers will have a higher purchase intention with a familiar brand (Kamins& Marks, 1991).

Likewise, if a product has higher brand awareness it will have a higher market share and a better quality evaluation (Dodds, et al., 1991; Grewal, et al., 1998). A well-known brand will have a higher purchase intention than a less well-known brand (Hsu, 2000). Garretson and Clow (1999) suggest that perceived quality will influence consumer purchase intention, and Monore (1990) indicates that perceived quality will positively influence purchase intention through perceived value. Ho (2007) also asserts that the higher the perceived quality and perceived value of the private brand foods, the higher buying intention to consumers. In addition, Chang (2006) and Wu (2006) conclude that perceived quality and purchase intention are positively related. Brand loyalty is a repurchase commitment that promises consumers will repurchase their favorable brands in the future, and they will not change their loyalty under any circumstance (Oliver, 1999). Aaker (1991), Assael (1998), and Wang and Kan (2002) also mention that consumers must have positive feelings to a brand, and then they will produce purchase intention.

4.5.3 Analysis of customer loyalty as a factor that is as a result of football sponsorship

4.5.3 Table showing respondents view on customer loyalty as a factor that is as a result of football sponsorship

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
6	6	4	1	1

Fig 4.5.1 Customer loyalty a factor that is as a result of football sponsorship

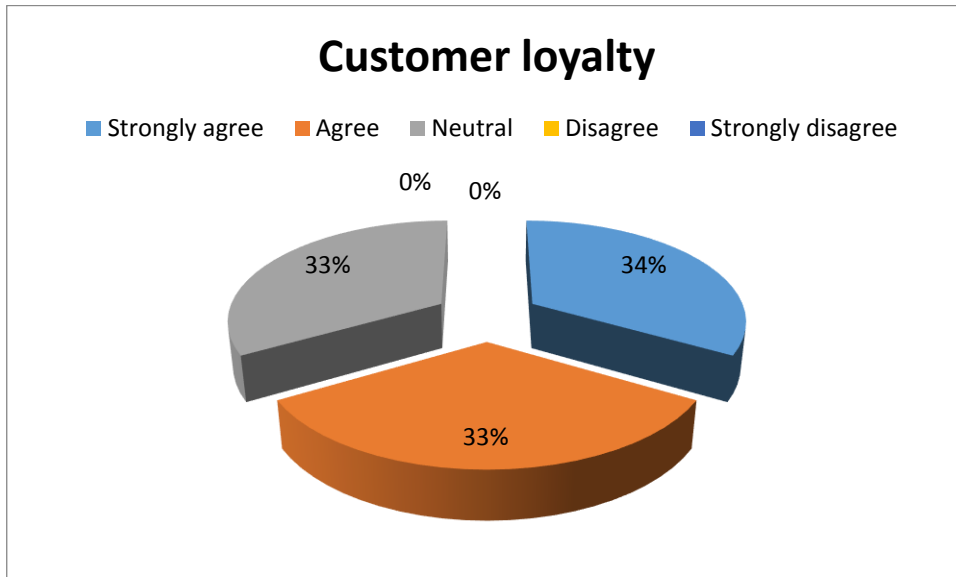


Fig 4.5.1 above shows the respondents on customer satisfaction and 6/18 strongly agree and this is shown by 33%, 6/18 agreed as indicated by 33%, 4/18 were neutral as demonstrated 22%, 1/18 disagreed as shown by 6% and 1/18 strongly disagreed as shown by 6%.

4.6 Analysis corporate decline in market share as a result of failure to engage in sponsorship

4.6.1 Table showing respondents view on corporate decline in market share as a result of failure to engage in sponsorship

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
8	4	4	2	0

Fig 4.6.1 corporate decline in market share as a result of failure to engage in sponsorship

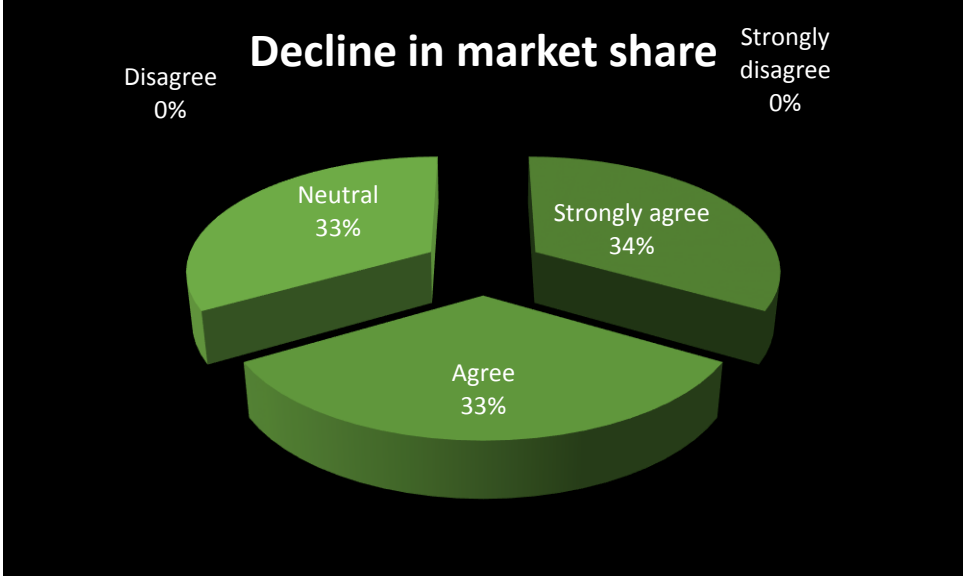


Fig 4.5.1 above shows the respondents on customer satisfaction and 8/18 strongly agree and this is shown by 45%, 4/18 agreed as indicated by 22%, 4/18 were neutral as demonstrated 22%, 0/18 disagreed as shown by 0% and 2/18 strongly disagreed as shown by 11%.

4.7 Analysis of participants on the relationship between football and brand awareness

4.6.1 Table showing respondents view on the relationship between football and brand awareness

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
8	5	3	1	1

Fig 4.6.1 Relationship between football and brand awareness

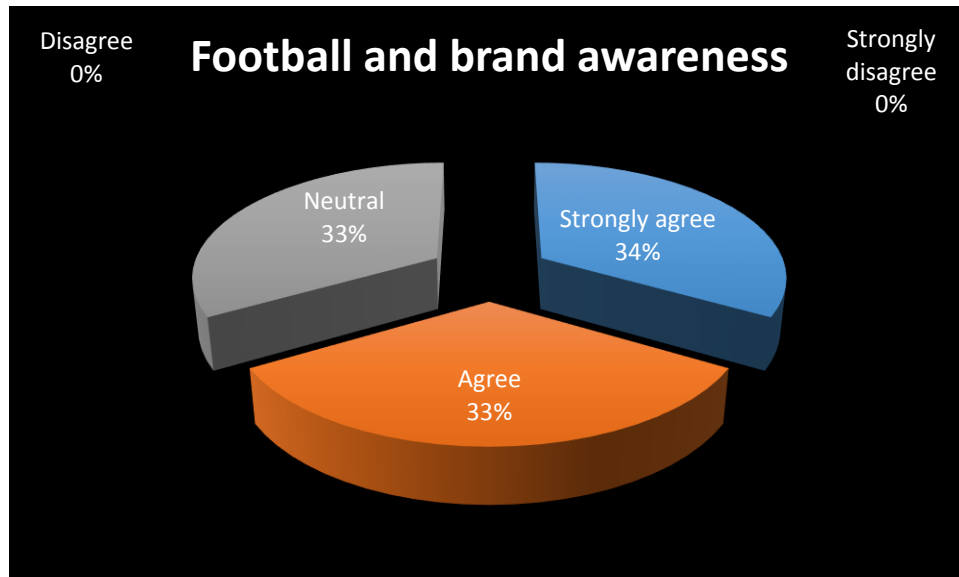


Fig 4.5.1 above shows the respondents on the relationship between football and brand awareness and 8/18 strongly agree and this is shown by 44%, 5/18 agreed as indicated by 28%, 3/18 were neutral as demonstrated 17%, 1/18 disagreed as shown by 5% and 1/18 strongly disagreed as shown by 6%.

Grewal, Krishnan, Baker and Borin (2012) conclude that brand awareness and perceived quality have a positive and significant relationship in a bicycle brand study. Many researches also maintain that the higher the brand awareness is, the higher perceived quality is (Monore, 2012; Dodds and Grewal, 2012; Wall, Liefeld, &Heslop, 1991; Lo, 2002; Lin, 2006). Kan (2002) further suggests that the higher the brand awareness is, the higher the consumers' quality evaluation is. Besides, Aaker and Keller (1990) mentioned that a brand with high awareness and good image can promote brand loyalty to consumers, and the higher the brand awareness is, the higher brand trust and purchase intention are to consumers. Peng (2006) indicates that brand awareness has the greatest total effects on brand loyalty. When businesses develop a new products or a new market, they should promote their brand awareness in order to receive the best result because brand awareness is positively related to brand loyalty (Aaker & Keller, 1990; Peng, 2006; Wu, 2002; Chou, 2005). Chang and Wildt (1994) submit that value can facilitate loyalty. Parasuraman and Grewal (2000) propose that the more positive customer transaction

perceptions are, the stronger customer loyalty is. Sirdeshmukh, Sigh and Sabol (2002) also deem that value will bring a positive influence toward customers. Wu (2007) identifies that the perception of consumers will increase or reduce brand loyalty. Judith and Richard (2002) further indicate that perceived quality and brand loyalty have a highly connection, they will positively influence purchase intention. Chi, Yeh and Chiou (2009) a new view and evidence to the study of brand loyalty that customer perceived quality will influence brand trust and brand affect, and further to influence brand attitude and purchase behavior. Thus, perceived quality and brand loyalty are positively correlated, and brand loyalty will increase if perceived quality increases. Consumers will have a higher purchase intention with a familiar brand (Kamins& Marks, 1991).

4.8 Analysis of participants on increase in sales as a result of customer loyalty

4.6.1 Table showing respondents view on increase in sales as a result of customer loyalty

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
5	5	2	2	4

Fig 4.6.1 Participants on increase in sales as a result of customer loyalty

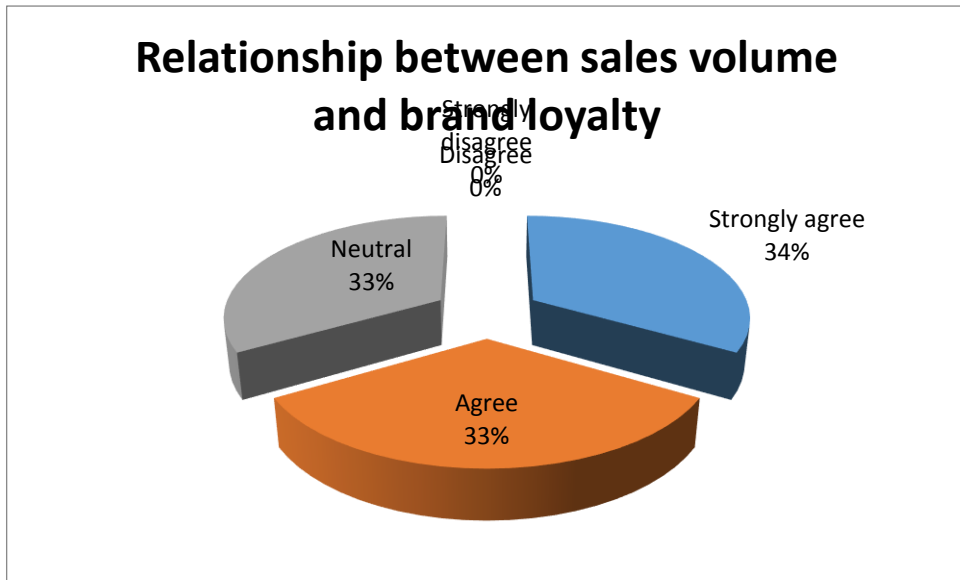


Fig 4.5.1 above shows the respondents on the relationship between sales volume and brand loyalty and 8/18 strongly agree and this is shown by 44%, 5/18 agreed as indicated by 28%, 3/18 were neutral as demonstrated 17%, 1/18 disagreed as shown by 5% and 1/18 strongly disagreed as shown by 6%.

4.9 Analysis of participants on customer base as a result of sponsorship

4.9.1 Table showing respondents view on customer base as a result of sponsorship

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
5	6	3	1	3

Fig 4.6.1 Participants on customer base as a result of sponsorship

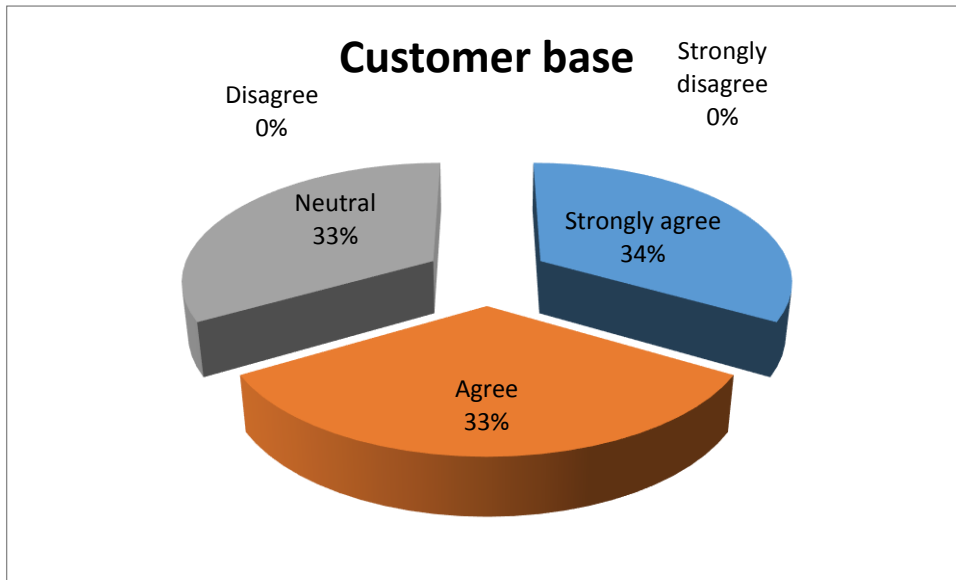


Fig 4.5.1 above shows the respondents on customer base as a result of sponsorship and 5/18 strongly agree and this is shown by 28%, 6/18 agreed as indicated by 33%, 3/18 were neutral as demonstrated 17%, 1/18 disagreed as shown by 5% and 3/18 strongly disagreed as shown by 17%.

4.9 Analysis of participants on effectiveness of advertisement as a result of sponsorship

4.9.1 Table showing respondents view on effectiveness of advertisement as a result of sponsorship

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
6	6	4	2	0

Fig 4.6.1 Participants on effectiveness of advertisement as a result of sponsorship

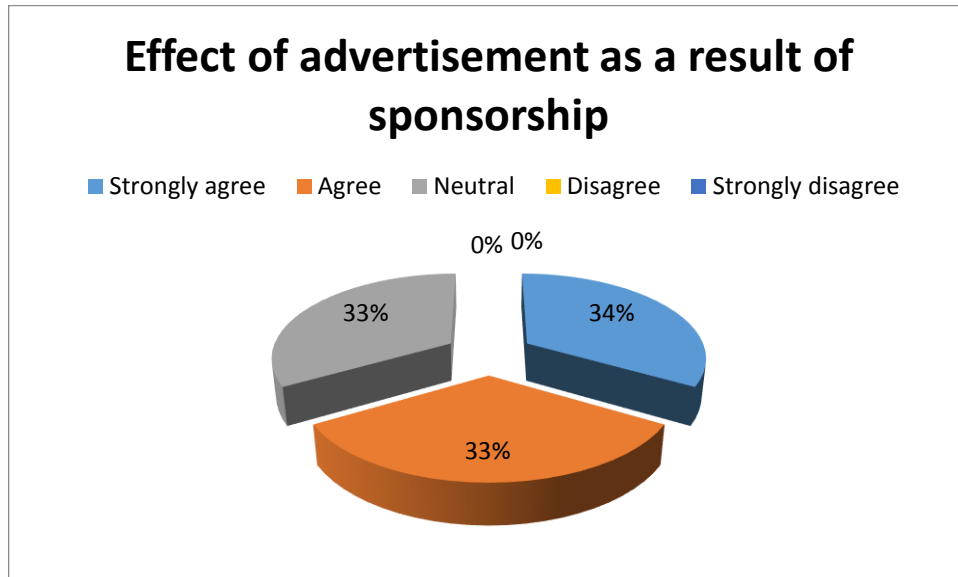


Fig 4.5.1 above shows the respondents on customer base as a result of sponsorship and 6/18 strongly agree and this is shown by 34%, 6/18 agreed as indicated by 33%, 4/18 were neutral as demonstrated 22%, 2/18 disagreed as shown by 11% and 0/18 strongly disagreed as shown by 0%.

One of the primary focuses of advertisements is to influence the behavior of customers (Blech & Blech, 2012). However, this influence of behavior does not only represent swaying consumers to buy products. By using specific images and specific people, advertisements can create needs and faults consumers never knew they had (Blech & Blech, 2012). There are several social and ethical criticism of advertising, including how it can be untruthful and deceptive towards consumers (Blech & Blech, 2012). While deception is based on how the consumer perceives the ad, marketers knowingly and deliberately include specific factors in an ad in order to get the consumer to discern it in a specific way.

4.9 Analysis of participants on corporate social responsibility as a result of sponsorship

4.9.1 Table showing respondents view on corporate social responsibility as a result of sponsorship

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
6	6	6	0	0

Fig 4.6.1 Participants on corporate social responsibility as a result of sponsorship

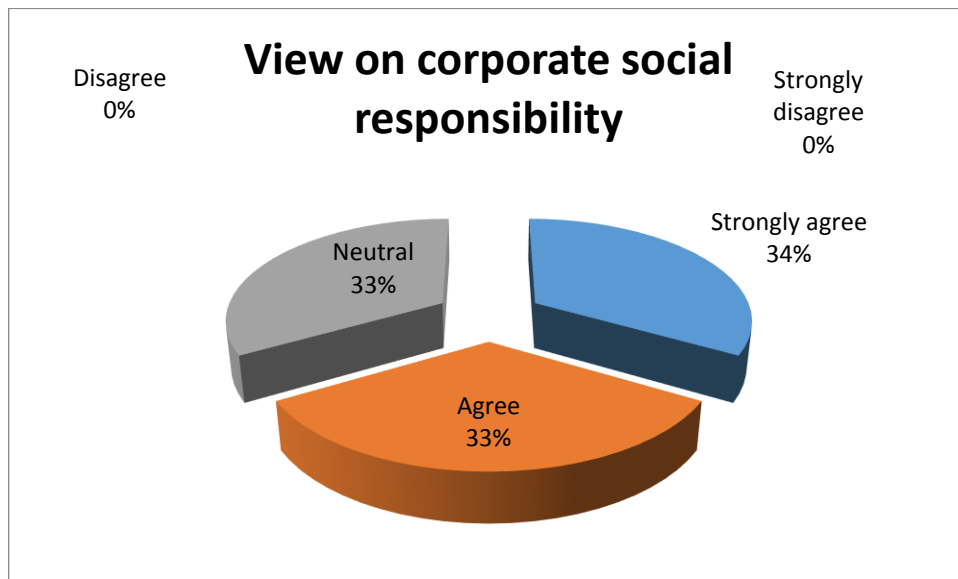


Fig 4.5.1 above shows the respondents on customer base as a result of sponsorship and 6/18 strongly agree and this is shown by 34%, 6/18 agreed as indicated by 33%, 6/18 were neutral as demonstrated 33%, 0/18 disagreed as shown by 0% and 0/18 strongly disagreed as shown by 0%.

Business ethics depend on two main factors, culture and time (Svensson and Wood, 2003). The business environment culture is influenced by traditions, religion, ethical values and individuals and can be defined as what is accepted and what is unaccepted. The company's success can be affected if different opinions, that is to say different cultures, cannot be adopted satisfactory by

the organisation. Additionally, what is accepted and what is unaccepted can be affected by the business time element. The business world is a fast changing environment and what is considered ethical today it can turn out to be unethical tomorrow. As it can be seen the success or the failure of a business is closely connected with ethics and that is why Business Ethics must be used as a corporate philosophy rather than a corporate code in every organization.

4.10 Chapter summary

The chapter presented the data presentation and analysis on football as a space for marketing and relationship marketing. The findings from this chapter indicated that most of the participants were in support that football promotes relationship marketing. The findings demonstrated that 34% strongly agree that football as a space for marketing promote relationship marketing, 20% agreed, 25% were neutral, 10% disagreed and 11 strongly agreed. The findings were supported by literature review. The next chapter will focus on the summary of findings, conclusions and recommendations.

CHAPTER 5

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENADCTIONS

5.1 Summary of findings

The study sought to unravel that football has seized to save its aesthetic functions of leisure in modern day Zimbabwe and is now used for commercial marketing and relationship marketing purposes. The study is groundbreaking as such a research looking at how the platform offered by football has been utilised for commercial marketing and relationship marketing purposes, have never before received any academic attention before. The study aimed at showing how the game has been comodified and is now used to make money contrary to popular belief that companies are venturing into football to develop the game unearthing the in-depth hidden continuous investment.

One of the objectives of this study was to identify the strengths and limitations of football as a space for commercial marketing and relationship management in modern Zimbabwe. This was done by in-depth interviews and questionnaires responses from company representatives outlining their continued involvement in football sponsorship.

The literature section of the study involves works which were done by others most of them beyond Zimbabwe's borders. These works involve studies in relationship management, football used for business purposes, literature on brand awareness, football and political marketing among other works reviewed in chapter two. But these works are different from this one under consideration here, they were reviewed for aligning the current study to other works and also to identify the yawning gap left by other researchers who conducted their before mine.

5.1.1 Strengths and limitations of football as a space for commercial marketing and relationship management in modern Zimbabwe.

The findings indicated pertaining this objective indicated that 40% strongly agree strengths and limitations of football as a space for commercial marketing and relationship management in modern Zimbabwe, 30% agreed, 20% were neutral, 5% disagreed and 5% strongly disagreed.

The findings were supported by Keller et al (2012) who elaborated that banks need to know the strength and limitations of football as a space for marketing and the only way to achieve this is through relationship marketing and this means that commercial banks need to know the customer needs and wants and to ensure that the needs are satisfied.

5.1.2 Extent to which companies affect public sentiment on the relationship between football and brand awareness.

The findings indicated this second objective indicated that 30% strongly agree on extent to which companies affect public sentiment on certain issues, in this case, the relationship between football and brand awareness, 30% agreed, 25% were neutral, 5% disagreed and 10% strongly disagreed. The findings were supported by Gibbs and Smith (2013) who hypothesized that brand awareness is achieved when the company put in place ways to ensure that their product portfolio is well known and for companies like Banc ABC, Delta beverages and Netone have to know what customers want and ensure that these things are achieved and to achieve on this goal issues to do with service quality has to be readdressed.

5.1.3 Strategies used by companies through football to consolidate support and gain sustainable competitive advantage.

The findings indicated pertaining this second objective indicated that 30% strongly agree on Strategies used by companies through football to consolidate support and gain sustainable competitive advantage, 30% agreed, 15% were neutral, 15% disagreed and 10% strongly disagreed. The findings were supported by Chen et al (2012) indicated that advertisement and corporate social responsibility are some of the strategies that Banc ABC, Delta beverages' and Netone can put in place to ensure that the football as a space for marketing can be used to consolidate support and gain sustainable competitive advantage.

5.2 Conclusion

The findings as indicated above as well from chapter for have proven that there is a positive correlation between football as a space for marketing and relationship marketing as this was shown by participants, 30% strongly agreed, 30% agreed, 25% were neutral, 15% disagreed and 10% strongly. Furthermore all the objectives were addressed and they have proven that if they

are well implemented by Banc ABC, Delta beverages and Netone they can achieve their set objectives and shareholders wealth.

5.3 Recommendations

5.3.1 Strengths and limitations of football as a space for commercial marketing and relationship management in modern Zimbabwe.

The findings indicated pertaining this objective indicated that 40% strongly agree strengths and limitations of football as a space for commercial marketing and relationship management in modern Zimbabwe, 30% agreed, 20% were neutral, 5% disagreed and 5% strongly disagreed. Banc ABC, Delta beverages and Netone should invest in football as a space for marketing as indicated by a positive relationship as a space for marketing and relationship marketing as they is a ready market for avenues in this sector.

5.3.2 Extent to which companies affect public sentiment on certain issues, in this case, the relationship between football and brand awareness.

The findings indicated this objective indicated that 30% strongly agree on extent to which companies affect public sentiment on certain issues, in this case, the relationship between football and brand awareness, 30% agreed, 25% were neutral, 5% disagreed and 10% strongly disagreed. Banc ABC, Delta beverages and Netone should engage in strategic alliance in as far as football as a space for marketing as indicated by a positive relationship as a space for marketing and relationship marketing as they is a ready market for avenues in this sector

5.3.3 Strategies used by companies through football to consolidate support and gain sustainable competitive advantage.

The findings indicated pertaining this second objective indicated that 30% strongly agree on Strategies used by companies through football to consolidate support and gain sustainable competitive advantage, 30% agreed, 15% were neutral, 15% disagreed and 10% strongly disagreed. Banc ABC, Delta beverages and Netone should avoid sponsorship of specific football teams as this can constrain relationship with other customers and fully utilize football as a space for marketing as indicated by a positive relationship as a space for marketing and relationship marketing as they is a ready market for avenues in this sector

5.4 Area of further research

The next researcher should now focus on an evaluation of relationship marketing as a marketing strategy to gain competitive advantage in the beverage sector.

References List

- 1] Apeageyi, P. R. (2011), "The impact of image on emerging consumers of fashion", International Journal of Management Cases, Vol.13 No. 4, pp. 242-251.
- 2] Bandyopadhyay, S. and Martell, M. (2007), "Does attitudinal loyalty influence behavioral loyalty? A theoretical and empirical study", Journal of Retailing and Consumer Services, Vol.14 No.1, pp. 35–44.
- 3] Berkowitz, L., and Daniels, L. R. (1964), "Affecting the salience of the social responsibility norms", Journal of Abnormal and Social Psychology, Vol. 68, pp. 275-281.
- 4] Boohene, R. and Agyapong, G. K.Q. (2011), "Analysis of the antecedents of customer loyalty of telecommunication industry in Ghana: The case of Vodafone (Ghana)", International Business Research, Vol. 4, No. 1, pp. 229-240. 170 European Journal of Economics, Finance and Administrative Sciences - Issue 51 (2012)
- 6] Bowen, J. T. and Shoemaker, S. (1998), "Loyalty: a strategic commitment". Cornell and Hotel Restaurant Administration Quarterly, Vol.39 No. 1, pp. 12-25.
- 7] Campbell, A. (1997), "What affects expectations of mutuality in business relationships?", Journal of Marketing Theory and Practice, Vol. 5, No.4, pp. 1-11.
- 8] Campbell, C. (1991), "Consumption: the new wave of research in the humanities and social Sciences", Journal of Social Behavior and Personality, Vol.6 No.6, pp. 57–74.
- 9] Chang, C. and Tu, C. (2005), "Exploring store image, customer satisfaction and customer loyalty relationship: evidence from Taiwan hypermarket industry", The Journal of American Academy of Business, Vol. 7 No. 2, pp. 197-202.
- 10] Chen, C. F. and Tsai, M. H. (2008), "Perceived value, satisfaction, and loyalty of TV travel product shopping: Involvement as a moderator", Tourism Management, Vol.29 No. 9, pp. 1166–1171.
- 11] Chintagunta, P.K. (1998), "Inertia and variety seeking in a model of brand-purchase timing", Marketing Science, Vol.17 No. 3, pp. 253-270.

- 12] Chiu, H.C, Hsieh, Y.C., Li, Y. C. and Lee, M. (2005), "Relationship marketing and consumer switching behavior", *Journal of Business Research*, Vol.58 No.12, pp. 1681-1689.
- 13] Corstjens M. and Lal, R. (2000), "Building Store Loyalty Through Store Brands", *Journal of Marketing Research*, Vol.37 No.3, pp. 281-291
- 14] Cunningham, R. M. (1961), "Customer loyalty to store and brand", *Harvard Business Review*, Vol. 39 No. 6, pp. 127-137.
- 15] Day, S. G. (1969), "A two-dimensional concept of brand loyalty", *Journal of Advertising Research*, Vol. 9 No.3, pp. 29-35.
- 16] Dick, A. S. and Basu, K. (1994), "Customer loyalty: toward an integrated conceptual framework", *Journal of the Academy of Marketing Science*, Vol. 22 No.2, pp. 99-113.
- 17] Dube, J. P., Hitsch, G. J. and Rossi, P. E. (2010), "State dependence and alternative explanations for consumer inertia", *RAND Journal of Economics* Vol. 41 No. 3, pp. 417-445.
- 18] Dutta, S. and Biswas, A. (2005), "Effects of low price guarantees on consumer post-purchase search intention: the moderating roles of value consciousness and penalty level", *Journal of Retailing*, Vol.81 No. 4, pp. 283-291.
- 19] Eastman, J. K. and Eastman, K. L. (2011), "Perceptions of status consumption and the economy", *Journal of Business and Economics Research*, Vol. 9 No. 7, pp. 9-19.
- 20] Farthing G. W. (1992), The Psychology of Consciousness, Prentice Hall, New Jersey.
- 21] Fill, C. (1999), Marketing Communications- Contexts, Content and Strategies, 2 nd. Edition, Prentice Hall, Essex.
- 22] Fournier, S. and Yao, J. L. (1997), "Reviving brand loyalty: a reconceptualization within the framework of consumer-brand relationships", *International Journal of Research in Marketing*, Vol.14 No. 5, pp. 451-472.
- 23] Gould, S. J. (1988), "Consumer attitudes toward health and health care: a differential perspective", *Journal of Consumer Affairs*, Vol.22 No.1, pp. 96-118.
- 24] Gounaris, S. ve Stathakopoulos, V. (2004). Antecedents and Consequences of Brand Loyalty: An Empirical Study. *Journal of Brand Management*, 11(4): 283-306.

- 25] Grewal, D., Monroe, K. B. and Krishnan, R. (1998), “The effects of price-comparison advertising on buyers’ perceptions of acquisition value, transaction value, and behavioral intentions”, Journal of Marketing, Vol.62 No. 2, pp.46–59.
- 26] Hines, J.M., Hungerford, H.R. and Tomera, A.N. (1986), “Analysis of research on responsible environmental behavior: a meta-analysis”, Journal of Environmental Education, Vol.18, pp. 18.
- 27] Huang, M.H. and Yu, S. (1999), “Are consumers inherently or situationally brand loyal?-a set intercorrelation account for conscious brand loyalty and nonconscious inertia”, Psychology and Marketing, Vol.16 No.6, pp. 523-544. 171 European Journal of Economics, Finance and Administrative Sciences - Issue 51 (2012)
- 28] Jacoby, J. and Chestnut, R. W. (1978), Brand Loyalty Measurement and Management, John Wiley and Sons, New York.
- 29] Jacoby, J. and Kyner, D. B. (1973), “Brand loyalty vs. repeat purchasing behavior”, Journal of Marketing Research, Vol.10 No. 1, pp. 1-9.
- 30] Jansson-Boyd, C. V. (2010), Consumer Psychology, McGraw-Hill, Berkshire.
- 31] Jayanti, R.K. and Burns, A.C. (1998), “The antecedents of preventive health care behavior: an empirical study”, Journal of the Academy of Marketing Science, Vol. 26 No. 1, pp. 6-15.
- 32] Jinhee, N., Hamlin, R., HaeJin, G., Ji Hye, K., Jiyoung, K., Pimpawan, K., Starr, C. and Richards, L. (2007), “The fashion-conscious behaviours of mature female consumers”, International Journal Of Consumer Studies, Vol. 31 No.1, pp.102-108.
- 33] Johnson, M. D. and Gustafsson, A. (2000), Improving Customer Satisfaction, Loyalty and Profit, Jossey-Bass: San Francisco.
- 34] Kassarian, H.H. (1971), “Personality and consumer behavior: A review”, Journal of Marketing Research, Vol. 8, No. 4, pp. 409-418.
- 35] Kim, M.K., Park, M. C. and Jeong, D. H. (2004), “The effects of customer satisfaction and switching barrier on customer loyalty in Korean mobile telecommunication services”, Telecommunications Policy, Vol. 28 No. 2, pp. 145–159.

36] Kim, S. and Seock, Y.K. (2009), “Impacts of health and environmental consciousness on young female consumers’ attitude towards and purchase of natural beauty products”, International Journal of Consumer Studies, Vol.33 No.6, pp. 627–638.

37] Kotler, P. and Keller, K.L. (2006), Marketing Management -12th Edition, Pearson-Prentice Hall, New Jersey.

38] Kraft, F.B. and Goodell, P.W. (1993), “Identifying the health conscious consumer”, Journal of Health Care Marketing, Vol.13 No. 3, pp.18-25.

39] Kukar-Kinney, M. (2006), “The role of price-matching characteristics in influencing store loyalty”, Journal of Business Research, Vol.59 No.4, pp. 475-482.



COMPANY MANAGERS QUESTIONNAIRE

Dear respondent

My name is Mukudzei Chingwere I am a Masters Student at Midlands State University carrying out a research titled **“Football as a space for marketing and relationship marketing in Zimbabwe; Case of selected companies.”** The researcher is kindly requesting you to participate in the academic research by answering the following questions. Your responses will be held in strict confidence and the information you provide will solely be used for academic purposes, your cooperation will be greatly appreciated.

Instructions

- 1) Do not write your name.
- 2) Answer the questions by ticking where appropriate.

Demographic Questions:

1 How long you have been working for the organisation?

1.1 1-5 years 1

1.2 5-10 years 2

1.3 11-20 years 3

1.4 Above 20 years 4

2 Please indicate your age group:

2.1 Less than 25 years 1

2.2 25 – 30 years 2

2.3 31 – 40 3

2.4 Above 40 years 4

3 Please indicate your gender:

3.1 Male 1

3.2 Female 2

SECTION B

Strengths and limitations of football in relationship marketing

Question 5

How long have you been sponsoring football?

Period	(tick)
Less than 2 years	
2 to 5 years	
6 to 10 years	
More than 10 years	

Which of the following reasons is your company sponsoring football?

To develop the game	
To market our products	
For leisure	

Question 6

Increase in the following variables is as a result of football sponsorship

Variable	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Customer satisfaction					
Service quality					
Product awareness					
Customer loyalty					

Question 7

Failure of the company to engage in sponsorship can lead to decline in market share.

	(Tick)
Strongly agree	
Agree	
Neutral	
Disagree	
Strongly disagree	

Question 8

Relationship between football and brand awareness

Most customers are supporting your organisation's products because of the sponsorship contributions towards the game.

	(tick)
Strongly agree	
Agree	
Neutral	
Disagree	
Strongly disagree	

9. Increase in sales volume is as a result of brand loyalty

	(tick)
Strongly agree	
Agree	
Neutral	
Disagree	
Strongly disagree	

10. Increase in customer base is as a result of referrals due to sponsorship

	(tick)
Strongly agree	
Agree	
Neutral	
Disagree	

Strongly disagree	
-------------------	--

11. Customers are loyal to the organisation because you are associated with football which they value much.

	(tick)
Strongly agree	
Agree	
Neutral	
Disagree	
Strongly disagree	

12. The following have been effective to gain competitive advantage as a result of sponsoring football.

	(Tick)
Advertising	
Corporate social responsibility	

Established 2000

Midlands State University



FACULTY OF COMMERCE

DEPARTMENT OF MARKETING

INTERVIEW QUESTIONS FOR THE TOP MANAGEMENT

My name is Mukudzei Chingwere I am a Masters Student at Midlands State University carrying out a research titled **“Football as a space for marketing and relationship marketing in Zimbabwe; Case of selected companies.”** The researcher is kindly requesting you to participate in the academic research by answering the following questions. Your responses will be held in strict confidence and the information you provide will solely be used for academic purposes, your cooperation will be greatly appreciated.

Interview questions

1. How long have you been sponsoring football?
2. Why is your organisation sponsoring football?
3. Increase in the following variables is as a result of football sponsorship (customer satisfaction, customer loyalty, service quality)
4. Can the failure of the company to engage in sponsorship lead to decline in market share.
5. What is the relationship between football and brand awareness
6. Is increase in sales volume a result of brand loyalty?
7. Is increase in customer base a result of referrals due to sponsorship
8. Are customers loyal to the organisation because you are associated with football which they value much?
9. The following has been effective to gain competitive advantage as a result of sponsoring football. Advertising and corporate social responsibility