DETERMINACIÓN DE LA EFICACIA DE LAS ESTRATEGIAS DE MARKETING MIX EN EL DEPORTE UTILIZADOS POR UNIVERSIDADES DE ZIMBABWE

DETERMINING THE EFFECTIVENESS OF MARKETING MIX STRATEGIES IN SPORT USED BY ZIMBABWEAN UNIVERSITIES

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Abstract

The nature and significance of Marketing Management in the Zimbabwe Tertiary Sports sector is opaque and remains under researched. A comprehensive model of sports marketing does not exist. Zimbabwe Tertiary Education Sports Associations have been struggling to meet the needs of their internal and external customers. Organisations in the Tertiary Sport sector are facing many challenges, primarily in the areas of financial viability, attractiveness to sponsors and lack of media coverage among others. These were found to be ineffective in terms of marketing in general and conducting market researches to identify customer needs. A comprehensive model of sports marketing for tertiary associations does not exist yet and there is need for it to be established. The research looks at the strategies that can be put in place to give the association a competitive advantage. The research objectives includes examining the nature and effectiveness of the sports marketing mix strategies used by Zimbabwean tertiary sports associations and identifying the sports marketing mix strategies used by Zimbabwean tertiary sports associations. Literature reviewed that it can be possible. The study adopted a qualitative approach. This was done so as to have a deeper insight of the associations and their link to external stakeholders. In this research data was presented in the form of tables and charts and analysis was done in qualitative form. This enabled the researcher to pick and analyse salient issues that could be analysed quantitatively. It was established that the current marketing mix strategies used by associations need to be improved on the findings. The study's major recommendation is to make the associations adopt a strategic business model approach in the running of their affairs.

Key world: Sports marketing, management, sports strategies, sports associations.

Resumen

La naturaleza e importancia de la Dirección de Marketing en el sector terciario del Deporte en Zimbabwe es opaca y permanece bajo investigación. No existe un modelo integral de marketing deportivo, a pesar de que la Asociación de Educación Deportiva Terciaria en Zimbabue ha estado luchando para satisfacer las necesidades de sus clientes internos y

externos. Las organizaciones del sector terciario deportivo se enfrentan a muchos retos, sobre todo en las áreas de la viabilidad financiera para hacerlo atractivo a los patrocinadores, a pesar de la escasa cobertura de los medios de comunicación, entre otras causas. Sin embargo, resultan ser ineficaces en términos de marketing en general, la realización de estudios de mercado para identificar las necesidades de los clientes. No existe un modelo integral de marketing deportivo para las asociaciones deportivas, aunque hay mucha demanda para su creación. La presente investigación analiza las estrategias que se pueden poner en marcha para dar aportar a estas asociaciones una ventaja competitiva. Los objetivos de la investigación han consistido en la revision de la naturaleza y eficacia de las estrategias de marketing deportivo que se utilizan por las asociaciones deportivas terciarias en Zimbabwe y la revision de la literature existente sobre el tema. El estudio adoptó un enfoque cualitativo y se realizó a fin de tener una visión más profunda de las asociaciones y su relación con grupos de interés commercial externos. En esta investigación, los datos se presentan en forma de tablas y gráficos, analizando los resultados de forma cualitativa, lo que permitió a los investigadores establecer posteriormente un analisis más cuantitativo. Se estableció como conclusions que las estrategias actuales de marketing utilizados por las asociaciones deportivas deben ser mejorados, recomendando principalmente el studio que adopten un modelo de enfoque estratégico de negocio en la gestión de sus asuntos.
Palabras clave: Marketing deportivo, gestión, estrategias deportivas, asociaciones deportivas.

1. INTRODUCTION

The marketing mix, which is at the core of market planning, was first proposed by McCarthy in 1960. McCarthy classified marketing activities into four broad categories of marketing mix tools which they called "the four Ps of Marketing", hat is product, price, place and promotion (Kotler and Keller, 2009). However, with the shift in emphasis towards service marketing, the preferred frameworks today are the 7Ps and 8Ps (Masterson and Pickton, 2004). Packaging, physical evidence, people and process have been added to the traditional 4PS. Kotler and Armstrong (2004) define the marketing mix as the set of marketing tools that the organizations use to pursue their marketing objectives in the target market. Masterson and Pickton (2004) argue that the marketing mix is a set of tools which must support each other and not stand alone elements. They go on to point out that if they are in conflict, the target market will be confused, the marketing objectives are not met and the brand identity is diluted.

Shank (2002:30) acknowledged the existence of the sport marketing mix, which he defines as "the coordinated set of elements that sports organizations use to meet their marketing objectives and satisfy customer's needs". Although marketing mix strategies are now accepted and widely applied in the mainstream sectors of the Zimbabwean economy, the notion has been slow to take hold in the country's sports industry. As a result, while European, South American, North American, Asian, and some African sports organizations were developing professional structures based on sound management principle such as strategic marketing management, Zimbabwean tertiary sports brands have remained stagnant.

The nature and significance of marketing management in the Zimbabwean tertiary sports sector is opaque and remains under researched. A comprehensive model of sports marketing does not exist. In the same vein, a survey of marketing literature shows that past studies, the world over, concentrated on marketing issues in consumer goods, business-business and industrial markets. So much remains to be done in the field of sport marketing. There are no published Zimbabwean academic studies on the sports marketing. Zimbabwean sports entities and academic practitioners depend on sports marketing strategies developed by European and North American scholars to solve their own sports marketing challenges. Preliminary investigations have shown that since the turn of the millennium, Zimbabwean tertiary education sports associations have been struggling to meet the needs of their internal and external customers. Organizations in the tertiary sports sector are facing many challenges, primarily in the areas of financial viability, attractiveness to sponsors, game attendance, lack of participation by female athletes, competition from mainstream and global sports brands and lack of media coverage. They are being squeezed by such competitive forces as the big players in the sports industry, smaller innovative new entrants, global sports brands, video and computer games, musical shows, social networks and religion, among other pastimes. The overall corporate sponsorship support, game attendance and athlete participation has displayed a strong descending trend. This fits well with the observation by Higgins (2006) that, consumers have so many different sport and entertainment choices these days. The off-field competition among sports organizations has become just as fierce as the competition on the field of play (Ibid).

Strong customer loyalty associated with strong brands increases the chances of forgiveness by customers when an organization makes a mistake. Zimbabwean tertiary sport associations seem to lack this attribute. They have been abandoned by most of their traditional sponsors owing to poor corporate governance and negative publicity, as sponsoring companies prefer to associate their products with credible sports brands. The singing of vulgar songs and hooliganism has become synonymous with tertiary sports events in the country. It contributed towards a decline in corporate and institutional support. This has left the effective application of the elements of the sports marketing mix as the only safety window open for them to survive. It is against this background that this thesis seeks to evaluate the effectiveness of the marketing strategies used by Zimbabwe's four tertiary sports institutions and identify the measures that can be adopted to enhance the effectiveness of the sports marketing process in the Country's tertiary education sector.

Findings from preliminary investigations suggest that Zimbabwe Tertiary Sports Associations are struggling to develop brand identities and positions that resonate with internal and external stakeholders. Organisations in the tertiary sports sector are facing many challenges primarily in areas of financial viability, attractiveness to sponsors, game attendance, lack of participation by female athletes, competition from mainstream and global sports brands and lack of media coverage. They are being squeezed by such competitive forces as the big players in the sports industry, smaller innovative new entrants, global sports brands, video and computer games, musical shows, social networks and religion, among other

pastimes. The overall corporate sponsorship support, game attendance and athlete participation has displayed a strong descending trend.

It can therefore be stated that if Zimbabwean Tertiary Sports Associations were pursuing effective and appropriate sports marketing mix strategies, the problem associated with brands that do not resonate with their customers outlined above would be a thing of the past. It is against this background that this study sought to evaluate the effectiveness of sports marketing mix strategies used by Zimbabwe's three Tertiary Sports Associations.

This exploratory study sought to examine the effectiveness and appropriateness of the sports marketing mix strategies used by Zimbabwean Sports Associations. It was expected to create a rich knowledge base on the measures that can help Zimbabwean sports organization to build brands that resonate with customers.

This was achieved by:
1. Examining the nature and effectiveness of the sports marketing mix strategies used by
2. Zimbabwean tertiary sports associations.
3. Identifying the sports marketing mix strategies used by Zimbabwean tertiary sports associations.
4. Establishing how Zimbabwean Tertiary Sports Associations are perceived by internal and external stakeholders.
5. Identifying the dominant brand equity building paradigm in the Zimbabwean tertiary sports sector.

The study seeks to offer valuable contributions from both a practical and theoretical standpoint. From a theoretical standpoint, it contributes to the understanding of how organizations in the Zimbabwean sports industry utilize their sports marketing mix strategies to differentiate and position their brands ahead of competition for survival in a recession economic environment. There are no published Zimbabwean academic studies on the sports marketing mix strategies. As Zimbabwean sports organisations and academic practitioners depend on strategies developed by European and North American scholars to solve their own challenges.

The case study method was found to be the most suitable strategy for this study. The study focuses on contemporary events and the researcher has no control over the marketing mix strategies in the Zimbabwean Tertiary Sport section. This is captured by Denscombe (1998) who points out that the case that form the basis of investigation is something that already exists and not a situation that is specifically generated for the purpose of the research. This is the basis on which the case study method was chosen. It can be further noted that the main concern of the study is to investigate the effectiveness of the sports marketing mix strategies used by Zimbabwean Tertiary Sports Associations.

2. POPULATION AND SAMPLING

The Survey Population: The population of this study may be defined as all Zimbabwean Tertiary Sports Associations and these are the Zimbabwe Sports Association (ZUSA), the Technical Sports Association (TESA) and Zimbabwe Teachers Colleges Sports Associations (ZITCOSA).

2.1 Sample

The selection of the cases to be investigated in this study is informed by the views of Yin (1994) and Denscombe (1998). Yin (1994) argues that case study research is not sampling research. However, selecting cases must be done so as to maximize what can be learned in the period of time available for the study. The selected cases should reflect characteristics and problems identified in the underlying theoretical propositions and conceptual framework Yin (1994). According to Yin (1993), the choice for multiple cases should follow a replication, not sampling logic and this study conforms to this line of reasoning. If such replications are indeed found for several cases the validity and reliability of the results is enhanced.

3. DATA GATHERING TECHNIQUES

The data collection process in this study is informed by the views of Stone (1978), Giorgi (1997) and Wilson (2002) that identify in-depth and semi-structured interviews; document analysis, questionnaires, observation and focus group discussions as the main types of phenomenological data collection. This methodological triangulation is influenced by the views of Silverman (2002) who argue that triangulation may be used where the researcher seeks to address several research questions (as is the case in this study which seeks to address four research questions) or where the researcher wants the methods to corroborate each other and enhance validity. This thesis is a multiple or comparative case studies in which data is collected from the four most visible Zimbabwean Tertiary Sports Associations.

3.1 Pilot Testing

A pilot study preceded the main data collection process. This is influenced by the views of Lewis et al (2003), who recommended that before using structured and semi-structured interview guides to collect data they must be pilot tested to ensure expert content and expert validity. The purpose of the pilot test is to refine the questions so that the respondents will have no difficulties in answering them (ibid). The importance of pilot testing is emphasized by Bell (1993) where he argues that however pressed for time one might be, researchers should give the data collection instruments a trial run, because without a trial run, there is no way of ensuring that the interviews will succeed.

3.2 Data Analysis and presentation

The analysis of data generated by structured interviews was performed using the SPSS data analysis program. Descriptive statistical measures will be used to analyse and display the data. The findings was then be compared to themes discussed in the theoretical framework and the data and the results generated from the phenomenological analysis so as to give it meaning. The grounded theory approach was used to analyse the data collected through the unstructured interviews, with the view of categorizing the themes emerging from data and use them to develop theories that are grounded in the data.

3.3 Response rate

Of the thirty (30) questionnaires that were distributed to Presidents, Vice Presidents, Secretary, Generals, Treasurers, Development Officers, Marketing Officers, Committee Members, Technical Directors and Assistant Sports Directors in Universities, Teachers Colleges and Polytechnics, all the thirty were returned which translates to a 100% response rate. Also, thirty (30) students, ten (10) from each association had a focus group discussion and responses were given. The high response rate can be attributed to the fact that the researcher took advantage of the Zimbabwe Tertiary Sports Games (ZITSU) which were held in Mutare from the 17th to the 20th May 2012.

4. RESULTS

4.1 Sports marketing defined

Shilbury, Quick and Westerbeek (1998: 11) mention that the term sports marketing was first used in the USA by the Publication Advertising Age in 1978. The first definition of sports marketing is attributed to Kessler (1979) which states that sport marketing describes the activities of consumers and industrial product and service marketers who were increasingly using sport as a promotional vehicle for their products or services through sport sponsorship. This is a very limiting approach because the following issue is not adequately covered, that sport marketing is the marketing of different sports codes, teams, events and personalities. Kotler (2006) defines marketing as a social and managerial process by which individuals and groups obtain what they need and want through creating, offering and exchanging products of value with others.

The concept of sports marketing as viewed by Fullerton and Merz (2008) is that of an ambiguous meaning for both academicians and practitioners hence institutions finding it difficult to do the marketing.

Sports marketing is a management process responsible for Identifying, anticipating and satisfying customer requirements profitably (Chartered Institute of Marketing, UK) knowing and understanding the customers so well that the product or services fits him and sells itself. Though there is no single definition, most of the definitions seek to satisfy

customer needs and to create products and services profitably. This is the only assertion that is applicable to sport. Sport marketing is therefore defined by Pitts and Scotlar (2002: 79) "*as the process of designing and implementing activities for the production, pricing, promotion and distribution of a sport product to satisfy the needs or desires of consumers and to achieve the company's objective*". The three associations earlier on mentioned have marketing departments with the responsibility of marketing institutions and product inclusive of sports activities to its stakeholders.

Though Sports marketing is a relatively new field within the broad concept of marketing, it can further be defined by Pitts and Scotlar, (2002) "*as the marketing of sports goods and services directly to sport consumers for example advertising the team and selling of tickets*". In the earlier years, most Tertiary institutions never considered sport as anything of importance hence the marketing of such institutions focused on academic matters only. Changes are however taking place though at a very slow rate.

Parks and Quarterman (2002) disagree with the way the term sports' marketing is used. He reveals that the term sport marketing is used incorrectly. People tend to define marketing in terms of their experiences instead of recognising one of the most important roles of marketing that is carrying out the mission of an organisation. Some corporate executives might describe sports marketing as selling goods and services to generate a profit. But sport marketing is more than selling. People working in advertising and public relations might consider sport marketing as obtaining super bowl tickets for clients or entertaining a corporate sponsor at the US golf tournament. However sports' marketing is more than advertising and public relations.

Mullin, Hardy and Sutton (2000) clearly define how sport as a product differs from other goods and services and must therefore be marketed uniquely. The question remains the same on the proper marketing strategies to use.

Impressions, experiences and interpretations about a sport event vary from person to person and therefore considered intangible and subjective. Parks et al (2002: 200) highlight that it is difficult for a sport marketer to predict what impressions consumers will have about sporting events. On the other hand sport is perishable because the sport event as it is being played is what spectators want to see. Few people are interested in seeing yesterday's soccer or cricket game. Consequently marketers must focus on advance ticket sales. If the team's performance is poor or not up to expectations, gate receipts will suffer.

Sports marketing can therefore be summarised as when a marketer uses sport as a platform to obtain a competitive marketing advantage. It is clearly outlined that sports marketers must understand which products are important to their target markets and must develop a strategy that meets these needs. Furthermore, the product strategy must be consistent with other elements of the marketing mix only then can the sports marketer take advantage of the opportunities that exist.

Parks et al (2002) presented a 10 step process for developing sports marketing plan called the 10Ps. The illustration below shows that while the 4Ps are central to the marketing plan, they must be integrated with other elements to achieve optimal sport marketing success.

Fig. 1. Source: Parks et al (2002)

4.2 Using strategies based on the sports marketing mix to build sports brands:

"The marketing mix, which is at the core of market planning, was first proposed by Jerome E. McCarthy in 1960. McCarthy classified marketing activities into four broad categories of marketing mix tools which they called the four Ps of Marketing, that is product, price, place and promotion" (Kotler & Keller, 2009).

However, with the shift in emphasis towards service marketing, the preferred frameworks today are the 7Ps and 8Ps (Masterson & Pickton, 2004). Packaging, physical evidence, people and process have been added to the traditional 4PS. Kotler and Armstrong (2004) define the marketing mix as, the set of marketing tools that the organizations uses to pursue their marketing objectives in the target market.

Masterson and Pickton (2004) argue that the marketing mix is a set of tools which must support each other and not stand alone elements. They go on to point out that if they are

in conflict, the target market will be confused, the marketing objectives are not met and the brand identity is diluted.

Shank (2002: 30) acknowledged the existence of the sport marketing mix, which he defines as *"the coordinated set of elements that sports organizations use to meet their marketing objectives and satisfy customer's needs"*.

4.3 The objectives of Sports Sponsorship

However, there has not been a great deal of research undertaken to evaluate its viability and effectiveness as a brand promotional strategy. Meeneghan (2001) argues that the problems facing marketers include how to assess the effects of sport sponsorship on consumer behaviours as well as assessing its business value. This view is further amplified by Mason (2005) who contend that sponsorship has some impact on consumer behaviour, but how much and why is not well understood. It is against this background that this study seeks to gain some insight into the brand equity building aspects of sponsorship by evaluating the brand equity building effectiveness of corporate sport sponsorship in Zimbabwe.

Classification of Sponsorship Objectives:

Shank (1999) divided sponsorship objectives into direct sponsorship objectives which pay attention to sales increase and have a short-term influence on customer behaviour and Indirect sponsorship objectives which are objectives that finally result in the desired goal of increasing sales, but focus more on generating awareness and to create the desired image for the brand.

Sandler and Shani (1993) identified three broad categories of sponsorship objectives; these include broad "corporate objectives", which deal with crafting and maintaining a credible and favourable image for the sponsoring organization; "marketing objectives", which relate to the promotion of specific products or brands, intended to either achieve an increase in sales or reinforce or change consumer perception of the product; and "media objectives" which relate to obtaining access to cost-effective media coverage or reaching specific target markets more effectively.

Pope (1998) summarized the views of several commentators, namely Gardner and Shuman (1987); Abratt et al (1987); Gross, Traylor and Shuman (1987) Gilbert (1988); Abratt and Grobler (1989); Stotlar (1992); and Sandler and Shani (1993) and compiled a table that consist of four main sponsorship objective categories, that is corporate, marketing, media, and personal. In other words he added the personal object
ives category to Sandler and Shani's (1993) sponsorship categories.

Corporate Objectives.	Marketing Objectives.	Media Objectives.	Personal Objectives.
Public awareness	Business relations	Generate visibility	Management interest
Corporate image	Reach target market	General publicity	
Public perception	Brand positioning	Enhance and campaign	
Community involvement	Increase sales	Avoid clutter	
Financial relations	Sampling	Target market specifity	
Client entertainment			
Government relations			
Employee relations			
Compete with other companies			

Table 1. Aggregate Objectives for Corporations Involved in Sports Sponsorship.
Source, Pope (1998)

The four sponsorship objective categories have been discussed by several authors. Armstrong (1988) argues that sports effectiveness as a promotional vehicle lies in its ability to shape the corporate image. However, Van Heerden (2001) argues that very little proof exists for the impact of sponsorship on image, with the exception of the work by Javalgi et al (1994), which has been disputed by (Pope and Voges, 1994).

Mescon and Tilson (1987) identified marketing objectives as being the superior effect of sponsorship when they argue that*: "the underlying strategy of this new style philanthropy is for companies to obtain tangible return for their investment"*. In similar vein, Abratt et al (1987) argue that *"an increase in sales is always the ultimate goal"*. Stotlar (1993) cited Kodak's use of the 1988 Olympic sponsorship to launch two new products and Visa's market share gains after the 1988 Olympics as proof for the effectiveness of the marketing objectives.

Cornwell (1995) argues for both marketing and corporate level objectives when she says that, "the two benefits most often cited as coming from sponsorship are:

- Brand, product and company awareness and
- Brand, product, and company image building.

Pope (1998) argues that the media objectives are now largely discounted by both theoreticians and practitioners alike. Sandler and Shani (1993) noted a trend away from these

among sponsors in Australia and North America over the last fifteen years. However, Pope (1998) contends that despite this trend, media measurement remains the dominant method of sponsorship evaluation.

Personal objectives are aimed at satisfying the personal goals of chief decision marketers. Management interests, according to Sleight (1989) are one of the worst reasons to embark on a sponsorship programme. Pope (1998) argues for the deletion of that objective, since Sandler and Shani's groupings are confirmed both by literature and practice. Meenaghan (1983) added guest and hospitality objectives to Pope's categories. Here the aim will be to use the sponsored sport event as an opportunity to entertain current and potential customers, suppliers and policy makers by offering free tickets to the event and entertain while at the event. However, Pope (1998) included these under the corporate objectives category.

4.4 Who Receives Sports Sponsorship?

Shank (1999) identified four types of sports entities from which sponsors can make their sponsorship choices. This includes a sport/league, teams, events and individual athletes.

a) **Sport/League:** Some companies choose to sponsor a sport or leagues as a platform to get exposure or unique position and differentiate the company from its competitors. This can be achieved by choosing to sponsor women sports or leagues where fewer companies are involved (Shank, 1999). Since companies examine the sport/league carefully before making sponsorship decisions, sponsors often find it more effective and less costly to sponsor a league than a single team or athlete as the firm is able to use the league power and logo to support all participating teams in the league (Shank, 1999). That way, they are assured of wider audience coverage.

b) **Sporting Events:** These are the most commonly used platforms in sports sponsorship. The benefits of using events as an entity for sponsorship are that they improve the image and increase awareness of the sponsoring firm or brands. Sponsor can also indirectly increase the sales, as the consumers have the opportunity to by the sponsor's products during the event. However, one drawback is the difficulty to gain the sponsorship rights of an event, as the competition is usually intense (Shank, 1999). International events such as the Soccer World Cup and the Olympics are very popular with sponsors because events are televised the world over and sponsors are guaranteed good publicity (Beashel and Taylor, 1997). Sponsors can also benefit from the people's positive perceptions about such events (**www.carf.ca**).

c) **Sports Teams:** Successful sports teams attract a lot of sponsorship because sponsors like to be linked to success and excellence (Beashel and Taylor, 1997). Although sponsorship is usually associated with professional teams, sometimes sponsorship is given to teams at different levels. Colleges, high schools, amateur and junior teams

rely on sponsorship to buy equipment and cover training, competition and traveling costs (Shank, 1999).

d) **Individual Athletes:** One opportunity when sponsoring individual athletes is that some athletes have remarkable credibility with the target market (Shank, 1999). For example, by sponsoring world champions, Olympic gold medalists or world-class footballers, sponsors hope that they will link their products with sporting excellence (Beashel and Taylor, 1997). However, the sponsorship of an individual athlete encompasses risks, for example, when the athlete is regarded as a trouble maker or when the athlete's form becomes inadequate. Furthermore, many customers may also believe that companies use individual athletes in their promotion only to boast their marketing (Shank, 1999).

4.5 Strategic brand analysis in the sport industry

Aacker and Joachimstaler (2000) view strategic brand analysis as one of the tools that can help brand managers to understand the customers, the competition and the brand itself including the organisation behind the brand.

a) **Understanding the customer:** Meir (2009) describes sports fans as the "lifeblood" of sports organisations. As a result, any marketing initiative must start with a solid understanding of what motivates spectators to attend sporting events. Emphasis is also made to the need for organisations to continuously carry out customer analysis survey as this will help them to align their branding strategies with the ever-changing customer needs and tastes. Redden and Steiner (2003) note that not all sports consumers are equally passionate and fanatical about their team, sport or athlete. They display an array of values, attitudes and behaviours. Some attend games on a regular basis. While others attend only on special occasions. Some consumers spend most of their time engaging in sports charter and trawling the internet while others display their fandom by watching pay television sports channels.

b) **Understanding the competition:** Zimbabwean Sports Organisations operate in environments where there is fierce competition on the supply side; competitors take the following forms;
- Direct competition which occurs between sports organisations in the same brand category.
- Competition with substitute brands such as television sports events, regional sports brands, global sports brands and other sporting disciplines.
- Indirect competition from other forms of entertainment and pastimes such as religion, tourism, music arts festivals and computer games.
  On the demand side consumption for most Zimbabwean sport products and services has flattened since the turn of the millennium. Sales growth for local

sports brands can now only be achieved at the expense of competition brands by taking away some of their market issues.

4.6 Summary:

A review of current marketing texts and journals unfortunately indicates that academies are not devoting sufficient attention to the place of sport .Marketing in the overall marketing strategy, marketing scholars are not therefore not yet exposed to sport marketing and the contextualisation of sport sponsorship as an element of sports marketing.

It can therefore be concluded that it is possible to apply general marketing constructs to sports marketing. A dedicated and differentiated marketing mix does exist for sports marketing. In this chapter different views on defining sports marketing were discussed. It was argued that a comprehensive definition should be formulated that will determine where sport focussed marketing mix elements fit in for organisations that include sport sponsorship as a marketing communication tool in their marketing mix.

5.   DISCUSSION

Statement		Frequency	Percent
Valid	ZUSA	10	33.3
	TESA	10	33.3
	ZITCOSA	10	33.3
	Total	30	100.0
Focus Group Session		30	100

Table 2: Associations. Source: Survey Data 2012.

5.1 Respondent characterisation

The respective respondents that the researcher obtained its data from and their representations are summarised in the following table and chart.
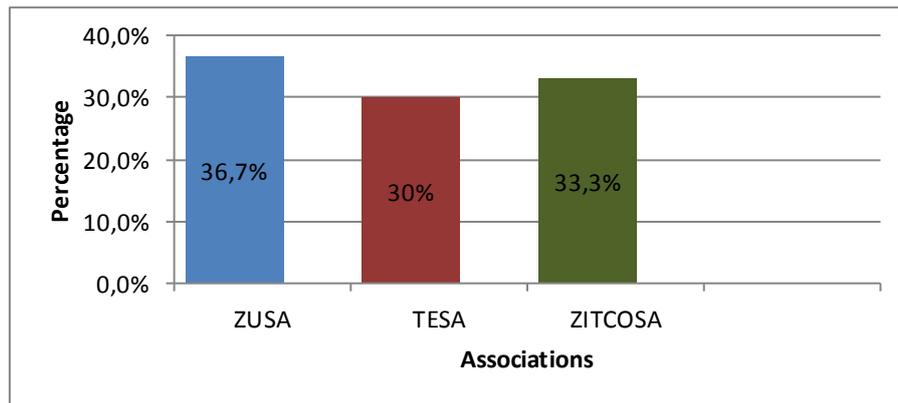
Fig. 2. Associations and focus groups. Source: survey Data 2012

In the study the associations, ZUSA, TESA and ZITCOSA were analysed first followed by student's focus groups and the response rate was represented by 100% respectively of the respondents. This subsequently presents a balanced response from all stakeholders.

Examining the effectiveness of marketing strategies used by Zimbabwean Tertiary Sports Associations. From the findings of administering questionnaire it was established by the study that the nature and effectiveness of market mix strategies, ZTSA is effective in delivery of its marketing strategies. This is shown by the positive remarks that were given by respondents towards the effectiveness of the market mix strategies employed by the ZTSA as the organisations had clearly defined operational marketing plans, marketing strategies, marketing officers and subcommittees and operational strategic plans.

However there were negative remarks in some of the responses passed by stakeholders in some of the cases showing that there is still need to iron out some grey areas in terms of fine tuning the marketing systems employed by the ZTSA.

Statement		Frequency	Percent
Valid	1-2 years	5	16.7
	3-4 years	7	23.3
	5-9 years	15	50
	>10 years	3	10
	Total	30	100
Total		30	100.0

Table 3. Length of involvement in tertiary sports management. Source: Survey Data 2012

In terms of length of involvement in Tertiary Sports, 16.7%, 23.3%, 50% and 10% respectively of the respondents have 1-2 years, 3-4 years, 5-9% and >10 years durations of involvement in tertiary sporting activities. This shows that there is fair representation of respondents throughout all spheres of experience within the tertiary sporting sector.

5.2 Range of products offered by associations to its customers

The study established that the range of products that were effectively offered by member associations were sports facilities, coaches, soccer, volleyball, basketball, teams, athletes, netball, equipment, ideas, information and education. There is however other products that were highlighted as needing attention and these included; transport provision, cricket, rugby, indoor games, and fitness health services.

	Statement	Frequency	Percent
Valid	Masters	8	26.7
	First degree	22	73.3
	Total	30	100
Missing	System	1	2.9
Total		30	100.0

Table 4. Level of education. Source: Survey Data 2011

The table above illustrates the levels of education which the respondents have achieved. The study showed that people with Masters and first degrees respectively had 17.6% and 73.3% representation in the study. This means that 100 % of the respondents have each a degree resulting in attitude change towards administration of sport. Three is also a reflection of seriousness in how sports administration is being regarded.

		Frequency	**Percent**
Valid	Presidents	3	10
	Vice presidents	3	10
	Secretary General	3	10
	Treasurers	3	10
	Development Officers	3	10
	Marketing officers	3	10
	Technical directors	3	10
	Committee members	6	20
	Ex officio members	3	10
	Total	30	100

Table 5. Status and statistics of respondents in Associations. Source: Survey Data 2012

The table above summarises the status and statistics of the respondents in associations. The same information is also represented in the chart below.
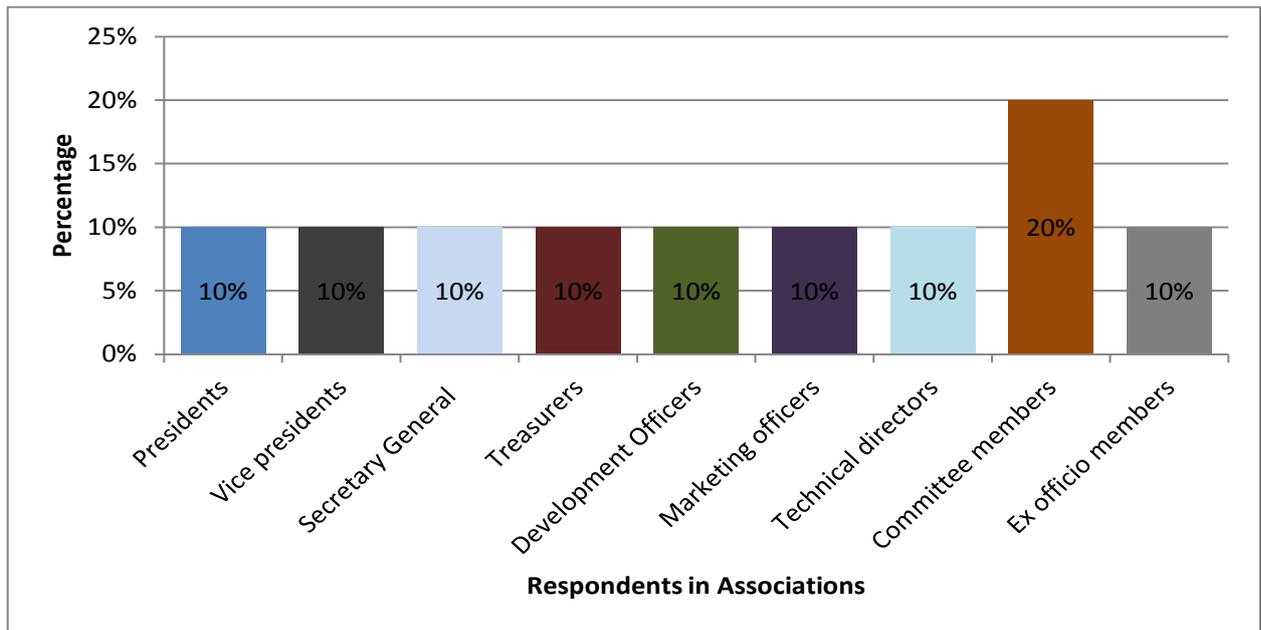
Figure 3. Status and statistics of respondents in Associations.Source: survey data 2012

There is an equal distribution intern of representation from the three associations. The writer therefore expresses confidence in the respective responses drawn from the respondents as there is a balance not only in member association representation but also well in the involvement of respondents at tertiary sports level the respondents lengths of involvement in tertiary level sporting activities and their levels of education of respondents also shows weight to their respective responses drawn.

6. CONCLUSIONS

- From the findings of administering questionnaire it was established by the study that the nature and effectiveness of market mix strategies, ZTSA is effective in delivery of its marketing strategies. This is shown by the positive remarks that were given by respondents towards the effectiveness of the market mix strategies employed by the ZTSA as the organisations had clearly defined operational marketing plans, marketing strategies, marketing officers and subcommittees and operational strategic plans. However there were negative remarks in some of the responses passed by stakeholders in some of the cases showing that there is still need to iron out some grey areas in terms of fine tuning the marketing systems employed by the ZTSA.

- The study established that the range of products that were effectively offered by member associations were sports facilities, coaches, soccer, volleyball, basketball, teams, athletes, netball, equipment, ideas, information and education. There is however other products that were highlighted as needing attention and these included; transport provision, cricket, rugby, indoor games, and fitness health services. The findings of the study showed that

the ZTSA does not conduct market research to ascertain customer needs before introducing new products. This conclusively means that the ZTSA is product oriented rather than customer or market oriented.

- The studies conclusively deduced that no new products were introduced on the market during terms of office of officials and thus are dependent on the traditional products they offer.

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