

AN EMPIRICAL STUDY OF MARKETING MIX AS A SATISFACTION TOOL IN MODERN SPORT ADMINISTRATION IN GHANA

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ABSTRACT: *This paper aimed at (i) finding the extent of marketing mix adoption among sport institutions (ii) investigating the factors which prevent successful implementation of marketing mix by sport institutions (iii) identifying whether marketing mix adoption really leads to sport customers' satisfaction (iv) highlighting any other findings which are relevant and can contribute towards effective marketing mix adoption by sport institutions in Ghana. The research took place in Takoradi Polytechnic, School of Business Studies, Department of Marketing. From October- 2015-December 2015. Structured self-completed questionnaires, journal, internet, books and Sport ministry of Ghana manuals were methodology used to collect data. 450 respondents from five main sport disciplines, sport stakeholders' groups and Ghanaian sport customers were purposively selected. Data was analyzed using frequencies, mean, standard deviation, squared multiple correlation and cronbach alphah. 12 board members, 25 Chief executive officers, 30 Operating managers, 40 Coaching managers and 93 Other sport officials (Sport administration) and 146 sport customers, 24 sport sponsors, 30 sport development members, 25 sport advocate and 25 other sport stakeholders (Sport stakeholders) were sampled from 10 million Ghanaian sport customers (18 years and above and of sound mind). Source-Ministry of Youth and Sport, Ghana. Summary of views of respondents (Sport administrators) about marketing mix as a satisfaction tool on Likert scales (1=strongly disagree, 2 = disagree, 3= neutral, 4= agree and 5 strongly agree) is medium. Also, from Sport stakeholders' perspective effectiveness of marketing mix adoption among sport institutions is medium. The study concluded that marketing mix adoption among sport institutions in Ghana is medium and also its usage as a satisfaction tool is effective for Sport administrators and ineffective for Sport stakeholders. Furthermore, it was discovered that the 7ps (product, price, promotion, place, people, process and physical evidence.) on their own are not enough to satisfy sport customers' needs/wants.*

KEYWORD: Marketing Mix, Sport Customer Satisfaction and Sport Institutions

INTRODUCTION

For sport customers' satisfaction to be realised marketing mix application is essential in modern sport administration. Once sport customers' needs/wants keep changing so must sport administrators' all over the world embrace marketing mix application seriously than ever before. According Schwarz and Hunter (2008) sport institutions seek sport customer support in exchange for good financial return. Marketing mix is a combination of four factors which managers may leverage to satisfy customers' needs/wants (McCarthy,1964). The marketing mix is also known as 4ps summarily ie product, price, promotion and place. Boom and Bitner (1981) extended the 4ps to 7ps to include people, process and physical evidence to cover services provision.

Despite marketing mix global recognition and acceptance as a satisfaction tool, its effectiveness in sport administration setting is under research. This demands that sport administrators should do their possible best to satisfy different sport stakeholders particularly sport customers. Fullerton and Merz (2008) added marketing mix application cannot be ignored if needs/wants of sport customers are to be met. To achieve this objective, marketing mix application within sport administration should be given the needed attention it deserves so as to satisfy various varying needs/wants of sport stakeholders.

Full implementation of the 7ps including customer orientation and employment of qualified marketing personnel would go a long way to enhance the effectiveness of marketing practice within sport administration setting. Research has shown that even though marketing mix application in sport administration has its genesis from Advertising Age where it is characterised as usage of sport as a promotional vehicle for activities of consumers and industrial product and services. Nevertheless, this feat can be realised if sport administrators undertake a reasonable time frame of effective marketing practices. On many instances application of marketing mix to sporting issues is seen as over simplification and media-hype (Constantinescu, 2009).

This common feature of marketing practice of sport institutions can hardly aid sport customers' needs/wants satisfaction. Thus to prepare sport institutions to fully maximise sport customers' needs/wants it is relevant to fill the vacuum created by doubt about marketing mix applicability in sport administration setting to have the same effect like the one practiced in commercial marketing. As sport institutions enhance marketing practice they should also appreciate not only how to give excellent sport product offering to sport fans and participants but also they should also establish lasting win-win relationship with all sport stakeholders. Application of sport marketing mix should involve all 7ps but not communication (Shilbury, 2009) as is being done by some sport institutions. If sport institutions take marketing mix application seriously and systematically enrol marketing infrastructure and engage the services of qualified marketing personnel then sport customers' satisfaction which is low among them can be improved to deepened sport fans and participants participation in sporting programmes and decision-making process in most developing countries for better sport advancement.

Considerable attention has been paid to sport institutions and sport customers' satisfaction in relation to improved entertainment, fitness and health for the populace. However, despite the essential role sport customer satisfaction plays in very good entertainment, fitness and health little attention has been given to this subject matter within the published research literature especially in developing economies. The lack of adequate attention to effective marketing mix application in terms of effective sport customer satisfaction at sport administration setting level creates a gap in academic literature. Thus, this study aimed at capturing the essential knowledge and experiences of both sport administrators and sport stakeholders to make an empirical analysis of the effectiveness of marketing mix application at sport administration setting.

LITERATURE REVIEW

Marketing in General

According to Scammell (1999) among the various definitions of marketing, the marketing mix concept (customer-oriented approach) and the notion of exchange is the centre of them.

Marketing is about finding and meeting social needs while being profitable at the same time (Kotler and Keller, 2014). Also, American Marketing Association (2014) defined marketing as the activity, set of institutions and processes for establishing, communicating, delivering and exchanging offerings that have value for customers and larger societal needs in both short and long terms. Kotler and Keller (2014) said marketing is an art and science of selecting segment, getting, keeping and growing customers through creation, delivery and communication of superior customers' value.

Marketing Practices in Sport

Philip Kotler and Sidney Levy challenged marketing's obsession with commercial activity (Newman, 1999a). Kotler and Zaltman (1971) argued marketing practice benefit non-profitable organization. This started the need to study and develop understandable meaning of marketing in non-commercial sectors (Newman, 1999a; Wring 2002b) . With increasing desire in new academic literature also commenced the area of sport in marketing (Teel, 1994). Even though marketing practices in sport is at an early phase studies have revealed that service quality as a predictor of customer satisfaction and game attendance have received some attention (Greenwell et al and Wakefield and Blodgett 1996). Developing literature on marketing practices in sport seems to be specific to communication and facilities' atmosphere (Greenwell, 2001). Marketing practices in sport is not accepted universally by all sport practitioners and academics alike. There are sections of sport scientists who agree that marketing in sport science landscape gives it some level of uniqueness. In another breadth there other sport scientists who argued that marketing in sporting activities is mere customer persuasion and profit making tool (Smith, 2008).

Marketing mix Variables of Marketing Practices in Sport

According to Schwarz and Hunter (2008) sport administrators should integrate the 7ps to achieve the desired impact on their sporting activities for better customer satisfaction. Schlossberg (1996) even advocate the stretching of the 7ps to make much sense in marketing practice in sport administration. The following are the mix variables in sport context;

Sporting product: A product is anything that satisfies a need or want and is acquired to so do. According to Fullerton (2007) there are two perspective to sport product namely the core product which is the actual game or sport activity which marketers has no control over and secondly product extensions to the overall marketing efforts. It is here that the marketers can ensure that acceptable levels of quality are achieved. Since there is no take away by customers the sport organization can give some intangible benefits such as lifestyle, a social group or even a belief system. Pitts and Stotlar (2007) also added sport product should include design, packaging and merchandise. Packaging the sport product also involves presenting the product in the best possible manner to motivate selected target customers to buy it.

Sporting price: The price of a product represents what a consumer relinquishes in exchange for sporting goods/services (Schwarz & Hunter, 2008). A price should also reflect the value of a product. Pricing which is seen from financial lenses may include other things that a customer has to give up in order to obtain the product, such as time for waiting in a queue or social cost like being a organ learning class with others instead of a one-on-one instruction. According to Constantinescu (2009) price is the factor that is most visible and flexible especially as a result of sales, discounts, rebates and coupons. Also, pricing is influenced by other external factors

such as economic situation, governmental regulations and political decisions. It is also complex and essential for the success of marketing goals.

Sporting promotion: The word promotion in sport covers a range of interrelated activities. All of these activities are designed to attract attention, encourage the interest and awareness of consumers and motivate them to purchase a sport product. It is also about communicating and educating consumers. It consists of all forms of communication with consumer not just advertising. According to Shilbury et al (2009) promotion is best seen as the manner that marketers communicate with consumers to inform, persuade and remind them about a product. It can also be used to develop a favourable opinion about a sport product which is aligned to a predetermined positioning strategy and then to stimulate consumers to try the sport product. Sport promotion mixes include advertising, sponsorship, PR, licensing, incentives, personal contact and atmospherics.

Sporting distribution (Place): This is the process of getting the sport product to sport consumer. Also, sporting place refers to the location of the sport product, the point of origin for distributing the product, the geographical location of the target markets as well as other channels that are vital to consider regarding whether target audience may access the product. It can refer to outlets consumers may use to receive the product experience. According to Wakefield and Blodgett (1996) place includes layout, accessibility, facilities' aesthetics, seating comfort, electronic equipment and facility cleanliness. .

Sporting physical evidence: This is the visual and/or tangible clues of sport service product such as the design and construction of the sporting facility and in general the aesthetics (Mullins, Hardy and Sutton, 2000).

Sporting process: This refers to the manner in which sporting products are delivered to sport customer. It should be customers' need centred where their various needs and wants are made. As sport customers need/wants change so should the various processes have to be varied in line with these changes for the them to be relevant (Ferrand and McCarthy, 2009).

Sporting people: This refers to the employees and other contract staff who are responsible for delivering the event and sporting programs. They are a major distinguishing quality factor in the consumption process (Constantinescu, 2009)..

Sport Customer Satisfaction

Kotler (2014) said satisfaction is the feeling of happiness because one has something or has achieved something of value. Kotler and Armstrong (2014) also added that satisfaction is state of happiness or disappointment that comes from the comparison of a perceived performance of a product relative to its expectations. They continue by saying that satisfaction is action which is meeting a genuine, desire, demand and expectation. It is undeniable fact that sport customers compare their expectations concerning specific sporting promise with actual achievement of particular sport institution to decide whether to participant or attend the next sporting events. According Wakefield and Blodgetts (1996) there is a relationship between sport customers' service quality perception, customer satisfaction and repurchase intentions. Greenwell (2001) also suggested that there is relationship between of sport customer satisfaction and financial profitability.

Marketing in Sport Conceptualization

The concept underpinning the research is based on Caro and Garcia (2007b) cognitive – affective studies on consumer satisfaction and marketing sporting events. Caro and Garcia (2007b) looked at consumer satisfaction in sporting events and concluded that there is direct relationship between the arousal, pleasure, loyalty and disconfirmation. Oliver (1980) also added through his expectancy model customer satisfaction depends on a comparison between pre-purchase expectations (ie the expectation towards a product or service before purchase or consumption) and consumption outcomes (the experience towards a product or service after purchase or consumption).

Most of the time, it has been argued that marketing practice adoption in sport administration is nothing new. Over the last two decades marketing practices in sport have not been taken seriously by only sport institutions but also sport development and sport advocacy groups which are demanding better sport customer needs satisfaction (Schwarz & Hunter, 2008).Marketing practices in sport administration have changed from communication techniques to more coordinated usage of the 7ps. However, most sport institutions are far away from understanding and embracing marketing mix. It is undeniable fact those sport institutions that do adopt marketing practices only engage in short term marketing techniques which has resulted in sport customer apathy and less participation in sport programmes and decision making process for advancement of sport development. Since sport customers 'do not only participate in sporting events once in their lifetime sport institutions have to focus not only satisfying their short-term needs but long term needs as well to further develop sport programmes.

METHODOLOGY

Data was collected from two groups of respondents' namely sport administrators and sport stakeholders within the sport administration in Ghana. In total 450 respondents were selected from both sport administrators and sport stakeholders. 12 board members, 25 chief executive officers, 30 operation managers, 40 coaching and 93 other sport officials were selected from sport administration side. On the other hand, 146 sport customers, 24 sport sponsors, 30 sport development members, 25 sport advocate and 25 other stakeholders from sport stakeholder side. Data was collected through two sets of self-completed questionnaires to both sport administrators and sport stakeholders that permitted respondents to complete them at their own free time in order to lessen interruptions to those participating sport institutions' activities. Both set of questionnaires dealt with effectiveness of marketing mix application and sport customer satisfaction within sport administration setting. The questionnaire was developed in such a way that the structure, focus and phrasing of questions was intelligible with respondents, reduced bias and provided data that could be statistically analysed (Gill and Johnson,2006). A five point Likert scale was utilised with responses ranging from 'strongly disagree, disagree, neutral, agree and strongly agree'. Closed ended questions were also used to permit for collection of more depth data. Total of 465 questionnaires were sent out which saw sport administrators and sport stakeholders groups having 90% and 95% respectively. Non probability purposive sampling method which consists of selection of respondents with knowledge and experience with sport marketing practices was utilised. Lastly, quantitative data was used to analyse using Statistical Packages for Social Science (SPSS) version 21 and Microsoft Excel 2013.

DATA AND INFORMATION DESCRIPTION

Basically, two data and information sources were used to describe the study. These included a survey method that issued self-completion structured questionnaire to gather data from respondents. The researcher also used various sport marketing publications such as journals, books, reports, and manual and internet sources to gather more information to help answer the various objectives. The descriptive approach used by the researcher implied that data and information were described with the help of Statistical Package for Social Science (SPSS) version 21, Minitab version 16, and Microsoft Excel. Descriptive tools such as frequency table, mean, standard deviation, squared multiple correlation and cronbach alpha were also used.

Analysis of the Questionnaire (Sport Administrators)

This section of the study reports on the results of the analysis and discussion of data collected. Its flow assumes the sequence in which designated objectives of the study were ordered. The chapter is presented under the following sub sections:

1. Reliability/Validity Test
2. Respondents Profile
3. The Extent of Marketing Mix Variables Adoption in Ghanaian Sport Administration Setting
4. Factors That Hinder Smooth Adoption of Marketing Mix Variables in Sport Administration
5. Whether Effective Adoption of Marketing Mix Variable Really Lead to Sport Customer Satisfaction
6. Thing that can Contribute to Effective Marketing Practices at Sport Administration Setting.

Reliability/Validity Test

A reliability/validity test using Cronbach Alpha; resulting in a reliability coefficient of 0.869 which was above the recommended minimum of 0.7 (Santos & Reynolds, 1999) was conducted on all 51 items (variables) used in the study (see Table 1). It can however be inferred that variables assigned for the study were 87% reliable and valid to be used for further analysis or study. The study however achieved a response rate of 0.901 (approximately 90%).

Table 1: Reliability/Validity Statistics

N	%	Cronbach's Alpha	No. of variables
200	100	0.869	51

Source: output from SPSS

Respondents Profile

This section of the study reports on type of stakeholder organization/person against gender, age and educational level. It also reports on current position and number of years worked in the current position, how long marketing practices has been adopted and to what extent has these practices been used as shown in the below Table 2, 3 and 4.

Table 2: Type of Sport Organization * Gender Crosstabulation

Type of sport organization		Gender		Total
		Male	Female	
Football	Count	75	31	106
	% within Gender	64.6%	36.9	53%
Athletics	Count	18	10	28
	% within Gender	19.4%	9.5%	14.1%
Table tennis	Count	11	5	16
	% within Gender	9.4%	5.9%	8.1%
Lawn tennis	Count	15	9	24
	% within Gender	16.1%	8.6%	12.1%
Fitness & leisure	Count	10	9	19
	% within Gender	9.5%	9.7%	9.6%
Others	Count	4	3	7
	% within Gender	3.8%	3.2%	3.5%
Total	Count	116	84	200
	% within Gender	100.0%	100.0%	100.0%

Table 2 above presents a cross tabulation of type of sport organization against gender. It can be seen that the type of sport organization was skewed toward the male respondents in all disciplines'. For instance, for football and athletics, the male respondents far exceeded the female respondents. The male respondents in both disciplines accounted for about 65% and 19% for males against 37% and 9% for their female counterparts in that order. Table 2 gives detailed report on the assigned counts and their associated percentages on the type of sport organization and gender respectively.

Table 3: Type of sport organization * Age Crosstabulation

Type of sport organization		Age					Total
		18-25	26-35	36-45	46-55	56 and above	
Football	Count	18	21	41	25	4	109
	% within Age	34.6%	38.9%	65.1%	83.3%	66.7%	54.5%
Athletics	Count	2	5	8	12	1	28
	% within Age	6.7%	11.1%	12.7%	23.1%	16.7%	14.0%
Table tennis	Count	2	3	5	4	1	15
	% within Age	6.7%	5.6%	8.0%	7.7%	16.7%	7.5%
Lawn tennis	Count	0	8	3	11	0	22
	% within Age	0.0%	14.8%	4.7%	21.2%	0.0%	11.0%
Fitness & leisure	Count	3	10	5	1	0	19
	% within Age	.7%	18.5%	8.0%	3.3%	0.0%	9.5%
Others	Count	2	4	1	0	0	7
	% within Age	3.8%	7.4%	1.6%	0.0%	0.0%	3.5%
Total	Count	27	51	63	53	6	200
	% within Age	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 3 above depicts type of organization against age Crosstabulation. A look at the counts and their corresponding percentage within age indicates that majority of the respondents were within the age group 36-45 across the type of sport organizations, followed by 46-55 age group. It can also be seen that majority of the respondents were in the football category accounting for 83.3% for the age group 46-55 and 65.1 for the age group 36-45. These two age produced a high counts and percentage within age (see Table 3).

Table 4: Respondents Profile

Characteristics	N	Frequency	Percentage
Educational level	200		
JHS		21	10.5
SHS		60	30.0
Tertiary		105	49.5
Post Graduate		14	7.0
Current Position	200		
Board member		12	6.0
Chief executive officer		25	12.5
Operations manager		30	15.0
Coaching manager		40	20.0
Others		93	46.5
Number of years worked for your current sport organization?	200		
Less than 6 months		13	6.5
1-3 years		48	24.0
4-6 years		40	40.0
Above 6 years		99	49.5
How long have marketing practices been adopted?	200		
6 months-1 year		13	6.5
2-3 years		48	24.0
4-5 years		12	6.0
5 years and above		127	63.5
To what extent was the marketing practices used?	200		
None		19	9.5
Low		63	31.5
Medium		85	42.5
High		33	16.5

Table 4 above showcase the profile of the respondents according to their educational level, current position, duration spent in current position, the number of years in which marketing practices has been adopted and the extent to which these marketing practices has been used. In terms of the educational level of the respondents, 49.5% out of the total respondents indicated tertiary, followed by SHS (30%) and the least was those who had attained a postgraduate certificate. With respect to current position, 46.5% constituting the majority asserted others,

followed by coaching manager (20%), operations manager (15%) chief executive officer and board member accounted for 12.5% and 6.0% in turn.

Number of years worked for your current sport organization saw less than 6 months (6.5%), 1-3 years (24%), 4-6 years (40%) and above 6 years (49%) indicating that majority of the respondents' have worked for more than 6 years in sport organization. Subsequently, respondents were also skewed to 5 years and above in relation to the variable "how long have marketing practice been adopted", this accounted for about 64% out of the total respondents whilst the least was 6 months to 1 year accounted for only 6% of the total respondents (see Table 4). Also to what extent was the marketing practices used recorded medium (42.5%), low (31.5%) and None (9.5%). This shows that among sport administrators, marketing practice is used in a medium and low term compared to high term.

The Extent of Marketing Mix Variables Adoption in Ghanaian Sport Administration Setting

This section of the study examines the extent of marketing mix variables adoption by Ghanaian sport administration setting. The study required respondents to rate on a scale of 1-5 their level of level of understanding to the extent of marketing mix variables adoption in Ghanaian sport administration settings (see Table 5).

Table 5: Marketing Mix Variables Adoption in Ghanaian Sport Administration Setting

Statement/item	Likert Rating					
	Disagree		Neutral		Agree	
	Count	%	Count	%	Count	%
Sport institutions have used marketing practices for several years	29	14.5	20	10	151	75.5
The marketing practices are for all sport developmental decisions and programmes	15	7.5	5	2.5	180	90
The marketing practice was for sport decisions and programmes that are hard for sport customers to understand	45	22.5	30	15	125	62.5
The marketing practice was done for every new sport decisions and programs	30	15	16	8	154	77
Fees and funding provided by sport customers, sponsors and government are used to develop sport facilities and developmental programmes to make sport customers' happy	145	72.5	15	7.5	40	20
Sport development programmes and decisions are implemented quickly to make sport customers happy	125	62.5	25	12.5	50	25

Sport customers are made to be part of decision making process to improve sport facilities and development programmes	27	13.5	18	9	155	77.5
Sport customers are made aware of all sporting decisions and developmental programmes	160	80	15	7.5	25	12.5
Sport organizations' employees and officials are helpful, friendly and respectful	19	9.5	10	5	171	85.5
Marketing Practices forms part of long term thinking of sport organizations	45	22.5	20	10	135	67.5

A general look at the responses by respondents to the various statement shows that respondents (sport administrators) endorses (agree) to 8 out of the 11 statements on the extent of marketing mix variables adoption in Ghanaian sport administration setting (see Table 5). The statements: "Sport institutions have used marketing practices for several years"; "The marketing practices are for all sport developmental decisions and programmes"; "The marketing practice was for sport decisions and programmes that are hard for sport customers to understand"; "Sport organizations' employees and officials are helpful, friendly and respectful"; and "Marketing Practices forms part of long term thinking of sport organizations" produced 62.5%; 85.5%, 67.5%; 75.5% and 90% in that order to show the extent to which they agree to the above statements.

However, respondents (sport administrators) extensively disagrees with the statements: "Fees and funding provided by sport customers, sponsors and government are used to develop sport facilities and developmental programmes to make sport customers' happy"; "Sport customers are made aware of all sporting decisions and developmental programmes" and "Sport customers are made aware of all sporting decisions and developmental programmes" these accounted for 72.5%; 62.5% and 80% in turn (see Table 5).

Factors That Hinder Smooth Adoption of Marketing Mix Variables in Sport Administration

This segment of the study reports on the factors that hinder smooth adoption of marketing mix variables in sport administration as shown in Table 6 below.

Table 6: Factors that Hinder Smooth Adoption of Marketing Mix Variables in Sport Administration

Factors	N	Min.	Max.	Mean	Std. Deviation
Corrupt practices by sport appointee undermines marketing practice	200	2	5	4.75	.489
Inadequate sponsorship of sporting activities affects marketing practice	199	3	5	4.57	.507
Lack of sport administration management being developed as business model affect marketing practice	197	2	5	4.53	.539

Inadequate government funding of sporting developmental programs and decisions affect marketing practice	198	2	5	4.53	.530
Bad sporting facilities affect marketing practice	190	4	5	4.52	.501
Inconsistent government sport policies affect marketing practice	198	2	5	4.45	.538
Government interference in sporting decisions affect marketing practice	199	2	5	4.45	.565
Low incomes levels of sport customers prevent them from attending sporting activities	197	2	5	4.38	.701
Poor service satisfaction by sport customers at various sporting centres affect marketing practice	200	2	5	4.37	.636
Lack of quality sport performance affect marketing practice	198	2	5	4.28	.562
Lack of modern sport facilities affect marketing practices	200	2	5	4.22	.569
Lack of passion for sporting activities' atmosphere affect marketing	199	2	5	4.16	.623
Poor security situation at sport facilities centres affect marketing practice	200	1	5	3.73	1.116
The unpopular nature of some sport disciplines affect negatively marketing practice	200	2	5	3.49	.902
Sport organizations do not have qualified marketing people to execute their programs and decisions	200	1	5	3.43	.937
Less money is made available for sport marketing practice	200	1	5	3.41	1.113

A positive relationship exists between the mean and the degree of influence of the variable whilst an inverse relationship exists between the standard deviation and the degree of influence of the variable. This implies that a variable with a high mean and a small standard deviation will be more influential than a variable with a high mean and standard deviation or a variable with a small mean and a high standard deviation respectively. Table 6 above presents the descriptive statistics on the various factors that hinder smooth adoption of marketing mix variables in sport administration. In all, 16 variables were examined.

The factors were rated on a Likert scale of 1-5, that is from 1 (strongly disagree) to 5 (strongly agree). It can be seen from the reported mean and their corresponding standard deviation in a descending order the degree to which these factors affect the smooth adoption of marketing mix variables in sport administration settings. The factors: "corrupt practices by sport appointee undermines marketing practice"; "Inadequate sponsorship of sporting activities affects marketing practice" and "Lack of sport administration management being developed as business model affect marketing practice" are seen as a more perceived factor that hinder smooth adoption of marketing mix variables to the factors: "The unpopular nature of some sport disciplines affect negatively marketing practice"; "Sport organizations do not have qualified marketing people to execute their programs and decisions" and "Less money is made available for sport marketing practice". The former produced a mean and corresponding standard deviation values of 4.75 (0.489); 4.57 (0.507) and 4.53 (0.489) respectively while

the latter in turn made a mean and matching standard deviation values of 3.49 (0.902); 3.43 (0.937) and 3.41 (1.113) respectively (see Table 6).

Whether Effective Adoption of Marketing Mix Variable Really Lead to Sport Customer Satisfaction

This segment of the study gives a picture on the statements whether effective adoption of marketing mix variables really lead to sport customer satisfaction (see Table 7). It can be observed that that majority of the respondents (sport administrators) agreed strongly to the statements that effective adoption of marketing mix variables really lead to sport customer satisfaction.

To determine whether these statements are reliable and that whether effective adoption of marketing mix variables really lead to sport customer, item analysis of each of these statements were analyzed using the Cronbach's alpha statistic. Here we can compute the variance of each statements and the variance for the sum scale (all the statements). The variance of the sum scale will be smaller than the sum of factor variances, if the all the statements (factors) measure the same variability between subjects (that is if they measure some true score).

The proportion of the true score variance that is captured by the statements by comparing the sum of factor variance with the variance of the sum scale (see Table 7). If there is no true score but only error in the statements (factors), the variance of the sum score will be the same as the sum of variance of the individual statements, as such the Cronbach's alpha computed will be equal to zero ($\alpha = 0.00$). However, if all statements are perfectly reliable and measure the same thing (true score) then $\alpha = 1.00$. The closer the alpha value is to 1.00, the more perfect reliable the statements are as shown in Table 7 below.

Table 7: Item Analysis of Statements (factors)

Statements (Factors)	Standard Deviation	Squared multiple correlation	Cronbach Alpha
Sport customers are happy with the quality of sport facilities and developmental programs	0.278	0.699	0.806
Sport customers trust in sport developmental decisions and program are high	0.232	0.743	0.809
Sport policies, decisions and developmental programs are reliable	0.264	0.786	0.816
Sport customer's complaints and concerns are dealt with quickly	0.247	0.876	0.774
Sport customers are happy with sport organizations' leadership performances and achievements	0.236	0.720	0.805
Sport customers are happy to encourage first time and undecided potential sport customers to attend sporting events	0.231	0.802	0.788
Sport customers have good image about sport policy makers and administrators	0.285	0.798	0.833

Sport organizations' employees and officials are happy to explain sporting developmental decisions and programs to sport customers	0.208	0.744	0.787
Sport customers are given feedback about their concerns and problems	0.293	0.829	0.780
Various sport organizations are happy with the performance of sport policy maker's strategic direction	0.285	0.746	0.817

Cronbach's alpha for all factors $\alpha = 0.802$

It could be observed from Table 4.4 that the overall Cronbach's alpha for all the statements (factors), $\alpha = 0.802$ indicates that these factors put together are 82% reliable indicating that for a fact effective adoption of marketing mix variables really lead to sport customer satisfaction from the purview of sport administrators. It can also be seen that the alpha values for the individual statements (factors) are very close to the alpha value for all the factors put together. This indicates that these factor are virtually measuring the same thing (some true score).

The squared multiple correlation values obtained also suggest that there is a positive correlation between these statements (factors). From the above analysis, we can conclude that these statements have effect on the adoption of marketing mix variables from the perspective of sport administrators.

Thing that can contribute to Effective Marketing Practices at Sport Administration Setting.

This section of the study examines the things that can contribute to effective marketing practices by political parties. In all 6 statements were observed (see Figure 1) to access their contribution.

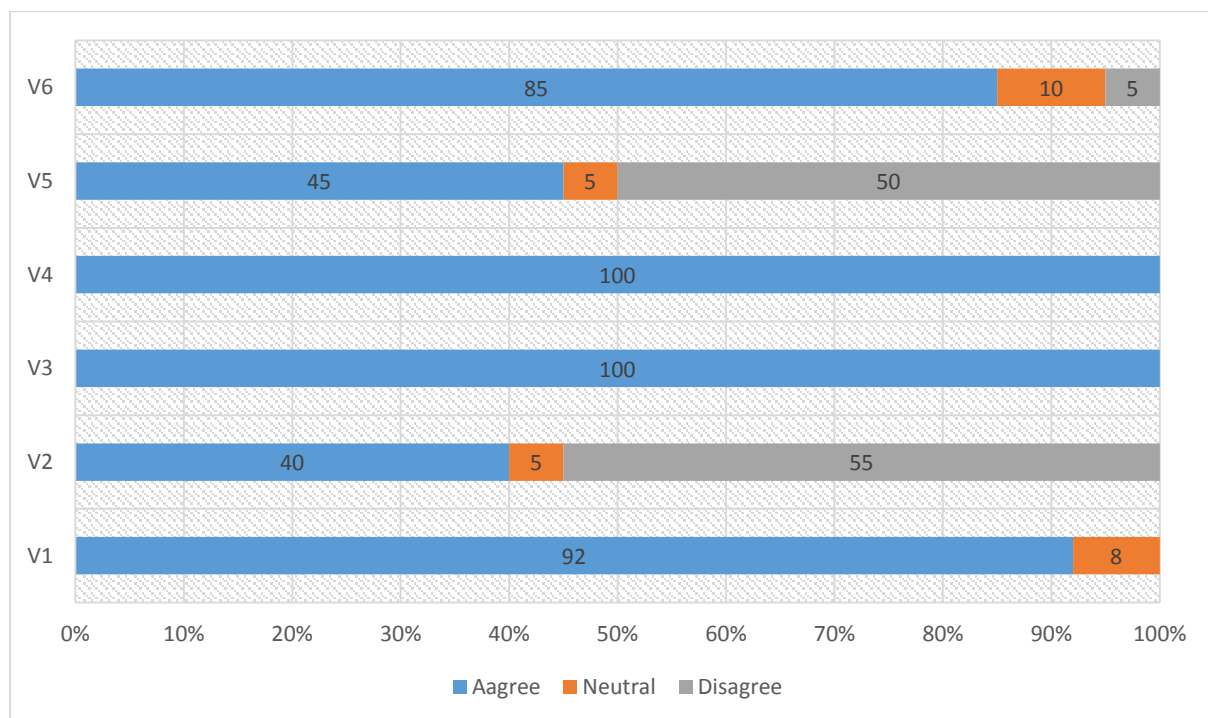


Figure 1: Effective Marketing Practices at Sport Administration Setting

It can be seen from the Figure 1 above that respondents gave a 100% endorsements to the statement: “Setting aside a percentage of national budget for sport marketing development” (V4) and “Regular marketing training for sport officials and employees” (V3) Also “creation of marketing section or department” (V1) and sport appointees whose performances are not satisfactory should be changed (V6) realized 92% and 85% respectively out of the total respondents asserting agree. However, sport administrators were at odds with the statements: “Employment of qualified marketing personnel for sporting organizations (V5) and “Sport administration appointees by government to head various sport state sport organizations should have marketing background” (V2) as those who asserted disagree were marginally more than those who asserted agree (see Figure 1).

ANALYSIS OF THE QUESTIONNAIRE (SPORT STAKEHOLDERS)

This section of the study reports on the results of the analysis and discussion of data collected. Its flow assumes the sequence in which designated objectives of the study were ordered. The chapter is presented under the following sub sections:

7. Reliability/Validity Test
8. Respondents Profile
9. The Extent of Marketing Mix Variables Adoption in Ghanaian Sport Administration Setting
10. Factors That Hinder Smooth Adoption of Marketing Mix Variables in Sport Administration
11. Whether Effective Adoption of Marketing Mix Variable Really Lead to Sport Customer Satisfaction
12. Thing that can Contribute to Effective Marketing Practices at Sport Administration Setting.

Reliability/Validity Test

A reliability/validity test using Cronbach Alpha; resulting in a reliability coefficient of 0.890 which was above the recommended minimum of 0.7 (Santos & Reynolds, 1999) was conducted on all 51 items (variables) used in the study (see Table 1).

Table 8: Reliability/Validity Statistics

N	%	Cronbach's Alpha	No. of variables
250	100	0.890	51

Source: output from SPSS

It can be inferred from Table 8 that variables assigned for the study were 89% reliable to be used for the study. The study however achieved a response rate of 0.947 (approximately 95%).

Respondents Profile

This section of the study reports on type of stakeholder organization/person against gender, age and educational level. It also reports on current position and number of years worked in the current position as shown in the below Table 8, 9 and 10.

Table 9: Type of Stakeholder Organization/person * Gender Crosstabulation

Type of sport stakeholder organization/person		Gender		Total
		Male	Female	
Sport supporters' association	Count	111	36	147
	% within Gender	63.1%	48.6%	59.0%
Sport sponsoring organization	Count	18	10	28
	% within Gender	10.3%	13.5%	11.2%
Sport development institution	Count	18	10	28
	% within Gender	10.3%	13.5%	11.2%
Community sport advocacy institution	Count	15	8	23
	% within Gender	8.6%	10.8%	9.2%
Others	Count	14	10	24
	% within Gender	8.0%	13.5%	9.6%
Total	Count	176	74	250
	% within Gender	100.0%	100.0%	100.0%

Table 9 above presents a cross tabulation of type of stakeholder organization/person against gender. From the table it can be observed that respondents were skewed toward sport supporters' association. This accounted for 147 (59%) of the total respondents constituting 111 (63.1%) male and 36 (48.6%) female, followed by sport sponsoring organization and sport development institution which also accounted for by 28% of the total respondents respectively with the least community sport advocacy institution accounting for by 9.2% out of the total respondents. It can also be seen that the male respondents dominate in all the various types of stakeholder's organizations/persons.

Table 10: Type of sport stakeholder organization/person * Age Crosstabulation

Type of sport stakeholder organization/person	Age		Age					Total
			18-25	26-35	36-45	46-55	56+	
Sport supporters' association	Count	38	67	21	15	4	145	
	% within Age	65.5%	64.4%	42.0%	53.6%	50.0%	58.5%	
Sport sponsoring organization	Count	1	6	14	7	0	28	
	% within Age	1.7%	5.8%	28.0%	25.0%	0.0%	11.3%	
Sport development institution	Count	4	13	8	2	1	28	
	% within Age	6.9%	12.5%	16.0%	7.1%	12.5%	11.3%	
Community sport advocacy institutions	Count	7	10	4	1	1	23	
	% within Age	12.1%	9.6%	8.0%	3.6%	12.5%	9.3%	
Others	Count	8	8	3	3	2	24	
	% within Age	13.8%	7.7%	6.0%	10.7%	25.0%	9.7%	
Total	Count	58	104	50	28	8	248	
	% within Age	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

The below table (Table 10) represents type of stakeholder organization against age Crosstabulation. A look at the counts and their corresponding percentage within age indicates that majority of the respondents were within the age group 26-35, followed by 18-25 age groups. It can also be seen that majority of the youth were found in the sport supporters' association, sport sponsoring organization and sport development institutions respectively. These groupings produced a high counts and associated percentages with respect to age and percentage within age (see Table 10).

Table 11: Respondents Profile

Characteristics	N	Frequency	Percentage
Educational level	250		
JHS		21	8.4
SHS		42	16.8
Tertiary		142	56.8
Post Graduate		45	18.0
Current Position	250		
Sport customer		146	58.4
Sport sponsor		24	9.6
Sport development member		30	12.0
Sport advocate		25	10.0
Others		25	10.4
Number of years worked for your current sport organization?	250		
Less than 6 months		34	13.6
1-3 years		40	16.0
4-6 years		74	29.6
Above 6 years		102	40.8
How long have marketing practices been adopted?	250		
6 months-1 year		32	12.8
2-3 years		40	16.0
4-5 years		61	24.4
5 years and above		117	46.8
To what extent was the marketing practices used?	250		
None		15	6.0
Low		61	24.4
Medium		134	53.6
High		40	16.0

Table 11 presents the respondents profile. Evidence from the table can be relayed that sport administrators and stakeholders are academically inclined. It can be seen that majority of the respondents constituting 56.8% of the total respondents reported that they have had a tertiary education/training. 18% of the respondents also indicated to have had a postgraduate training with the least (8.4%) from JHS. With respect to current position, sport customer dominated

with 58.4% followed by sport development member (12%) and the least, sport sponsor was 9.6%

In relation to the number of years worked for your current sport organization, 40.8% out of the total respondents indicated above 6 years, followed by 4-6 years (29.6%). Subsequently, 46.8% of the respondents also indicated 5 years and above followed by 4-5 years (24.4%) to the variable “to what extent was the marketing practices used? However, to what extent was the marketing practices used saw none (6.0%), low (24.4%), medium (53.6%) and high (16.0%).

The Extent of Marketing Mix Variables Adoption in Ghanaian Sport Administration Setting

This section of the study examines the extent of marketing mix variables adoption by Ghanaian sport administration setting. The study required respondents to rate on a scale of 1-5 their level of level of understanding to the extent of marketing mix variables adoption in Ghanaian sport administration settings (see Table 12).

From Table 12, it can be observed that respondents have varied opinions to the various statements/items on marketing mix variables adoption in Ghanaian sport administration setting.

Table 12: Marketing Mix Variables Adoption in Ghanaian Sport Administration Setting

Statement/item	Likert Rating					
	Disagree		Neutral		Agree	
	Count	%	Count	%	Count	%
Sport institutions have used marketing practices for several years	45	18.0	15	6.0	190	76.0
The marketing practices are for all sport developmental decisions and programmes	70	28.0	30	12.0	150	60.0
The marketing practice was for sport decisions and programmes that are hard for sport customers to understand	60	24.0	30	12.0	160	64.0
The marketing practice was done for every new sport decisions and programs	45	18.0	30	12.0	175	70.0
Fees and funding provided by sport customers, sponsors and government are used to develop sport facilities and developmental programmes to make sport customers' happy	225	90.0	15	6.0	10	4.0
Sport development programmes and decisions are implemented quickly to make sport customers happy	189	75.6	35	14.0	26	10.4
Sport customers are made to be part of decision making process to improve sport facilities and development programmes	147	58.8	25	10.0	78	31.2

Sport customers are made aware of all sporting decisions and developmental programmes	155	62.0	35	14	60.0	24.0
Sport organizations' employees and officials are helpful, friendly and respectful	45	18.0	15	6.0	190	76.0
Marketing Practices forms part of long term thinking of sport organizations	25	10.0	10	4.0	215	86.0

For instance, respondents asserted to agree to the statement “sport institutions have used marketing practices for several years”. This accounted for 76% out of the total respondents indicating agree whilst disagree and neutral accounted for 18% and 6% respectively. Similarly, majority of the respondents agreed to the statements: “The marketing practices are for all sport developmental decisions and programmes”; “The marketing practice was for sport decisions and programmes that are hard for sport customers to understand” and “Marketing Practices forms part of long term thinking of sport organizations”. These accounted for 60%, 64% and 86% respectively. However, 90% of the respondents in turn also disagrees to the statement: “fees and funding provided by sport customers, sponsors and government are used to develop sport facilities and developmental programmes to make sport customers’ happy”. Also respondents disagree to the statement; “sport development programmes and decisions are implemented quickly to make sport customers happy” and “sport customers are made aware of all sporting decisions and developmental programmes” they accounted for by 75.6% and 62% in that order.

Factors That Hinder Smooth Adoption of Marketing Mix Variables in Sport Administration

This segment of the study reports on the factors that hinder smooth adoption of marketing mix variables in sport administration as shown in Table 13 below.

Table 13 below presents the various factors that hinder smooth adoption of marketing mix variables in sport administration. In all, 16 variables were examined. A positive relationship exists between the mean and the degree of influence of the variable whilst an inverse relationship exists between the standard deviation and the degree of influence of the variable. This implies that a variable with a high mean and a small standard deviation will be more influential than a variable with a high mean and standard deviation or a variable with a small mean and a high standard deviation respectively.

Table 13: Factors that Hinder Smooth Adoption of Marketing Mix Variables in Sport Administration

Factors	N	Min	Max	Mean	Std. Dev.
Sport organizations do not have qualified marketing people to execute their programs and decisions	250	2	5	3.62	0.726
Less money is made available for sport marketing practice	250	2	5	3.67	0.644

The unpopular nature of some sport disciplines affect negatively marketing practice	250	2	5	3.69	0.662
Lack of modern sport facilities affect marketing practices	250	3	5	4.31	0.472
Lack of quality sport performance affect marketing practice	250	3	5	4.41	0.516
Lack of passion for sporting activities' atmosphere affect marketing	250	3	5	3.98	0.482
Government interference in sporting decisions affect marketing practice	250	3	5	4.68	0.476
Poor security situation at sport facilities affect marketing practice	250	1	5	3.72	0.871
Inconsistent government sport policies affect marketing practice	250	3	5	4.46	0.538
Inadequate government funding of sporting developmental programs and decisions affect marketing practice	250	4	5	4.57	0.496
Bad sporting facilities affect marketing practice	250	3	5	4.64	0.496
Poor service satisfaction by sport customers at various sporting centers affect marketing practices	250	3	5	4.16	0.399
Lack of sport administration management being developed as business model affect marketing practice	250	3	5	4.74	0.446
Low income levels of sport customers prevent them from attending sporting activities	250	2	5	4.18	0.647
Inadequate sponsorship of sporting activities affects marketing practice	250	2	5	4.19	0.880
Corrupt practices by sport appointee undermines marketing practice	250	2	5	4.80	0.433

it is worth nothing that the factors in Table 6 were rated on a Likert scale of 1-5, that is from 1(strongly disagree) to 5 (strongly agree). It can be seen from the reported mean and their corresponding standard deviation that all the factors in one breath hinder the smooth adoption of marketing mix variables in sport administration but some of the factors are more perceived than the others. For instance, the factor: “corrupt practices by sport appointee undermines marketing practice” produced a mean value of 4.80 and a corresponding standard deviation of 4.33 which shows a very strong perceived factor that hinder smooth adoption of marketing mix variables in sport administration compared to the factor “lack of passion for sporting activities' atmosphere affect marketing” which also produced a mean of 3.98 and standard deviation of 0.482. Table 6 however gives a vivid report on the various factors and their level of impact on the smooth adoption of marketing mix variables in sport administration.

Whether Effective Adoption of Marketing Mix Variable Really Lead to Sport Customer Satisfaction

This section of the study reports on the statements whether effective adoption of marketing mix variables really lead to sport customer satisfaction (see Table 14).

It could be observed from Table 7 that the overall Cronbach's alpha for all the statements (factors), $\alpha = 0.534$ indicates that these factors put together are about fifty-three percent (53%) indicating a weak response. It can also be seen that the alpha values for the individual statements are very close to the alpha value for all the factors put together. This indicates that these factor are virtually measuring the same thing (some true score).

Table 14: Item Analysis of Statements (factors)

Statements	Standard Deviation	Squared multiple correlation	Cronbach Alpha
Sport customers are happy with the quality of sport facilities and developmental programs	0.778	0.299	0.506
Sport customers trust in sport developmental decisions and program are high	0.932	0.243	0.509
Sport policies, decisions and developmental programs are reliable	0.764	0.186	0.516
Sport customer's complaints and concerns are dealt with quickly	0.775	0.234	0.505
Sport customers are happy with sport organizations' leadership performances and achievements	0.747	0.276	0.514
Sport customers are happy to encourage first time and undecided potential sport customers to attend sporting events	0.736	0.320	0.505
Sport customers have good image about sport policy makers and administrators	0.631	0.402	0.588
Sport organizations' employees and officials are happy to explain sporting developmental decisions and programs to sport customers	0.685	0.098	0.533
Sport customers are given feedback about their concerns and problems	0.608	0.344	0.587
Various sport organizations are happy with the performance of sport policy maker's strategic direction	0.793	0.529	0.580

Cronbach's alpha for all factors $\alpha = 0.534$

The standard deviation values and the squared multiple correlation values obtained also suggest that there is a fairly weak but positive correlation between these statements (factors). From the above inquiry, one can conclude that the respondents are not satisfied with the statements indicating that marketing mix variables does not really lead to sport customer satisfaction.

Thing that can contribute to Effective Marketing Practices at Sport Administration Setting.

This section of the study examines the things that can contribute to effective marketing practices by political parties. In all 6 statements were examined (see Figure 2) to access their contribution.

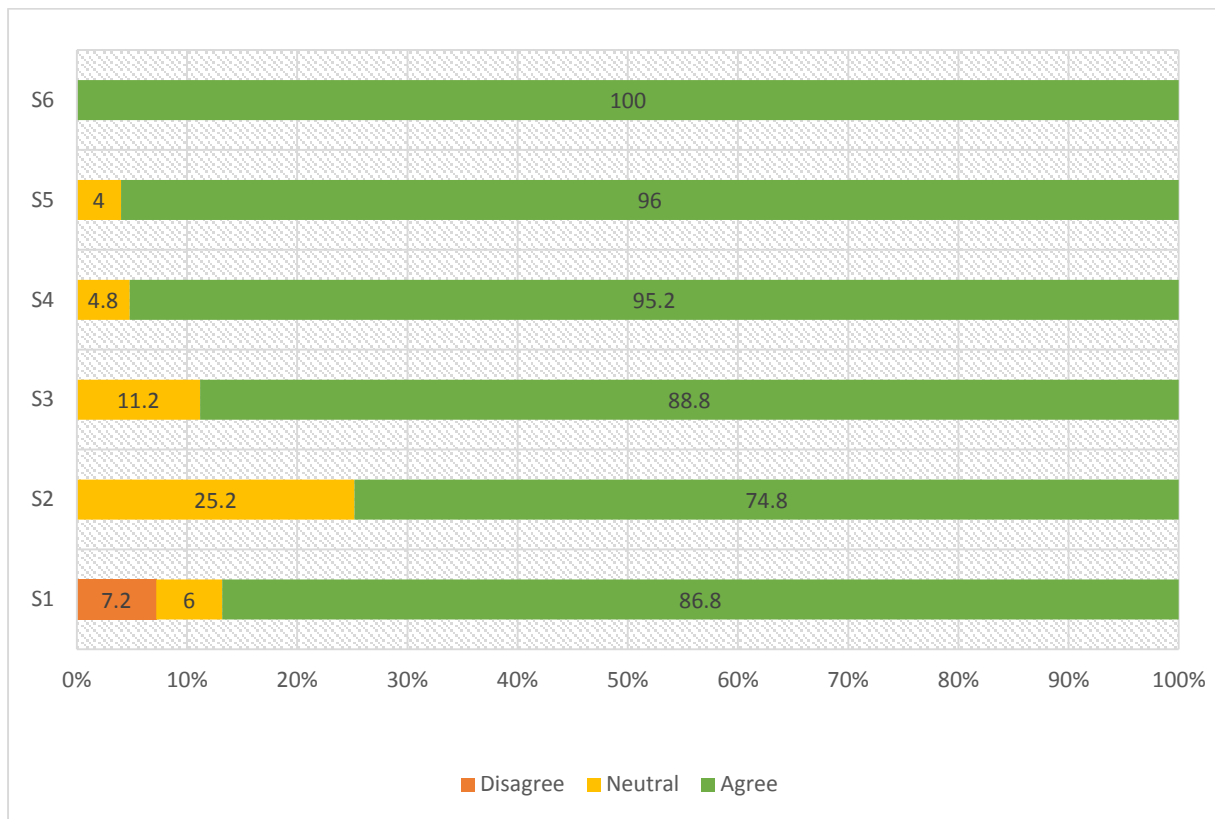


Figure 2: Effective Marketing Practices at Sport Administration Setting

Figure 2 depicts effective marketing practices at sport administration settings. It can be seen from the figure that respondents indicated agree to all statement underscoring the things that can contribute to effective marketing practices at sport administration setting. For instance, respondents scored 100% to the statement S6 (sport appointees whose performances are not satisfactorily should be changed) similarly the statements: S5 (employment of qualified marketing personnel for sporting organizations), S4 (regular marketing training for sport officials and employees), S3 (setting aside a percentage of national budget for sport marketing development), S1 (creation of marketing section or department) and S2 (sport administration appointees by government to head various sport state sport organizations should have marketing background). These accounted for 95.2%, 88%, 86.8 and 74.8 respectively indicating that respondents generally strongly agrees to the above statements as things that can contribute to effective marketing practices at sport administration setting.

CONCLUSION

The following conclusions were drawn from the analysis of the questionnaire:

Sport Administrators

- Sport marketing practice among Ghanaian political parties setting was generally medium.

- Bad sporting facilities, inadequate government funding of sports, inconsistent government policies, government interference and lack of quality sport performance are obstacles to successful adoption of effective sport marketing practices.
- Sport institutions believed marketing mix adoption leads to sport customers' satisfaction.

Creation of marketing desk, appointment of people with marketing background, setting aside of some money for sport marketing activities, regular marketing for sport executives, employment of qualified marketing personnel as well as removal of underperforming sport appointees could all contribute greatly to effective sport marketing practices.

Sport Stakeholders

- Like their counterparts from sport stakeholder groups sport administrators also indicated that sport marketing practice in Ghana is medium.
- Furthermore, impediments preventing successful adoption of sport marketing practices among sport institutions inadequate government funding of sport, inconsistent government sporting policies, bad sporting facilities, government interference and lack of quality sport performance
- Unlike sport administrators majority of sport stakeholders' respondents were generally unhappy with sport customers' satisfaction.
- Also, contribution of marketing desk, appointment of people with marketing background, setting sport marketing budget, regular marketing training of sport officials, employment of qualified marketing personnel as well as removal of underperforming sport marketing appointees would all enhance sport marketing practice in Ghana.

The already mentioned analysis showed that both internal and external factors influence the effectiveness of marketing mix adoption in terms of sport customer satisfaction in sport administration. The implication of such revelation is that sport institutions and sport stakeholders have to work together to arrest the increasing sport customers' dissatisfaction which if left unchecked can negatively affect good sport programmes and decisions. This study also adds to existing literature on sport marketing mix by revealing that developing sport as business model, employment of qualified personnel, quality sport performance and right government policies and support would help sport customers' satisfaction in developing countries. The major drawback of the study is that only 5 out of 9 active sport disciplines in Ghana were considered for the study. This means that knowledge and experiences of the entire sport administration machinery might not be captured.

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