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**Challenges of Management Performance in Managing a Professional Team: A Case of
AmaZulu Football Club**

by

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A thesis submitted in fulfilment of the requirements for the degree of Master of Commerce

School of Management, Information Technology and Governance

College of Law and Management Studies

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Abstract

The face value of owning a professional football club in South Africa reflects a lucrative business. The compounding claim is that the majority of football club owners are either former footballers themselves or philanthropists with a love for the sport. The general observation reveals that club owners in this industry do not employ managers with necessary high education, knowledge and skills to manage the club, unlike in the case of white-collar corporates. The current practice has a negative financial implications for the club performance, survival and growth. The onus for management of professional club is to establish congruency of performance goals and objectives between personnel and overall organisational objectives.

The objective of the study is to determine extent of effective and efficient management of the financial functions in the professional club. The study seeks to evaluate whether the AmaZulu Football Club (AFC) performs to the objectives of satisfying supporters and fans, interpreted as customers. The study further attempts to analyse whether learning and development at the club promote employees' innovation. Lastly, the study seeks to determine whether internal processes assist the AFC to achieve a competitive advantage status.

A mixed-method approach has been chosen as the strategy to attend on research objectives. Qualitative data was extracted from twelve members of the management team in the AmaZulu Football Club (AFC), and four executives from corporate sponsors of the AFC were also interviewed. Quantitative data was extracted from three hundred and eighty-five (385) customers or fans of the AFC. The NVIVO software package assists to analyse qualitative data using thematic analysis method. The SPSS software package assist to analyse quantitative data using descriptive statistics.

The study findings indicate that the financial function manifests efficiently and effectively managed for future financial viability of the club. However, the study found that management handling of performance and productivity of the club was at an unsatisfactory level. The study further found that the organisation was not innovative enough to be competitive. The internal processes are operating below the competitor's performance, making the club less competent and productive to meet customers and fans expectations. The implications of an executive sponsor should offer strategic guidance and create conditions that can link the AFC to new markets. The club should create an efficient internal system that can elicit effective productivity from the available resources.

Keywords: AFC, management performance, efficient, fan, balanced scorecard

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Glossary of Acronyms

AFC	: AmaZulu Football Club
AIDS	: Acquired immune deficiency syndrome
BSC	: Balanced scorecard
CAF	: Confederation of African Football
DSTV	: Digital Satellite Television
EPL	: English Premier League
FIFA	: Fédération Internationale de Football
FNB	: First National Bank
GM	: General Manager
HIV	: Human immunodeficiency virus
IFAB	: International Football Association Board
KPI	: Key performance indicators
KZN	: KwaZulu-Natal
NFD	: National First Division
NSL	: National Soccer League
PSL	: Premier Soccer League
SAFA	: South African Football Association
SPSS	: Statistical Package for the Social Sciences
USA	: United States of America
NVIVO	: Qualitative Data Analysis Computer Software Package

Appendices

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Chapter One

Introduction to Football Business Management

1.1 Introduction

The aim of this study is to investigate challenges on performance facing strategic operations management within the Amazulu Football Club (AFC). The researcher aimed to conduct an in-depth analysis of efficiency and productivity within Amazulu Football Club (AFC). In the recent past, this team has been relegated from the Premier Soccer League (PSL), an administrator of professional football in South Africa, to the National First Division (NFD), a semi-professional lower division of the League. It is believed relegation was due to their inadequate performance (Soccerladuma, 2014). The consequences thereof demanded skilful administration of retaining efficiency and increasing productivity (Soccerladuma, 2014).

Chadwick and Hamil (2010) and later affirmed by Alzheimers (2015) argue that the Premier Soccer League (PSL) is a financially lucrative space in which to operate a professional football club in South Africa. If a team fails to perform, it is relegated and it suffers a financial loss at the end of the season (Wigbold, 2013). In the modern-day administration of football, experience in process strategy and the art of persuasion are required from management on the understanding of managing sponsorships, broadcasting strategies, as well as retaining and managing talent (Soderman, 2013). Inexperience in the above may lead to competitiveness and human resource inefficiency as some of the prominent challenges facing organisational strategy. Related to this, there may be challenges in the marketing and product development of the brand as a whole (Soderman, 2013).

The intricacy of managing a football club as a business is such that it dictates proficient guidance that is inclined to influence personnel objectives and align them with organisational objectives (Teena & Sanjay, 2014; Chadwick & Hamil, 2010). That is why reasonable managers will surround themselves with leadership that has the same mission intent as their organisation. The reason why many strategic leaders of professional footballing organisations fail to read the external football market is largely because of a lack of astute business acumen regarding the unpredictable nature of the game (Soderman, 2013). Unfortunately this failure results in many football managers' failing to capitalise on the benefits created by value chains within the supply chain.

There has been increased attention in recent years to research management of professional football as a management science owing to the lucrative nature of the business (Soderman,

2013). However, like all other corporate businesses in lucrative industries, professional football clubs are expected to uphold good corporate governance. This implies leading adequately, building capacity and exercising full control of resources (Organization for Economic Co-operation and Development [OECD], 2013; Chadwick & Hamil, 2010).

To maintain its lucrative status, the club has to attract and retain fans through a positive customer and fan experience. This phenomenon has to apply to all football customers, namely those who attend stadium games, those who watch television and those who use the Internet connections at their convenient locations by means of digital devices (Soderman, 2013).

Desbordes (2012) advocates for club management to attract and retain a devoted fandom to the club for strong positive eustress to be experienced. The fandom stress referred to as eustress is considered fun and enjoyable. Samra and Wos (2014); Billings and Rühley (2014) define eustress as a positive stress that sports fans desire to gain in excitement and stimulation through sport.

Barocci and Wever's (1982) contention, which was later affirmed by Cox (2016), is that one of the core functions in managing professional football is optimum productivity, as this may guarantee customer and fan allegiances to the club. Da Silva (2015) argues that one of the conundrums facing professional football administrators is to align human resource objectives to organisational objectives as this becomes ambiguous owing to personal egos portrayed by talent. It has further been indicated by Da Silva (2015) that organisational sporting brands have to let go of some of their most talented resources to ensure that the club delivers a strong positive experience for supporters and financial survival for the future (Da Silva, 2015).

South African football clubs face similar challenges as those in Europe. It is for this same reason that the research aims to add to this epistemology of management performance for professional football administrators, particularly those operating in the PSL space. The research further identifies roles within the game that management is required to nourish and cultivate to produce optimum productivity.

It is contended that employees in an organisation have to understand the mission, vision and strategies implemented by management in trying to align organisational objectives with personal objectives to achieve optimum performance. It further becomes reasonable for management to advocate for organisational orientation and developmental training for all staffing personnel within the organisation (Alexander, 2014; Brady, Bolchover & Strurgess, 2008).

With Lunga Sokhela at the helm as General Manager (GM) of the AFC, the organisation has an option to embrace the Orthodoxy of American Management by Brady et al. (2008) which was later endorsed by Ackerman (2017) which says that having superior talent throughout all spheres in an establishment is the key to outclassing one's opponents. Alternatively, the AFC management can opt for theory in the McKinsey Quarterly Report (1998) by Chambers, Foulon, Handfield, Hankin and Michaels (1998) which states that an organisation's acumen is basically a function of the intelligence of its workforce or systems (Suharni, Pituringsih & Ardana, 2017; Brady et al., 2008). Ultimately, management has to formulate an effective system, one that will achieve the greatest output of work, effort and production from not only talented resources but all resources (RoŞCa, 2015). This can be agreed upon as an amalgamation of both methods of (RoŞCa 2015; Brady et al., 2008).

1.2 Background of the Study

The origins of football cannot accurately be traced as the sport has long been played, even though without rules and not organised (FIFA, 2015). Amarasinghe (2006) was endorsed by FIFA (2013) in tracing the first organised football association in London, England in 1863. This governing body was widely known as the Association of Football (FIFA, 2013; Murray and Murray, 1998). Football has become an international sport, revered around the world in one way or another. North America recognises the sport as soccer (Thomas, 2014; Crisfield, Hawkey & Murphy, 2009). What is interesting is the fact that the name 'soccer' originated from Britain at the end of nineteenth century, even though predominantly used in the United States of America (USA) (Szymanski, 2015). Therefore for purpose of this study the names 'soccer/football' will be used interchangeably.

Cárdenas (2014) advised that the rules of the game have greatly advanced since the formation of the governing body called the International Football Association Board (IFAB) in 1882 by countries in Britain that include Scotland, Ireland, Wales and England (FIFA, 2015; Soccer, 2012; Amarasinghe, 2006). As interest in the sport developed, states similar to Britain in terms of education, commerce and morality formed their own confederations (FIFA, 2015; Murray & Murray, 1998). In 1904 federations from Belgium, Denmark, France, Netherlands, Sweden, Spain and Switzerland came together to form an international governing body called the Fédération Internationale de Football (FIFA) (Soccer, 2012; Amarasinghe, 2006).

FIFA has been mandated with the function of governing and growing the sport throughout the world. FIFA has developed from overseeing seven member countries in 1904 to two hundred and nine in 2010, including the South African Football Association (SAFA) (Pielke, 2013;

Witzig, 2006). SAFA was tasked with organising the first African World Cup in 2010, which drew a spectatorship of close to three billion people. This popularity was transformed into revenue for the sport through advertising from corporate sponsors. This has led to the demand for football to be supervised and administered transparently for it to appease both customers and commercial business as sponsors (Soderman, 2013).

1.2.1 The South African Context

South African Football Association (SAFA) is an official recognised administrator of football in South Africa (SAFA, 2017; Louw, 2010). SAFA is an umbrella body, under which operates the Premier Soccer League (PSL) the first tier, trading under the name of the National Soccer League (NSL) which is an official administrator of professional football. National First Division (NFD) a semi-professional second tier league operates under the PSL (SAFA, 2017; Louw, 2010).

The quality of professional football in South Africa is largely due to the contributions of SAFA. This officiating body has managed to secure improved revenue through media rights from broadcasting corporations. It has also managed to source better media coverage, as well as secure sponsorship deals for premiership clubs and in part for the semi-professional clubs as well (PSL, 1996) according to the KPMG (2016) report. The result has witnessed an increase in ticket sales, and an increased demand for club merchandise which resulted in increased income-generating avenues (KPMG, 2016; PSL, 1996).

With the broadcasting of PSL games by television corporations, the PSL has managed to provide football clubs and players with a platform to display their talent and skill to the rest of the world (Smith, 2016; Cornelissen & Solberg, 2007). The initiative also provided players with opportunities to showcase talent for easy scouting by overseas clubs as well as applying a comparative analysis of their productivity with counterparts overseas (Smith, 2016; Cornelissen & Solberg, 2007; PSL, 1996). The PSL is one of Africa's richest professional football leagues (The African Economist, 2013). South Africa, Egypt and Nigeria are amongst the leading countries in Africa running reputable professional football leagues (The African Economist, 2013).

At its inception in 1996/97 the PSL consisted of ten football clubs, namely the AFC (the subject of this research), Bloemfontein Celtic, Cosmos, Kaizer Chiefs, Moroka Swallows, Orlando Pirates, Mamelodi Sundowns, Supersport United, Umtata and Wits University. Seven of these

teams are still operating in the league while two are in the NFD and one operates in the amateur leagues owing to changes in management (PSL, 2015).

Every football team winning the league in its own confederation gets an opportunity to participate in the prestigious Champions League governed by the Confederation of African Football (CAF) (Darby, 2013). Annually the PSL commissions teams that have won the PSL get to compete at the end of the season at this high level with their African counterparts (SAFA, 2017; Smith, 2016). However, those that do not perform well throughout the season and are at the bottom of the league at the end of the season get to be relegated to the NFD (SAFA, 2017; The African Economist, 2013). In a similar fashion a team at the bottom of the NFD league also gets relegated to the ABC Motsepe League, a third-level tier under the SAFA (SAFA, 2017; The African Economist, 2013).

In their eighty-five years of existence, the AFC have been part of the PSL for the past twenty years. However, this extensive managerial experience has not resulted in any noteworthy results for the team (Bjornali, Erikson & Knockaert, 2016). The team was relegated to the NFD as at the end of the 2014/2015 season. This catastrophe meant that management was confronted with the task of managing to get a financially deprived club back into playing in the PSL (Sheldon, 2015).

1.2.2 History of AmaZulu

The AFCs impeccable history as a professional football club organisation dates back to 1996/1997. Its origin as a football club in South Africa stretches as far back as 1932 (AmazuluFC, 2015). The soccer team is currently based in KwaZulu-Natal, South Africa. The team was, however, formed in Johannesburg under the name of Zulu Royal Conquerors by Zulu migrant workers in the early 1930s (Amazulucommunitytrust, 2012; Koonyaditse, 2010). The team's name was later changed to Zulu Royals by King Solomon ka-Dinuzulu in 1932 (Amazulucommunitytrust, 2012; Koonyaditse, 2010). Changes in management in 1974 resulted in the club being named Amazulu Football Club (AmaZuluFC, 2015). Even though the club has been in existence for almost eighty-five years, it is known for being financially sound, tactically strong and professionally run. However, it experienced its worst professional season in 2014/2015, when it was relegated to the NFD (News24, 2007).

The highest position the AFC has ever attained in the PSL is number seven from the League's inception in the 1996/1997 season till the 2013/2014 season when they ended up being relegated to the NFD (PSL, 2015). During the same period, the first team coach position

changed ten times with Clive Barker being re-employed six times (PSL, 2015). Clive Barker's first coaching experience at the AFC was in 1974-1976. He was later called upon in 1986-1987, in 1991-1993, in 1997-1999, in 2004-2006 and in 2007-2009 (PSL, 2015). The records further elaborate that for the past twelve years in the PSL, the AFC has not won a PSL tournament. Owing to strategic management's signs of distress, this should have been an indication to management to implement a turnaround strategy in terms of productivity in the AFC (Bjornali, Erikson & Knockaert, 2016). Regardless of all the inefficiencies, Spar and Usuthu Funeral Services are two of their most prominent commercial sponsors which have remained steadfast in the relationship, building the AFC's financial confidence over the years.

1.3 Research Statement, Questions and Objectives

1.3.1 Research Statement

The propensity to misalignment of human resource objectives to overall organisational objectives by the AFC management is bound to produce poor performance by the club.

1.3.2 Research Objectives

The research intends:

- 1) To establish the extent of the achievement of value-adding process to the constituents by financial objectives of the AFC;
- 2) To evaluate whether the AFC is satisfying their objectives to their supporters and fans;
- 3) To examine the AFC's efficient internal business processes on the performance cycle; and
- 4) To determine whether the propensity to learning and growth of the AFC workforce improves the team as a competitive professional entity.

1.3.3 Research Questions

- 1) To what extent does the value-adding process to the constituents achieve the financial objectives of the AFC?
- 2) At what level are the AFC customer perceptions on satisfaction and expectations being satisfied?
- 3) What determines the AFC's efficient internal business processes on the performance cycle?
- 4) How does the propensity to learning and growth of the workforce improve the team as a competitive professional entity?

1.4 Preliminary Literature Review

This research focuses on a management process strategy. This is defined as a process by which managers make a choice of selecting a set of strategies for the organization to enable them achieve competitive advantage. (Alarcon & Moreno, 2014). In professional sporting organisations the strategy is used to build business astuteness from external resources. Knowing when and how to use the information in supporting a strategic decision-making process assists management to gain the edge on competitors in the market (Louw & Venter, 2013). This study references a theory in the McKinsey Quarterly Report (1998) by Chambers et al. (1998), which is further affirmed by Michaels, Handfield-Jones and Axelrod (2014). This theory is to be referred to as the McKinsey theory. The theory advocates for a Talent Mind-Set theory is a belief that entrenches following narrative, “taking on exclusive input resources at all levels in an establishment is how one outmanoeuvres opponents” (Gladwell 2002:1). For an organisation to succeed in a tough competitive economy Beechler and Woodward (2009) argue that it requires a talented and creative manager, one with an astute business acumen. This current study is expected to point out how input resources of an organisational centric model that is managed efficiently can lead to effective productivity (Pfeffer, 2001).

The McKinsey Quarterly Report (1998) and the campaign by Michaels, Handfield-Jones and Axelrod (2014) recorded the scouting of someone with an academically impeccable aptitude with comprehensive acumen, multi-cultural articulacy, high-tech knowledge, empire-building expertise, and the capability to manage in a multifaceted, disaggregated organisation (Roberts, 2014; Chambers et al., 1998). In support of the theory Aguinis, Gottfredson, and Joo (2013) mentioned the war for talent in professional sporting organisations where top human capital in the form of talent is acquired on a basis of improving productivity and efficiency within clubs in Europe. In analysing the English Premier League (EPL), Rikardsson and Rikardsson (2013); Brady et al. (2008) have all observed how highly talented, top-rated players are procured by clubs to improve the productivity and performance.

Numerous authors such as Rikardsson and Rikardsson (2013); Bolchover and Strurgess (2008); Brady et al. (2008) further established that organisations with the highest talent quotient are far better than those of lower quotient. Bagga and Srivastava (2014); Harvey (2006) have indicated that, for maximum optimisation of organisational productivity and efficiency, objectives of human resources should be effectively aligned with overall organisational objectives. One of the leading challenges confronting sports administrators is aligning the two, as it can mean the difference between winning and losing (Collings, 2014). Management should therefore

recommend a model that is holistic and centred around the organisation as compared to a model that is people centred (Bagga & Srivastava, 2014; Harvey, 2006).

To accomplish this, several scholars recommend that managers introduce the balanced scorecard (BSC) as a performance enhancement tool (Shadrach, 2017; Al-Najjar & Kalaf, 2012; Bhagwat & Sharma, 2007; Harvey, 2006; Kaplan & Norton, 2001). Kotsovos, Kriemadis, Theakou and Vrondou (2013) define the BSC as an integrated performance management system that addresses complications by interconnecting the mission of the organisation to the strategy and then interpreting the strategy into a more concrete quantifiable goal, action and performance measure.

1.5 Theoretical Framework

The theoretical framework this study is based on is the BSC framework. The BSC facilitates organisations to accomplish an integrated, aligned, and well-adjusted focus on four principles that jointly reinforce the realization of the organisational vision (Louw & Venter, 2013). The BSC methodology was developed by Kaplan and Norton (1996) and further refined by Cobbold and Lawrie (2002); Al-Najjar and Kalaf (2012) to extend beyond finances measures. The BSC has been presented for measures that are both financial and non-financial to enable organisations to set, track and achieve key business strategies (Shadrach, 2017; Al-Najjar & Kalaf, 2012). The BSC as a strategic planning and management tool is used to link operational achievements to the vision, strategy and financial and non-financial business strategies (Shadrach, 2017).

The perspectives of BSC in a sporting organisation share a mutual objective with the scorecard in any industry (Becsky, 2011). It is imperative for a well-defined effective internal operating process to cooperate with management to focus on customers as this has the potential to make a successful operation (Alshiha, 2015; Becsky, 2011). Financial performance cannot be the only ultimate measure of achievement in professional sporting organisations. There has to be a collective accomplishment of results to enable resources to build a brand which is part of an intangible value chain creation (Alshiha, 2015; Manyenga, 2006).

1.5.1 Financial Performance

In a sporting organisation, the financial aim of the institute is to achieve a developmental enterprise that has a solid capital base which is able to finance operating expenditures and obligatory investments where stakeholders (fans, employees, sponsors and shareholders) can experience growth that is efficient (Becsky, 2011). While there is a focus on performance on

field, a traditional operation in sports, there is also the commercial achievement that needs to advance with more ground. The onus is therefore on management to make sure returns on investment are guaranteed for investors in the project. This is managed taking into consideration the interests of fans and sponsors as they are mostly revenue producers for clubs (Shadrach, 2017; Kozma & Ónodi, 2014).

1.5.2. Customer Perspective

To accomplish its objective of appealing to customers (this being fan groups and sponsors) in a set strategic manner, a cluster contrast has to be taken into consideration. Management is not only to consider the configuration and arrangement of customers when delivering service but also performance anticipations as they constitute an ability to influence allegiances (Becky, 2011).

1.5.3. Internal Processes

With an objective to satisfy both shareholders and customers, value chain creation should be effected through in-house processes. Performing through organisational internal processes functions as the basis for improvement for customers and it inculcates confidence in stakeholders that the organisation is institutionalizing. Internal operational strategic processes can be divided into four additional basic areas: customer, innovation, controlling and social processes (Shadrach, 2017; Becky, 2011). An effective management in a sporting organisation necessitates for a decisive business model in order to build a good reputation for the brand. This demonstrates one of the most important factors influencing performance in competitions (Kozma & Ónodi, 2014). It shows how leaders infuse strategy with knowledge management in order to add to the value creation process.

1.5.4. Learning and Development

For an organisation to accomplish its vision and sustain its resource capability, it has to be innovative and improve on its sporting mandate. This points to the necessities required by clubs to have innovative employees with abilities, capabilities, talents and motivation. Growth can also be envisaged if personnel are cognisant of corporate strategy and can identify with it (Becky, 2011).

Management's main objective in business is to achieve a competitive advantage position in the industry. One of the most important reasons sporting organisations employ quality input resources is to afford the organisation an opportunity to achieve a competitive advantage over rivals (Abebe & Jepkiyen, 2013). Among key inputs for an organisation is an efficient, well-

equipped human resource with capabilities (Anonymous, 2015). This resource has the potential to create vital information to attain a competitive advantage. With the above resource base, an organisation can strategically become a front runner and attain a competitive advantage status with superior performance management which can be attributed to its resource base and capabilities (Bachelor of Management Studies [BMS], 2013). When an organisation with production capacity is resourced with capability to develop, deploy and coordinate resources, it warrants for the following questions to then be answered:

- Scorecard questions: What resource drivers are fundamental in accomplishing a superior performance and achieving a competitive advantage?
- Attention-directing questions: Which strategies are well formulated that management should look into when applying to solve the current problems?
- Problem-solving questions: Which strategies are vital and critical in helping to achieve and sustain competitive advantage in sport?

1.6 Significance of the Study

The study seeks to address challenges management faces in administering football in the South African footballing industry. This body of knowledge is anticipated to reinforce the skill and expertise in the management of football. An interesting aspect of professional football management is that it is not managed in a similar manner to any other corporate business. Therefore in critically analysing and evaluating the challenges, the study anticipates emerging with knowledge that can guide the management of professional football.

1.7 Justification of the Study

In carrying out this study, it is anticipated that many unanswered questions on why the AFC has not been doing well in the PSL will be uncovered. With one of SAFA's oldest professional clubs being promoted from the NFD, a second-tier league, it is imperative to find out what strategic plans management has in place to retain the status of club to in the PSL, what challenges management faces and how they can be assisted to turn club performance around.

If the study is not conducted, the history associated with the AFC will not be transformed into a national brand which the club ought to be. The AFC management may never find out why their team performance is not growing although it has almost similar resources as those of their competitors. Lastly, the improved performance and promotion of the AFC back into the PSL will assist the regional economy in the long run.

1.8 Research Methodology

Research methodology is a scientific process used to find out the result of a given problem on a specific matter or problem that is also referred as a research problem (Farquhar, 2012; Williams, 2011). In research methodology, different philosophies can be used to solve or research given problem (UKEssays, 2017). Researchers do not use only one method to solve a problem; different methods can be applied (Vosloo, 2014; Industrial Research Institute, 2010).

With the above approach accomplished, a mixed-method approach was opted for as the best research technique. The intention was to consult both quantitative and qualitative methodologies to harvest rich data for analysis as mixed methods borrow from the ethos of triangulation to complete a case study (Bryman & Bell, 2015). Owing to two data collection techniques used to verify three data samples, a triangulation verification technique was employed to ensure that data articulated what the researcher thought it was telling (VanWyk, (2012; Lewis et al, 2012a; 2009). Following the deduction, it became evident for researcher to decide on a cross-sectional design as qualitative data from management, and corporate sponsors and quantitative data from customers/fans for analysis for the case study to be complete.

1.9 Research Design

In designing a research it was anticipated that there would be logic in linking data to be collected from the research instruments and the analysis drawn from the responses (Rowley, 2002). The study was an explorative mixed-methods case study. Rich data is required to enable an understanding of the challenges that management faces. Van Wyk (2012) defined explorative research as an attempt to explore environmental confinements with varying levels of depth. The aim of exploring with the research was for the researcher to provide more knowledge relating to the field of professional football in South Africa.

1.10 Research Setting

This is the location where the research was conducted, and where the management of the AFC is based, namely at the Moses Mabida Stadium, in Durban, KwaZulu-Natal.

1.11 Population

A population is defined as the totality of group of people or units in which research is interested (Vonk, 2014). These may be individuals, households, organisations or practically anything belonging to a single taxonomic class (Vonk, 2014; Gilbert, 2008). In this research study population encompasses individuals and organisations involved in football in Durban,

KwaZulu-Natal. The targeted population is the AFC management, supporters and followers and their corporate sponsors.

1.11.1 Interviews with Management

The AFC management consisted of a twelve-member management team with whom interviews were conducted for harvesting data. They include the chairman, managing director, general manager, the head of accounts, head of security and logistics, head of media relations, and the three non-executive members of the Board of Directors, plus the two football management team members (i.e. the coach and team manager).

1.11.2 Interviews with Sponsors

The AFC has financial and technical sponsorship from various corporates. There are four corporate sponsors in total, namely Spar, Hyundai, Built-It and Usuthu Funeral Services.

1.11.3 Surveys of Customers

According to the AFC, there are one hundred thousand (100 000) documented fans of the team (Sokhela, 2016).

1.12 Sample

In defining a sample Yin (2009) concluded it was a small portion or part of the population that represents the entire or target population. Yin (2014) further elaborated on the definition by explaining that a sample size would be units or people nominated to take part in the study.

1.12.1 Interviews with Management

All twelve management members as mentioned in the population were consulted.

1.12.2 Interviews with Sponsors

All four representative managers in charge of the sponsorship project were interviewed.

1.12.3 Surveys of Customers

Probability sampling was used. A random sampling technique was applied for the population as indicated. A sample of three hundred and eighty-five (385) was used. This figure was derived from Van Dessel (2013); Sekaran (2003) who suggested a sampling table for a 5% margin of error at 95% confidence level (Van Dessel, 2013; Srisuwan, 2005). This method was chosen as it was considered the most attainable given the cost and the time available.

1.13 Data Collection

This is the process of gathering and measuring information on variables of interest. The approach by means of which data is collected is established in a scientific and systematic manner that enables responses to research questions, testing hypotheses and evaluating outcomes (McMillan & Gogia, 2014; Northern Illinois University, 2005).

1.13.1 Interviews with Management

Face-to-face interviews were conducted. The interview protocol consisted of an interview guide with a combination of both open-ended and closed-ended questions.

1.13.2 Interviews with Sponsors

Face-to-face interviews were conducted by the researcher. A combination of open-ended and closed-ended question was used. The interview protocol used for both management and sponsors is similar.

1.13.3 Surveys of Customers

Questionnaires designed by the researcher were distributed at the Stadium.

1.14 Data Quality

For the study to be credible and trustworthy, it is recommended that conclusions be derived from data that displays results that are valid and reliable. By this it is meant that research data displays consistency in measurement and consistency of a measure respectively (Loh, 2013). Anney (2014); Dlamini (2010) advised that for results to be deemed consistent (hence valid and reliable) they should display consistent measures even when administered by different researchers.

1.14.1 Validity on Quantitative Data

Validity is the extent to which a research study shows consistency in measurements each time it is used under the same conditions with the same subjects (Portland State University, 2013; Remenyi, Williams, Money and Swartz, 1998). Some scholars have argued that establishing validity on qualitative data is highly complex as situations involve the lives, thoughts and behaviour of participants (Anney, 2014).

The concept of validity was used when harvesting quantitative data from customers because of the data's importance in its ability to assist in drawing conclusions by generalising data harvested from customers as the population's sentiments (Anney, 2014; Lund Research, 2013). Other qualitative researchers have rejected the notion of 'validity', in any form, as entirely

inappropriate to their work (Devault, 2018; Anney, 2014; Johnson, 2008). For this reasoning researcher opted to make use of validity test applicable only on quantitative data.

1.14.2 Reliability on Quantitative Data

Reliability relates to the consistency of a measure (Devault, 2018). Reliability adds to the trustworthiness of the results because it is a testament to the methodology if the results are reproducible (Anney, 2014). Although it is not possible to give an exact calculation of reliability, an estimate can be achieved through different measures. Often examined by using a test and retest method where the measurement are taken twice at two different times (Heale & Twycross, 2015). Lincoln and Guba (1985) advocate for term dependability to be used in qualitative research, they further emphasize “inquiry audit” (p. 317) as one measure which might enhance the dependability of qualitative research. Test-retest reliability is the degree to which the same set of questions are asked and answered over time (Quinn, 2012; Robert Wood Johnson Foundation [RWJF], 2008). It is commonly used when a research question uses Likert scales to determine reliability (Lund Research, 2013). Data collection was done using surveys with Likert scales, making the Cronbach’s alpha tool in assessing reliability essential for the study.

1.14.3 Trustworthiness and Dependability on Qualitative Data

For quantitative data, trustworthiness uses validity and reliability. However in qualitative studies, validity and reliability as concepts are seen to be foreign (Devault, 2018; Noble & Smith, 2015). To some extent qualitative researchers have argued that the term validity is not applicable to qualitative research, as a result theories of 'validity' have often generated or adopted what it is considered to be more appropriate terms, such as 'trustworthiness' (Noble & Smith, 2015; Denzin & Lincoln, 1998). A research definition of trustworthiness may be: “Demonstration that the evidence for the results reported is sound and with strong arguments for results (Loh, 2013:3; Robert Wood Johnson Foundation [RWJF], 2008).” To avoid such critic sentiments researcher opted not to use reliability and validity tools on qualitative data however opted for content analysis.

1.15 Data Analysis

Data analysis is a process of evaluating data using analytical and logical reasoning to examine each of the components of data provided (Business Dictionary, 2016). In this study quantitative data from the AFC fans and football followers was analysed using SPSS, qualitative data harvested from management and corporate sponsors used NVIVO software.

1.15.1 Interviews with Management

Qualitative data collected from management and corporate sponsors was analysed using thematic analysis, which is a form of coding data to extract meaning. Once identified in this manner, data becomes coded in different categories. Thereafter it is analysed using either a conceptual or relational analysis approach. Conceptual analysis tallies the occurrence of the concept from responses and codes them to observe dominance, while relational analysis goes beyond tallying by exploring the relationship of the concept in play (Alhojailan, 2012; Schindler & Cooper, 2008).

The data processing procedure mentioned above used the NVIVO software programme. The programme further assisted a full understanding of factors that influence the attraction and retention of resources by management to fit the vision and objective of the AFC (Mabizela, 2015).

1.15.2 Interviews with Sponsors

A similar approach as the one used for data harvesting from management was applied.

1.15.3 Surveys of Customers

Qualitative data collected from AFC fans and football followers was analysed using an application of rational and critical thinking. This included the calculation of frequencies of variable and differences between the variables perceived as integral in the challenges facing management at the AFC (Babbie, 2013). The study made use of the Statistical Package for Social Scientists (SPSS), a computer software package.

1.16 Ethical Considerations

Ethical clearance was acquired from the University of KwaZulu-Natal. Furthermore, gatekeepers' letters were submitted from prospective respondents. The researcher had to treat participants with respect at all times and acknowledge their privilege to the right to reply and refusal to participate. Furthermore, the researcher had to guard the participants' right to privacy and the confidentiality of the information (Stanford, 2014; Hair et al., 2007). The researcher had to avoid unfaithful and dishonest harvesting of data from participants using manipulation. The researcher was not to manipulate participants' information (Hair et al., 2007).

1.17 Limitation of the Study

Owing to the study being a case study, results cannot be generic. The results obtained can only be attributable to the AFC and stakeholders. The time and funds allocated to conduct the study

are limited to performance challenges facing management. This excludes performance of the general staff owing to issues not associated with management.

As the AFC is a club in the PSL, different results may be obtained for clubs operating in a different league. Furthermore, the AFC is a regional team entrenched within the Zulu culture: its character and philosophy are embedded within this culture. Lastly, there has not been much academic study on the PSL and the AFC in particular, making the availability of literature hard to find.

1.18 Outline of Chapters

Chapter One: Introduction

The introduction provides a brief overview of the study. To achieve this, the overall purpose of the study is discussed and the objectives and research questions are given. The background which gives an introduction to the origins of football as an organised body with rules and regulation is also included. All of the abovementioned define in detail why the study was undertaken and how it was concluded.

Chapter Two: Literature Review and Framework

This chapter further discusses in greater depth the concept of challenges of management performance faced by football managers. The concept is analysed and explained within the context of the study. The study examines the theories that form the basis for the discussion of the research topic where both the external factors and characteristics of football fans or customer are discussed and a theoretical framework is given. Furthermore, the study explains where the research topic fits into the existing literature. The study further focuses on the role sponsors play in the football industry, which will also form the basis of the discussion of the research topic.

Chapter Three: Research Methodology

In this chapter the discussion of the actual research on which this study is based is presented as well as the instruments that were used to collect the different types of data and how they were managed. The different sample sizes and different sampling techniques are also explained in detail as well as the data collection processes. The methods used to analyse the results and the testing for reliability and validity were discussed and the motives for their use also provided.

Chapter Four: Data Analysis and Presentation of Results

In this section the results that were obtained from the various data collection methods and analyses are presented in their most realistic form. The results are presented in relation to the objectives of the study.

Chapter Five: Discussion of Results

The chapter discusses the conclusions drawn from the results presented in the previous chapter. The process in the discussion of the results of the study involves four steps. The first step establishes the extent to which value-adding processes that constitute financial objectives are met. The second step determines customer perception on satisfaction and expectations of the AFC. The third step deals with the AFC labour force in keeping the AFC innovative and competitive. Lastly, a discussion follows of the internal processes in trying to keep the club efficient and effective. These results are specific to the organisation type discussed in Chapter Two.

Chapter Six: Conclusion and Recommendations

Using information provided by the research results, certain conclusions are drawn. The research findings show that efficient and effective financial management can influence the ability to procure talented players. The study further determines that a football club that is performing well and winning is more likely to increase fandom affiliation. Finally, recommendations for organisations operating in the football industry are provided.

1.19 Conclusions

This chapter introduces the approach in which the research study was carried out. It explains the fundamentals of research by presenting the basic knowledge and technique of carrying out a research study. The research objectives and what instigates it are clearly outlined.

Chapter Two

Literature Review

2.1 Introduction

The football industry has evolved over time, resulting in the administration of a competitive sport that demands high wages for players (Desbordes, 2012). The football industry has seen huge injections of money in television rights deals, corporate sponsorships and tournament hosting rights (Desbordes, 2012). With these demands, passionate, emotional and dedicated fans follow the club with huge expectations to win games and consume in entertainment offered (Cant & Wiid, 2015). The onus has been on administrators to manage these expectations and to deliver as per fans' expectations (Info, 2015).

In the literature review the word 'fan' is used as an abbreviation for the word 'fanatic'. Samra and Wos (2014); Jenkins (1992) submit that 'fanatic' is derived from a Latin word *fanaticus* meaning 'a temple servant', or 'a devotee'. The word has evolved with time, being used in reference to one with extreme zeal (Samra & Wos, 2014). For the purpose of this study the words 'fan' or 'customer' were used interchangeably.

Previous academic research on the elements of managing a football club was consulted. The review further examined the efficiency and effectiveness of managing revenue generated. The research also studied managements' handling of player productivity and fan expectations.

2.2 The Theoretical Context of the Study

The subject of football widely interests a considerably large population as the sport is watched in over 200 countries (FIFA, 2015). Many studies on efficiency and productivity have been conducted in Europe and North America; however, not as many in Africa. The reason, some may suggest, is that the European and North American football standard has far out-performed African standards (Molobi, 2015). As part of the research the following (See table 2.1) were of interest as they contribute to the body of knowledge being sought:

Table 2.1: Literature contributing to challenges management face in football

Title	Authors/Sources
<p><i>The Impact of On-Field Performance on a Sports' Club's Revenue Streams: The Case of AFC.</i> Master of Business Administration: a dissertation submitted in partial fulfilment of the requirements for the Degree of Master of Business Administration, University of Kwazulu-Natal</p>	Mdletshe, M. (2016).
<p><i>Linking Human Resources with Internal Marketing in Football Management.</i> A thesis submitted for the degree PhD at the Bucharest Academy of Economic Studies, Romania. <i>Review of International Comparative Management</i>, 16(3), July 2015</p>	Roşca, V. (2015)
<p>Conceptualization and Measurement of Fan Engagement: Empirical Evidence From a Professional Sport Context. <i>Journal of Sport Management</i>, 2014, 28, 399-417.</p>	Biscaia, R., Gordon, B., Nakazawa, M. & Yoshida, M. (2014)
<p>Sport Fan Motivation: Are you going to the game? <i>International Journal of Academic Research in Business and Social Sciences</i>, January 2015, 5(1).</p>	Cant, M. & Wiid, J. (2014)
<p><i>Measuring Business Performance in Sports – How Revenue and Cost Calculations can Help Sports Organisations in Making Good Business Management Decisions. Economics Questions, Issues and Problems.</i></p>	Kozma, M. & Onodi, K. (2014)
<p><i>The strategic management process: A South African Perspective.</i></p>	Lazenby, K. (2014)
<p>Balanced Scorecard: A New Tool For Performance Evaluation. <i>Interdisciplinary Journal Of Contemporary Research In Business</i>, May 2013, 5(1).</p>	Ahmadgourabi, A.B.M., Efteghar, A. & Poureisa, A. (2013)

<i>Managing football clubs and relegation; how scenario planning can help.</i> KNVB Expertise: University of Twente.	Wigbold, N. (2013)
<i>Financing Professional Sports Facilities.</i> College of the Holy Cross, Department of Economics, Faculty Research Series. Paper 11	Baade, A.R & Matheson, A.V. (2011)
The Application Of Balanced Scorecard In Team Sports. <i>Applied Studies in Agribusiness and Commerce</i> , 5: 29-32.	Becky, A. (2011)
<i>Redesigning the Balanced Scorecard Model: An African Perspective.</i> A thesis submitted for the degree PhD at the University of Pretoria, South Africa.	Khomba, K.J. (2011)
Player salaries, organisational efficiency, and competitiveness in Major League Baseball. <i>Journal of Sports Economics</i> , 8: 266-294.	Lewis, H.F., Sexton, T.R. & Lock, K.A. (2007)
Impact of on-field football success on the off-field Financial performance of AFL football clubs. <i>Accounting and Finance</i> , 46: 499–517.	Pinnuck, M. & Potter, B. (2006)
<i>Globalization of Sports - The Case of Professional Football and its International Management Challenges.</i> German Institute for Japanese Studies, Tokyo, Japan.	Dolles, H. & Soderman, S. (2005).
<i>Effective Performance Management with the Balanced Scorecard.</i> Technical Report. CIMA, INSEAD.	Gould, S. & Murby, L. (2005).

Source: Researcher's own

In modern day football, management is not only concerned with on-field performance but also off-field as well as maximising on revenue collections. Therefore talented and creative business acumen in the understanding of corporate sponsorships structures, procurement of broadcasting deals, and talent management is desired (Soderman, 2013). For professional clubs to compete within the league, they have to be efficient with the use of resources, they have to build a successful brand that is able to attract revenue and they should be able to attract innovative players (Soderman, 2013).

The complexity of managing football as a business is such that it demands leadership that has the skill and knowledge to influence and direct personal resources to be in line with organisational resources (Brock, Fraser & Botha, 2012; Chadwick & Hamil, 2010). Managers therefore assume it reasonable in this industry to surround themselves with leadership having the same mission intent. Often strategic leaders of football clubs fail to read the external football market. This is because of the sophisticated unpredictable nature of the industry. This therefore robs them of the benefits created by the value chain within the supply chain (Dempsey, 2017; Barocci & Wever, 1982).

There has been an increase in researching the management of professional football as a management science due to the lucrative nature of the business (Cárdenas, 2014; Soderman, 2013). However, like all other corporate business in lucrative industries, professional football clubs are expected to uphold good corporate governance. This implies fulfilling expectations of leading adequately, building capacity and exercising full control of resources (Cárdenas, 2014; Chadwick & Hamil, 2010). To maintain a lucrative status, the club has to attract and retain fans through a positive customer and fan experience. This phenomenon applies to the types of customers that attend stadium games as well as those who watch on television and from convenient locations with the use of Internet connections (Soderman, 2013).

Desbordes (2012) states that the secrecy in making sure that fandom is committed to being devoted and continuing with support instead of switching allegiances is for them to experience a strong positive eustress. Barocci and Wever (1982) alleged that one of the core functions in managing professional football is to align human resource objectives with organisational objectives in trying to optimise productivity. Da Silva (2015) argues that out of all the conundrums facing professional football administrators, this one becomes ambiguous owing to personal egos of talented players. It has further been indicated by Da Silva (2015) that organisational sporting brands have to let go of some of their most talented resources in ensuring that the club delivers a strong positive experience for supporters and financial survival for the future (Da Silva, 2015).

2.3 Challenges facing the AFC Management

Being a football manager requires an individual with the ability to multi-task between spectators, players, coaches, sponsors and the management team as already discussed in the background and introduction of this study. The study began by looking into the concepts of efficiency and productivity as a process strategy in operations management, followed by challenges administrators face in managing sport, and more specifically, football.

In defining efficiency as a proficient use of resources, Lazenby (2014) further explains it as using minimum inputs to produce maximum output. An organisation should be able to produce along the production curve if they are to be deemed efficient and productive with resources. Mankiw (2009) argues that an organisation is able to be efficient and productive because input resources can be accounted for and traced into output units produced from the transformation process. In translating it to football Arraya and Pellissier (2013); Quinn (2012) state that productivity measures the efficacy of conversions of process inputs which include talent management, organisational equipment and coaching experience into measurable outputs such as games won, spectator attendance and brand visibility.

Organisations achieve efficient productivity because their leadership corridors are able to organise, control and plan despite uncertain external variables beyond their control (Li, MacIntosh & Bravo, 2012; Hoy & Yetley, 2008). Strategic intellect is expected from management that will enable leaders to manage in all circumstances to benefit the organisation. Innovative leaders are in high demand as they have the ability to make quick strategic and correct decisions that encourage employees to pursue organisational objectives instead of personal objectives (Li, MacIntosh & Bravo, 2012; Hoy & Yetley, 2008).

In contrast to the above requirement of good leadership and management, the AFC as an organisation was with the PSL from the 1996/1997 season till the 2013/2014 season when it was relegated to the NFD (Premiersoccerleague, 2015). For eighteen years the club has been applying its trade under the PSL. They have never been positioned higher than position seven in the League. The above portrays an inefficient use of resources as the club has not been operating efficiently. The AFC management has been part of the PSL for the past eighteen years. They are expected to be innovative with strategic intellect that is meant to enable them to lead and manage in all circumstances (Premiersoccerleague, 2015).

Clive Barker has been appointed coach six times since the inauguration of the name Amazulu Football Club in 1974. He is the same coach who guided Bafana Bafana (the South African soccer national team) to their first African Nations Cup title in 1996 (FIFA, 1997). Clive Barker first coached the AFC in 1974-1976, then in 1986-1987, in 1991-1993, in 1997-1999, in 2004-2006 and again in 2007 -2009. According to the AFC statistics (Amazulufc, 2015), no coach has been at the club for more than five consecutive years. In as many as eighteen years in the premiership, the AFC has not attained any silverware, the highest accolade for a best performing team.

Brady et al. (2008) state that, if the coaching succession is badly managed at strategic level, the team's talent and continuity is lost. Grugulis, and Haynes (2013); Grundy (2001) argue further that the recycling of coaches is usually due to pressure from the media and the fans. If management at strategic level lacks business insight, they will always find themselves succumbing to pressure, making numerous changes of hiring and dismissing a coach which is indicative of a lack of due diligence done on their part (British Quality Foundation [BQF], 2015).

These numerous uncertainties and inconsistencies were signs of inefficiencies affecting productivity in the AFC's performance. Despite all this, their two major sponsors, namely Spar and Kappa, have remained steadfast to the relationship, building the AFC's financial and technical confidence.

With the club showing high levels of inconsistency and low performance over time, it was only a matter of time before it finally succumbed to relegation coupled with lower incentives from the PSL (Collings, 2014). Relegation meant a downgrade from the PSL, a professional league, to the NFD, a lower semi-professional league (Premier Soccer League, 1996). Relegation of a club to a semi-professionally ranked league always leads to efficiency and productivity challenges for management (Soccerladuma, 2014), as financial incentives from the PSL also diminish. This was entirely due to their inadequate performance during their professional season: if a team fails to perform, this translates to loss in financial gains (Wigbold, 2013).

2.4 Managing Football Clubs as Business

The aim of this research is to investigate challenges management faces in administering football as a business as well as managing relationships between the club and stakeholders. This study identifies activities undertaken and competencies needed by management to develop the game and yield profitability (Malefahlo, 2015). Effective organisations need resource capabilities relevant to help achieve their missions, and they must manage those capabilities efficiently. An effective management of any sporting organisation requires a well-defined business model (Malefahlo, 2015; Lewis, Lock, Thomas & Sexton, 2007). Therefore, understanding the value chain creation is necessary for developing a successful business model that will achieve competitive advantage (Kozma & Onodi, 2014). In the football industry, the financial component has changed the business model, as increased player salary has become a competitive component of achieving competitive advantage (Desbordes, 2012).

Thus to be an effective leading contributor, the AFC management needs to understand the key features that make an organisation a market leader. Brands such as Sundowns FC, Kaiser Chiefs FC and Orlando Pirates FC are organisations with huge media coverage, lucrative sponsorship deals and a larger portion of broadcasting revenues coming into their revenue purse. With billions of Rands being pumped into the football industry, football has become an unusual business to manage, as it involves emotional, passionate and dedicated stakeholders (Rubin, 2010). Stevenson (2014); Pinnuck and Potter (2006) argue that when organisational resources are managed effectively and productively, their efforts can be translated to financial performance within the organisation.

Researchers who have written on the subject argue that financial profits may at times not be the main driver for footballing clubs to win or lead. Stevenson (2014); Rubin (2010) have argued that input resources with full and adequate functional passion, emotion and dedicated players can have a successful campaign season. However, from past experience it has been noticed that teams with a healthy financial balance tend to be the ones which end up being at the top of the league at the end of the campaign season (Tomlinson, 2014; Lewis et al., 2007). A point of argument regarding this concept is that fan satisfaction may be proxied by a measure of team performance efficiency in the sporting context (Arraya & Pellissier, 2013; Gomez & Jicazi-Tadeo, 2009). When applying any productive activity, the essence of efficiency should be that of comparing results or output obtained by a decision-making unit with the potential result or maximum output attainable from a given endowment of productive resources (Arraya & Pellissier, 2013; Gomez & Jicazi-Tadeo, 2009). Bengé (2016) points to an example of Arsenal FC in the English Premier League opting to maximise on profits on an account of unhappy fans.

Marketing the club as a brand is easier if the club grows in terms of prize money, attendance, and membership figures. One has to take into consideration that having considerable revenue sources associates the brand with lucrative sponsorship deals. The AFC with over eighty years in existence does not enjoy a 100% support base from football-loving ethnic Zulus in KwaZulu-Natal (GPM, 2015). This implies the club has to reconsider its current strategy in trying to grow the brand within the KwaZulu-Natal Province. An efficient production function assists the club to have relevance in the region and sporting organisational fraternity (Brue, Flynn & McConnell, 2012). A strategic decision is required for growing the support of the club, as the current position in the league and anticipated end of the season does not spell a club with intentions to grow revenue in the future (Brue et al., 2012).

The AFC looks for leadership in the general manager (GM), Mr. Lunga Sokhela. He decides on whether to adopt the orthodoxy of American management or follow the McKinsey theory. The orthodoxy of American management states that having superior talent throughout all spheres in an establishment is key to outperforming competitors (Ng, 2013; Grundy, 2001). In countering the argument, McKinney's theory advocates for an institutional acumen, which is basically a function of the intelligence of the workforce or systems (Telegraph, 2015; Brady et al., 2008).

However, the general manager has to note that to have a successful team, one requires both top talent as well as an admirable system, a system that will get the most out of everyone (RoşCa, 2015). To achieve this requirement, it becomes imperative for employees to understand the organisational values and strategies intended by management. Misunderstanding of organisational objectives and misaligning personal objectives with organisational objectives may lead to disarray. It is therefore plausible to advise that orientation and developmental training about these values and objectives should take place for the players as well as the whole technical team (Telegraph, 2015; Brady et al., 2008).

2.5 Management Relationship between Club and Stakeholders

In managing the relationship between the club and stakeholders, the study is said to focus on organisational strategic processes. These are business intelligence collecting skills that management uses to collect intelligence from external environments. For strategic positioning, management has to distinguish the type of information to disperse and how to implement a strategy. This type of strategic and tactical decision making can assist an organisation to achieve competitive advantage (Louw & Venter, 2013). McKinsey (1998) argues that companies that succeed in a competitive environment do so because of their talented mind-set. The narrative enjoys the backing of scholars such as Tomlinson (2014), Gladwell (2002); Beechler and Woodward (2009) who all comment on the Talent Mind-Set theory as an approach entrenched in taking on exclusively high-quality input resources at all levels in an establishment in order to outmanoeuvre opponents. The objective of this study is to demonstrate how an organisation that is centred on an efficient system can bring about effective productivity from resources availed (Orejan, 2011; Smolianov & Zakus, 2008; Pfeffer, 2001).

In the book *The War for Talent* McKinsey (1998) demonstrates the management aptitude of academically impeccable talent. This type of management has to have comprehensive acumen, multi-cultural articulacy, high-tech knowledge and empire-building expertise. Their capability

to manage in a multifaceted, disaggregated organisation makes them in high demand (Roberts, 2014; Chambers et al., 1998).

Aguinis, Gottfredson and Joo (2013) evidenced the advancement of the theory when major sporting professional organisations in football compete to acquire top human capital. The analogy behind the theory is that impeccable talent will ultimately influence the improvement of productivity and efficiency within colleagues. In analysing the English Premier League (EPL), Telegraph (2015); Telegraph (2009); Brady et al. (2008) came to the conclusion that highly talented, top-rated players can improve an organisation's performance. The same authors further argued that an organisation with a highly talented quotient will have a competitive edge over those employing a low quotient (Telegraph, 2015; Brady et al., 2008).

Collings (2014); Harvey (2006) advocate for the alignment of employees' objectives to overall organisational objectives. It is the responsibility of management to persuade and influence the workforce to work towards the organisational mission and objectives. Management requires talent that is innovative and able to implement organisational strategy to outwit the competition. Collings (2014) argues that workforce objectives incorrectly aligned within an organisation can impact the business negatively. An ideal model would be where objectives and resources are centred on an organisation instead of being centred on people (Hana, 2013; Harvey, 2006).

To achieve this, Al-Najjar and Kalaf (2012); Harvey (2006) advocate for organisations to implement a performance management system in the form of a balanced scorecard (BSC). Kotsovos et al. (2013) explain BSC as a strategic planning and performance management tool used to link the vision, strategy, financial and non-financial business to desired operational achievements by interpreting the strategy into a more concrete quantifiable goal, action and performance measure.

Teams that score goals, win games (PSL, 2016). The AFC is struggling to win games, which translates to a struggle with increasing and maintaining viewership and support. The shrinking support base translates to decreased merchandise sales which tarnishes the brand visibility. The AFC dilemma is best articulated by Langhorst (2014) in arguing that poor performance leaves supporters and sponsors with a negative experience of the club. A negative experience opens a possibility for supporters to shun game attendance. Therefore for a significant increase in support base, management has to make sure the right technical skill is employed with

allowed time and supplied with necessary resources and continuity to breed success (British Quality Foundation [BQF], 2015; Rubin, 2010).

2.6 Theoretical Framework: Balanced Scorecard Approach

The theoretical framework under study is based on the balanced scorecard (BSC) approach. The BSC facilitates organisations to accomplish an integrated, aligned, and well-adjusted focus on four takes that jointly reinforce the realization of the organisational vision (Louw & Venter, 2013). The BSC in sporting organisations shares a mutual objective with the scorecard in any industry (Balanced Scorecard Institute, 2014; Becsky, 2011). It is imperative to note that organisational internal procedures are to complement management's focus on customers. For an organisation to be successful in its operations it requires the following of its well-structured strategy (Alshiha, 2015; Becsky, 2011).

Performance measurement serves to support management in several ways as it provides decision-making information at every level in the company. To monitor company processes and provide input for intervention and process development, a well-designed and well-applied performance measurement system called a balance scorecard (BSC) system has to be designed and implemented (Kozma & Onodi, 2014). The primary objective of using the BSC is to describe the interpretation and implementation of strategic objectives which become essential for the advancement and development of the organisational vision (Becsky, 2011). Numerous scholars such as Dempsey (2017); Alshiha (2015); Akkermans and Van Oorschot (2000) have pointed out that a BSC links organisational strategy with employees' personal objectives of performance management, known as key performance indicators (KPIs), which have a causal chain leading through all four the following perspectives:

- Financial measures;
- Measures of the customer perspective
- Measures of internal business processes; and
- Measures of organisational learning and growth influence.

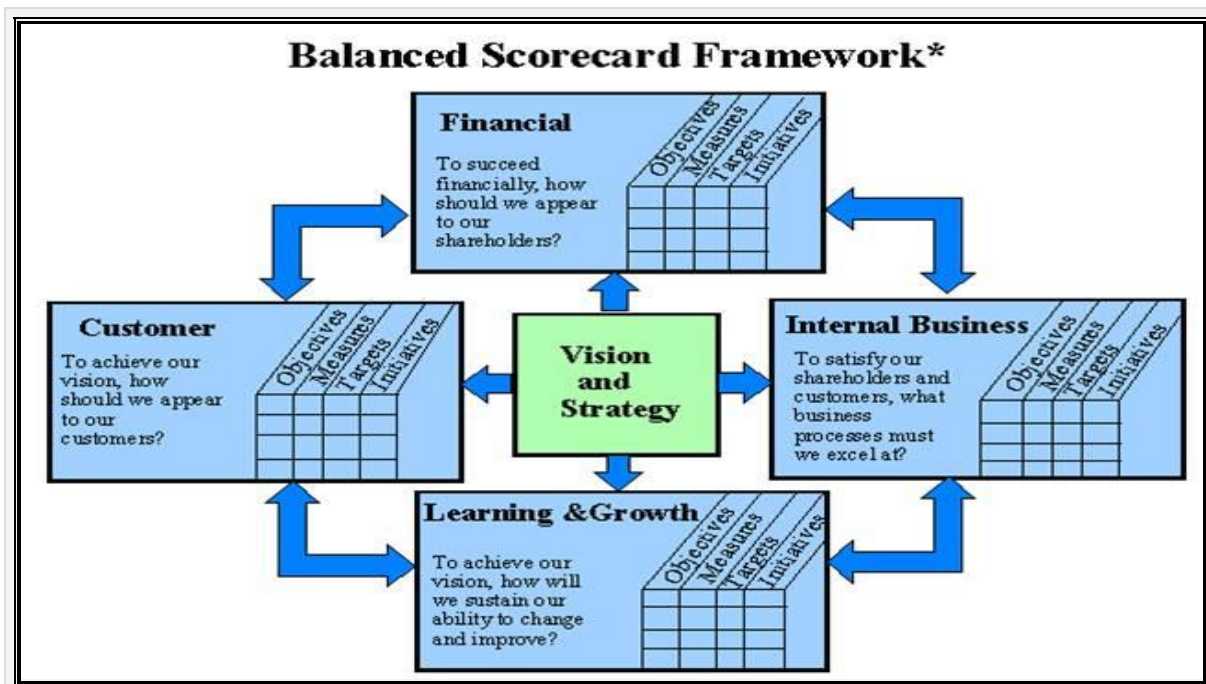


Figure 2.1: Balance Scorecard Framework

Source: Adapted from Kaplan and Norton (1996) *The Balance Scorecard*. *Harvard Business Review* (1996): 76

In light of the above, it has been noted that the use of BSC in organisations turns into a result bearing exercise. The benefits do not only affect the organisation, but further filter into the regional economy. An efficient and effective football brand attracts a huge club following. This invites corporate sponsors to associate themselves with the brand, creating job opportunities for vendor businesses in the region as it has enormous economic benefits, not only for the organisation but for the regional economy as well.

The BSC should be regarded as a reporting system for effective strategy execution. Tapesari1, Ganjouei and Safania (2014); Becsky (2011) argue that BSC in sports enterprise has a lot more in common with the scorecard of a general producer or service provider company. Management is to apply the attained body of knowledge, which comprises of the four strategy-focused organisational principles. All four principles are to be effectively mobilized and sustained by leadership from the top.

2.6.1 The Financial Perspective

In a sporting organisation, the financial aim of the institute is to achieve a developmental enterprise that has a solid capital base (Becsky, 2011). An organisation's financial operating expenditure and obligatory investments are to be able to be financed in the short run to avoid insolvency (Tapesari1 et al., 2014). The AFC needs stakeholders (fans, employees, sponsors

and shareholders) to experience a satisfactory developing institute with strong balance sheet in the long run (Becsky, 2011).

While there is focus on performance on the field as a traditional operation in sports, there is also the commercial achievement that needs to advance more ground. It is management's responsibility to make sure outcomes breed revenues by satisfying fans and supporters' needs, and allowing continued investment to further improve on clubs' success (Kozma & Ónodi, 2014).

It has been argued by Pinnuck and Potter (2006) that significant sources of revenue in a club are corporate sponsorship and player trading, followed by ticket gate takings and team regalia. However, the general market assumption is that corporate sponsors prefer to be associated with winning teams rather than losing teams (Baade and Matheson, 2011).

Teams such Sundowns FC, Kaiser Chiefs FC and Orlando Pirates FC, all based in Gauteng, have the most lucrative corporate sponsorships in the PSL (PSL, 2015). This in turn allows them to acquire and retain the highest quality and best paid players in the PSL, because their balance sheet affords them the luxury (PSL, 2015). Gomez and Jicazi-Tadeo (2009) are of the opinion that there is a direct relationship between club success on the pitch and clubs' financials in the long run.

In comparison to counterparts in the European, in particular English Premier League, it has been discovered that it is normal for leagues to sub-divide teams into three categories, namely aspiring teams that are most likely to win the league, teams that maintain a mid-table position, and lastly, teams that fight relegation (Brandt, Hertel & Huddleston, 2017; Barros & Barrio, 2008).

Team identification refers to the extent to which fans have psychologically invested in the team. When this scenario exists, fans see themselves as an extension of the team (De Carvalho, 2014). Most successful teams have passionate fans with a high level of team identification. This typology of fans is likely to invest more time, money and other resources in the team. This in turn assists the team to maximise on gate takings and the sale of team regalia (De Carvalho, 2014; Barros & Barrio, 2008) whilst mid-table teams do not collect substantial revenue when it comes to gate takings. The importance of the financial component has been changed in the field of football by increased salaries due to television rights and gate takings (Brock, Fraser & Botha, 2012; Barros & Barrio, 2008).

However, Wigbold (2013) argues that the challenge for management in managing professional football clubs is in creating value for the supporters and fans to support the on-field performance with their financial component. This is realised by how management balances between investing in and buying highly talented players and letting players leave the club. It should, however, be pointed out that good management in football focuses on a long-term stability. Tapesari1 et al. (2014); Becsky (2011) argue that for an organisation to achieve financial development, it has to exercise reduction of expenses, improve extension of income opportunities and increase customer value propositions. One crucial aspect for the fulfilment of professional objectives is the existence of training staff with appropriate expertise and management to conduct and enable the necessary investments (Tapesari1 et al., 2014; Becsky, 2011).

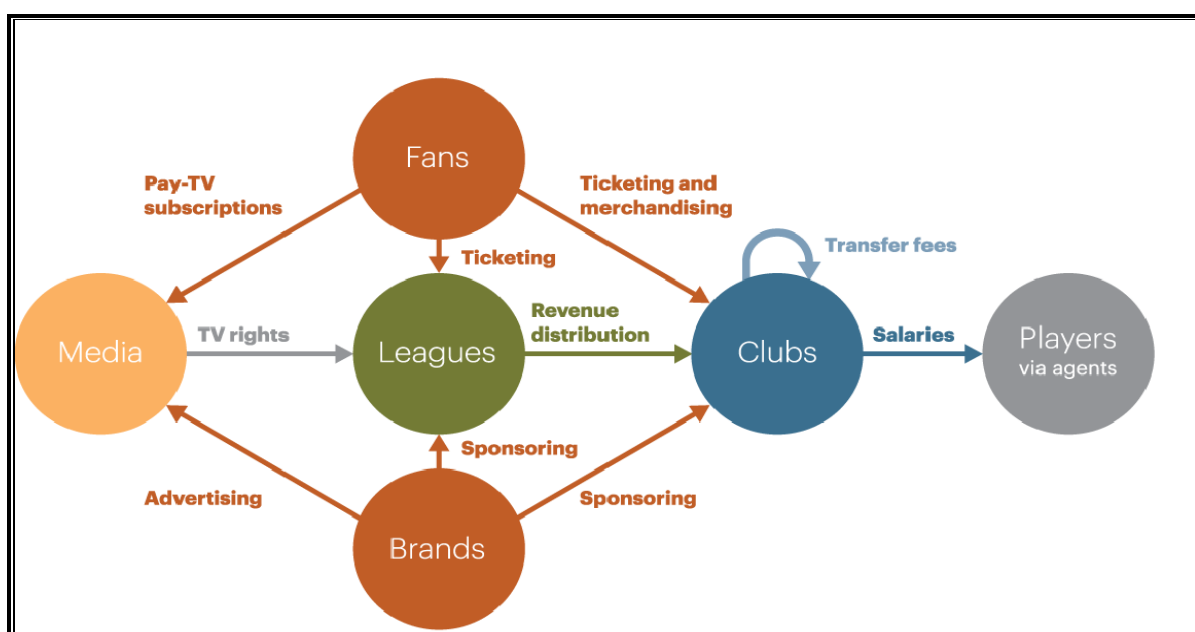


Figure 2.2: The flow of money

Source: Kearney Analysis (2014) *Winning in the Business of Sports*, 2014: 6

Figure 2.1 displays the flow of finances in seeking to effect efficiency and productivity in the financial management cycle (Kearney, 2014). Part of what the study seeks to discover is clearly articulated in the relationship between media in television broadcasting rights, corporate sponsors and fandom. An efficient management of these monies has a long-lasting effect on all stakeholders (Kearney, 2014). Professional sporting organisations such as the AFC have to establish an internal financial management process that will assist employees to be accountable.

For a club like the AFC with an impeccable history and culture, it becomes integral for management to create value within their system, a value chain support system that increases

performance. This can be in the form of a war cry or war dance performed by players before the game begins such as the New Zealand *Haka*. It has been cited that match attendance is positively related to the success of clubs both in the short run and long run (Dempsey, 2017; Cannon, 2008).

It was also been noticed that club membership is highly positively related to both past success and marketing expense incurred. Increasing the fan base invites corporate companies to associate themselves with the football club (Collings, 2014; Cannon, 2008). This association, also known as a sponsorship, comes with a financial injection into the club. This has been seen by the current long-term relationship the club enjoys with Spar as a corporate.

2.6.2 Football Fan/Customer Perspective

With the club seeking financial support from fans and sponsors, it becomes imperative that they become considerate of issues that polarise fan and sponsors' patronage (Becky, 2011). Publicizing the club's vision to these customers can bring about not only differences in configuration and arrangement but also in anticipation and performance (Becky, 2011). Cant and Wiid (2015) maintain that teams that consistently win, are bound to have access to the largest markets, revenue streams that are not shared with other teams, or heavily subsidised facilities. A case in point is Kaiser Chiefs, a highly sponsored club in the PSL, which is heavily subsidised on facilities to play in three of the biggest stadiums in South Africa, namely the FNB Stadium in Johannesburg, the Cape Town Stadium in Cape Town and the Moses Mabhida in Durban (Mkhize, 2017).

The above shows how dedicated financial support can impact on the performance of teams and athletes. Sporting organisations engage in transactional consumer behaviour, which is based on a trade-off between costs and benefits. This becomes in-role behaviour, and is typically executed according to organisational guidelines.

Business managing in sport clubs has divided customers into segments. These segments differ in composition and structure as well as the expectations they expect club to achieve (Becky, 2011). A different customer perspective gives the organisation the outlook of how it wants to be viewed by customers. Football evokes more than a service, experience and entertainment. It has been argued by Dolles and Sonderman, (2005) that football clubs offer different offerings for fans. Sports consumers enjoy an emotional affiliation to either the football game, or the merchandise: for some it may be players, while for others it is team or the club as a whole (Stander & Van Zyl, 2016). In explaining what a fan is, Biscaia, Gordon, Nakazawa and

Yoshida (2014) articulate that these are individuals who are interested in and follow a sport, team or athlete.

Because football has migrated into being an industry, it has characters who have to choose between going to the stadium to watch the match, or go to the cinema, or even go to an amusement park (Dolles & Sonderman, 2005). This complicates decision-making direction for the directors of clubs, as attending football games implies more revenue for the club (Mdetshe, 2016). When it comes to generating revenue for the football business, the main attention is to get the supporters' buy-in with regard to ticket sales and merchandising (Dolles & Sonderman, 2005). Football has fervent fans and involves high levels of uncertainty where ethnicity, gender, social and economic backgrounds are irrelevant to its practice (Dolles & Sonderman, 2005).

Fan motivation and behaviour vary depending upon the typology of fans. Dolles and Sonderman, (2005) argue the existence of five different typologies of fans: the temporary fan, the local fan, the devoted fan, the fanatical fan, and the dysfunctional fan.

- Temporary sports fan: This is a type of fan that is in existence for a specific period or sporting function. Once the event is over their existence as a fan completely disappears. A typical example would be individuals who were temporarily interested in soccer because South Africa was hosting the 2010 FIFA World Cup. However, once the games were over, their interest completely disappeared (Cant & Wiid, 2015).
- Local fan: This is a type of fan who (some feel obliged to) supports a local team/athlete or sport because they are from the area, know the athlete or live in the region (Cant & Wiid, 2015).
- Devoted fans: Dolles and Sonderman (2005) explain these fans as loyal, committed and willing to identify with the team, athlete or sport they support. Cant and Wiid (2015) argue that their loyalty does not allow them to switch allegiance even during the club's poor performance. The club's victory or loss affects them personally. They will remain loyal to the team, athlete or sport, despite their performance or the geographical area. In relating it to South African context, Kaizer Chiefs' and Orlando Pirates' supporters in the PSL reference a perfect example.
- The fanatical fan: This type of fan is passionate about the team, athlete or sport he or she supports. They can become obsessed with following a team, athlete or sport: for

them this can lead to the sport becoming similar to a religious following (Cant and Wiid, 2015). Typical fanatical fans are observed by the lengths they travel to show allegiance. The amount of time and money indicates whether one is a fanatical fan or not (Cant & Wiid, 2015).

- The dysfunctional fan: Dolles and Sonderman (2005); Cant and Wiid (2015) describe this type of fan as people who cannot relate well with sport consumption. They become extremely dysfunctional, leading to their engaging in anti-social and aggressive behaviour. Dysfunctional fans regard the team, athlete or sport as religion. They are widely known for putting their dedication to the team above family, work and other responsibilities (Cant & Wiid, 2015). A widely quoted example would be the notorious English soccer hooligans in England (Evans, 2016).

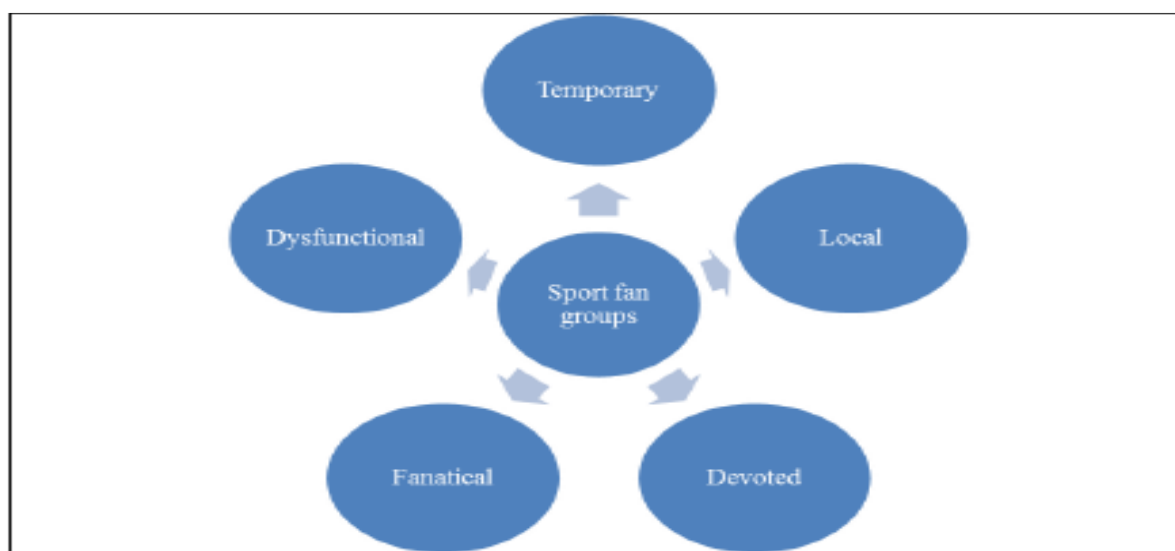


Figure 2.3: Sport fan groups

Source: Cant and Wiid (2015) *Sport Fan Motivation: Are You Going To The Game?* Jan: 2015:386

All the above cited fans can actively prioritise their support to the team depending on how they genuinely resonate with the club. As the above elaborations discovered, people consuming sporting events do so for different reasons and are motivated differently (Cant & Wiid, 2015). It should, however, be noted that club size negates the market size which has a bearing on club revenue. This aspect of revenue accrual is driven by fan base. A sporting club's financial inflows are not only just gate takings revenues, but are ultimately driven by their local fan base. Finances generated from sporting merchandise, broadcasting rights and commercial sponsorships show that fans attending live sporting events are not the main source of income for organisations.

For team management to share a collective feeling of success with a sport team and other event attendees, they often engage in pro-social, extra-role behaviours e.g. positive word-of-mouth, collaborative event attendance, and helping other fans that consume the sport to engage in long-term relationships with their favourite sport teams by forming an emotional and cognitive attachment to the objects (Biscaia et al., 2014). It is highly anticipated that sport consumers fans will support the sport of their favourite kind with a strong desire to achieve a long-term association with their favourite teams and actively participate in relationship building programmes (Yoshida et al., 2014).

Management is to be engaged with consumers to sell the brand by working on the quality of the product and making it accessible and affordable to consumers. This could be done when consumers or fan attend match games, read published club magazines, watch and listen to pre- and post-match interviews, as well as purchasing club regalia (Biscaia et al., 2014).

Although no established scale is available for measuring customer engagement in sport, two main streams of research by Biscaia et al. (2014) are relevant to this study:

- Customer engagement in transactional behaviours, and
- Customer engagement in long-term relationships with a sport team.
- The first theme in the literature is customer engagement in transactional behaviours which entails attending games, watching games on television, buying team products, purchasing peripheral game-related products and participating in fantasy sports.
- As the second research stream, there is a school of thought that suggests that sport consumers may maintain a long-term relationship with a sporting team. This suggests that sport consumers are engaged in long-term relationships with their favourite sport teams by forming an emotional and cognitive attachment.

It is alleged by Abebe and Jepkiyen (2013); Dolles and Soderman (2005) that customer engagement highlights the importance of better understanding the emotional and behavioural dimensions of the fan. When it comes to sales or revenue collection in the football business, publicity and media attention are created for supporters to buy match tickets and merchandising (Nyex 2014; Dolles & Soderman, 2005). Fans become fascinated, pursue pleasure and throw themselves into cheering by using any part of their body; they jump up and down, clap hands and never cease to shout in support of their idols (Stefan, 2014; Dolles & Soderman, 2005; Troussier, 2002).

2.6.3 Internal Processes Perspective

For shareholders and customers to be satisfied with organisational internal organisational processes, it is always best to know where one has a competitive edge (Kaplan & Norton 1993). The perspective of the internal process can easily be described as activities and key processes required in order for the company to excel in providing value to customers. Sharm (2009) emphasizes that learning and training are to improve asset utilization, expand and deepen relations, establish good relations with external stakeholders and bring about innovation. The internal business processes perspective is primarily an analysis of an organisation's internal processes in terms of how efficiently or effectively operations are conducted (Khomba, 2011). Roşca (2015) confirmed internal marketing is gaining importance in football. It has further been argued that internal marketing has to precede external marketing to keep a positive relationship between employees, as satisfying them is a prerequisite for delivering value to customers (Roşca, 2015).

It has been argued that if PSL clubs could apply BSC as a strategic management and planning tool, as is extensively used in the corporate industries, government and non-profit organisations worldwide to align their employee objectives with the vision and strategy of an organisation. To improve internal and external communications, and monitor organisation performance against strategic goals, they would develop their value chain in the building up of an organisational reputation which will become an influential factor in supporters attending match games (Biscaia et al., 2014). These metrics have to be carefully designed by strategic management with their unique vision, mission and objective and they must not outsource it to outside consultants.

In this perspective, the focus is on the internal business processes to lead towards financial success desired by corporate sponsors and meeting expectations of customers to be satisfied (Khomba, 2011). Internal processes accomplish two vital components of an organisation's strategy: Firstly, they produce and deliver the value proposition for customers; and secondly, they improve processes and reduce costs for the productivity component in the financial perspective. If an organisation improves on internal performance by aiming at achieving objectives, it improves internal processes, which in turn enables the organisation to create desirable results regarding the customer and financial perspectives (Khomba, 2011).

For an organisation to be a market leader in industry it has to develop its capacity capabilities. This demands that its internal operations be efficient and effective. Improving on the internal perspective has the potential to drive success in two perspectives (customer and financial) of

the balanced scorecard (Balanced Scorecard Institute, 2014; Gould & Murby, 2005). Khomba (2011) posits that football leaders in general (both local and global football markets) must decide on the processes and core competencies in which they wish to excel. Once decided, they should then invest more resources to capacitate internal processes (Ahmadgourabi, Poureisa & Efteghar, 2013).

2.6.4 Learning and Growth Perspective

Innovative organisations thrive on training and developing their knowledge resource (Balanced Scorecard Institute, 2017). Learning and growth constitute an essential foundation for the success of any organisation. Leadership that has the ability to motivate and influence employees' objectives to sustain change and attain productivity has an ability to improve developmental skills (Balanced Scorecard Institute, 2017). In organisations, people are the main source of knowledge, hence knowledge sharing and communication among workers is to be allowed and nourished (Becky, 2011).

With the internal processes and customer perspectives acknowledged, there is a possibility of comprehending the gap between current organisational infrastructures and optimized levels to achieve goals (Balanced Scorecard Institute, 2014; Khomba, 2011). The role of management is to achieve organisational objectives. For organisations to reach this goal, management has to satisfy the needs and wants of internal customers without losing sight of external customers. Once motivated, it is anticipated that personnel would do whatever it is in their capability to manage a good relationship with external customers (Roşca, 2015).

It is advised that employees should be marketed and trained so that they understand and adhere to the culture of the organisation (Roşca, 2015). Company resources should be capacitated to innovate, improve, and offer learning that directly affects the company value. In other words, by providing new products, creating value for their customers and continuous improving, companies can operate efficiently and effectively by entering into new markets, thus increasing their revenue and profit.

In the local market, football management becomes entangled in the dynamics of where and how scarce resources are invested (Ahmadgourabi et al., 2013). Lack of financial resources forces clubs to make hard decisions, of either concentrating on keeping the club in the league and avoiding concentrating on many competitions or by availing the limited resources in chasing after competitions, hence exhausting energy reserves (Ahmadgourabi et al., 2013).

Kozma and Onodi (2014) found that it is the responsibility of administrators managing football leagues to create value by coordinating various competitions amongst football clubs within the league. It is the responsibility of individual football clubs to generally improve on their competitive advantage and create value. Board members are therefore tasked to be patient with technical staff and to offer them long enough tenure if they are to prepare the team for success. It is argued that the higher the frequency of change in the technical staff, the faster player satisfaction will drop (Roşca, 2015). In pursuit of opportunities, management has to consider the external environment, key resources and capabilities at display that afford the organisation a competitive advantage experience (Lazenby, 2014).

Organisational resources and competencies must be seen in the light of enhancing competitive advantage. Lazenby (2014) advocates for two types of strategies to be implemented for an organisation to achieve a competitive advantage: Cost leadership and differentiator. However, as it has been asserted by Lazenby (2014), a low-cost strategy can hardly bring long-term results that will make fans happy. It is argued that input resources have to impact on management's capability to turn resources of core competency into an ultimate competitive advantage (Roşca, 2015). This has to lead to the causal effect relationship; by increasing the capabilities of human resources, intangible assets, mainly the internal skills and capabilities of the employees that are required to support value creation, an improvement in financial revenue is experienced, in turn increasing success for the shareholders of the club and thus a happy customer (Lazenby, 2014).

2.7 Conclusion

In terms of the BSC as a performance management tool, it is argued that it is a tool that possesses a causality relationship. This phenomenon is displayed on issues of time dimension and linkage between top and operational level limitations. However, with this said, the strength of the BSC as a performance management tool is in aligning personal objectives of employees to company objectives, taking into consideration the resources the organisation has.

Chapter Three

Research Methodology

3.1 Introduction

In this chapter, the discussion focuses on the research methods used in the study. Research methodology is a way of finding out the result of a given problem on a specific matter or problem that is also referred as research problem (William, 2011). In research methodology, a researcher uses different philosophies in solving or searching a given problem (William, 2011). Different sources use different type of methods for solving the problem (Industrial Research Institute, 2010). It is essential to establish a research design that should provide a meaningful information and data to the research questions and research problem. A mixed-methods or triangulation approach has been employed as the framework defining research methodology in this study and the discussion here commences with an assessment of the preference of triangulation for this research study.

The research study is located in eThekweni Municipality in Durban KwaZulu-Natal, and seeks to determine the challenges faced by the AFC management. To this end, data has been collected and analysed to respond to the research questions, as outlined in section 1.3.3.

3.2 Objectives of the Study

The objectives of this research are as follows:

1. To establish the extent of a value-adding process to the constituents to which the financial and regulatory objectives of team are achieved;
2. To determine the customer perception of the level of satisfaction and expectations of the team delivery service cycle;
3. To examine the effectiveness and efficiency of the internal business processes of the team on the performance cycle; and
4. To determine the propensity to learning and growth of the workforce and the team as a competitive professional entity.

3.3 Research Approach

In fulfilling these objectives, data collection was an essential aid in gathering the material through which the environmental variables defining the domain of challenges faced by the Club management were to be ascertained. Triangulation as used in this study has specific reference to the use of both quantitative and qualitative methods, both in the collection and analysis of the data, as the two types of data merit different methods owing to their nature. Quantitative

data was collected using a survey questionnaire which was administered through a random sampling technique to participants making up the sampled study. The quantitative survey questionnaire consisted mainly of conditioned responses, where participants had to select an option among the given and ordered selections. The qualitative survey was administered through a purposive sampling technique to participants making up the sampled study. The qualitative questionnaire further contained open-ended questions to gather opinions based on responses subjective to the perspectives of the interviewees.

To analyse findings from the quantitative and qualitative data harvested, a mixed-methods approach was used. Makanyeza (2014) argues that making use of a mixed-methods approach gives the researcher breadth and depth in understanding data enshrined within the research findings. One of the most important advantages of mixed-methods research is the possibility of triangulation. Triangulation can be defined as making use of several methods, data sources and/or researchers to examine the same phenomenon (Foodrisc, 2016), giving rise to different perspectives.

3.4 Triangulation

The use of triangulation as a technique can be traced back to Campbell and Fiskel (1959). Their work was later developed by Web (1966) and further elaborated on by Denzin (1970) and repeatedly used by numerous scholars such as Drisko (2017); Mertens and Hesse-Biber (2012); Yeasmin and Rahman (2012). Research is an organised and systematic approach of testing or designing to develop a theory, which can be carried out on either a scientific or social scale (Yeasmin & Rahman, 2012). It requires one to observe and operate on a realm of ideas, theories and models used to facilitate the validation of data that has been sourced from different sources (Yeasmin & Rahman, 2012).

In this study, the researcher concurrently collected two types of data from three population samples. The first qualitative data was collected from a sample size of twelve participants from the management team of the AFC. The second qualitative data was harvested from a sample size of four participants, mainly managers in charge of the corporate sponsorships supporting the club. The final sample proportion administered, which is mostly quantitative data, was collected from a sample of three hundred and eighty-five participants who are either the AFC customers or form the Club's fan base.

Data collected from these three samples was cross-verified by the researcher for the same information to strengthen validity in the research study. It has become an accepted practice to

use triangulation or a combination of different methods in verifying the validity and trustworthiness of a social science research (Yeasmin & Rahman, 2012). This verification is done by combining multiple sourced data using more than one theoretical approach to interpret and support data for a more insightful assessment of the topic under consideration as illustrated in figure 3 below.

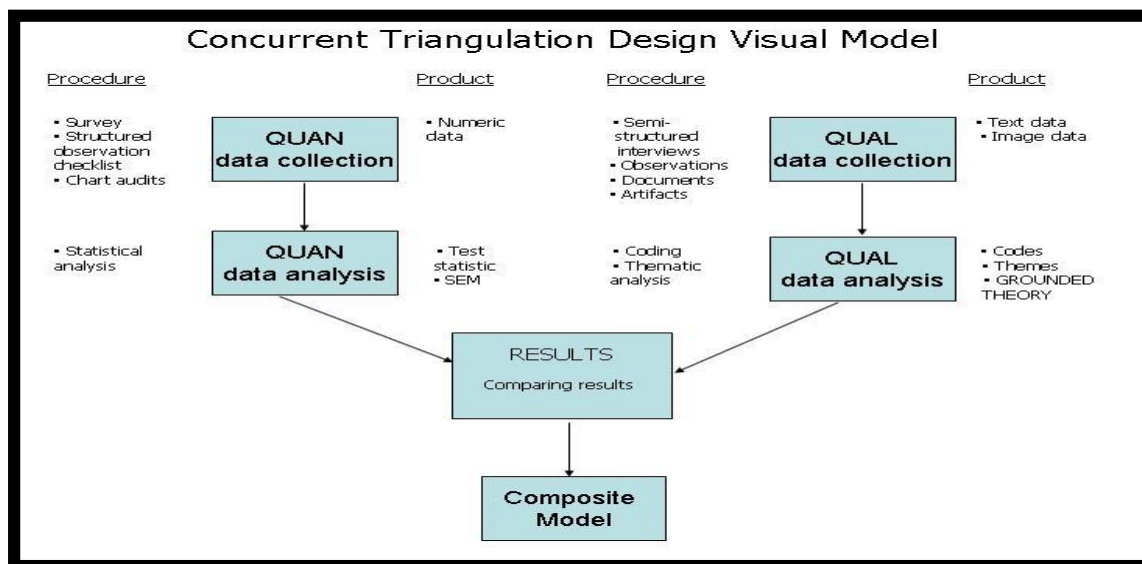


Figure 3.1: The mixed method concurrent triangulation design

Source: Creswell (2008) *Mixed methods research design and procedures*, Oct 2008: 29

3.5 Research Methodology

The purpose of this section is to increase the understanding of how the approach to the field of study was tackled. Lewis, Saunders and Thornhill (2012a; 2009) illustrate the research process as an onion, with figure 3.1 demonstrating the different layers, starting with philosophy, research approach, followed by strategy, choices, time horizon and finally, the centre being data collection techniques and procedures.

In order to give direction to this study, the researcher opted to make use of the research onion approach as adopted from Smith (2017); Lewis et al. (2012a; 2009). This process outlines some important considerations that need to be reviewed. The layers of the onion each have a basis of consideration, from the philosophical orientation of the researcher; the research approach to be adopted; appropriate research strategies the researcher finds appropriate to implement; the research timeline under review; and the data collection techniques to be employed by the researcher.

In figure 3.1, the diagram of the research onion does not portray the three philosophies of ontology, epistemology and axiology. To clarify the important step of understanding and choosing a philosophy in planning and carrying out research, it has been considered imperative to include these three additional elements outside of the main onion (UKEssays. 2017; Lewis et al., 2012a; 2009).

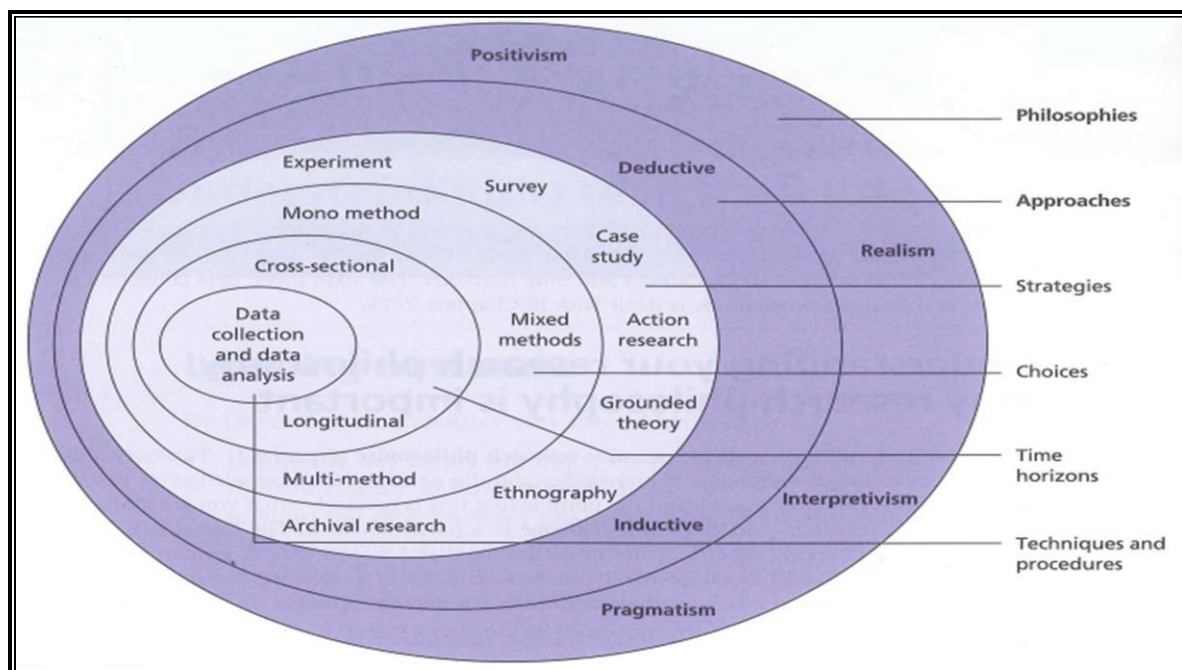


Figure 3.2: The research onion

Source: Lewis, Saunders and Thornhill (2009): *Research methods for business students* 2009: 108

Ontological philosophy is concerned with what happens naturally to everything that is real (Makanyeza, 2014). It challenges stimulating questions on how one functions as a natural being (Vosloo, 2014). The study further articulates that if society is interlinked, does this not have an influence on all around it? (Brace, 2008)? Ontology articulates the difference between reality, perception of reality and how it ultimately influences behaviour (Vosloo, 2014). The addresses are further pursued from the ontological view, with the three philosophical positions, being objectivism, constructivism and pragmatism (Brace, 2008).

The second philosophy is epistemology, which is concerned with addressing the facts by asking what the acceptable knowledge is (Smith, 2017; Lewis et al., 2012a; 2009). It asks the researcher to define what acceptable knowledge is about the field of research and what information is known to be true owing to rigorous testing and what is treated as fact (Makanyeza, 2014). This philosophy is most commonly used in scientific research as it searches for facts and information that can be proved without doubt rather than changeable

situations and opinions (UKEssays, 2017; Lewis et al., 2012a; 2009). To explain this philosophy further, the researcher should look at the philosophical positions associated with it (Brace, 2008). These are positivism, critical realism and interpretivism.

Lastly, the axiological philosophy allows the researcher to understand and recognise the role that values and opinions play in the collection and analysis of the research, as opposed to eliminating or trying to balance their influence (Brace, 2008; Hair, Arthur, Phillip & Mike, 2007). It requires researchers to ask questions on how the world operates, how society is constructed and how this influences the environment they occupy (Lewis et al., 2012a; 2009). It is further argued by Makanyeza, (2014) that researchers demonstrate axiological skill by being able to articulate their values as a basis for making judgements about what research they are conducting and how they go about doing it. At all stages in the research process one will be demonstrating personal values as a researcher (Vosloo, 2014). There are three philosophical positions commonly agreed to work under an ontological worldview. These are objectivism, constructivism and pragmatism (Brace, 2008).

In figure 3.1, the first layer of the onion comprises positivism, realism, interpretivism, objectivism and pragmatism (Lewis et al., 2012a; 2009). This layer explains fully what the research intends to find out. It further explains how the research approach is expected to unfold (Blackmon & Maylor, 2005). The study observes positivism observed from an epistemological position, which requires one to observe the social reality that needs to be worked on in order to bring about an objectivist ontology (Lewis et al., 2012a; 2009). These hypotheses need to be tested and explanations be measured against acceptable existing knowledge. Westfall (1997) cites a case of a researcher formulating laws, as those produced in physical and natural science (Mersdorf, 2009; Remenyi et al., 1998).

Realism is an epistemological position. It implies that the existence of objects is independent of our knowledge (Lewis et al., 2012a; 2009). In further addressing realism, it is argued that direct realism articulates the existence of surroundings perfectly whilst critical realism further requires an additional mental processing to direct realism for sense to be figured from the surrounding (Lewis et al., 2012a; 2009).

In this study, realism has not been opted for as a branch of epistemology, as realism relies on the idea of a disconnect of reality from the human mind (Dudovskiy, 2011). This philosophy is based on scientific approaches to developing knowledge rather than a social approach to developing knowledge (Blackmon & Maylor, 2005). The study was conducted using a mixed-

method research approach, which used both quantitative and qualitative methodologies. The study borrowed from the ethos of triangulation for the case study to be completed. The study was a triangulated case study encompassing more than one sub-unit of analysis as defined above (Yin, 2014). The following are the units of analysis used to complete the case study.

This study was guided by both the positivist and interpretivism approaches. On the one end the study sought to observe customer decision-making behaviour, which is positivist, and on the other, it aimed to establish the role of management and corporate sponsors towards the performance of the club (Makanyeza, 2014). These relationships are subjectivist ontology and are value bound (Dudovskiy, 2011). This study employed a mixed-methods approach, which used both quantitative and qualitative methodologies; it was a triangulated case study encompassing more than one sub-unit of analysis (Blackmon & Maylor, 2005).

3.6 Participants and Research Setting

The participants recruited in the collection of quantitative data were randomly selected from the AFC fans at stadiums in Durban, KwaZulu-Natal where the AFC was hosting home games. Three hundred and eighty-five survey questionnaires were administered by the researcher in accordance with Sekaran (2003) sampling table, which states that for a researcher to achieve a 95 % confidence level in findings, his/her results should be within $\pm 5\%$ error margin of the true population percentage. The reason researcher targeted 385 participants as a reliability and validity requirement for the 95% confidence level and 5% error margin.

The qualitative data was collected using a qualitative survey questionnaire consisting basically of open-ended questions. It was administered by the researcher to participants totalling twelve the AFC Management Team members and four the AFC corporate sponsors. The samples were purposively selected for qualitative data collection. The researcher opted for the use of both structured survey questions (conditioned questions, where the interviewees had to choose an option among the ones provided in giving responses) and unstructured survey questions (open-ended questions designed to gain insights in the subjective perspectives of the responses for a richer survey unlimited to the personal viewpoint of the challenges as designed by the researcher).

Despite the exercise being labour intensive, researcher-administered questionnaires tend to have a high response rate, are less prone to errors of measurement or missing data, and therefore ensure quality in the data collected – a prime reason why this research opted for this labour intensive method (Makanyeza, 2014). Another reason for using the approach was due to the

quantitative sample being capable of including respondents with low literacy rates (Makanyeza, 2014). Moreover, some questions structured required the interviewer to clarify for respondents when faced with problems.

In minimising costs, the stadium intercept survey method was used to collect data from respondents that attended the AFC games at three different locations in Durban. These venues were the Moses Mabida Stadium, Chatsworth Stadium and Princess Magogo Stadium in Kwamashu. This approach involves intercepting and interviewing fans as they come to watch the football games at the stadium. The research setting is where the research is said to take place. In this study the site is in Durban, the economic hub of KwaZulu-Natal. The home of the AFC is situated in Moses Mabida Stadium, and this is where the club management is based.

3.7 Research Design

In designing a research study, it is anticipated that there will be logical linking of data to be collected and the conclusions are anticipated to be drawn from the research questions the study seeks to answer (Rowley, 2002). Makanyeza (2014) describes a research design as a general plan that guides how the research is to be conducted. Research design is also referred to as the structure of an enquiry, which implies a logical matter rather than a logistical one (Algozzine & Hancock, 2006). Subsequently in formulating a research design for this study the researcher is guided by research questions and objectives, the extent of existing knowledge, the amount of time and other resources that are available, as well as philosophical foundations (Lewis et al., 2012a; 2009).

The nature and complexity of the research problem and the research questions and objectives require a purposeful research design that will meet the requirements the researcher seeks to satisfy (Vosloo, 2014). In ensuring that the research responds adequately to the research questions and objectives the study seeks to answer, exploratory research is vital, especially when the researcher is unsure of the precise nature of the problem and how to optimally define it as to be exhaustive enough (Algozzine & Hancock, 2006). However, it should also be cautioned that the flexibility inherent in explorative research does not mean an absence of direction; it means the focus was initially broad and it became progressively narrower as the research progressed (Lewis et al., 2012a; 2009).

As the study was undertaken in a real-life setting with no boundaries and no demarcations clearly outlined, it was seen fit for the study to take an explorative case study approach (Yin, 2014). In explaining an explorative case study, Mabuda (2009) argued it is research conducted

to gain new insights, discover new ideas and increase knowledge. Therefore in investigating the management performance at the AFC, researcher opted to make use of both qualitative and quantitative data collection methods.

3.7.1 Exploring the AFC Managers

In obtaining evidence that enabled the researcher to answer questions unambiguously, the AFC management was identified as participants with knowledge and opinions that would provide important insight regarding the research questions (Algozzine & Hancock, 2006).

To harness a significant amount of information from all operational, tactical and strategic managers at the AFC, an opened-ended questioning by the researcher was exercised (Algozzine & Hancock, 2006). Because of the sample size at the AFC and the detailed response required, a qualitative interview guide was opted for. In addition, Sunday and Van Wyk (2012) reinforced that the aim of qualitative data is to get one as close as possible to the data's natural setting so as to best reflect on interpersonal abilities as qualitative data uses smaller sample sizes, thereby enabling the researcher to dig deep for data (Lewis et al., 2012a; 2009).

3.7.2 Exploring the AFC Corporate Sponsors

To answer the research question whether the AFC is satisfying their objectives to their customers, the researcher opted for a qualitative interview guide in seeking answers from the AFC's corporate sponsors. Because the club has four sponsors, it became imperative to get as close as possible to the data's natural setting so as to best reflect on interpersonal abilities to enabling researcher to dig deep for data (Mabuda, 2009).

3.7.3 Exploring the AFC Customers

On studying the research questions and objectives, it becomes evident that the type of response needed from customers and fans are those that would assist the organisation to achieve a competitive advantage. The questionnaires were designed to explore and to find out whether the research questions would be answered. As the AFC has over one hundred thousand registered fans (Amazulufc, 2016), it was considered important to harvest data in line with the cited objectives on the three hundred and eighty-five sample participants.

3.8 Target Population

A population is defined as the totality of a group of people or units in which research is interested (Vonk, 2014). These may be individuals, households, organisations or practically anything belonging to a single taxonomic class (Asiamah, Mensah & Oteng-Abayie, 2017;

Gilbert, 2008). In this study the population (N) comprised a hundred thousand the AFC fans from whom quantitative data was harvested, the AFC management and the AFC corporate sponsorship. The targeted population is the AFC management and the AFC corporate sponsors as well as supporters and followers.

3.8.1 Interviews with Management

The AFC management consists of a twelve-member management team, for whom a qualitative interview guide with open-ended questions was used in harvesting data. The management team includes the chairman, managing director, general manager, the head of accounts, head of security and logistics, head of media relations, and the four non-executive members of the Board of Directors, plus the five footballing management team members (i.e. the coach, team manager, kit manager and two assistant coaches).

3.8.2 Interviews with Corporate Sponsors

The AFC has four sponsors in total, namely Spar, Hyundai, Built-It and Usuthu Funeral Services from whom qualitative data was obtained using open-ended questions.

3.8.3 Surveys from Customers

According to the AFC, there is a population (N) of a hundred thousand documented fans of the team (Sokhela, 2016). The researcher sampled (n) three hundred and eighty-five respondents. The sample size was pre-determined in accordance with Sekaran (2003) sampling formulae. The researcher interviewed the sample using a quantitative questionnaire with a Likert scale point range. From the scale, one's attitude is evaluated upon the response given (Msibi, 2012).

3.9 Sample and Sampling Method

In defining a sample, Yin (2014) describes it as a unit portion or part intended to represent the entire or target population. The same author further added that the entire sample or units that are nominated to take part in the study are called a sample size (Yin, 2014).

3.9.1 Qualitative Interviews with Management

A purposive sampling technique was used in sampling the twelve-member management team, as qualitative data is harvested from the sample frame. The interview protocols conducted face-to-face interviews making use of an interview guide. The process made use of both structured and unstructured interviews in harvesting rich data.

3.9.2 Qualitative Interviews with Corporate Sponsors

The same sampling technique was applied in terms of the respective managers in charge of the sponsorship project who were interviewed from the corporate sponsors. All four sponsors' representatives were interviewed.

3.9.3 Quantitative Questionnaires for Customers

A random probability sampling was used in selecting participants. A random sampling technique is one where each unit in the sample frame has an equal chance of being selected from the sample (Teddlie & Yu, 2007). This was applied for quantitative data harvesting from the AFC fan base. A sample of three hundred and eighty-five was used, derived from Sekaran and Bougie's (2013) sampling table which stipulates a 5 % margin of error at 95% confidence level (Srisuwan, 2005). This method was considered the most attainable given the cost and the time at the researcher's disposal.

3.10 Instruments Development

It has been argued by Motlohi (2015) that choosing a correct data collection tool is critical to enhance the value of the research, as this is a fact-finding strategy. The validity and reliability of this study depend largely on the appropriateness of the instruments used. The procedures the researcher uses must be critically examined to check the extent to which they are likely give expected versus unexpected results (Godfred, 2017). The researcher opted to make use of primary data. Primary data is first-hand information gathered on a variable of interest in a study, obtained through a data collection instrument developed by researcher (Motlohi, 2015).

To collect data from the sample frame, the researcher opted to make use of a questionnaire. A questionnaire was explained as an instrument used to collect data mostly in a systematic prepared form, deliberately structured to elicit responses from respondents for the purpose of providing insight into the problem under study (Godfred, 2017). This instrument is designed to be answered by sampled respondent, and a personal contact was made with them in contributing to the data for the research. This instrument can be designed differently depending on the type of data sought. Research instruments can be designed for data collection using either structured or unstructured questionnaires.

Structured questionnaires give guidance or control on how an answer is framed. They may be short with either a 'Yes' or 'No' answer. These questions are termed dichotomous questions, or they may be multiple questions (Godfred, 2017). The opposite of dichotomous questions is

an unstructured questionnaire which is open-ended and calls for a free response from respondents in their own words. Space is often provided for respondents to give their input.

3.10.1 Qualitative Instruments for Management

The researcher opted for self-administered data collection instruments because of efficiency in terms of cost and time. An open-ended interview approach for collecting qualitative data from the AFC management was used (Mpofu, 2010). In open-ended interviews, the questions can be either be structured or unstructured, or both. With a structured interview approach, the order of questions is systematically scheduled. Additional interventions consist of giving explanation to clarify the question or asking respondents to provide more explanation due to vague answers given (Abawi, 2013).

3.10.2 Qualitative Instruments for Corporate Sponsors

The questioning approach and design for management was used in a similar fashion to that of corporate sponsors as outlined in section 3.10.1 above.

3.10.3 Quantitative Instruments for Customers

Data collection from this sample used a questionnaire. This type of instrument used a closed-ended questioning approach to harvesting quantitative data. In this questioning approach, some questions were dichotomous, while others were Likert-scaled (Abawi, 2013). This questioning approach was specifically designed to harvest answers relating to the research questions and the objectives of the study. Target respondents were the AFC fans at the Club's home games, played either at the Chatsworth or King Goodwill Zwelithini Stadium. To access the right target sample, the researcher used a stadium intercept concept to reach the respondents on their way to the game while wearing or displaying the AFC regalia, as well as those hosted in the AFC VIP suit lounge. The questioning approach was conducted using a closed-ended questioning guide in the form of multiple choice questions and Likert-scaled questions to harvest answers to research questions (Mpofu, 2010).

A pilot test was run for pre-testing the questionnaire. During this pilot run trial, a randomly selected study population was selected from the study within the database of the AFC registered fans and questionnaires were administered (Abawi, 2013). The questionnaires were issued to different people for comment and advice on the subject matter and the suitability of the questions. Thereafter alterations were made to promote clarity and to reduce compound questioning. Thereafter a hundred participants were pre-tested as a pilot run. This pilot study helped in testing participants' understanding of questions asked, correcting ambiguity in

statements and also examining the collection technique used. By running this pilot phase, the precision and clarity of the questionnaire were confirmed. The phase further tested whether the researcher was fully understood by respondent's prior completion of the data collection.

Both questionnaires were designed to be relatively understandable for respondents without technical knowledge of management as a discipline. The questionnaire comprised twenty-seven questions, where respondents ticked the appropriate answers.

3.11 Data Collection Instruments

This is the process of gathering and measuring information on variables of interest in an established scientific and systematic fashion to enable one to answer research questions, test hypotheses, and evaluate outcomes (Mouton, 2001). Data can be collected through quantitative and qualitative methods, with the qualitative approach seeking to address the 'How?' and 'Why?' part of the research question. The quantitative approach, on the other hand, seeks to answer the 'What?' part of the programme. These approaches are more systematic and standardised to the research process.

For this study the researcher opted to use both quantitative and qualitative techniques to collect data. Thereafter triangulation phase was implemented in order to strengthen the validity of the results. Secondly, data can be collected using questionnaires and surveys as data-gathering instruments. Collection of data using questionnaires and surveys is multifaceted in that collection can be done in many forms. Data can be collected manually, as in this study where the researcher opted to design a questionnaire survey, interview respondents and capture data. Another option is for collection either electronically through email communication or by telephone (Kadam, Shaikh & Parab, 2013).

The use of interviews is another popular data collection method. Interview data collection is mostly done either telephonically or face-to-face. This conversation can be either an in-depth, semi-structured or unstructured conversation, an option the researcher pursued for this study. Lastly, the researcher can collect data by making use of observations and focus groups. Focus groups and observations are conducted by researcher by either observing the sampled group functioning or engaging with the sampled group in discussion. During this type of data collection, the researcher can opt to be unobtrusive to enable respondents to give as much information as possible (Annum, 2017).

3.11.1 Data Collection from Managers

In collecting qualitative data from the twelve-member management team of the AFC, the researcher used an interview guide. The researcher engaged on a one-to-one basis with respondents by capturing responses using a structured interview guide.

An exclusive face-to-face interview was conducted with each respondent using a structured interview guide consisting of both closed-ended and open-ended questions; some participants preferred the comfort of their offices while the other participants preferred to be interviewed away from their offices. The interview success relied on the experience and personality of the interviewer as well as an ability to establish relationships (Malehahlo, 2015).

3.11.2 Data Collection from Corporate Sponsors

In collecting qualitative data from the four the AFC corporate sponsors, the researcher was guided by the same data collection instrument as in the case of the twelve the AFC managers above. The success in the collection of rich data from corporate sponsors relied heavily on the experience and interpersonal communication skills of the interviewer.

3.11.3 Data Collection from Customer

A population of one hundred thousand (100 000) soccer fans in Durban is said to be a documented following for the AFC (Sokhela, 2016). A sample of three hundred and eighty-five (385) the AFC fans and followers were randomly sampled as respondents in the distribution of questionnaires for a survey to collect quantitative data. In implementing quantitative methods to collect ideal data, the results provide frequencies, means and standard deviations for analysis (Motlohi, 2015). The researcher collected data from the fans using a quantitative data extraction survey. It is considered the most suitable owing to the anticipated sample of three hundred and eighty-five (385) participants. Data was harvested using a closed-ended questionnaire. The researcher administered the questionnaire to deter errors and to be cost effective. Since the questionnaire was in English the researcher had to clarify some of the questions to respondents who had problems understanding English.

3.12 Data Quality

The process of scientifically and statistically evaluating data is to determine whether they meet the required quality for projects or business processes (Simpson, 2015). Any research approach, regardless of the philosophy of science from which it emanates, requires ways to assess the trustworthiness of the research (Anney, 2014).

Seigle (2018); Guba and Lincoln (1985) make it known that the trustworthiness of a research study is important to evaluating its worth. It is of vital importance that academic research demonstrates and communicates the rigour of the research process and the trustworthiness of the research findings (Roberts, Priest & Traynor, 2006).

Conclusions derived indicate that it is always important for the study to be credible. Credibility and trustworthiness of the research study can be achieved if the data harvested was reliable and valid. Heale and Twycross (2015); Dlamini (2010) advise that for reliability and validity to be achieved, data harvested should consistently be producing the same results, even when used by a different researcher.

3.12.1 Quantitative data on Validity and Reliability

Quantitative researchers take into consideration the reliability, objectivity and validity to ensure the trustworthiness of the research findings (Shenton 2004). Validity in quantitative research is defined as a concept of accuracy measurement (Heale & Twycross, 2015). In quantitative research Heale and Twycross (2015) identify three major types of validity, namely: content validity, construct validity and criterion validity. In explaining content validity, also known as logical validity or rational validity, it refers to the extent to which a research instrument accurately measures all aspects of a construct (Shuttleworth, 2009).

The second type of validity is construct validity, Brown (2000) argues that the researcher must first understand the meaning of a construct, which is defined as an attribute, ability, proficiency, or skill that happens in the brain and is defined by established theories. Therefore construct validity is defined as the extent to which research measures what it claims (Brown, 2000).

The final measure of validity is criterion validity. This is measures how well one measure predicts an outcome for another measure (Golafshani, 2003). Heale and Twycross, (2015) are of the view that criterion validity can be measured in three ways. It makes use of variable Convergent, Divergent and predictive validities.

In pursuit of quantitative research to guarantee the objectivity of data and independence of results, a scientifically verified measure of reliability and validity has to be considered (Rasila, 2007). Reliability in quantitative research can be seen when a test is used by different researchers under stable conditions with consistent results. Reliability reflects consistency and replicability of a measure (Heale and Twycross, 2015). Although it may not be possible to give an exact calculation of reliability, however an estimate of reliability can be achieved through various measures of calculation discussed in section 3.12.1.2 (Heale and Twycross, 2015).

3.12.1.1 Validity

Validity is the degree to which a research study measures what it claims to measure the same way each time it is used under the same conditions with the same subjects (Denzin & Lincoln, 2005). Heale and Twycross (2015) further add that the extent to which a concept is accurately measured can be defined as valid, with a validity study demonstrating what actually exists or a measure of what is supposed to be measured.

Campbell and Stanley (1963); Brink (1993) indicate that there are many types of validity, with many names used to define the different types classified as internal and external validity. This distinction of internal and external validity was first used by Denzin (1970) and later applied by Brink (1993) research.

According to McLeod (2013), a distinction exists between internal and external validity when it comes to validating in qualitative data. In research, validity has two essential parts: a) internal (credibility), and b) external (transferability). It should, however, be noted that tactics or strategies used to address validity and reliability in qualitative research are not the same as in quantitative research.

Internal validity refers to the guided options by means of which a research study allows the respondent to choose the most correct option confidently (Gunawan, 2015). This confidence emanates from the possible elimination of confounds within the study. External validity, on the other hand, addresses the degree or extent to which data and theories derived in one study can be applied in a different study (Gunawan, 2015).

In demonstrating construct validity, Heale and Twycross (2015) made use of the following three types of evidences, namely the homogeneity test, a demonstration that shows relations between variables should be the same for all tests (Van der Gaag, De Ruiter & Kunnen, 2016). The second construct validity evidence is that of convergence. This happens when different instruments measure similar concepts, or, put differently, convergent validity probes whether the measurement is related to variables that should be related if the instrument were valid (Bland, 2008). The last construct test, theory evidence, denotes whether the construct that is being measured shows similar behaviour to the theoretical proposition (Heale & Twycross, 2015).

3.12.1.2 Reliability

This is defined as the extent to which a study produces the same results even when the same study is conducted by a different researcher (Phelan & Wren, 2006). Heale and Twycross

(2015) argue that when faced with the scenario of measuring procedure that is to be completed only once, then the measurement procedure is to be created in terms of internal consistency. Santos, Carvalho and Araújo (2016); Boyle (1991) argue that both homogeneity and internal consistency can be used interchangeably.

The three attributes of reliability can be tested using the following:

- i. Homogeneity,
- ii. Stability and
- iii. Equivalence.

Homogeneity is assessed using item-to-total correlation. In other words, homogeneity is the extent to which all items on a scale measure one construct. Tang, Cui and Babenko, (2014); Boyle (1991) say homogeneity requires a statistical technique procedure to be completed. Reliability as homogeneity (internal consistency) can be determined using the following methods:

- i. Split-half method,
- ii. Kuder-Richardson coefficient, and
- iii. Cronbach's alpha.

- Split-half reliability tests are mainly used for written or standardized tests, and sometimes used in physical or human performance tests (albeit ones that require a number of trials). The results, or instrument, are based on the assumption that the measurement procedure can be divided in half. Correlations are calculated comparing both halves. Strong correlations indicate high reliability, while weak correlations indicate the instrument may not be reliable (Heale & Twycross, 2015).
- The Kuder-Richardson reliability test measures the consistency of two variables. This test can only be completed on questions with two answers (e.g. yes or no, 0 or 1).
- Cronbach's alpha is mostly used in determining internal consistency amongst variables. The Cronbach's alpha result is a number between 0 and 1. It is often used in multi-items scales e.g. a measurement procedure, such as a survey, as well as Likert scales.

A stability reliability test is the degree to which a measurement tool on the same test is consistent over time. It is tested using the following reliability tests:

- i. Test-retest,
- ii. Parallel or alternate-form, and

iii. Reliability testing.

- Test-retest reliability is a measure of reliability obtained by administering the same test twice to a group of individuals over a period of time (Heale & Twycross, 2015). The researcher implemented a test–retest reliability when the questionnaire was given to same AFC supporters and fans more than once under similar circumstances. The scores from Time 1 and Time 2 can then be correlated in order to evaluate the test for stability over time (Phelan & Wren, 2006).
- Parallel forms were a measure of reliability obtained by administering the different versions of the questionnaire. Both versions contained items that probed the same construct, skill and knowledge base to the same group participants. The scores from the two versions were then correlated in order to evaluate the consistency of results across alternate versions (Phelan & Wren, 2006).
- Equivalence reliability was also measured by the correlation of scores between the different versions of the questionnaire. This was done so that one questionnaire can be reproduced by the other. Heale and Twycross (2015) assessed equivalence reliability through inter-rater reliability, a process that qualitatively determines the level of agreement between two or more observers.

3.13.2 Qualitative data on trustworthiness and dependability

In pursuit of reliability in data harvested from AFC management and corporate sponsors, an examination of trustworthiness was followed with findings arrived at from a real-world setting where "phenomenon of interest unfold naturally" (Burkhalter & Wood, 2015). Qualitative researchers consider dependability, credibility, transferability and confirmability as trustworthiness criteria to ensure the rigour of qualitative findings. The aim of trustworthiness from qualitative data harvested is to support the argument that the inquiry's findings are "worth paying attention to" (Elo, Kääriäinen, Kanste, Pölkki, Utriainen & Kyngäs, 2014).

(Shenton 2004) refers trustworthiness to four aspects that the study incorporated namely credibility, transferability, dependability and confirmability. In further elaborating, Gunawan (2015) adds definition to trustworthiness with the following:

- 1) Credibility, which corresponds roughly with positivist concept of internal validity;
- 2) Transferability, which is a form of external validity;
- 3) Dependability, which relates more to reliability; and

- 4) Confirmability which is largely an issue of presentation. It refers to the degree to which the results could be confirmed or corroborated by others. As part of the internal validity criteria addressed by positivists researchers, triangulation of which this study makes use, involves making use of different data collection strategies such as individual interviews and observation (Shenton, 2004).

Qualitative data harvested through interviews from the AFC management and corporate sponsors makes use of internal validity. which is a concept used on harvesting data from participants because of the importance of data and its ability to assist in drawing conclusions by generalising data harvested from customers as population's sentiments (Lund Research, 2013)

3.12.2.1 Assessing Qualitative Data

The trustworthiness of qualitative research generally is often questioned by positivists, perhaps because concepts of validity and reliability cannot be addressed in the same way in quantitative research (Wallin, Koro-Ljungberg and Eskola, 2018). As a novice researcher the diverse nature of qualitative data caused confusion through the study. In running trustworthiness, it was advised that quantitative research be properly designed for harvested data and methods to be capable of giving the same conclusions as a measure of objectivity.

In research, validity has two essential parts: a) internal (credibility), and b) external (transferability). Internal validity measures what is supposed to be measured while the external validity measure is meant to find that trustworthiness holds across different settings, procedures and participants (Rasila, 2007).

The current study considered a mixed-methods approach to guard against the assumption that research data harvested is considered to be correct before it can be tested for both internal and external validity (Rasila, 2007). The study further tested consistency with the test-retest reliability test and then ran an internal consistency estimate with Cronbach's alpha.

3.13 Data Analysis

This is the cleaning and organizing of data for analysis. It involves checking the data for accuracy by entering the data into the computer to transform the data and develop and document a database structure that integrates to various measures (Trochim, 2006).

3.13.1 Qualitative Data Analysis for Managers

Data analysis is a process of evaluating data using analytical and logical reasoning to examine each of the components of data provided (Business Dictionary, 2016). For the qualitative data collected by the researcher, the study used a structured interview guide with open-ended as well as closed-ended questions to make the data rich in authenticity and depth.

The data harvested was analysed using thematic analysis. Thematic data allowed the researcher to analyse data by coding it into themes. These themes can be identified in shaded colour, patterns, or words (Sekaran & Bougie, 2013). Thematic analysis focused on making sense of qualitative data harvested from participants. Rich qualitative data from participants articulates both implicit and explicit information (Alhojailan, 2012). To make sense of the information the researcher coded dominating themes and ideas to focus on areas of interest by the majority (Alhojailan, 2012; Schindler & Cooper, 2008).

Thereafter it was analysed using conceptual or relational analysis. Data was processed using the NVIVO programme. NVIVO is software program designed for qualitative researchers working with rich text-based information. This form of analysis requires text to be coded into categories. The NVIVO software is able to analyse concepts and rationality. Conceptual analysis tallies the occurrence of the concept from responses and codes them to observe dominance while rational analysis goes beyond tallying by exploring the relationship of the concept in play (Schindler and Cooper, 2008). From the developed themes collected the study does a detailed comparison of data sets.

3.13.2 Qualitative Data Analysis for Corporate Sponsors

Data harvested from corporate sponsors was analysed using thematic analysis.

3.13.3 Quantitative Data Analysis for Customers

In analysing quantitative data collected from the AFC customers sampled in EThekweni in the three stadiums which the AFC uses for its home games, different attributes were used for the collection of data to accommodate the varied levels of literacy and comprehension. Spearman's correlation was used to establish relationships that the customers perceive as integral in the challenges facing management at the AFC (Babbie, 2013). This quantitative data was analysed using a statistical software program called Statistical Package for Social Scientists (SPSS) computer software. The data was converted into a machine-readable, numeric format such as a spreadsheet so that it could be analysed using the computer SPSS program. This quantitative

data analysis and interpretation is further presented in Chapter Four in the form of descriptive statistics, which are used to summarise the basic features of the data in the study.

3.14 Research Setting

Research setting refers to a setting where the research is said to take place. In this study the site is KwaZulu-Natal in Durban, EThekweni. The club is managed from offices that are based in Moses Mabida.

3.15 Ethical Considerations

Ethical clearance had to be obtained from the university. Furthermore, gatekeepers' letters had to be submitted. The researcher had to treat participants with respect at all times and understand that their privacy is to be respected. Participants could not be forced, coerced or harmed to participate in the research. All information displayed is protected by the researcher under the protection of the University of KwaZulu-Natal (Hair et al., 2007). The researcher could not entice respondents to participate with promises of money or other gains. They did so of their own free will. The participants' details also remain private and confidential during the research process (Hair et al., 2007).

3.16 Limitation of the Study

Owing to the study being a case study, results cannot be generic. The results attained can only be attributable to the AFC and its stakeholders. The time and funds allocated to conduct the study were limited to performance challenges facing management. This excludes the performance of the general staff. Furthermore, the AFC is a regional team entrenched within the Zulu culture. Its make-up and philosophy emanate from this culture thereby limiting extending the study further to other cultures within KwaZulu-Natal. Lastly, there has not been much academic study on the PSL and the AFC in particular, making the construction of a literature framework a challenge.

3.17 Conclusion

This chapter discussed the steps and strategies that were used to address the aim and objectives of this study. The methodology prescribed a process for the researcher to approach the research until all data had been collected and analysed as described in the next chapter.

Chapter Four

Presentation of Results

4.1 Introduction

The preceding chapter described the research methodology of how the data-gathering process was implemented. This chapter focuses on the presentation of the research findings. The research followed a triangulation framework in which both qualitative data and quantitative data were collected concurrently in one phase of the research and then analysed separately. As the study was a mixed-methods case study, the researcher had to collect qualitative (interview data) and quantitative (questionnaire data) data to fulfil the objective of the study.

Qualitative data (responses from both closed and open-ended questions) was harvested using in-depth interviews with two purposively sampled populations: the AFC management and the AFC corporate sponsors. Quantitative data (responses from close-ended questions) was harvested using questionnaires from randomly sampled the AFC supporters using a stadium intercept method.

In order to appreciate contrasts and similarities of opinions of respondents, the researcher synchronously triangulated responses as they were presented. In using this format, a better understanding and insight were obtained from the presentation of three different views (the AFC management, the AFC corporate sponsors and the AFC customers and fans) on the matter at hand. Quantitative data was captured and presented using a statistical package, namely SPSS (Statistical Package for the Social Sciences) while qualitative data was captured and presented using thematic analysis using software called Nvivo.

4.2 Presentation of Qualitative Data

The researcher harvested two samples of qualitative data simultaneously. The first data was harvested from the AFC management and it is presented in section 4.2. The second data is harvested from the AFC corporate sponsors and it is presented in section 4.3. The interview guide used to harvest this qualitative data was designed in the following manner: the first four questions of the instrument dealt with demographics, followed by questions that addressed perspectives of the customers or fans. The third section comprised questions addressing perspectives on internal processes in the AFC, while the fourth section contained questions addressing perspectives on learning and development (innovation) in the AFC. The last section of the interview guide consisted of questions addressing perspectives on finance.

4.3 The AFC Managements Frequency Distribution

This data was collected in the Durban area. The sample was purposively selected, based on the knowledge of the twelve members of the AFC management team. They include the chairman, managing director, general manager, the head of accounts, head of security and logistics, head of media relations, and the four non-executive members of the Board of Directors, plus the five members of the footballing management team (i.e. the coach, team manager, kit manager and two assistant coaches). The researcher specifically chose members who were knowledgeable on the matter as respondents.

4.3.1 Age Bracket of Respondent

Ages of respondents from the sampled population ranged between twenty-five to sixty-five years. The age range is based on the twelve responses received from respondents. Two participants fell within the twenty-five to thirty-five age range. Four participants were within the thirty-six to forty-five age range. Lastly, six participants were within the forty-six to sixty-five age range, with four participants within the age range of fifty-six to sixty years. An interesting observation is that six participants fell within the age range twenty-five to forty-five years, and the other six within the age range of forty-six to sixty-five years.

The largest age group was the forty-six to sixty-five age groups with six participants, followed by the thirty-six to forty-five with five participants and lastly twenty five-one to thirty-five age group with two members each. All the other age groups each had one member.

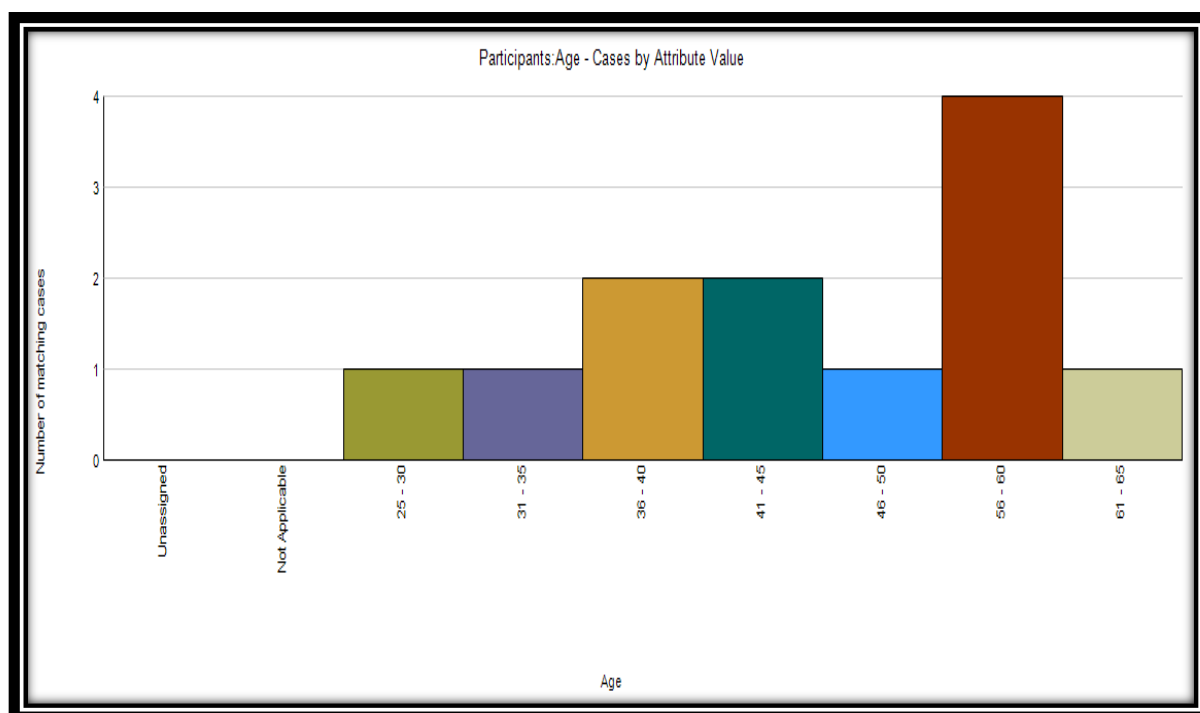


Figure 4.1: Participant age – Cases by attribute value

4.3.2 Gender of Respondents

Upon harvesting data using a qualitative approach from the twelve respondents from the AFC management team, it was discovered that nine are males and only three are females. This supports the literature review of the sport fraternity being male dominated at management level.

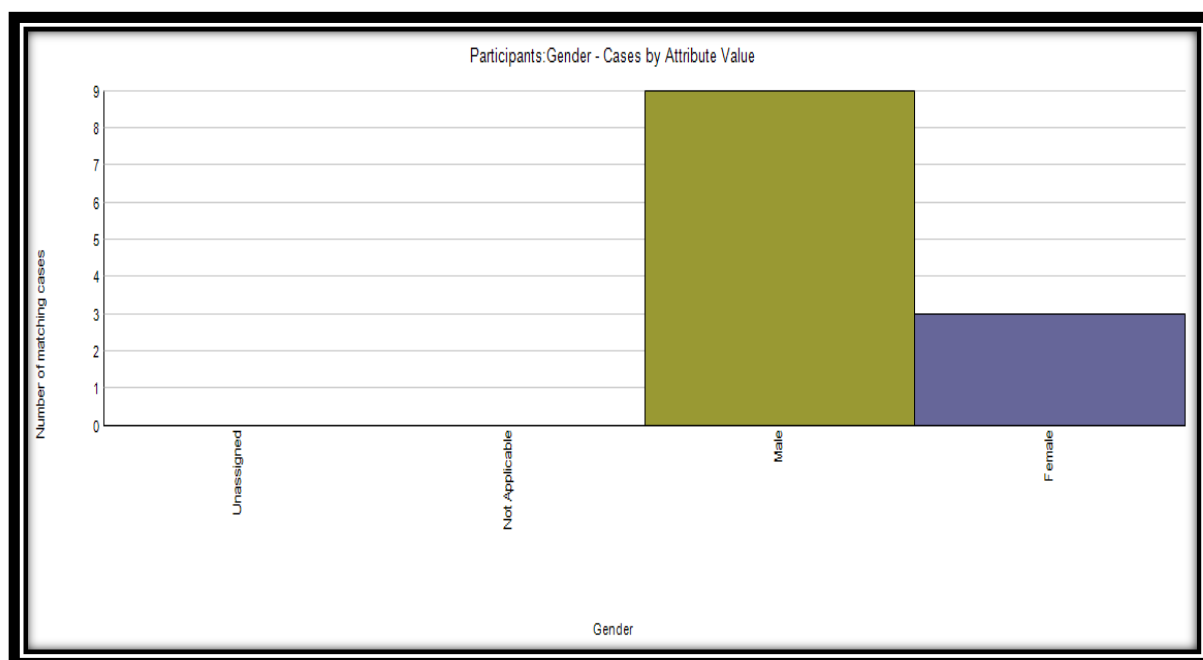


Figure 4.2: Participant gender – Cases by attribute value

4.3.3 Ethnicity and Language

From the twelve respondents from the AFC management, it was discovered that seven are black and four are white with one being coloured. There was no representation from the Indian community in the management of the club.

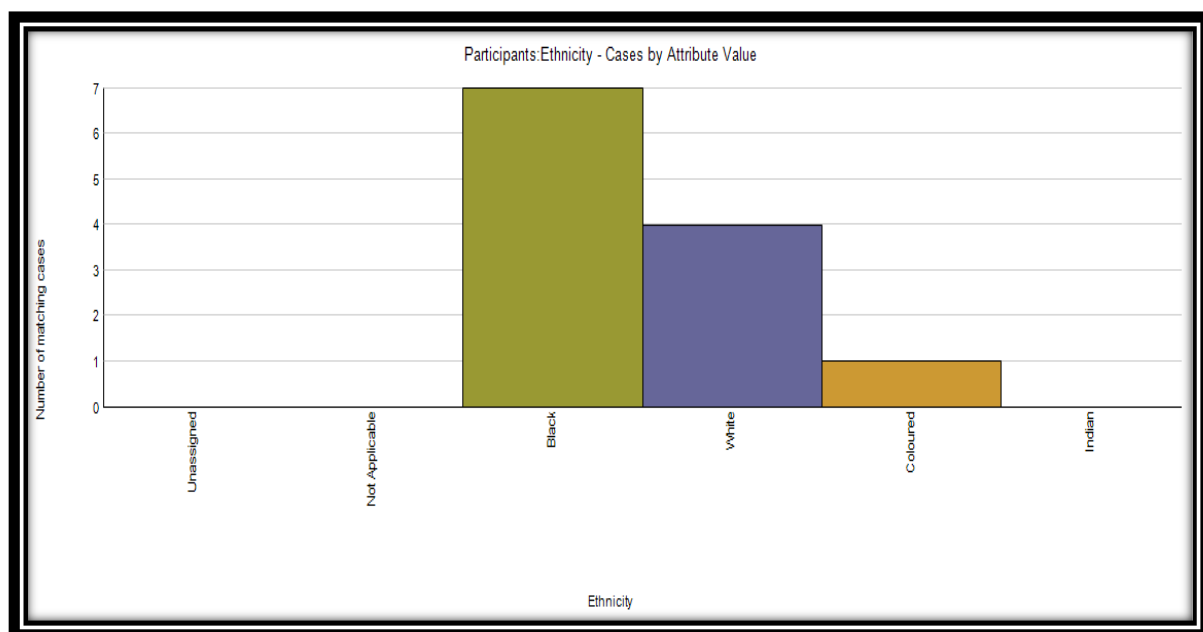


Figure 4.3: Participant ethnicity – Cases by attribute value

4.3.4 Educational Qualification of Respondent

The majority of the respondents indicates educational qualification up until a post-diploma. The results further shows that one respondent possesses a post-matriculation qualification.

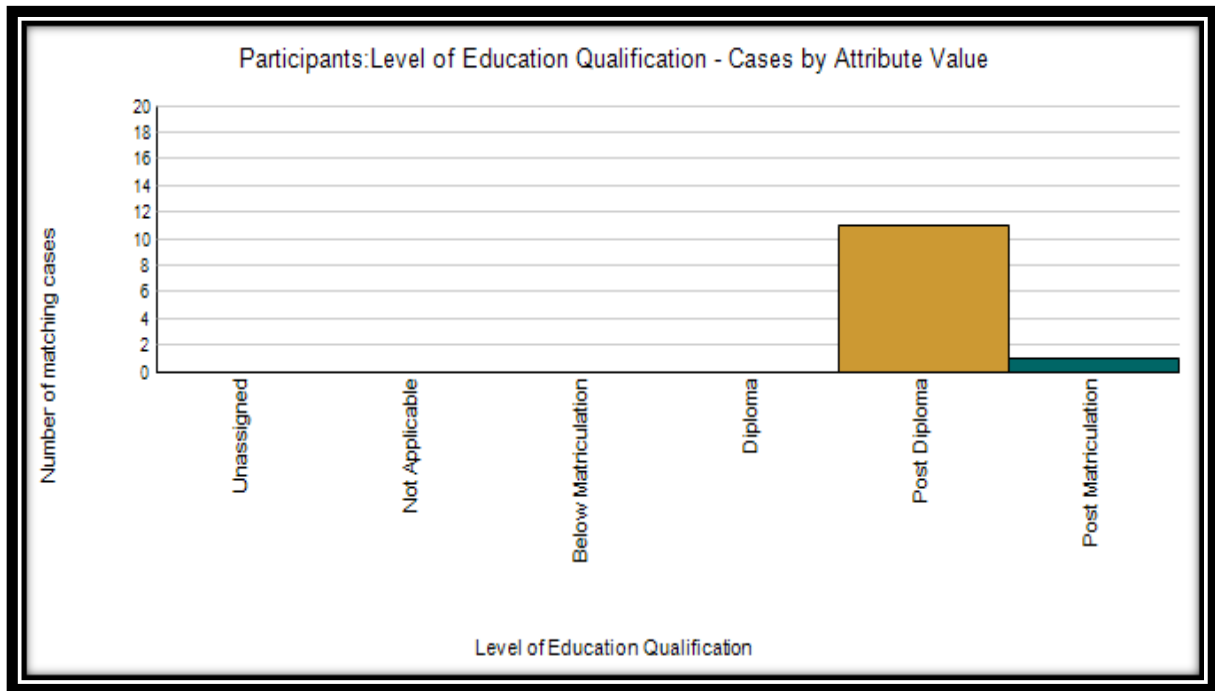


Figure 4.4: Participant level of education qualification – Cases by attribute value

4.3.5 Customer/Fan Perspective: Responses about the AFC Management

In order to determine whether management was satisfying customer expectations in terms of initiatives to grow the organisations customer and fan base, the following question was asked of management:

Question 5: What initiatives are in place for the AFC management to retain and attract new customers/fans?

The respondents’ perspectives indicated that,

“Operational management has to put in resources that will assist in training experienced players to perform as per set objectives so that spectators are drawn to watch exciting games at stadiums. Other responses further indicate that the set up interaction by management between players and the community during team building workshops and upskilling of all employees personal to achieve a satisfactory delivery service expected by customers/fans and is being appreciated”.

In an effort to establish whether management is meeting customer and fan expectations, the following was asked:

Question 6: As part of management at the AFC, are you aware of what fans are expecting from the club?

A dominant theme was respondents' awareness of what customers and fans are expecting from the club. Management agreed that directing organisational resources toward the team winning games and playing in more cup tournaments was what customers and fans expected.

In establishing management's understanding of customers' and fans' goals and expectations the following question was asked:

Question 7: What are the goals and expectations from fans for the AFC?

Various themes emerged from respondents around this question. There was mainly an expectation of the team's playing in at least one cup tournament and qualifying to at least quarter finals stage. Another theme was for teams to play an attractive game that entertains spectators. There was also the expectation for the team to avoid relegation from the PSL and for management to steer the team's resources into achieving these expectations.

In establishing whether the AFC management has set smart objectives to please fans, the following question was asked:

Question 8: What targets are in place for the AFC management to achieve in order to please fans?

Responses to this question showed two dominant themes that management was expected to achieve, namely "Win at least one trophy and regain its status in the PSL and avoid relegation" and secondly, "At least play in a cup tournament making it till quarter finals stages or win at least a cup tournament".

In establishing whether management is keen on attracting and retaining experienced quality employees, the following question was asked:

Question 9: What measures are put in place for the AFC management to assist and retain experienced quality players and employees?

The most dominant argument was that management should assist resourcing the coaching department with team performance skills and relevant educational coaching skills as well as providing the overall team with quality world class infrastructure for players and employees to be motivated and feel appreciated.

In gauging management's awareness of the AFCs performance versus fans' expectations, the following was noted:

Question 10: The AFC performance versus fan expectations

The overall theme conveyed by participants related to the poor performance of the club compared to what customers and fans expect, and the need for a major improvement.

4.3.6 Internal Processes Perspective: Responses about the AFC Management

In an effort to determine whether management established efficiency and effectiveness relating to the internal processes for the team, the following question was asked:

Question 11: Does the AFC management encourage interpersonal communication among employees? If not, why not? And if 'Yes', what structures are set in place?

The prominent theme emerging from the AFC management responses was that management encourages an open door policy where regular meetings with employees are held to promote communication skills for those who have difficulty in expressing themselves. What also emerged as a principal factor was the need for team building workshops to assist employees in working together as a team so they may be able to achieve a common objective.

In an effort to establish whether management is monitoring performance, the following question was asked:

Question 12: What performance management tool is the AFC using to measure performance?

The key theme emerging from responses to this question was that of management engaging with employees depending on the job description of the employees on quarterly to mid-term performance evaluations. From the respondents, it was mentioned that the organisation does not specifically have a set performance management tool in place.

In an effort to establish whether management has aligned organisational objectives, the following question was asked:

Question 13: Has management set objectives and goals in line with organisational objectives? If 'Yes', what are the monitoring and evaluation measures?

The dominant theme from respondents indicated that the AFC management has set objectives and goals and with a regular monitoring and evaluation in line with the strategic objectives of the AFC. It was further learned from the interviews that during evaluations, the employees' current state/position were mapped to the desired or

anticipated results in trying to evaluate or project future anticipated results. If during the evaluation process, it becomes evident that the employee will not meet desired set objective, remedial action to assist the employee to achieve the set organisation objective is implemented immediately.

In an effort to establish whether organisational objectives will be achieved, the following question was asked:

Question 14: What initiatives have management put in place that will assist the AFC to carry out their functions in order to achieve organisational objectives?

There are various dominant themes that emerged from participants on this particular question. The first dominant theme was that of management having frequent or quarterly performance evaluation meetings with subordinates, depending on the discretion of manager and job description of the employee. The second leading theme is that employees are to be assisted with learning and development programmes to enable them to carry out their functions efficiently and effectively. The third most dominate theme was that of rewards and recognition of a job well done. The last theme was that of availing highly qualified experts to train and nurture or workshop employees on being efficient and productive

In an effort for the organisation to be competitive and achieve set internal goals the following question was asked:

Question 15: In order for the AFC as an organisation to excel, what inter-performance goals has management set to be achieved? The responses are diverse on this question.

There are views from the respondents that attaining position eight in the PSL and reaching the quarter finals in cup games can be one of the motivating factors for high morale. The second theme was that of skilling employees with expertise that will assist them to conduct internal operations efficiently and effectively so that fans' and customers' needs are satisfied.

In an effort to examine whether internal business processes satisfy shareholders and fans and customers, the following question was asked:

Question 16: To satisfy shareholders and fan/customers, in what business process must the club excel?

Respondents emanated various themes. The dominant response was the financial position.

The AFC liquidity allows it to run its affairs without seeking a bailout from shareholders. Secondly, the AFC should be able to pay employees and transport and

feed employees on their away games without difficulty. The third is for the club to be competitive in terms of remuneration as this one of the factors that attract quality players to the club. The point that was raised by the fewest participants was for the club to be able to sell more merchandise and attract a bigger following to the stadiums.

4.3.7 Organisational Learning and Development: Responses about the AFC Management

In an effort to determine the propensity to learn and develop the workforce and to contribute to making the AFC a competitive professional entity, management was asked the following questions:

Question 17: What initiatives are in place for management to assist the AFC to achieve set objectives?

Responses from management are diverse on this particular question, as there is no set standard operating procedure.

There is a set organisational objective for all internal departments to achieve. However, each manager works on his own prerogative towards the overall objective. This implies that short-term targets are set as per the manager's discretion. Another view was that of a regular review depending on the job description. However, it appears that managers have been allocated resources and quality equipment for them to monitor and direct towards desired results. Lastly, managers are to use upskilling opportunities through learning of both internal and externally detailed educational programmes to assist employees to achieve set targets.

In determining the targets which management has set to assist improve learning and development of the workforce, the following question was asked:

Question 18: What targets have been put in place by management to assist the AFC to improve employee learning and development?

Two major themes emerged from respondents: the first is that management has set up team-building programmes to assist employees to upskill their coordination, organising, communication, resilience and working under pressure, amongst other skills. The second theme is that management encourages employees to learn and develop themselves as much as possible. There is also a reward for those who complete learning within the given time and with outstanding achievements.

In determining how innovation can improve the workforce, the following question was asked:

Question 19: How are learning and development measured by management for improvement?

Respondents indicated how management has set achievable realistic targets by observing/reviewing.

The past performance of the organisation and rating players and employees against the performance of other organisations' employees with the same job description. There was a considerable amount of workshopping and emotional uplifting for responsible sponsors assisting with the psychological counselling of employees to make sure they are in the right frame of mind, especially after drastic changes to the teams after either winning or losing.

In establishing a competitive workforce, management benchmarks learning and development against top performers to improve the workforce. The following question was posed:

Question 20: Does management have a benchmark standard set against which to measure learning and growth?

The respondents indicated how the organisation has set its performance benchmark against top performing organisations in the industry.

They rate players against top achievers in the PSL. In addition, the minimum the team was expected to achieve was to attain seven points from five games. This means the teams were at most found to be excusable if they lose two games in next seven games, win two games and draw one. However, if the team does not meet this expected target then corrective action has to be put in place by management.

4.3.8 Financial Function: Responses about the AFC Management.

In an effort to examine the extent of the value-adding processes, the financial and regulatory objectives of the organisation directed investigations towards the following:

Question 21: What are the AFC set financial targets? If none, why not?

Themes emanating from responses to this question are diverse as the AFC does not have a set operating procedure. Some respondents indicated an increase in ticket sales as one of the set targets, whilst other respondents advocated for profitability as a set target for the organisation. Profitability was explained as a situation where revenues outweigh the costs. Attaining profitability was also seen as a desired target, where the organisation would be capable of financing employees' salaries, accommodation and travel expenses. The least the AFC could be accommodated at would be at breakeven where revenues are equal to costs.

In determining the role of management in establishing a financially competitive organisation, the following question was posed:

Question 22: In order for the AFC to succeed financially, what role should management play?

The most prominent argument was that management has set in place financial control structures. These controls need to present a clear financial audit at all times as set by shareholder. The organisation needs to show a comfortable return on investment at all times. The respondents further indicated that the organisation has adopted a good and sound financial procedure whereby funds cannot be released by the accounting officer without the approval of the managing director.

In determining the regulatory role of shareholders in setting financial objectives for management, the following question was posed:

Question 23: What are the financial objectives set by shareholders for the AFC to achieve?

According to respondents, the AFC needs to be financially sustainable, implying an ability to fund its operations in the short and medium term. The shareholders are expecting an increase in ticket sales as this is the second biggest mode of fund raising after sponsorships. Respondents indicated that one of the financial objectives was that weekly costs such as travelling, accommodation and food for employees be financed from funds collected in the short term.

In establishing a return on investment, shareholders usually set financial targets for management. In investigating financial targets the following question was posed:

Question 24: Are there any financial targets set by the shareholders for management to achieve? If 'Yes', what are they?

Respondents indicated that financial targets set for the AFC by shareholders was that of the organisation being financially sustainable, current expenses being able to be paid in the short term, and maintaining profitability, or at least breaking even. In the long run the AFC was expected to attract new sponsors, increase the fan base attending games, sell more of the organisational regalia, and maintain a clean financial audit.

In making sure value is added to an organisation, management has to attain set financial targets. In finding out how the AFC achieves the targets the following question was posed:

Question 25: What measures are set in place for the AFC to achieve its financial targets?

Respondents indicated that constant engagement with board members on financial matters was being reviewed regularly to make sure the AFC achieves its financial targets.

There are financial structures in place to assist with financial controls. A constant improvement on team performance was to be one of the priorities; a performance that wins matches and attracts more spectators to the games was also a set financial target. Another major theme highlighted was that of the club being pressured to lure highly skilled quality players to join the AFC. To convince employees to join the AFC, a conducive environment has to exist in order for them to excel in their performance. The last theme was that financial officers should be thoroughly trained and workshopped on the AFC financial management procedures as management strongly believes this can bring success to the club.

Question 26: What goals have been set for the AFC management by shareholders?

From the response it was highlighted that the AFC was expected to procure more sponsor deals, be financially independent and remain free from debt or bailouts from shareholders. The organisation was expected to be in a good and sound financial position throughout the season. It was also expected to finance all costs it incurs, either in the short term or in the medium term as well as increasing fan base gate takings by twenty-five per cent by the end of each season.

4.4 The AFC Corporate Sponsors' Frequency Distribution

The researcher further collected qualitative data from corporate sponsors of the AFC in the Durban area. A purposive sample for qualitative data was selected based on their knowledge, expertise and relationship with the AFC. The sample included four executives from corporate sponsors with fixed positions in their respective organisations. They include executives from Spar, Hyundai, Built-It and Usuthu Funeral Services

4.4.1 Age Bracket of Respondents

Figure 4.4 shows the findings of the demographic age data harvested from corporate sponsors. Four participants were approached and two respondents were in the age range of forty-one to fifty, while one was in the age range thirty-one to forty and the other fifty-one to sixty.

Four interview guides were handed out to them and responses were received from all respondents. It was noted that two executive sponsors were aged between the age ranges of forty-one to fifty years.

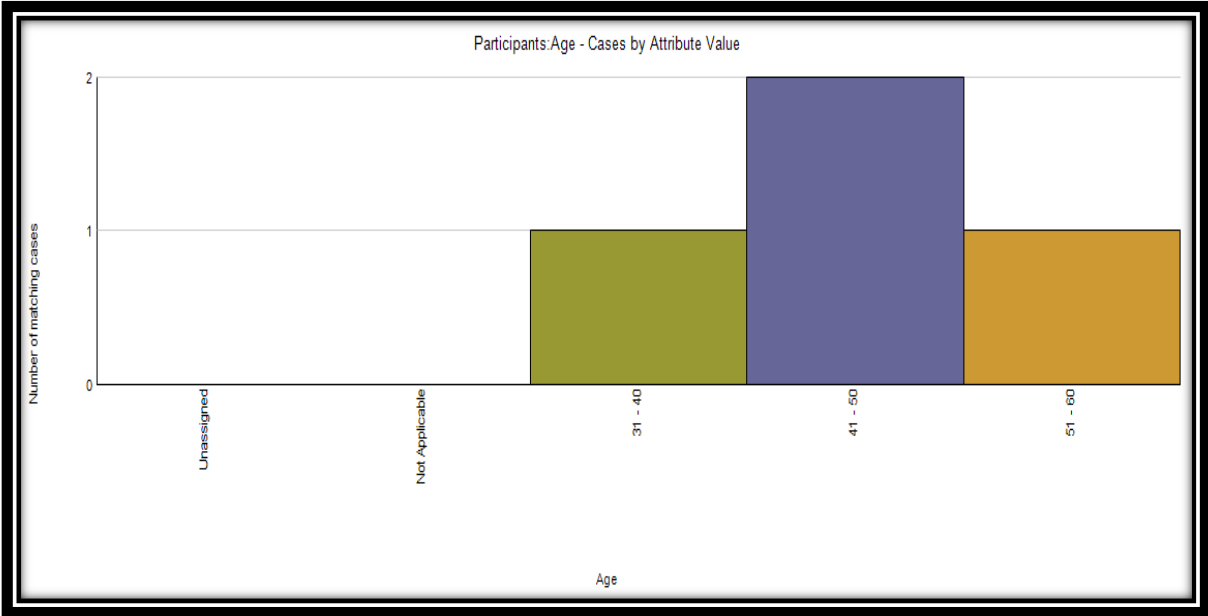


Figure 4.5: Participant age – Cases by attribute value

4.4.2 Gender of Respondents

The gender distribution of the four respondents reflects three males and one female.

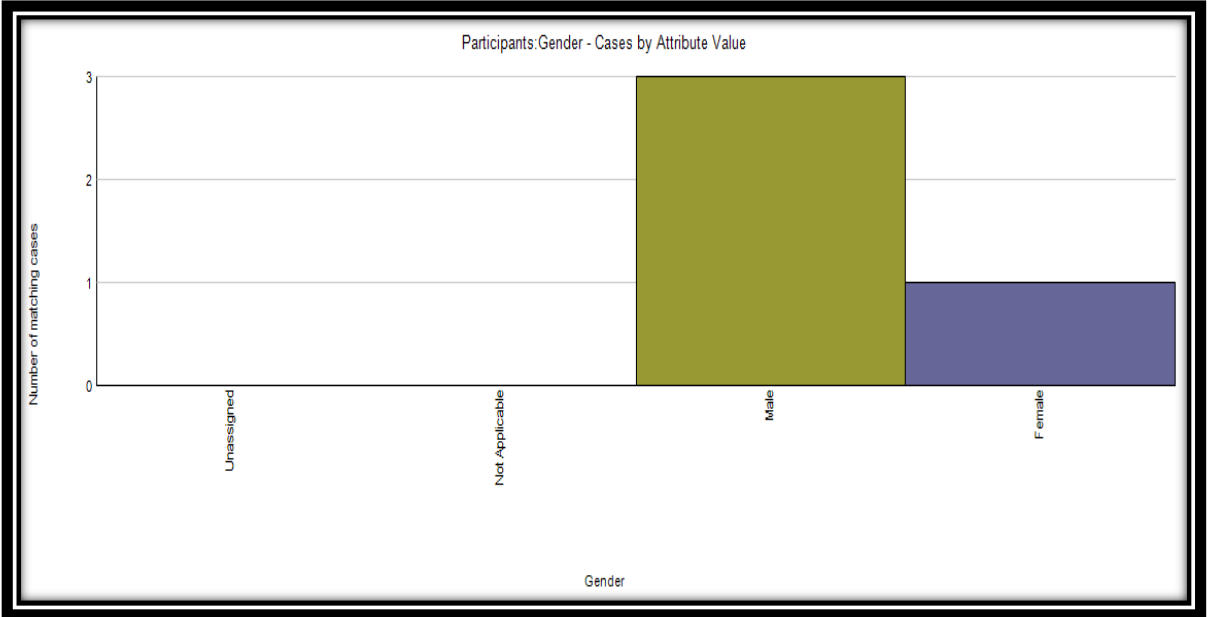


Figure 4.6: Participant gender – Cases by attribute value

4.4.3 Ethnicity and Language

Data harvested from all four sponsors revealing that all four sponsors are white representatives. There are no representations from other ethnicity groups

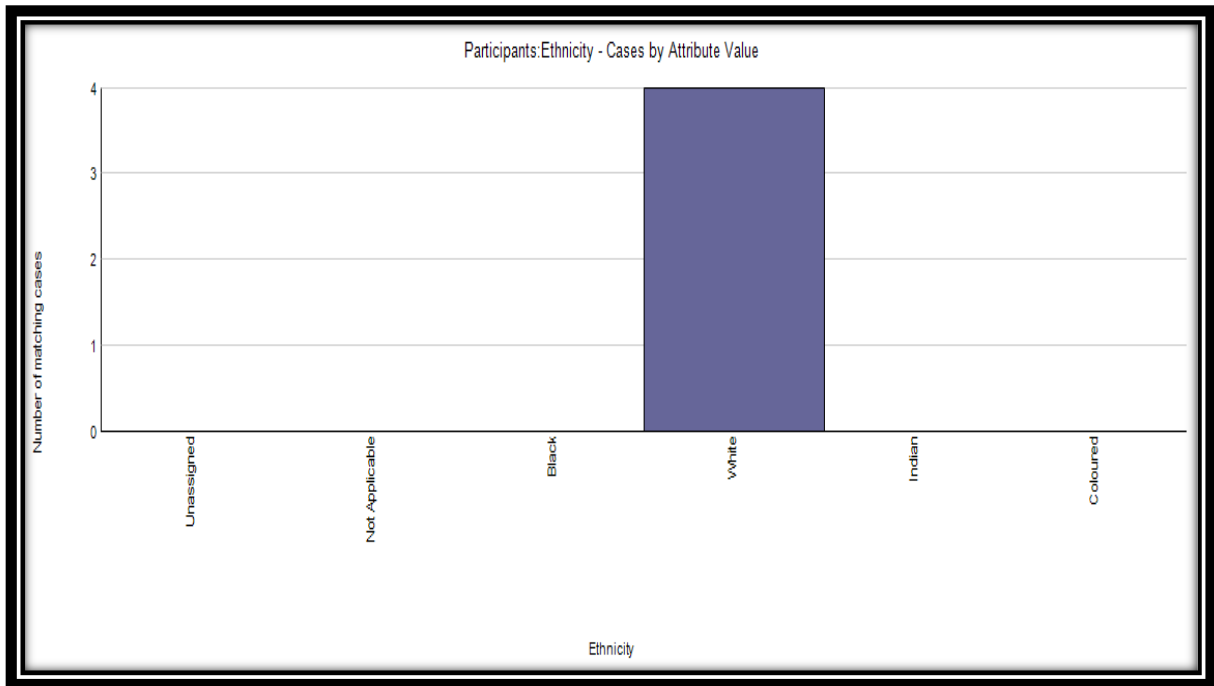


Figure 4.7: Participant ethnicity – Cases by attribute value

4.4.4 Educational Qualification of Respondents

The results relating to the corporate sponsors’ education qualifications show that all respondents held a post-diploma qualification.

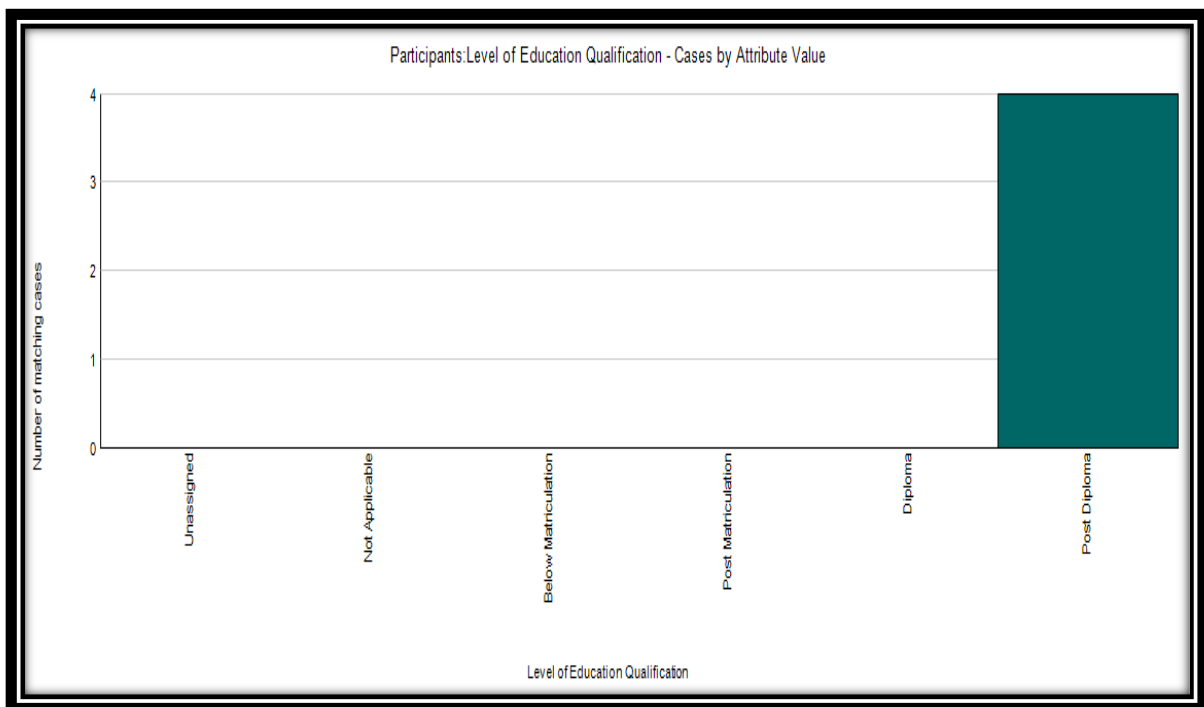


Figure 4.8: Participant level of education – Cases by attribute value

4.4.5 Customer/Fan Perspective: Responses about the AFC Corporate Sponsors

In an effort to establish whether corporate sponsors are taking the initiative to grow the organisation's customer and fan base, the following question was asked:

Question 5: What initiatives are in place for corporate sponsors to assist the AFC management to retain and attract new customers and fans?

From the corporate sponsor's point of view, three key themes emerged. The overriding theme was the core function of the sponsor which is funding as indicated on the table below. It was followed by technical support which varied according to the specialisation of the sponsor. One of the sponsors offered technical support in logistical education as well as branding. Another offered technical support in providing transport for employees as well as sponsoring certain events within the club, an example being the year-end award ceremony. Lastly, there is technical support in counselling and psychological support when an employee has lost a loved one.

Table 4.1: Frequency Table

Theme	Frequency
Assist with technical support	3
Assist with funding	4
Assist with marketing where necessary	3

In an effort to establish whether corporate sponsors are aware of the AFC fans' expectations of the club, the following question was asked:

Question 6: As a corporate sponsor are you aware of what the AFC fans are expecting from the club?

The overall response from participants confirmed their awareness of what the AFC customers and fans expect from the club.

In establishing corporate sponsors' understanding of customers' and fans' goals and expectations, the following question was asked:

Question 7: What are the goals and expectations from the corporate sponsors of the AFC?

Respondents expect the AFC to play in the PSL because of the media and publicity attention since sponsors' return on investment is dependent on media mileage displayed on either television or print media. Secondly, corporate sponsors expect

the AFC to attract a huge following of spectators as this is how brand visibility is attained.

In establishing whether corporate sponsors have set smart objectives for the AFC management to please fans, the following question was asked:

Question 8: What targets have been set by corporate sponsors for the AFC management to achieve in order to attain the desired corporate visibility mileage?

The themes that emerge as prominent are as per table 4.2, with the main theme being for the club to avoid relegation to the lower tier of football by all means. The sponsors have invested considerable resources and would be pleased to see the AFC maintain its presence in the PSL. Self-invested objectives from the sponsors are that of the AFC winning at least one trophy in a season and advancing corporate mileage by making use of the available publicity and media.

Table 4.2 below depicts the three dominating themes from the question.

Table 4.2: Frequency Table

Theme	Frequency
Win at least one trophy in a season	3
Avoid relegation	4
Corporate mileage	3

In establishing whether corporate sponsors are keen to assist with attracting and retaining experienced quality employees, the following question was asked:

Question 9: What measures are set in place for corporate sponsors to assist and retain experienced quality players and employees at the AFC?

The most prominent theme that emerged from all four respondents was that of offering technical assistance where and when necessary. Since corporate sponsors want to see the AFC succeed, the relationship was structured in a way that corporate sponsors do not interfere in the management of the day-to-day affairs of the organisation.

In gauging corporate sponsorship awareness of the AFC's performance versus fans expectations, the following question was asked:

Question 10: How is the AFC performance measured versus corporate sponsorship expectations?

All respondents mentioned the fact that the club is under-performing. This has an indirect negative impact on individual brands. However, the fact that the AFC is back in the PSL was good for sponsors' knowing that corporate mileage and publicity of their brands will be visible to the community as part of corporate social responsibility as well as brand visibility.

4.4.6 Internal Processes Perspective Responses about the AFC Corporate Sponsors

In an effort to establish whether corporate sponsorship is encouraging the sharing of information between sponsor and the sponsored party, the following question was asked:

Question 11: Does corporate sponsorship encourage inter-personal communication between the AFC management and sponsors? If not, why not? And if 'Yes', what structures are put in place?

The dominant theme that emerged from all four corporate sponsors of the AFC was that there is an open-door policy. The AFC management gives regular updates to sponsors when required. This was not an evaluation and monitoring relationship; however, it was a cordial mutually beneficial relationship.

In an effort to establish whether corporate sponsorship is monitoring performance, the following question was asked:

Question 12: What performance management tool is corporate sponsorship using to measure the AFC management performance?

Corporate sponsors indicated that from the cordial relationships established, sponsors do not monitor and evaluate the AFC regularly. However, the end of the sponsorship contract deal would be when the two parties sit to evaluate the performance of the AFC brand for the set period. At the end of the contract, corporate sponsors look at the performance of the AFC as a brand, whether it has managed to grow its membership base, and whether the AFC has managed to attract media coverage as growth in this aspect gains media mileage for the sponsor.

In an effort to establish whether corporate sponsorship has aligned organisational objectives, the following question was asked:

Question 13: Has corporate sponsorship set objectives and goals in line with their own organisational objectives for the AFC management to achieve? If 'Yes', what are the monitoring and evaluation measures?

The dominant theme was of that corporates' setting objectives to provide marketing assistance and for the developing of technical skills. Corporate sponsors do not offer short-term monitoring and evaluation to a sponsored party.

In an effort to establish whether corporate sponsorship objectives will be achieved the following question was asked:

Question 14: What initiatives have corporate sponsorship put in place that will assist the AFC management to carry out their functions to be able to achieve organisational objectives?

Corporate sponsorships, as mentioned, are to assist with technical support, while the day-to-day administration of the club was left to the AFC management. To make sure set objectives are achieved was also the responsibility of the AFC management.

In an effort to determine how the AFC excels, the following question on corporate sponsorships' working relationship with the AFC was posed:

Question 15: In order for the AFC as an organisation to excel what inter-performance goals has corporate sponsorship set to be achieved?

The dominant theme that emerged from respondents on this question was that corporate sponsors do not set any inter-performance goals to be achieved by the AFC.

In an effort to retain sponsorships contracts, the following question was asked:

Question 16: To satisfy corporate sponsorship, in what business process must the club excel in order to retain sponsorship?

Respondents want to see the AFC to increase their fan and television view bases, and they believe the AFC can achieve this by winning games, playing attractive football and retaining their status in the PSL.

4.4.7 Organisational Learning and Development Responses about the AFC Corporate Sponsors

In determining the initiatives that corporate sponsorship has set for organisations to achieve its objectives, the following question was asked:

Question 17: What initiatives are in place for corporate sponsorship to assist the AFC to achieve their set objectives?

According to sponsors the prevailing theme was that of financing the project, and assisting with technical skills where and when needed. The onus is on the AFC to implement objectives and direct resources towards achieving set objectives.

In determining what targets corporate sponsorship has set to assist in improving the learning and development of the workforce, the following question was asked:

Question 18: What targets have been put in place by corporate sponsorship to assist the AFC management improve its employees' learning and development programmes?

According to sponsors as respondents, they assist by sponsoring the AFC financially and the onus is on management to ensure that employees are well trained and skilled for the job function they are performing. However, there are cases where sponsors assist with the technical skills of psychological help and marketing skills as per the AFC request.

In determining how learning and development can improve the workforce, the following question was asked:

Question 19: How are learning and development programmes in the club measured by corporate sponsorship to assist the AFC management to improve?

All respondents indicate that they refrain from interfering with learning and development programmes in the AFC. They indicated this function as one that is wholly performed by the AFC management.

In establishing a competitive workforce, corporate sponsorship benchmarks learning and development against top performers to improve the workforce. The following question was posed:

Question 20: Does corporate sponsorship have a benchmark standard for the AFC management to measure against learning and growth?

One sponsorship group indicated that the AFC was expected to learn from market leaders and to attract as many people to stadiums as possible, to make the AFC brand as visible as possible, and to educate and develop employees to be able to handle the media, either television or radio, so that in the long run supporters want to be associated with the brand.

4.4.8 Financial Function: Responses about the AFC Corporate Sponsors

In an effort to examine the financial and regulatory targets, the following question was asked:

Question 21: What financial targets has corporate sponsorship set for the AFC management? If none, why not?

Sponsors do not set financial targets for the AFC to achieve. They offer technical expertise and expert brand visibility from the sponsored party. The sponsor expects

accountable spending and progressive projects that assist the club to grow. They would like to see brand visibility in stadiums, on television and wherever they are holding events. One respondent specifically would not like to hear of player management wage disputes due to lack of funds, and another would not be pleased to hear of employee management disputes regarding transport and accommodation when travelling to games.

In determining the role of corporate sponsorship in establishing a financially competitive organisation, the following question was posed:

Question 22: In order for the AFC to succeed financially, what role should corporate sponsorship play?

The response received from sponsors was that they are not involved in guiding the AFC on financial management as this function is a day-to-day activity.

In determining the regulatory role of shareholders in setting financial objectives for corporate sponsorships, the following question was posed:

Question 23: What are the financial objectives set by shareholders for corporate sponsorships for the AFC to achieve?

Shareholders of corporate sponsors are not at all involved in setting objectives of organisations they sponsor. As in the case of question 22, they are also not involved.

In establishing a return on investments, shareholders usually set financial targets for corporate sponsorships. In investigating financial targets the following question was posed:

Question 24: Are there any financial targets set by the shareholders for corporate sponsorships to achieve? If 'Yes', what are they?

Corporate sponsorships are encouraged to give back to the community through their community social responsibility initiative, and once they have donated funds they do not dictate how funds are to be used by recipients. In the AFC's case, sponsors donate a fixed amount for a fixed period and no financial targets set for the AFC to achieve financially.

In making sure value is added to an organisation, management has to attain set financial targets. In finding out how corporate sponsorships achieve the targets, the following question was posed:

Question 25: What measures are set in place by corporate sponsorships for the AFC to achieve financial targets?

Sponsorships are issued by corporates as part of their social responsibility to the community, hence once a sponsor has made a donation to the AFC, corporates do not monitor or micro-manage an organisation, especially not a professionally run organisation such as the AFC. Therefore, there are no measures set by corporates to assist the AFC in achieving its own financial targets.

In adding value to an organisation, shareholders set goals for management to attain. In finding out the goals the following question was posed:

Question 26: What goals have been set by their shareholders for corporate sponsorships?

Shareholders of corporate are interested in seeing their organisations give back to the community where they are base as per broad-based black economic empowerment (BBBEE) legal requirements. Therefore, in allocating monies to the AFC as sponsorship, shareholders do not micro-manage the usage of funds: they are fulfilling their legal requirements in seeing that they meet set requirements by government. The usage and management of funds becomes the function of the AFC and their management. The sponsors will definitely review and evaluate the usage of funds at the end of the contract in determining whether the objective of funding the AFC has been achieved. The sponsors further evaluate whether their brand was visible enough: if the sponsors are not happy with the publicity, they seek another corporate in which to invest.

4.5 Presentation of Quantitative Data

The study presents quantitative data harvested simultaneously with the qualitative data. The quantitative data was harvested from the AFC customers and fans in stadiums where the AFC was hosting its PSL home games. The questionnaire was designed for harvesting quantitative data in the following manner: The first four questions of the instrument dealt with demographic data. This was followed by questions that addressed perspectives relating to the customers and fans. The third section comprised questions addressing perspectives on internal processes in the AFC. The fourth section consisted of questions addressing perspectives on learning and development (innovation) in the AFC. The last section of the interview guide comprised questions addressing perspectives on finance.

4.6 Presentation of Descriptive data

The researcher's aim was to present quantitative data in a descriptive statistical model. This implies the study would summarise samples and measurements, making use of simple graphical analysis, by helping simplify data into a sensible manner.

4.7 The AFC Customer/Fan Frequency Distribution

The quantitative data harvested from customers and fans of the AFC was collected in the Durban area, specifically in stadiums where the AFC was hosting its home games. For this part of the research, a random sampling was selected to give each customer or fan an equal opportunity to be selected for questioning.

4.7.1 Age Bracket of Respondents

From the quantitative data collected, it was clear in figure 4.9 that the majority of respondents ranged from age eighteen to thirty-five, forming fifty-seven per cent of the respondents. The largest age group of respondents was that of age eighteen to twenty-seven, forming thirty-one per cent of the respondents. The second largest was ages twenty-eight to thirty-five, making up twenty-six per cent. The age group thirty-six to forty-five were almost equivalent to the age group of elder people above fifty-five at sixteen per cent and seventeen per cent respectively. The smallest age group was age forty-six to fifty-four at just a seven per cent response rate.

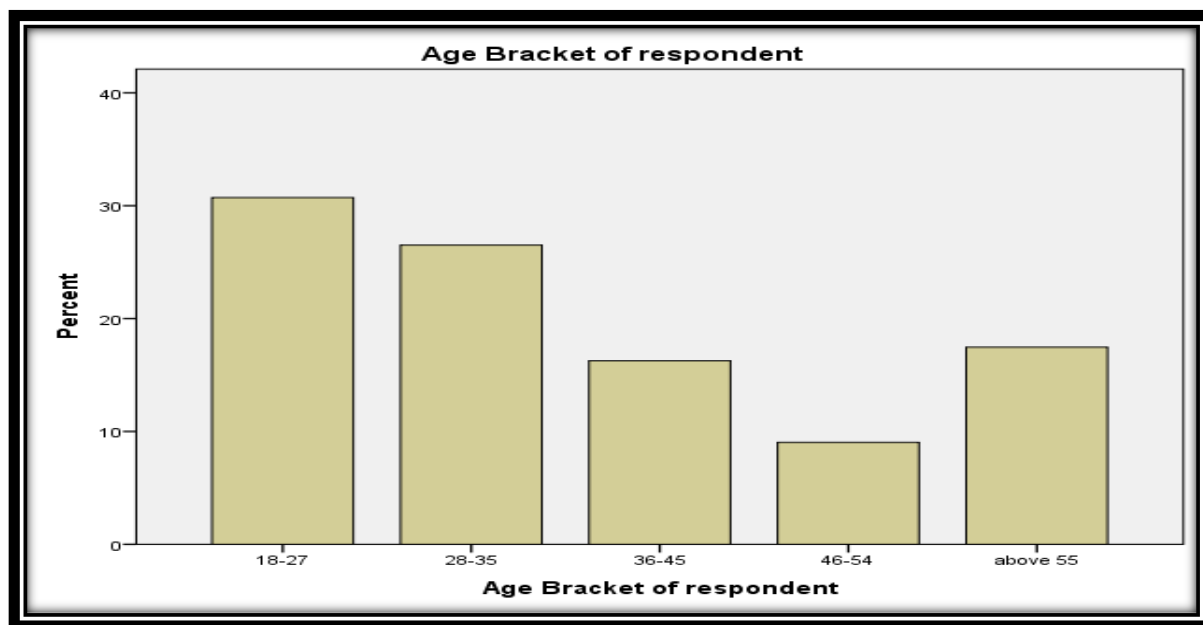


Figure 4.9: Age bracket of respondents

4.7.2 Gender of Respondent

From the quantitative data harvested from customers and fans (figure 4.10), it was established that fifty-nine per cent are males while forty-one per cent are females. In the AFC game attendance males dominate yet again.

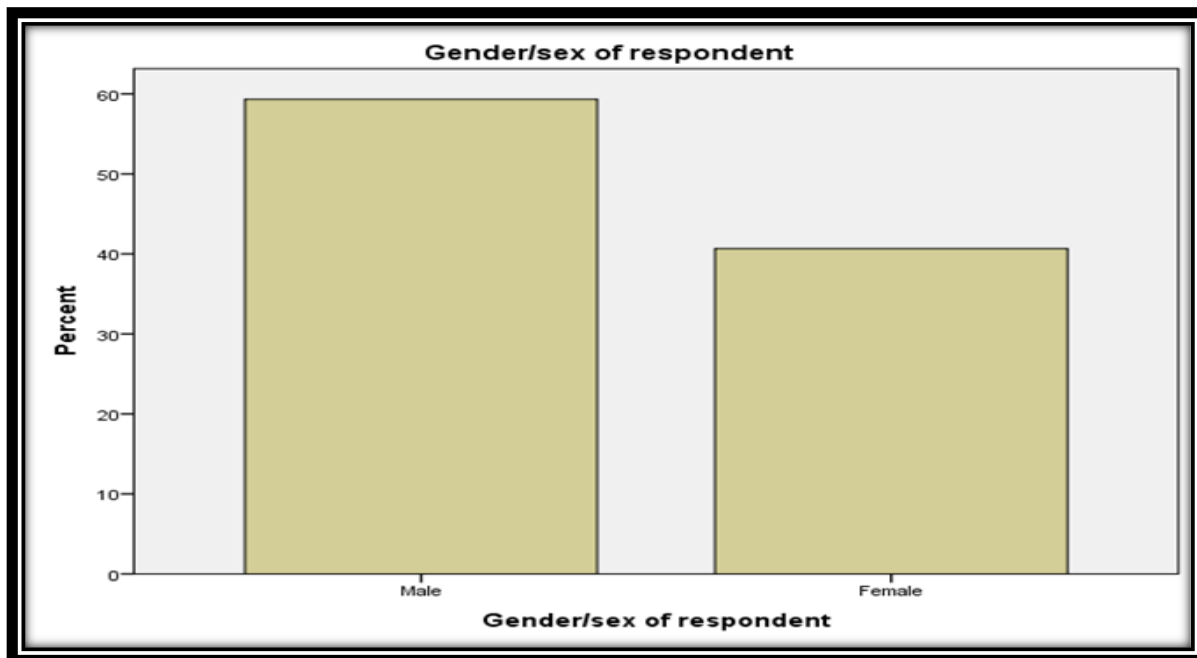


Figure 4.10: Gender of respondents

4.7.3 Ethnic Language of Respondents

The population in the Durban area was made up of a support base of seventy per cent Zulu-speaking and Xhosa-speaking customers and fans. The majority of customers and fans were Zulu-speaking followed by those who speak Xhosa. Zulu-speaking respondents comprised fifty-two per cent, while Xhosa-speaking made up nineteen per cent. Respondents speaking both Southern and Northern Sotho formed three and four per cent respectively. Also in the percentage bracket of three per cent were respondents classified as English-speaking coloureds and foreigners residing in South Africa. In the community of English-speaking Indians and English-speaking whites, respondents amounted to six per cent and eight per cent respectively (figure 4.11).

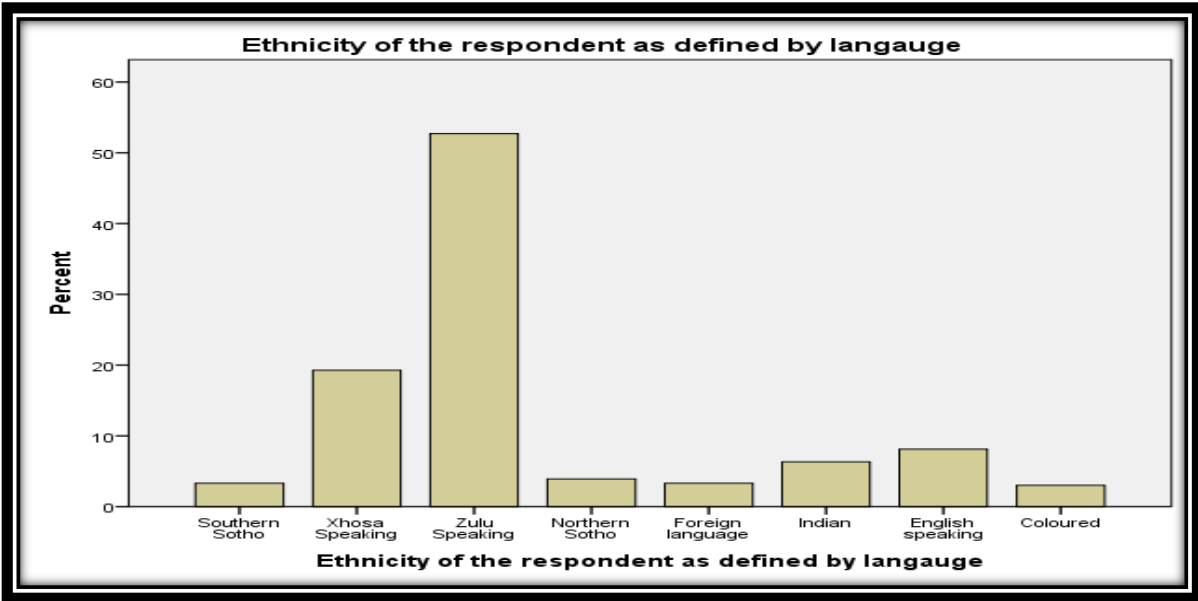


Figure 4.11: Ethnicity of the respondents as defined by language

4.7.4 Educational Qualifications of Respondents

According to figure 4.12, sixty-five per cent of the responses were customers and fans in possession of a post-matric and post-diploma qualification. Thirty-five per cent had a post-matriculation educational qualification and thirty per cent a post-diploma qualification, with those holding a diploma qualification only numbering the lowest at fifteen per cent.

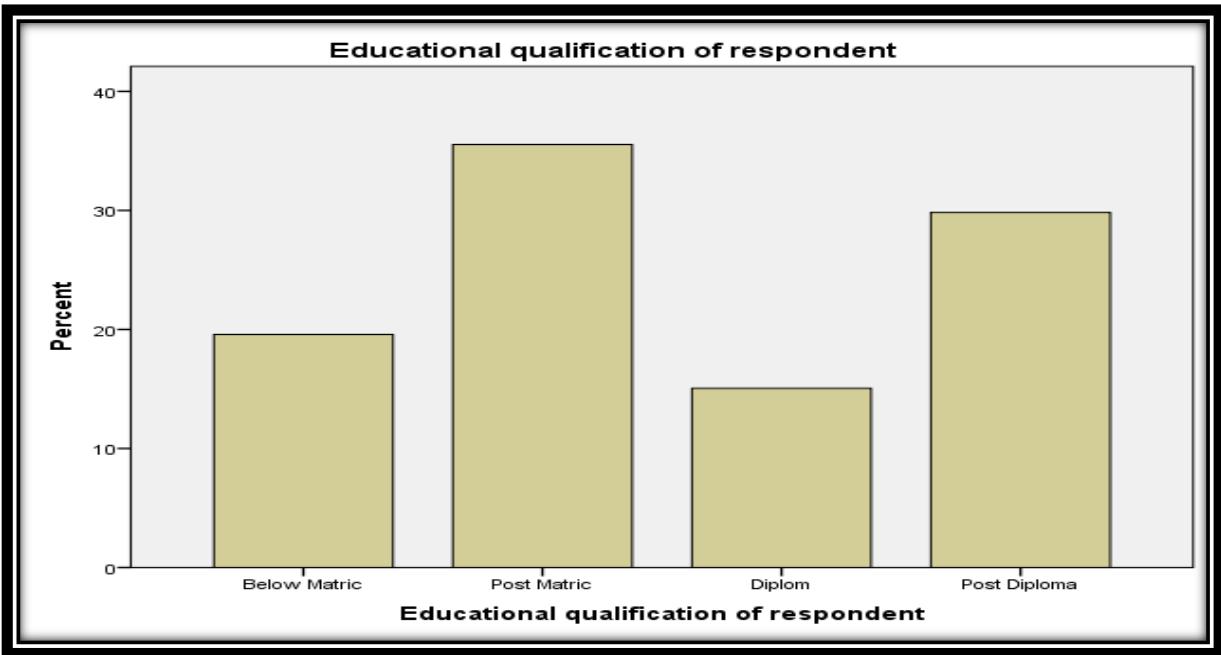


Figure 4.12: Educational qualification of respondents

4.7.5 Customer/Fan Perspective: Responses about the AFC Fans and Customers

In an effort to establish whether management is implementing initiatives to grow the organisation’s customer and fan base, the following question was asked:

Question 5: Is the AFC management working hard to retain and attract new quality players?

Twenty-nine per cent of responses from the AFC fans show they are indecisive as to whether management was working hard to retain and to attract good new quality players to the club whilst almost eighteen per cent strongly agreed with this view. The largest group of respondents which was thirty-four per cent agreed with the view that management was working hard to retain and attract new quality players. Only seven per cent strongly disagreed whilst twelve per cent disagreed with management’s working hard to retain and attract new quality players (see table 4.3):

Table 4.3: Player Retention

Player Retention		Valid Values				
Standard Attributes	Label	1	2	3	4	5
Value	The AFC management is working hard to retain and attract new quality players	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Count		59	114	97	39	23
Percent		17.7%	34.2%	29.1%	11.7%	6.9%

In an effort to establish whether management is meeting customers’ and fans’ expectations, the following question was asked:

Question 6: Does the AFC management know what fans are expecting from the club?

Responses received from the above question from fans indicate that forty-four per cent agree. The forty-four per cent was split between eight per cent who strongly agree and thirty-six per cent who agree. Overall, thirty-two per cent were indecisive. On the other hand, there were twenty-three per cent who disagreed that management do not know what fans are expecting from the club. This twenty-three was split between nine per cent who strongly disagree and fourteen per cent who disagree.

The question on player retention was presented to customers to gauge their perceptions on their affiliation with the players as the greater part of a performance contribution factor in the AFC. Over seventy per cent of respondents appreciate the AFC players.

Table 4.4: Fan Expectations

Standard Attributes	Label	The AFC Management knows what fans are expecting from the club	Value	Count	Per cent
Valid Values	1	Strongly agree		27	8.1%
	2	Agree		119	35.7%
	3	Neither agree nor disagree		108	32.4%
	4	Disagree		48	14.4%
	5	Strongly disagree		30	9.0%

In establishing an understanding of customers' and fans' goals and expectations the following question was asked:

Question 7: Am I expecting the AFC to achieve fan expectations?

Fifty-five per cent of respondents agreed that the AFC would meet fans' expectations. This fifty-five per cent was made up of seventeen per cent who strongly agreed that the AFC would achieve fan expectations and thirty-eight per cent who agreed. On the same matter there were twenty-three per cent of respondents who were indifferent on the matter, not sure whether to agree that the AFC would achieve fan expectations or disagree. Lastly, there were twenty-two per cent of respondents who disagreed that the AFC would achieve fan expectations. The twenty-two per cent was made up of seventeen per cent who disagreed and five per cent who strongly disagreed (see table 4.5).

Table 4.5 My Expectation

	Value	Count	Per cent	
Standard Attributes	Label	I am expecting the AFC to achieve fan expectations?		
Valid Values	1	Strongly agree	56	16.8%
	2	Agree	126	37.8%
	3	Neither agree nor disagree	77	23.1%
	4	Disagree	55	16.5%
	5	Strongly disagree	18	5.4%

In establishing frequency in game attendance, the following question was asked:

Question 8: How many games of the AFC do you attend in a season?

The statistics from respondents indicate that the AFC games are mostly not regularly attended by their fans. Forty-five per cent only attend a maximum of two games per season. Twenty-six per cent only attend between three and five games per season and twenty per cent attend between six and twelve games. Lastly, only eight per cent attend more than thirteen games per season. The results indicate that less than thirty per cent of the respondents regularly attend more than five games per season (see table 4.6).

Table 4.6: Game Frequency Per Season

	Value	Count	Per cent	
Standard Attributes	Label	How many games of the AFC do you attend in a season?		
Valid Values	1	0 - 2	151	45.3%
	2	3 - 5	86	25.8%
	3	6 - 12	68	20.4%
	4	13 and above	27	8.1%

In determining game attendance factors, the following question was asked:

Question 9: Does the AFC's winning a match affect my likelihood of attending the next match?

From the table 4.7 it can be seen that forty-five per cent of the respondents agree that winning a game affects the likelihood of their attending the next match. This forty-five per cent can be divided between twenty-two per cent who agree and twenty-three per cent who strongly agree.

Twenty-seven per cent of respondents are indecisive as to whether the AFC's winning a match affects their likelihood to attend the next match with twenty-three per cent strongly agreeing whilst twenty-two per cent agree. Those disagreeing comprise twenty-eight per cent of the respondents. The twenty-eight per cent can be split between seventeen per cent who strongly disagree and eleven per cent who disagree (see table 4.7).

Table 4.7: Match Attendance	Frequency	Per cent	Valid Per cent
Neither agree nor disagree	90	27.1	27.1
Disagree	38	11.4	11.4
Strongly disagree	55	16.6	16.6
Total	332	100.0	100.0

In gauging the loyalty of supporters, the following was noted.

Question 10: For how long have you been a fan of the AFC?

According to table 4.8, almost thirty per cent cannot be classified as fans. The study does not, however, indicate for how long they have been following the club. However, owing to the fact they were found at the stadium is an indication that they are football followers. From the study twenty-three per cent have been part of the fandom of the club for more than ten years. Forty-seven per cent of the AFCs fandom is less than ten years old. This raises an interesting question: what happened to fandom from the 1996/97 genesis of PSL professionalism years till now?

Table 4.8: How Long a Fan **Value** **Count** **Per cent**

Standard Attributes	Label	For how long have you been a fan of the AFC?		
Valid Values	1	Less than 2 years	47	14.1%
	2	Between 2 and 5 years	43	12.9%
	3	Between 5 and 10 years	66	19.8%
	4	More than 10 years	77	23.1%
	5	Not a FAN	99	29.7%
Missing Values	System		1	0.3%

In determining respondents' affiliation to the AFC the following question was asked:

Question 11: If not a fan, to which team are you affiliated and why?

Seventy-one per cent of the respondents do not describe themselves as being a fan, even though they have the AFC regalia and attend games. There are close to thirty per cent that openly affiliate with the club and profess to be fans of the club (see Table 4.9)

Table 4.9: Not a Fan Frequency		Per cent	Valid Per cent
Valid	not a fan	273	70.8
	fan	112	29.2
	Total	385	100.0

In determining whether respondents' affiliation to the AFC is due to their residence in KZN, the following question was asked:

Question 12: Are you a fan of the AFC because you are located in KZN?

Table 4.10 reveals that forty-one per cent of respondents follow the AFC because they reside in Durban whilst fifty-seven per cent do not follow the club despite living in Durban. They could be following because they love the club or could not be following at all.

Table 4.10: Fan due to location

Standard Attributes	Valid Values	
Label	1	2
Are you a fan of the AFC because you are located in KZN?	Yes	No
	157	228
	41.1%	57.4%

In determining what other reasons exist for supporting the AFC the following question was asked:

Question 13: Please mention other reasons why you support the AFC. Varying reasons were posted by respondents as to why they support the AFC. They range from the culture of the team, to the philosophy behind the team, to history and many other reasons. The cultural perspective has managed to draw forty-six per cent, implying that fifty-four per cent were not attracted due to culture, but other factors. When it comes to the philosophy, the club attracted

forty-nine per cent of respondents, leaving fifty-one per cent professing to be drawn to the club by other factors. On the option of the impeccable history of the AFC history, it is ironical that thirty eight per cent have been drawn to the club owing to culture, while sixty-four opted for other factors. Last was category of “other reasons” and twenty-nine per cent were attracted to the club for other reasons while seventy per cent did not choose this reason (See table 4.11).

Table 4.11: Reason for Supporting the AFC **Frequency** **Per cent** **Valid Per cent**

Valid	Love for culture of play	178	46.2	46.4
	Reason not selected	206	53.5	53.6
	Total	385	99.7	100.0
Valid	Love for philosophy the team stands for	189	49.2	49.4
	Reason not selected	195	50.5	50.6
	Total	385	99.7	100.0
Valid	The history behind the team	137	35.7	35.8
	Reason not selected	246	64.0	64.2
	Total	385	99.7	100.0
Valid	For other reasons	113	29.4	29.5
	Reason not selected	271	70.3	70.5
	Total	385	99.7	100.0

4.7.6 Internal Processes Perspective Responses about the AFC Fans/Customers

In determining whether internal processes are efficient and fans’ perception of contributing on decision making within the club, the following question was asked:

Question 14: Do you feel you contribute to the team’s decision-making?

From table 4.12 it can be seen that forty-nine per cent feel they do not contribute in the team’s decision-making. This forty-nine per cent was split between sixteen per cent who strongly disagree and thirty-three per cent who disagree. From the responses only twenty-three per cent

were indecisive whilst twenty-eight per cent feel they do contribute to decision-making. The twenty-eight per cent were divided between eight per cent who strongly agree and twenty per cent who agree to feeling that they contribute in decision-making. Indecisiveness is the highest category, indicating fans may not be included in decision-making (see etc.):

Table 4.12: Fans’ contributing to decision-making

		Frequency	Per cent	Valid Per cent
Valid	Strongly agree	31	8.1	8.1
	Agree	76	19.8	19.9
	Neither agree nor disagree	88	22.8	22.9
	Disagree	127	33.0	33.1
	Strongly disagree	61	15.9	16.0
	Total	385	99.7	100.0
Total		385	100.0	

In an effort to establish the preferred mode of communication by fans in communicating with management, the following question was asked:

Question 15: As a fan how do you communicate to team management on issues you want considered in decision making?

According to Bengue (2016), it is vital for supporters to be heard: different sporting organisations have engaged in various means of communicating with their supporters. Responses received on this question show fans and customers communicating with management using social media (Facebook or Twitter, or both) constitute fifty-two per cent, and those respondents who decided not to select social media as a communication means constituted forty-eight per cent. There were thirty-seven per cent of respondents who communicate with management through conference gatherings that the club organises whilst sixty-three per cent of respondents do not to use this communication method.

Eight per cent of the respondents do not communicate with management on issues they want considered, and ninety-two per cent did not select this option. There were also twenty-six per cent who selected communication with management through team fan social gatherings where fans can interact with management to indicate whatever they feel is of concern. On the same note there are seventy-four per cent who did not select this option as they do not communicate

with management using this option. Sixteen per cent of respondents selected communication using a short message service, commonly known as SMS, whilst eighty-six per cent do not communicate with management using SMSs.

Communication with stakeholders is vital for publicity management and brand visibility. The study did, however, not show the communication interaction between customers and fans and the AFC sponsors about the performance of the club. This aspect of data would add rich data to the research in concluding demands of sponsor visibility to customers by brands to which sponsor organisations customers are affiliated.

Lastly, six per cent communicate with management using other means of communication given in the options above. Ninety-four per cent have indicated they do not engage with management using this means of communication. It should be noted that respondents were not only limited to a certain communication tool; they could select all means of communication as long as they actually use the means to communicate with management.

A total of three hundred and thirty-two responses were received for this part of the questionnaire. Some respondents may have found it not relevant to them for reasons known to them alone. However from data gathered, rich analysis can be derived. The results below in table 4.13 are compiled from the research questionnaires.

Table 4.13: Communicate To Team

Management		Frequency	Per cent	Valid Per cent
Valid	Through their Twitter account	199	51.7	51.8
	Reason not selected	185	48.0	48.2
	Total	385	99.7	100.0
Total		385	100.0	
Valid	Through their Facebook account	199	51.7	51.8
	Reason not selected	185	48.0	48.2
	Total	385	99.7	100.0
Total		385	100.0	
Valid	Conference gatherings	141	36.6	36.7
	Reason not selected	243	63.1	63.3
	Total	385	99.7	100.0
Total		385	100.0	
Valid	No I do not contribute	32	8.4	8.4
	Reason not selected	352	91.3	91.6
	Total	385	99.7	100.0
Total		385	100.0	
Valid	Team fan social gatherings	102	26.4	26.5
	Reason not selected	282	73.3	73.5
	Total	385	99.7	100.0
Total		385	100.0	
Valid	SMS	62	16.2	16.3
	Reason not selected	321	83.5	83.7
	Total	385	99.7	100.0
Total		385	100.0	
Valid	Other: please specify	23	6.0	6.0
	Reason not selected	361	93.7	94.0
	Total	385	99.7	100.0
Total		385	100.0	

In order to establish the mode of communication preferred by management in communicating with fans, the following question was asked:

Question 16: Do you know how management communicates with the team's fan base?

The AFC fans indicated their awareness of management using social media (Facebook and Twitter) to communicate with them. According to responses received, fifty-two per cent showed their communication preference while forty-eight per cent indicated their avoidance of these social media for reasons known to them. The study further indicated that thirty-seven per cent of the respondents opted for conference gatherings to converse with management, whilst sixty-three per cent indicated they were unaware of management using conference gatherings as a communication tool. There was an eight per cent response who indicated they are not aware of how management communicate with fans, while ninety-two per cent did not select this option, indicating that they are aware that somehow management does communicate with fans.

In the responses received to this particular question, it was noted that twenty-six per cent are aware that management communicates with fans through team fan social gatherings whilst seventy-four per cent do not communicate with management through this mode. There was another mode communication of using SMS. This was preferred by sixteen per cent of respondents. However, eighty-four per cent do not use it for reasons not mentioned. Lastly, six per cent indicated management communicates with them as fans in some way other than those indicated above, of which ninety-four per cent are not aware or do not use any other means of communication with management.

Lastly, the researcher noticed the similarity in responses from table 4.13 and table 4.14.

These two tables depict responses to questions relating to communication channels that management uses to convey or receive information from stakeholders. From these tables management is presented with areas where it can improve by re-focusing more resources and areas where it should maintain the good work being done already.

There are other means of communication, such as walk-in office and postal which are classified under 'Others'. Presentation of this part of the questionnaire may lack the respondents' preferred means of communication.

Table 4.14: How management

communicates with fan base		Frequency	Per cent	Valid Per cent
Valid	Through their Twitter account	199	51.7	51.8
	Reason not selected	185	48.0	48.2
	Total	385	99.7	100.0
Total		385	100.0	
Valid	Through their Facebook account	199	51.7	51.8
	reason not selected	185	48.0	48.2
	Total	385	99.7	100.0
Total		385	100.0	
Valid	Conference gatherings	141	36.6	36.7
	Reason not selected	243	63.1	63.3
	Total	385	99.7	100.0
Total		385	100.0	
Valid	No, I do not contribute	32	8.4	8.4
	Reason not selected	352	91.3	91.6
	Total	385	99.7	100.0
Total		385	100.0	
Valid	Team fan social gatherings	102	26.4	26.5
	Reason not selected	282	73.3	73.5
	Total	385	99.7	100.0
Total		385	100.0	
Valid	SMS	62	16.2	16.3
	Reason not selected	321	83.5	83.7
	Total	385	99.7	100.0
Total		385	100.0	
Valid	Other: Please specify	23	6.0	6.0
	Reason not selected	361	93.7	94.0
	Total	385	99.7	100.0
Total		385	100.0	

4.7.7 Organisational Learning and Development: Responses about the AFC Fans/Customers

In an effort to establish the processes of learning and development implemented by management, the following question was asked:

Question 17: Do you participate in any process of monitoring and evaluating team management? If ‘Yes’, how?

Ten per cent of the responses from fans indicated agreement to being part of the process of monitoring and evaluating the team’s management. The ten per cent was split between three per cent who strongly agreed and seven per cent who agreed. Twenty-four per cent of the respondents are indecisive. From the same response group on the same question, sixty-six per cent denied to being part of the monitoring and evaluation process. They felt excluded from this process. Of these, twenty-eight per cent strongly disagreed while thirty-eight per cent disagreed. Ten per cent opted not to respond to this question for unspecified reasons (see table 4.15).

Table 4.15: Do You Participate In Any Process of Monitoring and Evaluating of Team Management?

		Frequency	Per cent	Valid Per cent
Valid	Strongly agree	10	2.7	3.0
	Agree	23	6.0	6.7
	Neither agree nor disagree	84	21.9	24.3
	Disagree	131	33.9	37.7
	Strongly disagree	98	25.5	28.3
	Total		385	100

In an effort to establish future prospects of an improved performance by the club, the following question was asked:

Question 18: Do you see any improvement in the future regarding the team’s performance?

The AFC fans are passionate about the club. When asked about seeing any improvement in the future performance of the team, thirty-six per cent agree to the possibility of improvements in the future. The thirty-six per cent were split between nine per cent who strongly agreed regarding improvements, and twenty-seven per cent who agreed. From the same respondents thirty per cent were indecisive regarding possible future improvements. Thirty-four per cent

disagree that the team will improve in the future, split between seven per cent who strongly disagree and twenty-seven per cent who disagree to the possibility of seeing improvements in the future (see table 4.16).

Table 4.16: Possible future improvement		Frequency	Per cent	Valid Per cent
Valid	Strongly agree	26	7.8	8.7
	Agree	82	24.6	27.3
	Neither agree nor disagree	90	27.0	30.0
	Disagree	82	24.6	27.3
	Strongly disagree	20	6.0	6.7
	Total	300	90.1	100.0
Missing	System	33	9.9	
Total		333	100.0	

In an effort to establish the source of performance improvement by the club, the following question was asked:

Question 19: What could be the source of the possible improvement?

Experiences from fans provide interesting responses to this question. The question emanates from the theme of learning and development. It can be noted that for the AFC to improve, sixty-six per cent of the respondents would like to see a strong player development programme put in place, while thirty-four per cent did not select this option but may either have selected another option or abstained.

Forty-seven per cent of the respondents maintained that if the AFC management personnel could change, there could be an improvement at the club. Fifty-three per cent opted not to select this option, either disagreeing with it or opting for other options. Thirty-four per cent of the responses to this question indicated that if the club could receive more money from sponsors, then a positive change could be seen in the running of the club. However, sixty-six per cent disagreed with this option or preferred other options.

Lastly, twenty per cent mentioned other reasons not mentioned above that could be hampering the club from progressing or improving. However, eighty per cent of the respondents disagreed with this view, opting instead for other reasons.

Table 4.17: Source of improvement		Frequency	Per cent	Valid Per cent
Valid	The club to have a strong player development programme	220	52.4	66.3
	Reason not selected	112	26.7	33.7
	Total	332	79.0	100.0
Total		420	100.0	
Valid	Change in the management personnel	155	36.9	46.7
	Reason not selected	177	42.1	53.3
	Total	332	79.0	100.0
Total		420	100.0	
Valid	The club to have more funding from sponsors	112	26.7	33.7
	Reason not selected	220	52.4	66.3
	Total	332	79.0	100.0
Total		420	100.0	
Valid	Other: Please specify	66	15.7	19.9
	Reason not selected	266	63.3	80.1
	Total	332	79.0	100.0
Total		420	100.0	

In establishing whether the AFC management should monitor performance, the following question was asked:

Question 20: Should management measure players' performance in the club?

Seventy-eight per cent of fans agreed that management should measure players' performance (see table 4.17). The seventy-eight per cent was split between twenty-three per cent who strongly agreed and the fifty-five per cent who agreed with management measuring players' performance.

On the same sample from the same respondents fourteen per cent appear to be indecisive. However, eight per cent disagreed with this opinion, saying management should not be involved with player performance. The eight per cent was split between five per cent who strongly disagreed and the three per cent who disagreed to management measuring performance. Responses to this section of the question were at a hundred per cent response rate indicating all the issued questionnaires were responded to.

Table 4.18: Should Management Measure

Players' Performance In The Club?	Frequency	Per cent	Valid Per cent
Valid Strongly agree	77	23.2	23.2
Agree	182	54.8	54.8
Neither agree nor disagree	45	13.6	13.6
Disagree	10	3.0	3.0
Strongly disagree	18	5.4	5.4
Total	332	100.0	100.0

In establishing innovation within the club, the following question was asked:

Question 21: As a fan would I like management to set a standard of performance for the club against learning and growth for the club?

Responses to this question point out an interesting expectation from the AFC fans. The one hundred per cent response indicated that fans did not expect the AFC to win the league or attain the top four on the league. Lastly, they anticipated club management would avoid too many changes amongst technical employees. It was also indicated that sixty-two per cent would like to see at least a win in one cup tournament trophy in a season. Thirty-eight per cent opted not to select winning of one cup tournament option.

There is consistency in the sixty-two per cent of respondents who would like to see the club avoid relegation and attain PSL promotion (which the AFC has through buying a status in the

PSL). The same thirty-eight per cent opted not to select the counter option against winning at least one trophy in a season and countered against attaining PSL promotion.

Table 4.19: Management To Set A Standard

of Performance	Frequency	Per cent	Valid Per cent
Valid Reason not selected	332	100.0	100.0
Valid Reason not selected	332	100.0	100.0
Valid Win at least one trophy in a season	206	62.0	62.0
Reason not selected	126	38.0	38.0
Total	332	100.0	100.0
Valid Attain top eight	206	62.0	62.0
Reason not selected	126	38.0	38.0
Total	332	100.0	100.0
Valid Avoid relegation	206	62.0	62.0
Reason not selected	126	38.0	38.0
Total	332	100.0	100.0
Valid Attain promotion into PSL	126	38.0	38.0
Reason not selected	206	62.0	62.0
Total	332	100.0	100.0
Valid Reason not selected	332	100.0	100.0
Valid Reason not selected	332	100.0	100.0

4.7.8 Financial Function: Responses about the AFC Fans/Customers

In establishing whether fans support the AFC financially, the following question was asked:

Question 22: What the AFC products do you buy?

From the response from fans (see table 4.20), it was noted that forty per cent of respondents bought the AFC team jersey. However, sixty per cent responded that they did not buy the jersey. Regarding regalia track suits, twenty per cent agree to having bought the AFC track suits, while eighty per cent did not buy the tract suits at all.

On the selection of regalia T-shirts, thirty per cent bought the AFC T-shirts, while seventy per cent did not buy an the AFC T-shirt. As per the AFC scarf, only ten per cent bought the scarf, while ninety per cent have not bought the scarf. Those who are interested in the AFC reading

material only constituted ten per cent, while those not interested in the AFC reading material constituted ninety percent.

There are other sellable items such as audio (CD, media), promotional and other promotional items. Interestingly, one hundred per cent of the respondents were not interested or had not bought this. It should be noted that reasons why items had not been bought or selected have not been mentioned by respondents. However, there could be many reasons such as price or taste availability.

Table 4.20: What Products of the AFC

Do You Buy?		Frequency	Per cent	Valid Per cent
Valid	Jersey	133	40.1	40.1
	Reason not selected	199	59.9	59.9
	Total	332	100.0	100.0
Valid	Track suits	67	20.2	20.2
	Reason not selected	265	79.8	79.8
	Total	332	100.0	100.0
Valid	T-shirts	99	29.8	29.8
	Reason not selected	233	70.2	70.2
	Total	332	100.0	100.0
Valid	Scarf	34	10.2	10.2
	Reason not selected	298	89.8	89.8
	Total	332	100.0	100.0
Valid	Reading materials	33	9.9	9.9
	Reason not selected	299	90.1	90.1
	Total	332	100.0	100.0
Valid	Reason not selected	332	100.0	100.0
Valid	Reason not selected	332	100.0	100.0
Valid	Reason not selected	332	100.0	100.0

In establishing whether match attendance is affected by price, the following question was asked:

Question 23: Do ticket prices affect match attendance?

In responding to the above question, the respondents indicated that fifty-three per cent are affected by ticket prices (see table 4.21). This fifty-three per cent was split between twenty-six per cent who strongly agree and twenty-seven who agreed. Thirteen per cent of the respondents are indecisive on whether ticket prices affect their attendance or not. Thirty-five per cent disagreed with the idea, split between five per cent who strongly disagree and thirty per cent who disagree.

Table 4.21: Does Ticket Price Affect

Match Attendance?	Frequency	Per cent	Valid Per cent
Valid Strongly agree	87	26.2	26.2
Agree	88	26.5	26.5
Neither agree nor disagree	42	12.7	12.7
Disagree	98	29.5	29.5
Strongly disagree	17	5.1	5.1
Total	332	100.0	100.0

In establishing whether management’s financial spending affects fan affiliation, the following question was asked:

Question 24: Does the team’s financial spending affect your affiliation to the club?

According to table 4.22, twenty-seven per cent of the respondents agree with view that the AFC’s financial spending affects their affiliation to the club. It should, however, be noted that the twenty-seven per cent was a combination of the five per cent who strongly agree and twenty-two per cent who agree. There was a twenty-nine per cent indecisive group, which was not sure whether to agree or disagree with financial spending taking place at the club.

Forty-four per cent of respondents disagreed with the statement that their affiliation to the club was affected by financial spending. The forty-four per cent was a combination of nine per cent who strongly disagree and thirty-five per cent who agree.

Table 4.22: Does The Teams Financial Spending

Affect Your Affiliation To The Club?	Frequency	Per cent	Valid Per cent
Valid Strongly agree	18	5.4	5.4
Agree	72	21.7	21.7
Neither agree nor disagree	96	28.9	28.9
Disagree	116	34.9	34.9
Strongly disagree	30	9.0	9.0
Total	332	100.0	100.0

In establishing whether management's handling of finances affects fan affiliation, the following question was asked:

Question 25: Do you agree with how management handles the finances of the club?

Thirty-six per cent of the respondents strongly agree with how the AFC management was handling finances at the club (see table 4.23). The thirty-six was a combination of seven per cent respondents who strongly agree as well as twenty-nine per cent who agree. Forty-six per cent of the respondents are indecisive on this matter.

Table 4.23: Do You Agree With Management On

How They Handle Finances of the Club?	Frequency	Per cent	Valid Per cent
Valid Strongly agree	23	6.9	6.9
Agree	96	28.9	28.9
Neither agree nor disagree	151	45.5	45.5
Disagree	48	14.5	14.5
Strongly disagree	14	4.2	4.2
Total	332	100.0	100.0

In establishing how fans support the AFC financially, the following question was asked:

Question 26: How do you support the club financially?

The respondents on this question were given four options to choose from relating to how they support the club financially. Sixty-one per cent indicated that they attend the AFC games (see table 4.24). This included their buying tickets as their form of support to the club. However, those who opted not to choose this option accounted for forty per cent. The second option available to respondents was that of buying the AFC regalia as a means to support the club financially. Forty per cent of respondents agreed with supporting the club in buying organisational regalia, while sixty-one per cent opted not to select this option.

There are respondents who indicated they support the club by attending its promotional functions. This group accounted for thirty-six per cent, whilst respondents who do not attend or support accounted for sixty-four per cent of the respondents.

Lastly, on whether respondents support the organisation through conference functions, only thirty-six per cent agreed to using this method, while sixty-five per cent opted not to select this option.

Table 4.24: How Do You Support The Club

Financially?		Frequency	Per cent	Valid Per cent
Valid	I buy tickets to watch them play	201	60.5	60.5
	Reason not selected	131	39.5	39.5
	Total	332	100.0	100.0
Valid	Buy team regalia	131	39.5	39.5
	Reason not selected	201	60.5	60.5
	Total	332	100.0	100.0
Valid	I attend promotional events	121	36.4	36.4
	Reason not selected	211	63.6	63.6
	Total	332	100.0	100.0
Valid	I purchase conference	118	35.5	35.5
	Reason not selected	214	64.5	64.5
	Total	332	100.0	100.0

In establishing ways management can fund for the organisation, the following question was asked:

Question 27: Do you think that there are other ways management could raise funds for the AFC?

Seventy-eight per cent of the respondents agreed that there are other ways management can raise funds for the club (see table 4.25). The seventy per cent was a combination of thirty-eight per cent who strongly agreed whilst there was a forty per cent response who agreed that management could arrange other ways of raising funds for the club. There was a twelve per cent indecisive group who neither agreed nor disagreed with the view that management can raise funds through other means. Ten per cent of respondents disagreed that management could raise funds through other means. The ten per cent can be split between eight per cent who disagreed and two per cent who strongly disagreed (see table 4.25).

Table 4.25: Do You Think That There Are Other Ways Management Could Raise Funds For the AFC?

	Frequency	Per cent	Valid Per cent
Valid Strongly agree	127	38.3	38.3
Agree	131	39.5	39.5
Neither agree nor disagree	41	12.3	12.3
Disagree	27	8.1	8.1
Strongly disagree	6	1.8	1.8
Total	332	100.0	100.0

In establishing the ability of fans and customers to access the AFC, the following question was asked:

Question 28: Do you own any of the following?

A question was posed to respondents on what item they owned from the list. The items on the list were television, radio, DSTV connection, computer, Internet, smart phone, and vehicle/car. The items listed had the potential to assist respondents to directly or indirectly have access to

information about the AFC. The most interesting response received was that all respondents had access to a television from which they can watch programmes about PSL football, including updates about the AFC performance. Ninety-five per cent of respondents had access to a radio. It is believed one can hear about the AFC updates on the radio.

It was further discovered that forty-seven per cent have access to digital satellite television (DSTV whilst fifty-three per cent do not. There are channels specifically for sport on DSTV, with more detailed updates about PSL clubs, including the AFC, than on any other regular television channel.

Respondents' access to a computer stood at fifty-three per cent whilst those not having access to a computer comprised forty-seven per cent. Access to the Internet comprised fifty-three per cent and those not having access accounted for forty-seven per cent. Access to the Internet or a computer means accessibility to information about the AFC. Sixty-two per cent of respondents own smart phones which places the availability of information at the fans' fingertips. Lastly, accessibility to a car or vehicle accounted for forty-seven per cent, while those without access accounted for fifty-three per cent. Accessibility to a car implies easy mobility to venues where the AFC information is available or where games are held (see table 4.26).

There are other items that could assist one to have access to information about the AFC that the questionnaire did not mention, for example, print media. The ones mentioned were selected due to popularity and accessibility.

Table 4.26: Do You Have Access to Any of the

Following?

	Frequency	Per cent	Valid Per cent
Valid Television	385	100.0	100.0
Valid Radio	363	94.3	94.6
Item not selected	21	5.4	5.4
Total	384	99.7	100.0
Missing System	1	.3	
Total	385	100.0	
Valid DSTV connection	182	47.3	47.4
Item not selected	202	52.4	52.6
Total	384	99.7	100.0
Missing System	1	.3	
Total	385	100.0	
Valid Computer	203	52.7	52.9
Item not selected	182	47.0	47.1
Total	384	99.7	100.0
Missing System	1	.3	
Total	385	100.0	
Valid Internet	203	52.7	52.9
Item not selected	182	47.0	47.1
Total	384	99.7	100.0
Missing System	1	.3	
Total	385	100.0	
Valid Smart Phone	240	62.3	62.3
Item not selected	145	37.7	37.7
Total	384	100.0	100.0
Valid Vehicle/Car	182	47.3	47.4
Item not selected	202	52.4	52.6
Total	384	99.7	100.0
Missing System	1	.3	
Total	385	100.0	

4.8 Conclusion

Data harvested from qualitative data indicated that the majority of the respondents were males, across different racial groups, with most being educated at post diploma level. Data harvested from quantitative data indicated that slightly more males than females were respondents from the black African ethnicity and the majority of their educational qualifications were those of matriculation level.

Based on the results presented, managers from the AFC are aware of customers' and fans' expectations of the club. Results also presented by corporate sponsors indicate that their organisations do not get involved in the day-to-day running of the club. They only assist with technical assistance as and when needed. Customers and fans want the club to do well and win games. They also expect management to retain experienced and quality players for the AFC to retain its status in the PSL.

The study presents findings from data collected from three samples, namely management, corporate sponsors and customers and fans. The SPSS package was used to analyse quantitative data and NVIVO was used to analyse qualitative data. The presentation makes use of the demographic profiles of the respondents to add rich data for further analysis in extracting data. The next chapter discusses the results and considers all possible angles for each objective from the four BSC perspectives.

Chapter Five

Discussion of Results

5.1 Introduction

The previous chapter dealt with results that relate to the research questions and objectives the study seeks to fulfil. This chapter intends to argue, compare and contrast each objective in full to further understand the meaning and importance of the findings. To achieve this, the study intends to make use of the triangulation technique. This technique is aimed at deepening and widening the research analysis derived from the simultaneously collected data for conclusions to be recommended.

5.2 Research Objective One: To establish the extent of the value-adding process to the constituents to which the financial and regulatory objectives of team are achieved.

For a sporting organisation, a positive financial statement can spell a successful performance in the pitch (Mdletshe, 2016). It has been articulated by Lewis et al. (2007) that effective organisations need capacitated human resources that is talented and relevant to their mission. These resources are to be managed effectively to create a value chain that is productive and efficient to assist achieving a competitive advantage. The study found that mismanagement of funds by the AFC has potential reputational damage that can cause the club to lose future sponsorships deals.

5.2.1 The AFC Managements' Perspective

With the possibility of losing corporate sponsorships, the study discovered that the AFC management works hard to manage their funds efficiently. Ng (2013) and Grundy (2001) argue that it is management's responsibility to employ superior talent throughout all spheres in the organization as this could be fundamental for their financial gain. In pursuit of success, the organisation's financial challenge is always looming. The AFC's financial inflow is not as lucrative as that of clubs with a large fan base. Desbordes (2012) claims that the football industry has lately been put under pressure by players' salary demands. The statement was affirmed by responses from fans and customers as well as management.

In analysing responses on the retention and attraction of quality players by management, the following was indicated.

Question 5: Is the AFC management working hard to retain and attract new quality players?

Over half of the fans and customers affirmed the above questions, indicating their appreciation of the quality of players at the club. Skrok (2011) is of the view that the quality of players is directly proportional to salaries paid. The AFC management seems to have mastered having superior talent for them to remain competitive throughout all spheres during their short span in the PSL. The research also found out that the ability of management to attain PSL status had financial derivatives as more financial sponsorship from corporates came their way.

For AFC to be relevant they consistently have to play well and win their games. Teams that play well and win their games have access to the largest market, receiving revenue sources not shared with other teams (Cant & Wiid, 2015). In affirming the above, the study referred to three best sponsored teams in the PSL, namely Kaizer Chiefs, Orlando Pirates and Mamelodi Sundowns. Their sponsorship attraction throughout the past five seasons has been satisfactory because of the spectator following.

Some fans and customer appreciated the return to the PSL by the AFC. This means a display of high quality football and positive financial implications from both the PSL and from corporate South Africa for the club. Some fans and customer appreciated the fact that the AFC has not found itself in need of financial bailouts: they mentioned that it could be an indication that management was efficiently implementing good financial practices (Lazenby, 2014).

In seeking to determine the efficiency and effectiveness in financial management, some respondents from corporate sponsorships indicated that the AFC management have put financial controls in place. In a study on financial efficiency by the Institute of Chartered Accountants in England and Wales (2011), it is argued that for efficient and effective financial management to be seen adding value to an organisation, proper accounting and reporting transactional processes are to be given a high rating. Furthermore, a response given by the AFC management indicated a clear flow of funds where financial management was accounted for. The study revealed the biggest source of funding comes from corporate sponsorship, fandom buying organisational regalia, and gate takings. The leagues negotiate on behalf of clubs for media and broadcasting rights, which are distributed to clubs depending on their visibility on television. A portion of the funds is graciously awarded to players in a form of wages and performance bonuses.

In determining the financial status of the club, the following question was posed to management.

Question 22: In order for the AFC to succeed financially, what role should management play?

Responses from the AFC management revealed that the AFC management has set strict financial controls. Amongst these, accounting officers are not to release any finances without the sign off of the GM. In setting financial controls the AFC management has seen positive financial implications in their ability to accumulate enough funds to buy PSL status for season 2017/18 (Amazulufc, 2016).

The study found out from respondents that the AFC's financial policy is to identify and articulate values and principles to be applied to meet their specific needs. A prominent target was that of making sure the AFC meets its short-term financial obligations, with some respondents from corporate sponsors being willing to offer financial management workshops. In the meantime the AFC management has set for itself a target of one hundred thousand Rands to be collected on their home games playing against small clubs. Whilst playing against the top three Gauteng clubs, namely Kaizer Chiefs, Orlando Pirates and Mamelodi Sundowns, a target of one hundred and fifty thousand Rands per game has been set.

In determining the financial targets of the club, the following question was posed to management:

Question 21: What are the financial targets set by the AFC? If none, why not?

Respondents from all parties alluded to the AFC having short-term financial targets. Bescsky (2011) argues that to achieve a substantial increase in financial revenues, sporting organisations have to perform well on the field as a unique selling point to their supporters. Desbordes (2012) mentioned that in a study conducted in Europe the success of a football brand depended largely on their sporting results. Participants of this study confirmed that for the AFC to achieve set financial targets the team has to appeal to fans.

In seeking to appeal to fans and customers, Rubin (2010) advises that football fans' loyalty is emotional and is mainly inclined to victories. Therefore it should be cautioned as absolute defeatism can be swayed to a total triumphalism in a matter of a few day and vice-versa (Desbordes, 2012). Managing the Club's talent to increase performance and maintain success will assist in increasing support affiliation. With more supporters wanting an association with the AFC, set financial targets will be achieved.

The respondents pointed to the financial aspect of the club as not only monetary, but to the AFC as a brand. The fact that corporates, customers and fans want an association with the AFC can be counted as value creation. In increasing the value of the brand it also implies an increase in equity on television rights, increased coverage in media, and increased mileage in radio and

print media. All above have increased financial implications for the value of the brand and more financial income in the long run (Gordon & James, 2017; Funk & Gladden, 2002).

5.2.2 Corporate Sponsors' Perspective

Corporate sponsorships are considered a form of advertising in which companies pay to be associated with brands (Inc., 2017). It is considered cost effective for a football brand such as the AFC to be associated with corporates seeking sponsorship investments. The AFC is currently sponsored in different aspects by four corporates. Each corporate sponsor brings on board their own brand uniqueness and expertise. These sponsors either bring value to an organisation or want to contribute to value creation in the organisation (Greyser & Lund, 2016).

In determining whether value was being created between partnership of the AFC and its corporate sponsors, the following question was posed to corporate sponsors:

Question 21: What financial targets has corporate sponsorship set for the AFC management? If none, why not?

The responses received from all sponsors on this matter were similar. Corporate sponsors are not involved in setting financial targets for the AFC. They are involved in establishing value creation initiatives for club supporters (Cannon, 2008). In creating value for the club, one sponsor affirmed Lund and Greyser's (2013) stance on a study conducted on the administrative structure of European football, the Union of European Football Associations (UEFA). In the study it is asserted that sponsorships are to help promote the football brand and increase levels of interest amongst new audiences that have a significant impact on the brand's revenue in the long run (Lund & Greyser, 2013).

Responses from fans and customers on this issue indicated that sponsors are attracted by sporting organisations with a huge following or support base. Clubs with the largest following, such as Orlando Pirates and Kaizer Chiefs, affirmed this. They have arguably the most lucrative sponsorship deals in the PSL (Alzheimers, 2015). From one sponsor's perspective, a large following or support base is regarded as equity. As a result the larger the following, the greater the sponsorship deal a club can negotiate.

In determining whether the AFC financial function is managed efficiently, the relationship the AFC has with sponsors was analysed in the following manner: The primary objective of corporate sponsorships is generating financial revenue for the club (Pinnuck & Potter, 2006). However, the long-term relationship and ability to bring in technical assistance bring potential

resource complementarities in terms of branding and marketing, as well as innovation networking, all in the name of growing fan base support (Greyser & Lund, 2016). From the above selling point the AFC's financial function was considered as being managed efficiently and effectively.

In seeking financial success by the AFC, the following question was posed:

Question 22: In order for the AFC to succeed financially, what role should corporate sponsorship play?

The above question was posed for sponsors to indicate whether the financial function is managed effectively and efficiently. In their responses sponsors displayed ignorance on the question as their organisations do not have a role for executive sponsors. For the sake of the study, if the AFC's sponsors each had an executive sponsor, their function would be to make sure the AFC's goals are aligned with sponsors' strategy, garnering support from other senior executive, and providing ongoing direction as the project unfolds (Ashkenas, 2015). Executive sponsors offer strategic guidance, creating conditions for success of the project (Ashkenas, 2015).

In contrast to how sponsors responded, Greyser and Lund (2016) contend that sponsors actually have a significant role to play in the relationship. Firstly, the AFC management alluded to managing its operations in such a way that it delivers a return on sponsors' investment. Secondly, there is wealth creation through value creation for the AFC with corporate partnerships. This concept of creating value includes networking among sponsors stakeholders involved in other businesses and interacting with their resources as well. Subsequently by sponsors' introducing the AFC management to their stakeholders, the AFC management embraces a many-to-many marketing strategy, not only a business-to-business marketing (Greyser & Lund, 2016). Therefore, with executive sponsors opening up networking opportunities for the AFC management to interact among their stakeholders, they are indirectly assisting the AFC's financial resources to grow.

In determining whether the financial function is managed well, the researcher considered that financial functions can either be tangible or intangible (Cannon, 2008). Therefore if an executive sponsor can link the AFC to a cash flow through sponsorship rights and indirect functions of sponsorship relationships link the AFC to new markets, specialised skills, complementary marketing investments and connections to new sponsors then the financial function is managed efficiently and effectively (Dolles & Sonderman, 2005).

5.2.3 Customers' and Fans' Perspectives

In determining whether the team's spending affects fan affiliation the following question was posed:

Question 24: Does the team's financial spending affect your affiliation to the club?

The response from fans and customers indicated that football fans are associated with emotion, passion, excitement and dedication (Cant & Wiid, 2015). Their presence in the stadium serves as the twelfth man assisting the club to win. Their gate takings contribute to the club's short-term income revenue (Mdetshe, 2016). Consequently their affiliation to the club is vital to the sustainability of the club.

In responding to above question, the AFC's fans and customers concurred with a study by Social Issues Research Centre [SIRC] (2008) conducted in six countries in Europe. It is alleged that fans' affiliation to a club depends largely on performance, history and resonance with community they are based in (Social Issues Research Centre, 2008). Response from management suggested that the AFC needs the financial support of its supporters in gate takings and buying club regalia and promotional gifts to meet its short-term objectives (Mdetshe, 2016). Therefore their affiliation to the club is vital as the Club's survival depends on them.

The study found that the higher the educational qualification respondents have, the more they are inclined to understand financial accountability. The majority of respondents who do not have a matriculation certificate seem to be indecisive when it comes to issues of financial spending with only twenty-seven per cent of those who have certificate qualification agreeing that their affiliation is being affected. According to Growth from Knowledge (2016), differences in financial concerns can mostly be noticed across samples based on either age group or educational grouping. On this question the researcher added an educational qualification category for a clearer demarcation of responses.

There are eighteen per cent of respondents without a matriculation qualification who are indecisive, not knowing whether they agree that their affiliation is affected or not affected. An interesting aspect was discovered when age and employment features are included. It was discovered that the majority of the indecisive respondents are middle aged (36-45) working class.

It was further discovered that fifty-five per cent of the respondents are not affected by the team's financial spending. This group is split between twenty-three per cent who strongly

disagree and thirty-three per cent who disagree. In arguing on team spending in the English Premier League (EPL), Gibson (2015) noticed that the football fans' expectations requires management to search for the best talent in the league which comes at a huge price tag. These types of fans are described by Cant and Wiid (2015) in section 2.5.2 as fanatical fans, devoted fans and dysfunctional fans. Their loyalty to the AFC is not affected by management's spending. This confirms that the financial function is being managed effectively.

In analysing respondents with a matriculation certificate and higher qualification, the research reveals an interesting phenomenon. The team's financial spending affects affiliation of close to thirty per cent of its supporters. This a slightly higher percentage compared to those with a lower educational qualification. The analysis further concurs with Growth from Knowledge (2016) that the lower educational grouping is less enthusiastic about organisational financial spending. In a retail organisation, this is further noticed through absenteeism (Luu, 2011). The thirty per cent affected is a combination of ten per cent who are strongly affected and the twenty per cent who are affected. Luu's (2011) study conducted in Spain concurs with the view that low income earners' concern with how an organisation spends money is low, as they do not see themselves being affected by the spending.

From this group the researcher further notices an indecisiveness with thirty-seven per cent. As in the previous educational group, attributes of age and employment were drawn for a conclusive decision. A reasoning of a wider aged grouping of 28 to 46 in the working class emerged to be indecisive. The fact that there is indecisiveness can indicate that management has not derived a policy on the way handing of financial function of the AFC are to be carried out. The disagreeing respondents stood at the same percentage of thirty-seven per cent. These are respondents who say the AFC financial spending does not affect their loyalty or affiliation to the club. The study revealed a combination of thirty-three per cent who agree that club spending affects their affiliation with the club, and four per cent who strongly agree that they are affected by club spending.

For an extensive analysis the researcher looked further at the reaction of the respondents with an educational qualification of a diploma or certificate. Fifteen per cent confirmed that financial spending by management at the club affects their affiliation. The analysis confirms Growth from Knowledge, (2016). The higher one climbs the educational qualification hierarchy, the less affected respondents become by spending at the club. The fifteen per cent is split between three per cent who become strongly affected and twelve per cent who become affected.

On further analysis it is noticed that twenty-nine per cent do not react to the team's financial spending. This group of respondents is indecisive regarding the club's spending. These fans are neither affected positively or negatively. In terms of the age and employment components, an age group of 28 to 46 of working class respondents emerged to be indecisive. Gibson (2015) indicates that if supporters understand a club's vision and mission of expansion and strengthening the fan base, then their requirements to invest in talent that will strengthen the club will be accommodated.

Lastly, the largest group of close to sixty per cent of this group are not affected by how the AFC spends its finances. This sixty per cent can be split between forty-two per cent who disagree and eighteen per cent who disagree to being affected by management's spending. The above argument agrees with that of Grønholdt and Martensen (2016) on owners of resources investing in human resources. By inculcating training as a culture, and equipping employees with capacitated resources that make work more productive and enjoyable, the working environment will lead to higher job satisfaction and a committed work force (Frei and Morriss, 2012).

The last category of respondents is those with educational qualifications higher than a diploma or certificate. From these respondents, the researcher noticed that there are no extremes. It was discovered that an age gap of supporters who agree to being affected by financial spending are respondents who are indecisive. It is further noticed that respondents who disagree that spending affects their affiliation dissuades from the club.

Thirty-four per cent agree to being affected by club spending. This thirty-four can be split between one per cent who strongly agree and the thirty-three who agree to their affiliation being affected. Thirty per cent of post-diploma holders are indecisive. They are not sure whether the AFC spending affects their affiliation or not. Lastly, thirty five per cent disagree on being affected by club spending. This thirty-five per cent can be split between a one per cent group who strongly agree and thirty-four per cent who agree.

The overall conclusive analysis is that, as the educational qualification of fandom increases, the number of fans who hold strong views on financial management matters decreases. Respondents with below matriculation educational qualification being strongly affected numbered eight per cent. However, as the educational qualifications increased, those strongly affected decreased to one per cent at post-diploma or certificate level. Those who strongly disagreed at below matriculation certificate level were at twenty-five per cent and at post-

diploma level they were at one per cent. It was also noticed those who agree, the numbers of those who are indecisive and those who disagree even out as their educational qualifications progressed to higher levels.

It could be that as people become more learned and educated, they get a clearer understanding of sport organisations' financial management. With the availability of literature and information on the cost of managing clubs, those in the higher educational tier seem to be well informed. The club has passionate fans who are not easily dissuaded from leaving the club. These are witnessed in the stadiums as they follow in bad and in good times, indicating how the financial spending does not affect their affiliation at all.

There is a group of fans who argue that if a club under-spends on superior talent and performs dismally throughout the season, they re-consider its affiliation. These are indicated as indecisive fans on the charts. They are classified by Cant and Wiid (2015) as temporary fans and local fans.

In determining fans' opinion on financial handling by the management, the following question was posed:

Question 25: Do you agree with management on how they handle the finances of the club?

Fans' response to the above question was analysed against their education qualifications. The interesting phenomenon is that all respondents, either from below matriculation certification to post-diploma, strongly agree with management's handling of finances, form more than twenty per cent of each qualification group. This is a strong indication that respondents are agreeing the AFC management is handling finances of the club well.

In terms of respondents' agreeing with the AFC management's handling of finances, it is noticed that those with below matriculation and post-matriculation educational qualifications agree with almost the same percentage. Twenty-five per cent to twenty-seven per cent respectively agree that the AFC management is handling the finances efficiently. However, in terms of respondents holding a diploma qualification, only five per cent agree that the AFC management handles finances well whilst those with educational qualifications at post-diploma level number just over forty per cent who agree. The indication could be the further one gets in education, the more information they gather and bring to an understanding of how sport financials are managed.

The indecisive respondents are not easy to analyse. These are either local fans or temporary fans. They associate with the club only for a social benefit they are to derive from the club (Dolles & Sonderman, 2005). From the response, these are casual spectators who simply come to observe the game and soon forget about it (Samra & Wos, 2014). The following narrative displays erratic upward and downward movements. Respondents' degree of commitment to stay in the club relationship even when things are difficult is seen as questionable.

Respondents with a post-matriculation and diploma qualification numbering thirty-nine per cent and thirty-eight per cent respectively disagree with way the AFC management is handling the finances of the organisation. Eleven per cent and ten per cent of those with an educational qualification below matriculation and those possessing a post- diploma disagree respectively. Samra and Wos (2014) promotes segmentation as it can assist marketers to present different options. According to the results below, different fanships of the AFC have to be accommodated.

Forty-two per cent of respondents with educational qualifications below matriculation and a post-diploma strongly disagree with the AFC's management of finances. Apart from Samra and Wos's (2014) suggestion of grouping segmentation, there could be expectations not being met. Stander and Van Zyl (2016) argue that it is imperative for the AFC management to understand the factors that motivate fans to invest time, finance physical effort into consume the sport. These factors influence respondents to either disagree or agree with the manner in which the AFC management handles the team's finances.

From the response it becomes evident that knowing what motivates spectators or fans is not an easy task. It is widely known that football can stress both management as well as fandom. The uneven display from respondents could be due to identity salience. Fandom demonstrates identity salience if club is not able to absorb them emotionally and regularly (Stander and Van Zyl, 2016).

In determining whether fans support the club financially, the following question was posed:

Question 26: How do you support the club financially?

There are many ways for sporting spectators to supporter a club. It could be financially, through interaction socially, or through one's connection with the history or culture of the team. Respondents who support the club financially in particular by buying tickets are influenced by team performance (Mdletshe, 2016). The AFC financial supporters from employed and self-employed respondents numbered fifty-seven per cent and fifty-nine per cent respectively.

Financial support from pensioners was at sixty-two per cent, unemployed respondents supporting the club numbered six-one per cent whilst the biggest supporter group was students at sixty-seven per cent.

From an economic point of view, this funding model looks to be unsustainable. Income earners are the least financial supporters of the club whilst the non-income earners are the highest financial contributors to the revenue of the club. Saayman, Saayman and Du Plessis (2005) argue against the view that football spectators are not only made up of clubs supporters; the spending sources for a club can stem from various sources. However, the quality of supporters the club enjoys raises doubts about the organisation being supported during tough times when they do not perform well (Dolles & Sonderman, 2005).

Apart from the financial support through the buying of tickets respondents were questioned about their financial commitment to the AFC in buying team regalia. What emerged displayed an interesting sequence of narratives. Of the employed and self-employed respondents, only forty-two per cent and thirty-three per cent respectively confirmed their support of the club. Financial support from pensioners buying regalia was at forty per cent, unemployed respondents supporting the club was at forty-one per cent whilst students comprised thirty-eight per cent.

From the analysis it is clear that fewer than fifty per cent of all economically classified respondents buy the AFC regalia. The spread ranges from thirty-eight per cent to forty three per cent. According to Greenwall, Danzey, and Shonk (2014), the selling of regalia products has to maximise fans' utility. When spectators attend sporting events, they seek special items that commemorate their attendance and show their affiliation to the club. Mdletse (2016); Wu, Tsai and Hung (2012) identify the loyalty of fans to be associated to their being able to identify with the club. When fans achieve a sense of identification with the team, it fulfils a sense of achievement and they proudly embrace the club's regalia. However, results from the AFC respondents show a different scenario. This indicates that much work still needs to be done by the AFC management to achieve full fan support status.

The AFC organises promotional events to either promote fan participation or publicise the club's programmes. Only thirty-six per-cent of respondents indicated they attend these programmes whilst sixty-four per cent showed no interest. The reasons for the lack of interest were not given; however, on speculation a number of reasons can be considered. If the club is not doing well, some supporters may not want to be associated with it. How efficiently and

attractively are programmes planned as compared with other teams? How involved is media coverage? There could be numerous questions that need answers.

The study revealed that thirty-seven and forty-one per cent of employed and self-employed respondents respectively support the AFC by attending such promotional events. Financial support from pensioners by attending promotional events was at thirty-six percent, unemployed respondents' supporting promotional events for the club was at thirty-three per cent whilst student support comprised thirty-six per cent.

The number of respondents who attend these promotional functions is very low: it is the lowest participation from all revenue-raising mechanisms. Samra and Wos (2014) indicated that the development of promotional campaigns and marketing strategies around sport-specific motives can drive attendance and consumption. However, the respondents' low attendance of the AFC promotional events could be attributed to different fanship levels within the club circles (Samra & Wos, 2014). A study conducted in Hungary by Nagy-Becsky, Dekan, Szoke, and Bacs (2015) revealed that funding of sporting organisations is the responsibility of the management of respective organisations. In as much as sport is a social cohesion agent, the sourcing of funds and the managing thereof is the responsibility of management (Nagy-Becsky et al., 2015).

Lastly, the AFC organises conferences to inform fans and promote the team so that fans can be interested and know the team players. However, both the numbers of employed and self-employed respondents willing to support by attending such promotional events was at forty-one per cent, financial support from pensioners in attending promotional events was at thirty-four per cent, unemployed respondents willing to support promotional events for the club was at thirty-three per cent whilst students comprised twenty-seven per cent.

The analysis indicates that fewer than fifty per cent of the respondents are unwilling to support the club by attending the conferences. The study did not ascertain the reasons why respondents would support or would not support these; however, the literature points to a number of reasons with the common denominator being affiliation of the fans to the club (Greenwall, Danzey & Shonk, 2014). The success of a big professional club is to manage the whole set of possible products and its offerings within the framework of the club's financial resources, without marginally alienating others (Saayman, Saayman & Du Plessis, 2005).

There were four itemised financial support categories from which fans could choose how they support the organisation. In as much as financial support was concerned, the respondents are below a fifty per cent mark, which may indicate various aspects as confirmed by the literature.

Issues of marketing products, fandom affiliation and identification to the club have to be initiated and promoted (Samra & Wos, 2014).

In finding fans' opinions on management's fund raising techniques, the following question was posed:

Question 27: Do you think that there are other ways management could raise funds for the AFC?

An organisation's financial resources are the life blood that keeps it going. It is said to be the circulatory system of the economy body, making possible the required cooperation between the innumerable units of activity (Bachelor of Management Studies [BMS], 2013). Thirty-eight per cent of the respondents strongly agree that management has alternative options to raise more funding for the club. Forty per cent agree while twelve per cent are neutral on this issue. Ten per cent disagree. They are of opinion management does not have alternatives. Further analysis on the matter suggested by Nagy-Becsky et al. (2015) indicates that sources of finance in sports can emanate from either sponsorships, the state, gambling, self-government or personal sponsorship.

Conclusion

In seeking to determine whether the financial function is being managed effectively and efficiently, the research points to a conclusion that finances within the club are managed efficiently and effectively with satisfaction and appreciation from fandom. The only aspect lacking is for fans to identify and affiliate with the club for them to show full support. It is up to management to make use of technical assistance from Spar as a sponsor who assists with advice and expertise upon request from management. The AFC management is to be aware that the club's success should be spread to cover sponsors' success as mileage and visibility will be displayed as media attraction.

5.3 Research Objective Two: To determine the customer perceptions of the level of satisfaction and expectations to team delivery service cycle

Sport fan loyalty is an important attribute to attain as a sporting organisation. The stronger an individual identifies as a fan, the more they identify themselves with the club (Samra & Wos, 2014). For an individual to identify and possess a strong emotional attachment to the club there has to be a strong psychological commitment to the team (Kolbe & James, 2000; Trail & James, 2001; Samra & Wos, 2014). For the AFC to satisfy supporters' and fans' objectives they have to develop fan involvement strategies (Tachis & Tzetzis, 2013).

5.3.1 The AFC Managements Perspective

According to Sotiriadou, Wicker and Quick (2014), management faces a number of factors affecting fans supporting the sport at stadiums, which in the long run affects the club's revenue collection. The ability to watch a game on television directly affects the demand for ticket sales and lowers the number of fans coming to the stadium. The price of gate takings can also be considered a deterrent, discouraging spectators from watching games at stadiums.

Samra and Wos (2014) further add that to convert spectators into fans of a club, they have to find something that they can identify with within the team. Once a fan has been converted, then club loyalty manifests and repeated consumption is indicated of a particular emotional investment. Nagy-Becsky et al. (2015) also argue on the point of sporting facilities by saying that badly constructed sporting facilities negatively impact the sport.

In South Africa, just like in Hungary, sport facilities are owned by state governments, municipalities or communities (Sotiriadou et al., 2014). The South African government has invested millions of Rands in various sport and world class entertainment facilities to be managed by clubs such as the AFC for the amusement of citizens (Stander & Van Zyl, 2016). Club management has to present more than a service, an experience and entertainment for spectators. This requires highly skilled personnel from management to personalise events according spectators' needs, experience and expectation (Dolles & Sonderman, 2005).

Question 5: What initiatives are in place for the AFC management to retain and attract new customers and fans?

In analysing management's initiatives on the retention of players, the study found it difficult to identify which product offering supporters experience as being an absolute crowd puller (Stander & Van Zyl, 2016). Dolles and Sonderman (2005) argue that football does not offer a single product, service or entertainment. It is a conglomerate of offerings, namely the football game, merchandise, players, team and the club. The participants' response is indicated as an interesting analysis of how they expect a high quality service from service providers, a high level of commitment from players, and a team offering which includes a club product offering by the AFC. As a product offering respondents expect the AFC management to work hard in keeping the club in the PSL, and by winning games to avoiding relegation. The AFC is to further provide a targeted service to spectators in order to stimulate economic growth (Stander & Van Zyl, 2016).

Question 6: As part of management at the AFC, are you aware of what fans are expecting from the club?

Fan or spectator expectation is very difficult to fulfil as every individual has his or her own experience and expectation of the game around the match (Dolles & Sonderman, 2005). However, responses from respondents to the above question indicated a hundred per cent awareness from management on the expectations of fans. Top priority is that the club plays in the PSL and wins games. Kozma and Onodi (2014) reiterate that it is the responsibility of administrators managing football to create value for the spectators by coordinating various competitions. As difficult as it may be to adhere to the requirement, the AFC will indeed be satisfying supporters' objectives.

Question 7: What are the goals and expectations from fans of the AFC?

In a study conducted in Portugal by Biscaia, Correia, Rosado, Maroco and Ross (2012), it is argued that differences in emotions experienced during a sporting event by spectators and how these emotions contribute to increasing satisfaction and behavioural intentions are unknown as very little literature is available on it. However, emotions emitted during a service deliverance occasion are important indicators of customer satisfaction levels (Biscaia et al., 2012). Achieving customer satisfaction is a primary strategic goal for sporting organisations such as the AFC, given that satisfied customers are more likely to repeat the consumption experience than dissatisfied ones (Angelova & Zekiri, 2011; Biscaia et al., 2012).

By observing current match attendance indicators of the AFC, it can be argued that temporary fans and local fans are not satisfied with the way the club is performing. Fans' outlook of the general performance of the club is vital to improve the ambience at the arena and satisfy the pleasure-seeking consumption needs of consumers (Biscaia et al., 2012; Greyser & Lund, 2016). The AFC management bought PSL status from Thanda Royal Zulu in June/July 2017, meeting one of the expectations of the fans for the club to play in the PSL. By management achieving this expectation, they come one step closer to satisfying supporters' and fans' objective.

Question 8: What targets are in place for the AFC management to achieve in order to please fans?

Respondents concur with Stander and Van Zyl (2016) on football outmanoeuvring many sporting teams such as tennis, rugby or cricket and being regarded as the number one sport in terms of media attention and audience reception worldwide. According to Dolles and

Sonderman (2005); Tapp (2004), different fan typologies shows different types of loyalty and behaviour depending on the team's success.

According to the study, the AFC management is faced with different supporter categories which are based on their loyalty to the team (Greyser & Lund, 2016). There are devoted fanatics who will support the team even when they are losing. On the other hand, casual or temporary supporters cease to watch the games when the team is not performing well (Stander & Van Zyl, 2016). When it comes to sales in football business, a greater portion of revenue is created through ticket sales and merchandising (Mdletshe, 2016).

One of the targets and measures in place for management is for the corporate culture of the club to determine the value that consumers place on the team (Samra & Wos, 2014). Organisational culture could be defined as a set of traditions and beliefs of an organisation that distinguishes its worth from other organisations (Becsky, 2011). By customers pointing out value-adding activities on a team, management has the potential to quantify this value asset and present it as a spectator brand magnet to potential sponsors. It is therefore a reasonable strategy to involve sponsors in building audience engagement (Greyser & Lund, 2016).

Responses from participants, displaying financials, and players' attitude and positive mentality are the three biggest attributes to be considered in evaluating whether a supporter is content to be associated with the AFC. The above response contrasts the views of Stander and Van Zyl (2016); Karakaya, Yannopoulos and Kefalaki, (2015) who argue the top two attributes of psycho-sociological motives and behavioural related factors as being the leading factors for supporter to be associated with a club.

It is, however, suggested that the corporate culture of the football club as an underlying factor can be a reason for supporters' associating themselves with a club (Lazenby, 2014). This could be due to the fact that supporters associate with the club because of unique motives such as social inclusiveness within the inner circles of the club, the anxiety of the spectators, the physical prowess and talent of the players and lastly, the ability of management to share and absorb knowledge from their partners and integrate it into planned critical managerial processes that may attract spectators to follow a club (Greyser and Lund, 2016).

A further analysis has indicated that respondents enjoy consumption of the game due to the skilled players benchmarked against the best players in the industry. HUB (2015); Becsky (2011) argue that benchmarking in countries with well-developed sports participation requires further training for coaches to equip them with necessary skill to care for talent. To avoid loss

of skilful talented players, the team is to implement skilled care and continuous development of educational and training methods in the area of talent management.

In concluding it was discovered that the AFC management has development programmes for employees and qualified experts to assist in benchmarking the productivity of the club against the best in the industry. However, it has been discovered that performance and productivity are not at the level expected. With the club only three months into the PSL, one can say much has been done, with much still anticipated to be done.

5.3.2 Corporate Sponsors' Perspective

Greyser and Lund (2016) argue that organisations in the field of sports are becoming more dependent on sponsors for their value creation and growth. Sponsored organisations have to be able to exploit all resource avenues made available due to the sponsorship relationship. Nagy-Becsky et al. (2015) contend that sporting organisations can benefit from the knowledge their sponsors bring on board in equipping them to be able to meet their objectives to customers and fans.

This point was articulated by Spar as one of the aspects of their contributing expertise they bring on board as part of the package for their sponsorship deal agreements. In as much as corporate sponsors relish sponsoring sporting organisations to fulfil their community social responsibility, they also want to sponsor sporting organisations with a potential growth in spectators (Dolles & Sonderman, 2005). Spectator growth in football brings more revenue for the club and more income for players.

In evaluating the AFC objectives regarding their fans and customers, the study found that the biggest attribute was the support and activities the club avails to employees so that the product made available for fans is of the highest quality. The visibility of the organisation as a brand was noticed to add value as customers always want to associate with their favourite club.

From the responses on corporate sponsors, dominant themes are evident, these being themes most respondents address in one way or another. In satisfying objectives to fans and customers the AFC is to provide support activities to players, employees and technical staff. Brand visibility, communication and progress evaluation are further tools which spectators want to use to either associate with the club or reject the club. From the view of sponsors the AFC is managing its objectives to supporters and fans efficiently.

Corporate sponsors appreciate talented and skilled players as they are crowd drawers and are good for publicity. This is the reason players such as Cristiano Ronaldo and Lionel Messi are followed by football fans (Baade & Matheson, 2011). Skilled players and strong emotional following are what the AFC management has to maintain for a long-term sponsorship relationship with the four corporate sponsors. The AFC has experienced a sponsorship relationship with Spar for over ten years, indicating the strength of the relationship and the financial position of the club. For management to meet supporter expectations, they have to keep improving the financial position by attracting more sponsorships and attracting skilled talent to the club (Mdletse, 2016).

5.3.3 Customers/Fans' Perspectives

Samra and Wos (2014) argue that the ability of sporting organisations to adequately understand and know what motivates consumers or fans to become emotionally committed to its brand is vital for the growth of the fan base. In evaluating whether the objectives of the AFC fans are being satisfied, the analysis from respondents from chapter four on the matter was discussed.

Question 5: Is the AFC management working hard to retain and attract new quality players?

In response to the above, Stander and Van Zyl, (2016) are of the opinion that the physical skill of player causes spectators to enjoy the game even more. This view agrees with the statistics given in chapter four (table 4.17). Fifty-two per cent of respondents would like to see their club invested with physical prowess and talent. Samra and Wos (2014), however, point out that fans can be classified into unrelated segmentations, each having a different expectation.

The researcher concurs that meeting fans' and customers' objectives is very difficult considering the diverse expectations from each fan. However, in trying to unifying the club, management opts to target unifying factors as top priority. Biscaia et al. (2012); Samra and Wos (2014) are of the opinion that management should nature and grow services or experiences with which fans or spectators are emotionally affiliated, so as to retain those emotionally connected fans.

This act has seen management build long-term relationships with sponsors as it is an income for the club. Second, is the achievement of the club to play in the PSL in season 2017/18; and the third is to attract skills and talent to play for the team so that they can compete, play good football and win. In analysing the above activities and actions by the AFC management, it can be concluded that management is satisfying fans' and players' objectives.

Question 9: Does the AFC's winning a match affect my likelihood of attending the next match?

A fanatic or devoted spectator's attendance of a match does not depend on past performance of the club only (Nagy-Becsky et al., 2015). These are spectators who spend a great deal of time and money attending sporting events and wearing the AFC apparel. The response articulated by respondents show an overall forty-five per cent of the AFC fans are either devoted, fanatical fans or dysfunctional fans. This type of fandom is not affected by past performance. Their affiliation to the AFC is stronger owing to psychological connections which are resistant and persistent to change (Stander and Van Zyl, 2016). However, the organisation has an overall twenty-eight per cent who are temporary or local passive spectators who give up their fandom easily.

In analysing responses on financials it is observed that as earnings increase, it affects the category of temporary and local passive spectatorship (these being those fans whose match attendance is easily affected by the club's win or loss) increasing as well. This picture contradicts the views of Angelova and Zekiri (2011): as disposable income increases, fans display an emotional attachment to the team and they are likely to attend more and even buy the team regalia or make an emotional commitment. According to Fig 4.21, there seems to be a negative relationship between the income of supporters and likelihood of attendance due to a loss.

Attendance of a football game has been described as a voluntary act by the consumer. Not all sport fans are motivated by the same factors (Social Issues Research Centre, 2008). However, the experience consumed is an investment in the sport which the consumer may find rewarding and meaningful (Skrok, 2011). It is therefore the AFC management's core function to maximise attendance at the stadiums by increasing the product offerings of the club. In evaluating management's objective to fans, it has become evident that the consumption of sport has increased with loyal repeat attendance. The product the AFC is offering weekly at stadiums has increased attendance as value creation has been experienced by individual spectators during sporting events.

5.4 Research Objective Three: To determine the propensity to learning and growth of the workforce and the team as a competitive professional entity

It is believed that knowledge-based assets comprising mainly of resources such as employees and information technology are becoming increasingly important for organisational competitiveness. In the growth of an organisation to becoming a market leader, the ability of

employees to relate with the external environment is important. Organisational growth can only be achieved if all employees are aware and can identify with the corporate strategy. Employees have to be coached and trained continuously for them to be patrons of the corporate strategy. A continuous improvement in developing sections of talent can achieve the desired growth with time. Organisations are to conduct research into their consumers' needs and wants to be able to service the different emotional affiliations connected to the organisation.

5.4.1 The AFC Management's Perspective

For innovation to be sustainable and for it to produce competitive edge, the users of the end product require changes in user behaviour (De Martin-Silva, Fonseca, Jones, Morgan & Mesquita, 2015). Therefore, designing new products or new ways of doing things enables them to be easily integrated into users' habits and everyday life (Hoffmann, 2017).

Management at the AFC are mandated to achieve set targets. In pursuit of these targets, implementation of new strategies and adoption to new developments by employees are necessary. Khomba (2011) argues that setting targets for business changes with competitive environment. Continual improvements require organisations to be competitive and innovative to survive completion for them to outperform competition (Khomba, 2011).

In analysing whether learning and development promote innovation, the research outlined different views from the AFC management from different tiers. Strategic managers are seemingly aware of the expectation to encourage learning and development to enhance creativity from employees (Kozma & Onodi, 2014). The AFC strategic management has set up team building sessions to encourage employees and provide training workshops that assist in improving innovation within the organisation. This in line with Amabile and Khaire's (2008) argument that management is to prioritise projects and assign employees to them, as management is not the source of the ideas.

The research also found that management sets realistic targets for employees to produce new ideas used to oust top achieving competitors in the PSL. The demographic response displayed creative thinking from the AFC management in bringing people together from different disciplines, backgrounds and areas of expertise to share their in intellectual thinking. This in line with what Amabile and Khaire (2008) call encouragement and enabling the collaboration of ideas. This concept aims at enabling intellectual thinking within the organisation to promote creative innovation: thus the AFC management is achieving their objective.

5.4.2 Corporate Sponsors' Perspective

The smooth functioning of sporting organisations, like any other business, are affected by limited financial resources (Roper, 2002). For them to manage operational risks and relieve financial pressure they ought to sign a long-term sponsor to assist with revenue sources. In an interview with Pierre Delvaux, chairperson of Thanda Royal Zulu Football Club Madlala (2017), he makes it evident that operating a club in the PSL requires one to have a long-term sponsor to assist with organisational operational costs.

The respondents indicated their desire to see respective brands gain as much media mileage as possible through their contractual relationship with the sponsored party. According to respondents, huge spectatorship and fandom following a sporting organisation attract more sponsorship. The remark was further affirmed by Samra and Wos (2014) stating that sports that attract small crowds are unlikely to attract large sponsorship deals or negotiate lucrative television rights.

In creating value in sponsorship relationships Greyser and Lund (2016) do not only see the relationship as a financial exchange relationship. It is argued the sponsored party gets a right to interact with the corporate sponsor in ways other than through the revenues that are generated from them (Lund, 2011); (Greyser & Lund, 2016). The AFC management gets support from corporate sponsors indirectly by being provided with new markets and service innovation that can scout for new customers through referrals and through networking (Battisti, Dwivedi, Kuah & Lages, 2013).

A strategy by UEFA sponsors which the AFC can adopt is that of bringing sponsors together in meetings to interact in large network multifaceted discussion groups (Greyser & Lund, 2016). In high-performing relationships, financial contributions from sponsor are combined with non-financial resources such as marketing and product innovations to assist the organisation reach an optimum revenue collection. The AFC has not exploited fully the resources capacity made available by sponsors. Responses from participants indicate that there is a huge gap yet to be discovered by sponsored parties in exploiting ample avenues for revenue creation. The learning and development have not yet culminated in maximum revenue collection from sponsors.

5.4.3 Customers' and Fans' Perspectives

It is difficult, if not impossible, to manage sport fans. The reason for this is the emotional connection they attach to the sport (Samra & Wos, 2014). The decision to associate or affiliate

with the club is not rational but based on fan or customer experience with the club. It is the responsibility of the AFC management to account for and be responsive to the expectations of the fans or customers. Through either attracting or retaining high profile quality players, attaining PSL status or attending football games, management has to become innovative and keep the organisation financially afloat.

In sporting events in Seattle in the USA, sporting match venues are installed with WIFI connectivity for fans and spectators. This service serves to inform fandom of menus around the stadium and also update the fandom on the game in play (Robbins, 2014). These high tech venues have seen increased fan engagement and expectations at sporting events. In as much as the South African perspective of venue facilities is not yet at this level, it becomes a benchmark for clubs to set against in improving game time attendance by spectators.

In analysing the AFC game time attendance by fandom, respondents show a low level of interest due to their expectations not being met by club. According to Robbins (2014), organisations need to develop strategies that take customers or fans into consideration. Organisations need to be innovative beyond information technology. Sporting organisations have to understand service to their fans has to be delivered for them to have a repeat consumption experience. The AFC case is similar to that of Hungary as indicated by Kozma and Onondi (2014) where customer experience at stadiums is limited in terms of product offering. Once a game at a stadium is over, fans or customers lose contact with the sport. If fans fail to attend or watch the game that happened to be televised they experience a loss of eustress.

5.5 Research Objective Four: To examine effective and efficiency internal business processes of team on the performance cycle

Komba's (2011) enlightenment on corporate performance displays a clearer representation on how internal organisational goals and strategies formulated carefully with the critical hindsight of organisational strengths and weaknesses can assist to achieve a competitive advantage. By making use of resources as inputs the organisation processes and transforms them into finished or semi-finished goods or services in the most efficient and effective means (Stevenson, 2014).

Komba (2011) argues that efficiency and effectiveness is an internal organisational knowledge creation process that prescribes how information is received and disseminated to form an output. In the creation of knowledge Villardi and Leitão (2001); Abebe and Jepkiyen (2013)

argue that to develop transformational change requires new ways of thinking and relating for corporate organisations.

In developing a competitive edge, an organisation improves performance through learning and skilling (Pettit & Roper, 2002). It is anticipated that through knowledge created, innovative ideas emerge to transform internal processes which yield positive results for the organisation (Hana, 2013). This requires employees at all tiers to be seen as creative, proactive, capable productive individuals with ability to initiate and lead social change (Villardí & Leitão, 2001).

With the AFC operating in a competitive environment, it is anticipated that learning can contribute to an increase in output productivity, increase in fan and customer base and an increase in profitability. However, an organisation's internal operation is judged on its innovation improvement strategy to maintain or to expand the competitive advantage (Pettit & Roper, 2002; Pisano, 2015). In the study the researcher seeks to determine whether the AFC internal processes assist in achieving a competitive advantage.

5.5.1 The AFC Management's Perspective

For employees to be innovative and productive, they require support and affirmation from top management (Hana, 2013). The prominent theme from participants' responses agrees with above statement. The AFC management keeps an open-door policy in supporting and guiding subordinates. The team-building workshops orchestrated by the AFC management assist employees to express themselves and work together to achieve a common objective. Pettit and Roper (2002) further add that priority should be given by line management to creating conditions that will assist an organisation to achieve a competitive advantage.

In responding to a question on objectives and goals set by management, the response concurred with the views of Kozma and Ónodi (2014), namely that aligning management's objectives with those of the organisation creates an environment that enables subordinates to create value. This view was further supported by Rosca (2015), namely that maintaining a positive relationship with employees delivers happiness/satisfaction to customers and fans. From the response it was gathered that the AFC has a set objective and mission to be achieved and regular evaluations in line with the strategy are monitored. Kozma and Ónodi (2014) concurs that professional sporting clubs such as the AFC should reflect and refine the implementation of evaluations on a continuous basis owing to the fast and ever changing conditions in which they operate. However, in as much as aligned strategic activities to improve performance against

strategic goals agreed with the response from participants, the AFC has still yet to experience an increased desired match attendance by football spectators.

In analysing whether the AFC is competitive, respondents' observations indicate that the organisation is on an upward trajectory. The AFC had only six months in implementing an initiation strategy after buying PSL status in June/July 2017. The study picks up management's objective in making use of Pfeffer's (2001) model of using a system that produces efficient and effective productivity from all employees at all tiers within the organisation.

5.5.2 Corporate Sponsors' Perspective

In evaluating whether internal processes assist the AFC to achieve a competitive advantage, it was learned from the responses that the AFC corporate sponsors have an open-door relationship with management. According to Greyser and Lund (2016), this type of relationship creates value as both partners can absorb and combine ideas and assets. In a study in Glasgow conducted by Boyle and Richard (2014) it was argued that sponsors always demand value on returns on investment, therefore relationship nurturing and building is crucial for objective success.

In this study respondents mentioned how the relationship nurturing established between the parties assists respective organisations achieve competitive advantage success for respective brands. Corporate sponsors further reiterated that relationships are evaluated at the end of the contractual agreement to gauge whether a competitive edge has been achieved for the respective brands or whether the relationship should be terminated. Respondents debated that increased fan base and customer loyalty following for the AFC has an ability to influence sponsors to sign multi-year contracts.

The focus of the internal business process is to lead the AFC towards engaging in a multi-year contractual agreement which will translate into financial success by meeting sponsors' expectations. Khomba (2011) suggests that for organisations to achieve competitive advantage, management is to strive to continuously improve the performance of their resources. The respondents of the research indicated a desire to see the AFC develop human, information and organisational capital that will assist the organisation to deliver a differentiating value proposition of its strategy. It is suggested that this perspective can lead to the AFC's edging competitors and achieving customer and fan expectations.

In contrast to the respondents' view, Kozma and Ónodi (2014) contend that competitive edge in professional football clubs rests entirely on highly talented players as the most valuable

assets the organisation can have. It is contested that the development of talent stardom to perfection has a direct impact on club's achieving competitive advantage (Baker and Esherick, 2013). This critical resource has the potential to impact on the performance of the club and build on customer loyalty that may in the long run be a source of financial gain in either gate takings or attracting sponsorships (Kozma & Ónodi, 2014).

By corporate sponsors determining whether internal processes assist the AFC to achieve a competitive advantage, the research found that management is not functioning at full capacity on potential offerings with corporate sponsors (Baker & Esherick, 2013). The AFC internal processes have not assisted the club to achieve competitive advantage. Hana (2013) maintains a competitive advantage is achieved when organisations defeat the competition and win new customers. The respondents point to a lagging behind of the organisation's competitive advantage due to a lack of innovation and initiative to introduce new quality talent compared to competitors (Baker & Esherick, 2013).

5.5.3 Customers' and Fans' Perspectives

Achieving customer satisfaction is a principal strategic goal for sport organisations given that satisfied customers are more likely to repeat the consumption experience than dissatisfied ones (Leeweun, Quick & Daniel, 2002; Biscaia et al., 2012). High service quality and customer satisfaction are very important concepts that organisations must understand if they want to remain competitive and attract new customers (Angelova & Zekiri, 2011).

In analysing whether internal processes assist the AFC to achieve a competitive advantage, the research shows how respondents feel excluded by the AFC management in contributing to the progress organisation. Komba (2011) is of the view that a focus by management on internal business perspectives to engage customers can achieve customer satisfaction. By management monitoring and evaluating key internal processes they ensure satisfactory outcomes that make respondents feel part of the decision-making process.

The AFC inspires its fandom to be mostly devoted fans, or fanatical fans, or dysfunctional fans. These are repeat customers that do not forsake the organisation due to the affiliation and past experience they experience when attending games during the season (Biscaia et al., 2012). The research discovered that management uses different communication mediums to communicate with customers and fans. Most respondents at fifty-seven per cent use Twitter and Facebook. Boyle and Haynes (2014) complement the AFC in saying the evolution of social networked media has given the public voice to communicate directly with managers.

It was further pointed out that social media has enabled corporate sport to break barriers between organisations and their customers by creating tangible and vibrant relationships. However, the above notion contradicts the research in that a high percentage of indecisiveness or unwillingness to use social media is being witnessed with the AFC. (Boyd and Ellison, 2007); Boyle and Haynes (2014) argue that social media tells a partial story of engagement between customers and management. Facebook has ‘likes’ and Twitter has ‘re-twit’ which do not express the full meaning of the intention of the message to the receiver (Boyle and Haynes, 2014).

In determining whether competitive advantage is being achieved, it was discovered that there are internal processes on which the AFC is not maximizing production. Komba (2014); Kaplan and Norton (1992) define these internal business processes as mechanisms through which organisations operate efficiently and effectively to achieve expected results. The AFC has not fully made use of internal business processes to reach customer expectations. When compared with competitors, its performance expectation is lagging behind and is not competitive. Contributions from the fans’ perspective to make management understand their consumption of the sport have become meaningless.

5.6 Conclusions

The study discussed each objective from management’s perspective, sponsors’ perspective and fans’ perspective. This analysis brings about a holistic approach as a form of triangulation and displays reliability and validity of the data harvested. Conclusions made would be attested by three harvested data approaches, making the recommendations valuable and reliable.

Chapter Six

Conclusions and Recommendations

6.1 Introduction

This research study set out to investigate challenges of management performance in managing a professional football team. The study was prompted by the importance of successfully running a professional club that attracts commercial sponsors and football spectators and wins its prospective games. Not many studies have investigated the professional football clubs within South Africa premier league. Owing to this paucity of literature the researcher opted for an explorative case study within the AFC setting.

In exploring the performance management tools, the researcher opted to use the balanced scorecard theory developed by Kaplan and Norton (1992). To have a balanced view, two types of data were used: quantitative data harvested from the AFC fans or customers, and qualitative data harvested from the AFC management and corporate sponsors. The data collected was analysed in parallel to the literature discussion and presentation in chapter two of the study.

From the empirical study and results presented, a conclusion was reached with the intention of addressing the study's research objectives. In addressing the objectives, a triangulation synopsis of comparable analysis is maintained.

6.2 Study Conclusions

6.3 Objective One: To determine whether the financial function was managed effectively and efficiently.

6.3.1 Management's Perspective

In determining whether the financial function was managed effectively and efficiently, the study identified the following factors the AFC management has to deal with. Management has to educate spectators as this affects prospective future earnings of the club. The club has to create an affiliation experience for the spectators, which will enhance game attendance and repeat consumption. From the literature and from the respondents, it was indicated that attendance and repeat consumption increase revenue for the club. This narrative has the potential to attract corporate sponsors to provide more funding for the club.

Management can attract and retain quality talent at all spheres within the organisation and keep the club competitive in the league with increased revenue. According to respondents, the

successful buying of the PSL status by the AFC management and the ability to attract and keep quality talent motivated to compete in the PSL was justified as an efficient and effective move.

6.3.2 Corporate Sponsors' Perspective

In determining whether the financial function was managed effectively and efficiently, the study identified that the AFC management has not yet fully capitalised on the potential offerings of the sponsorship relationship. For corporate sponsors to maintain a relationship with the AFC, they have to see returns in commercial value. This includes corporate mileage from increased numbers of spectators attending the AFC games. Sponsors may terminate the relationship with the sponsored party if they see no value being attained by their brand. To avoid this, management is to work closely with sponsors to increase the sponsors' brand visibility and increase levels of interest amongst new audiences.

Furthermore, the AFC management should network with sponsors' stakeholders who are in other businesses and interact with their resources as well. In this way sponsors introduce management to their stakeholders, embracing a many-to-many marketing strategy, not only business-to-business marketing (Greyser and Lund, 2016). Therefore an executive sponsor has an opening for networking opportunities for the AFC management to interact among respective sponsor stakeholders and acquaintances, of which the AFC management has made use of. From the above analysis, it appears that the AFC is not efficiently making use of all possible avenues to source sponsorship for the club. The observing from financial perspective on an executive sponsor position is that, this position has a capability to bring on more funds.

6.3.3 Customers' and Fans' Perspectives

In determining whether the financial function was managed effectively and efficiently, the study sought responses from fans or customers and a very interesting characteristic was revealed. The more educated respondents become, the more indecisive they become on the matter of management's handling of the AFC finances. The reasons speculated are in line with responses from questions about game attendance. Only forty-five per cent of respondents attend a maximum of two games per season, twenty-five per cent of respondents attended a maximum of five games while twenty per cent attended a maximum of twelve games.

Lack of affiliation to the club has created a lack of spectator experience at stadiums. This lack of repeat consumption creates a lack of fanatic or devoted fandom. These imply the AFC misses out on repeat customers that do not forsake the organisation due to their affiliation and their experiences in attending games during the season. Instead, they are affected by a high number

of indecisive customers who are affected by any experience deemed negative. Therefore in concluding from the above, respondents' feedback and actions indicate that management is not efficient and effective in managing the financial functions of the AFC. Management has to assist the club to create a positive experience with which fans or customers can affiliate. This experience may vary per fan, from the quality of talent displayed to the ambience at the arena for a pleasure-seeking consumer.

6.4 Objective Two: Evaluate whether the AFC was satisfying their objectives to their supporters and customers and fans

6.4.1 Management's Perspective

In evaluating whether the AFC was satisfying their objectives to their supporters and customers and fans the study found that owing to football being a conglomerate of offerings, it was not easy for management to push for a certain offering and present it as a crowd puller. Fans create and experience sport differently and it is up to the management to employ highly skilled personnel to meet the requirement according to spectators' needs, experience and expectation (Brandt, Hertel & Huddleston, 2017). From the respondents' viewpoint, the top priority expected from management is to maintain its PSL status.

In conclusion to the evaluation of satisfying the objectives of supporters, the study discovered that by managing the PSL status and maintaining the productivity the supporters' objectives would be met. By management further being able to meet its financial objectives of players so that their performance attracts spectators to stadiums for game time would be meeting customer objectives. From the respondents' perspective, the study confirms fan objectives are being met owing to its PSL status and player objectives being met. However, much is expected as maintenance of the PSL status is an on-going process.

6.4.2 Corporate Sponsors' Perspective

To satisfy their objectives to supporters, the study found that the AFC has to provide a product of the highest quality. For fans and customers to experience an affiliation with the club, the product they consume has to leave a positive lasting eustress.

From the respondents' viewpoint, corporate sponsors support the club in attracting and retaining quality talent. Corporate sponsors appreciate talented and skilled players as they are crowd drawers and good for publicity. Having quality players for the AFC improves performance and increases player experience with the club. In evaluating whether the current status satisfies supporter and fan objectives, the study found that corporate sponsorship has not

been used to its maximum potential. There are aspects of offerings that the relationship offers which management can use to assist to attract new talent and create an experience with spectators, such as making use of executive sponsors as explained in section 5.2.2.

6.4.3 Customers' and Fans' Perspectives

In evaluating whether the AFC was satisfying their objectives to their supporters and customers and fans the study found it is very difficult to meet fan objectives considering the diverse expectations from each fan. It is management's core function to increase the attendance of game time in stadiums by increasing product offerings of the club.

Current the AFC game time attendance is made up of forty-five per cent respondents who are either devoted, fanatical fans or dysfunctional fans. This type of fandom is not affected by past performance. This implies satisfaction in the AFC performance as repeat consumption is experienced. To evaluate satisfaction, objectives have to be met. Customer respondents indicate that organisations are partially satisfied in the club being in the PSL.

Therefore in evaluating whether the AFC is satisfying objectives to support the research, it was found to be partial satisfaction as the fact that respondents consume PSL football brings a level of satisfaction. However, the fact that cup games are not experienced produces a negative experience.

6.5 Objective Three: Analyse whether organisational learning and development are promoting innovation

6.5.1 Managements Perspective

In analysing whether the AFC's organisational learning and development promote innovation, the study found that management at the club is mandated to achieve targets. Pursuing targets requires the adoption and implementation of new strategies and new developments by employees. Management is required to continuously improve the organisation's competitive and innovative stature for the AFC to survive competition.

The study found that management sets realistic targets for employees by making resources available that can assist them to come up with new ideas that can oust competition in the PSL. The responses received displayed how innovation by management assisted bringing people from different disciplines, backgrounds and areas of expertise to share in their intellectual thinking. The brainstorming capacitated employees with new strategies and tactics which were used to maintain performance in the PSL during the initiation phase.

In conclusion, learning and development promoted innovation for the club. The respondents further displayed a positive relationship adopted during learning and development. The more studying, training and learning that occur within the organisation, the more new strategies of administering and pursuing targets that improve an organisation were developed. The process assisted in keeping the AFC above the relegation zone in the league.

6.5.2 Corporate Sponsors' Perspective

In further analysing whether the AFC's organisational learning and development promote innovation, the study found that financial sponsorship from corporates has the potential to either affect sporting organisations positively or negatively. The dependence on the financial resources cripples organisations if anticipated funding becomes blocked or prospective sponsors fail to commit. A case in point was the Thanda Royal Zulu Football Club as discussed in section 5.4.2.

Innovation required organisations to adapt to existing environments and endure challenges to emerge superior to their competitors. By the AFC's learning and developing UEFA's strategy (as outlined in section 5.4.2) they would be able to benefit indirectly from the relationships with sponsors that are not in their contractual books. Therefore in concluding whether learning and development are promoting innovation for the club, the research indicated there is still much sponsorship coverage to be exploited from the AFC perspective. There are still many opportunities the AFC can exploit in trying to operate at optimum efficiency.

6.5.3 Customers' and Fans' Perspectives

In analysing whether the AFC's organisational learning and development promote innovation, the study found that managing sport fandom is a difficult concept. The management of emotions is what makes it difficult to control sport. The decision to associate or affiliate with the club is not rational but based on fan or customer experience with the club. This decision can change any time without any substantial reasoning.

From the literature, it was articulated that learning can be from competitors or from environmental factors. The AFC's primary objective would be to attract more spectators to attend games as this directly adds to revenue. With fans or customers not experiencing an environment that motivates them to attend games, the onus is on the AFC management to offer experience to spectators, not only around football but outside football as well. Learning from the Seattle venues as discussed in section 5.4.3 would assist the AFC to attract more spectators.

In concluding whether learning and development promote innovation, the researcher found that the AFC is slow in reacting to innovative ideas. This is due to the fact that training infrastructure is not owned by the AFC, but by the municipality. This lack of ownership discourages the AFC from making progressive investments that ensure that the AFC customers have a repeat consumption experience.

6.6 Objective Four: Determine whether internal processes assist the AFC to achieve a competitive advantage

6.6.1 Management's Perspective

The research discovered management directs employee objectives to be in line with the organisational objectives and mission. In implementing this internal process, the study discovered that the AFC achieved a competitive advantage. The AFC management also keeps an open-door policy with employees to offer support and guidance. The teambuilding workshops further assist employees to express themselves and work together to achieve a common objective. The study discovered that some of these practices assisted employees to be more productive and positive in their interaction with customers.

For internal processes to filter through management's objectives the organisation has to create an environment enabling employees to create value. The study discovered that securing a positive relationship between management and employees conveys a positive customer and fan experience. In the short time that the AFC has operated in the PSL, they have managed to maintain a mid-table position, averaging them above their peers. Therefore in concluding, the research noted that the AFC's internal processes have assisted them to achieve a competitive advantage. The fact that the organisation has been in the PSL for less than six months and shows an upward trajectory in the league is a good sign of a competitive advantage outcome.

6.6.2 Corporate Sponsors' Perspective

In investigating further, the study took cognisance of how internal processes at the AFC assist achieve competitive advantage. Making use of the open-door relationship between corporate sponsors and management has added value for the club. To make the best of the relationship, the sponsor, and sponsored party assist each other in best representing their respective brands to achieve a competitive advantage. The process aims to lead the AFC towards signing multi-year agreements which translate into a financial success for the club.

The study discovered that the success of implementing a desired internal process that offers a competitive advantage requires one to continuously improve on performance. The research

indicated the development of human, information and organisational capital to assist in delivering a differentiating value proposition of the strategy. In concluding, the study discovered that internal processes do not assist the AFC achieve a full competitive advantage. Management is not operating at full capacity in exploiting relationship capability. There are potential offerings available within the relationship which the AFC management is not maximising as discussed in section 5.5.2.

6.6.3 Customers' and Fans' Perspective

For the study to determine internal processes that assist the AFC to achieve a competitive advantage, it was established that the AFC aspired to achieve customer satisfaction as a principal strategic goal. As a way of creating a positive experience the AFC aims for satisfied customers due to repeat consumption as a result of a positive experience. However, current internal processes have not assisted the AFC to achieve a competitive advantage as research findings show fans and customers feel excluded by the AFC management in contributing to the progress of the organisation.

With the organisation's biggest communication feed not reaching the biggest fan and customer base, the AFC has to opt for a more inclusive appealing mode of communication. The most confusing analogy is that the AFC's biggest fan base is the youth aged eighteen to thirty-five. The anticipated course would be this group would respond to social media communication as it is the AFC's biggest communication feed. Research results outline a different view with respondents feeling disengaged. In concluding whether internal processes assist the AFC achieve a competitive advantage, the study shows the organisation as not yet in the lead when compared with counterparts operating in the same league. However, the organisation showing prospective signs of an upward trajectory. A further evaluation after a year or two in the PSL will give a clearer view.

6.7 Study Recommendations

The study provides the following recommendations:

- Even though sporting organisations are private entities, their financial functions are to be open and transparent in confirming they are managed efficiently and effectively as they have public interest and followings as entities.
- Sporting organisations have to acknowledge customers and fans as stakeholders. The success of the entire sporting organisational brand depends entirely on customers' and fans' participation and affiliation to the club.

- For sporting organisations to be successful, the objectives of resourced personnel are to be aligned with organisational objectives. In that way management can easily monitor the performance management goals as directed by the mission and vision of organisation.
- Innovation in the sporting organisation is forever changing. A continuous organisational learning and development programme is to be closely monitored and evaluated.
- Attendance of spectators in sporting organisations is difficult to predict because the spectators have an emotional attachment. Therefore management has to strive for a positive experience for fans to affiliate with.
- Sporting organisations should arrange for internal processes that provide customers with value. Management should arrange for football to offer a combination of products so that the delivery from organisational internal processes to final consumers is efficient and effective.

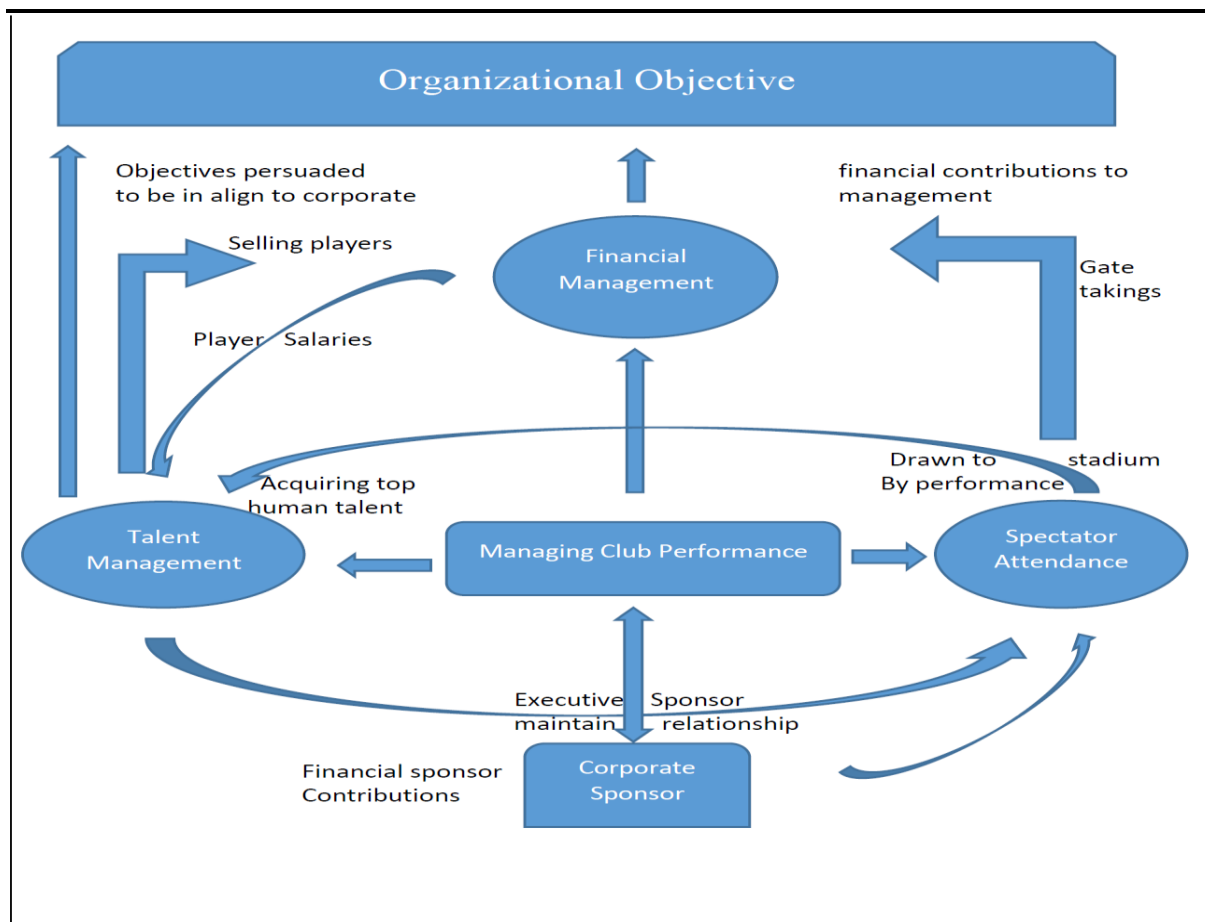
6.7.1 Researcher's own Theoretical Framework

Through intense research and study, researcher found it befitting to formulate a theoretical framework from data harvested, the literature reviewed, and recommendations from experts in the PSL. The framework indicates that managing performance within a professional sporting organisation is regarded as one of the core functions of management.

It is the core function of strategic management to train and inform employees about set organisational objectives. Figure 6.1 illustrates how a sporting organisation can increase spectator attendance if talented management produces efficient results. Acquiring of most talented, superior employees improves business value and makes it possible for organisations to achieve objectives.

It is imperative for management to pursue talent within the organisation and to set objectives in line with organisational objectives. In this way organisational corporate resources and employee personal objectives are not in disarray, making the achievement of either financial or non-financial objectives effective.

Figure 6.1: The AFC Performance Management



Source: Researcher’s own work

6.8 Limitations of the Study

- Executives from both the AFC management and corporate sponsors were extremely busy. This affected data harvesting interviews as insufficient time was given for conversation to flow. This hampered the harvesting of rich data and information as researcher could not deliberate in length and responses were limited.
- The case study was only limited to the AFC, which implies data harvested was only limited to season 2017/2018 when the club returned to the PSL.
- Lack of a formal fandom reporting structure that is orchestrated by the AFC affected data collection, as the researcher had to resort to a stadium intercept survey method.
- The study uses the BSC theory exclusively for the AFC, and conclusions drawn cannot necessarily be applicable to all sporting organisations.

6.9 Value of the Study

The study has value in understanding how fostering sponsorship relationships and increasing fan base can assist a sporting organisation in South Africa. The outlined strategies have been suggested for sporting organisations to make use of in maximising their organisations' increased revenue. The guidelines detailed in the findings and conclusions section of the research help create value for the customer experience required for game attendance.

Lastly, the study will add value to professional sporting organisations who would like to use a performance management tool such as the BSC. The stool is not widely used in sporting organisations: however, the study has demonstrated its use for efficient and effective outcome achievement.

6.10 Recommendations for Further Research

From the gaps identified by the research, it is necessary to evaluate why shortcomings persist to emerge from player performance, even though they are highly remunerated personnel within the organisation. The PSL is the highest paying league in Africa and yet Bafana-Bafana's performance ranked twelfth in Africa: this warrants further research. The research could include prospects of developing youthful talent and ways to nurture it into the system so that it does not get lost along the way. Lastly, more academic research is required on the performance and productivity of Bafana-Bafana as a national team.

6.11 Conclusion

To affirm that an organisation is performing as per its outlined objectives and mission, an evaluation method to correct and monitor has to be outlined. In this study a BSC was outlined and management's performance was evaluated from the financial perspective, to internal processes, to learning and development and finally, from the perspective of customers' reaction to the organisation. The study revealed that for efficient and effective financial management, organisations are to maximise on the relationships they have cemented with sponsors and create experiences that customers can affiliate with to forge repeat consumption.

Lastly, management has to work on organisational internal processes to align personnel objectives to those of organisations. The organisation needs to attract high quality personnel at all levels within the organisation so that the service offered to customers leaves a positive experience. The organisation is further to be innovative as football is an ever-changing sport and fans' experiences are linked to emotions and are continually changing as well.

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Appendix I



Est. 1932
Reg: 2005/004295/07
Moses Mabhida Stadium, 44 Isaiah Ntshangase St, Durban. 4001
P.O.Box 35212, Northway. 4065

Tel (031) 303 3132 Fax (031) 303 3142

Ethical clearance Research & Higher Degrees
University of KwaZulu-Natal
Westville Campus
3630

30 June 2017


Dear Tsepo Machelo

Access to Amazulu FC management for your Masters research

Amazulu FC hereby grants you access to our management team for you to conduct your Masters Research on our institution. Please feel free to contact us for further assistance

Wishing the best in your future endeavors

Kind regards


Lunga Sokhela (General Manager)
Amazulu FC

Amazulu Football Club (Pty) Ltd
Chairman: Dr M P Sokhela Directors: G O O Connor C J Sokhela



Appendix II

Mduduzi Ndlovu

From: Tsepo machela <machelaboy@gmail.com>
Sent: Tuesday, 04 July 2017 3:09 PM
To: Mduduzi Ndlovu
Subject: Fwd: *** REQUEST TO CONDUCT RESEARCH THESIS ON RELATIONSHIP BETWEEN SPAR SUPERMARKET AND AMAZULU FC***

----- Forwarded message -----

From: Candice Acheson <Candice.Acheson@spar.co.za>
Date: Fri, Jun 23, 2017 at 9:19 AM
Subject: RE: *** REQUEST TO CONDUCT RESEARCH THESIS ON RELATIONSHIP BETWEEN SPAR SUPERMARKET AND AMAZULU FC***
To: Tsepo machela <machelaboy@gmail.com>, Mike Prentice <mike.prentice@spar.co.za>

Dear Tsepo

Mike Prentice is happy for you to speak to all necessary parties to complete your thesis on the relationship between SPAR and AMAZULU.

Kind regards

Candice Acheson

PA to Group Merchandise Executive, Mike Prentice

THE SPAR GROUP LTD | SOUTH AFRICA

Tel: 031 719 1839 | Fax: 086 670 1369 | Candice.acheson@spar.co.za

22 Chancery Lane, Pinetown, 3610



From: Tsepo machela [<mailto:machelaboy@gmail.com>]
Sent: Thursday, June 22, 2017 4:34 PM
To: Candice Acheson <Candice.Acheson@spar.co.za>; Mike Prentice <mike.prentice@spar.co.za>
Subject: Re: *** REQUEST TO CONDUCT RESEARCH THESIS ON RELATIONSHIP BETWEEN SPAR SUPERMARKET AND AMAZULU FC***

Good Day Candice

Appendix III



15 February 2019

Mr Tsepo Machela (213572658)
School of Management, IT & Governance
Westville Campus

Dear Mr Machela,

Protocol reference number: HSS/0778/017M

New project title: Challenges of management performance in managing a professional team: A case of AmaZulu Football Club

Approval Notification – Amendment Application

This letter serves to notify you that your application and request for an amendment received on 14 February 2019 has now been approved as follows:

- Change in Title

Any alterations to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form; Title of the Project, Location of the Study must be reviewed and approved through an amendment /modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for period of 3 years from the date of original issue. Thereafter Recertification must be applied for on an annual basis.

Best wishes for the successful completion of your research protocol.

Yours faithfully

.....
Dr Rosemary Sibanda (Chair)

/ms

Cc Supervisor: Ms Malindi Lindiwe Kunene and Dr T Mbele
Cc Academic Leader Research: Professor Isabel Martins
Cc School Administrator: Ms Angela Pearce

Humanities & Social Sciences Research Ethics Committee

Dr Rosemary Sibanda (Chair)

Westville Campus, Govan Mbeki Building

Postal Address: Private Bag X54001, Durban 4000

Telephone: +27 (0) 31 260 3587/8350/4557 Facsimile: +27 (0) 31 260 4609 Email: msibanda@ukzn.ac.za malindi@ukzn.ac.za isabel@ukzn.ac.za angela@ukzn.ac.za

Website: www.ukzn.ac.za

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Medical School

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Appendix IV

QUALITATIVE INTERVIEW GUIDE FOR MANAGEMENT

DEMOGRAPHICS

1. Please fill in details

Age		Gender		Ethnicity	
-----	--	--------	--	-----------	--

2. Please choose from a list below.

Employed	Student	Self employed	Pensioner	Unemployed
----------	---------	---------------	-----------	------------

3. Education qualification of respondent

Below Matric	Post Matric	Diploma	Post Diploma
--------------	-------------	---------	--------------

4. What is your job hierarchy?

Strategic (Top) management	Tactical (Middle) Management	Operational (Lower) management	Functional supervisor
----------------------------	------------------------------	--------------------------------	-----------------------

A) Customers

To achieve set organisational objective, how should the AFC appear to customers?

5. What initiatives are in place for the AFC management to retain and attract new customers/fans?

6. As the AFC management, are you aware what fans are expecting from the club?

Yes I do	Not I do	Not sure I do	other
----------	----------	---------------	-------

7. What are the goals and expectations from fans for the AFC?

8. What targets are in place for the AFC management to achieve in order to please fans?

Winning the League		Avoid relegation	
Attain top four		Attain promotion into PSL	
Win at least one trophy in a season		Avoid too many changes in technical staff.	
Attain top eight		Other specify	

9. What measures are set in place for the AFC management to assist and retain experienced quality players and staff?

10. How is the AFC performance measured versus what is fan expectations?

B) Internal Processes

To satisfy shareholders and customers, what business processes must the organisation excel in?

11. Does the AFC management encourage inter- personal expression of employees? If not why? And if yes what structures are set in place?

12. What performance management tool is the AFC using to measure performance?

13. Has management set objectives and goals in line with organisational objectives? If 'Yes', what are the monitoring and evaluation measures?

14. What initiatives have management set that will assist the AFC carry out their functions for them to be able to achieve organisational objectives?

15. In order for the AFC as an organisation to excel, what inter-performance goals has management set to be achieved?

16. To satisfy shareholders and customers, in what business process must the club excel?

C) Organisational Learning And Development

To achieve organisational vision, how should the organisation sustain ability to change and improve?

17. What initiatives are in place for management to assist the AFC to achieve set objectives?

18. What targets are in place by management to assist the AFC to improve employees' learning and development?

19. How are learning and development measured by the management for improvement?

20. Does the management have a benchmark standard set to measure against learning and growth?

D) Financial Function

To succeed financially, how should the organisation appear to shareholders?

21. What are the AFC set financial targets? If none, why?

22. In order for the AFC to succeed financially, what role should management play?

23. What are the financial objectives set by shareholders for the AFC to achieve?

24. Are there any financial targets set for management by the shareholders to be achieved? If 'Yes', what are they?

25. What measures are set in place for the AFC to achieve financial targets?

26. What goals have been set for the AFC management by shareholders?

Thank you!

QUANTITATIVE QUESTIONNAIRE FOR FANS/CUSTOMERS

DEMOGRAPHIC INFORMATION

1. Education qualification of respondent

Below Matric		Post Matric		Diploma		Post Diploma	
-----------------	--	-------------	--	---------	--	-----------------	--

2. Please tick (√) from the list below.

Employed		Self Employed		Pensioner		Unemployed		Student		Other	

3. What is your income bracket?

1 - 5,000 Per month	
5,001 - 10,000 Per month	
10,001 – 15,000 Per month	
15, 001 – 20,000 Per month	
Above 20,000	

4. Please tick (√) from the list below.

Gender	
Age 18 - 27	
Age 28 - 35	
Age 36 - 45	
Age 46- 54	
Above 55	

4A. Please tick (✓) from the list below.

Ethnicity (Mother tongue)		Southern Sotho	
Xhoza Speaking		Indian	
Zulu Speaking		English	
Northen Sotho		Coloured	

4B. Please tick (✓) from the list below.

Residential Location	
Suburb	
Township (RDP housing)	
Township (Informal settlement)	
Rural	

A) Fans/Customers of the AFC

To achieve set organisational objective, how should the AFC appear to customers?

5. The AFC management is working hard to retain and attract new quality players.

Strongly agree		Agree		Neither agree or disagree		Disagree		Strongly disagree	
1		2		3		4		5	

6. The AFC management knows what fans are expecting from the club.

Strongly agree		Agree		Neither agree or disagree		Disagree		Strongly disagree	
1		2		3		4		5	

7. I am expecting the AFC to achieve fan expectations.

Strongly agree		Agree		Neither agree or disagree		Disagree		Strongly disagree	
1		2		3		4		5	

8. How many games of the AFC do you attend in a season?

Game Frequency per season	
0 – 2	
3 – 5	
6 – 12	
13 and above	

9. The AFC winning a match will affect my likelihood of attending the next match.

Strongly agree		Agree		Neither agree or disagree		Disagree		Strongly disagree	
1		2		3		4		5	

10. For how long have you been a fan of the AFC??

A) Less than 2 years	
B) Between 2 and 5 years	
C) Between 5 and 10 years	
D) More than 10 years	
E) Not a fan	

11. If not a fan (ticked E above), with which team you are affiliated and why?

12. Are you a fan of the AFC because you are located in KZN?

Yes		no	
-----	--	----	--

13. Please mention other reasons why you support the AFC.

Love for culture of play			
Love for philosophy the teams stands for			
The history behind the team			
For other reasons... please specify			

The Internal Process of the AFC

To satisfy shareholders and customers, in what business processes must the organisation excel?

14. You feel that you contribute to the team's decision making.

Strongly agree		Agree		Neither agree or disagree		Disagree		Strongly disagree	
1		2		3		4		5	

15. As a fan, how do you communicate with team management on issues you want considered in decision making?

Through their Twitter account		Team – Fan social gathering	
Through their Facebook account		SMS	
Conference gatherings		Other please specify	
No, I do not contribute			

16. Do you know how management communicates with their fan base?

Through their Twitter account		Team – Fan social gathering	
Through their Facebook account		SMS	
Conference gatherings		Other please specify	
No, I do not know			

Organisational Learning and Development

To achieve organisational vision, how should the organisation sustain their ability to change and improve?

17. Do you participate in any process of monitoring and evaluating team management? If 'Yes', how?

Strongly agree		Agree		Neither agree or disagree		Disagree		Strongly disagree	
1		2		3		4		5	

18. Do you see any improvement in the future performance of the team? If 'Yes', specify?

Strongly agree		Agree		Neither agree or disagree		Disagree		Strongly disagree	
1		2		3		4		5	

19. What could be the source of the improvement?

The club to have a strong player development programme	
Change in management personnel	
The club to have more funding from sponsors	
Other, Please specify	

20. Should management measure player's performance in the club?

Strongly agree		Agree		Neither agree or disagree		Disagree		Strongly disagree	
1		2		3		4		5	

21. As a Fan I would like management to set a standard of performance for the club against learning and growth for the club by either (Tick \checkmark appropriate)

Winning the League		Avoid relegation	
--------------------	--	------------------	--

Attain top four		Attain promotion into PSL	
Win at least one trophy in a season		Avoid too many changes in technical staff.	
Attain top eight		Other specify	

The AFC Financial Function

To succeed financially how should the organisation appear to shareholders?

22. What products of the AFC do you buy? (Tick appropriate)

Jersey		Reading Material	
Track Suits		Audio (CD, Media)	
T-shirts		Promotional	
Scarf		Other	

23. Does ticket price affect match attendance?

Strongly agree		Agree		Neither agree or disagree		Disagree		Strongly disagree	
1		2		3		4		5	

24. Does the team's financial spending affect your affiliation to the club?

Strongly agree		Agree		Neither agree or disagree		Disagree		Strongly disagree	
1		2		3		4		5	

25. Do you agree with management on how they handle finances of the club?

Strongly		Agree		Neither		Disagree		Strongly	
----------	--	-------	--	---------	--	----------	--	----------	--

agree			agree or disagree			disagree	
1		2	3		4		5

26. How do you support the club financially?

I buy tickets to watch them play	
Buy team regalia	
I attend promotional events	
I purchase conference	

27. Do you think that there are other ways management could raise funds for the AFC?

Strongly agree		Agree		Neither agree or disagree		Disagree		Strongly disagree	
1		2		3		4		5	

28. Do you own any of the following? (Tick appropriate option)

Television	
Radio	
DSTV connection	
Computer	
Internet	
Smart Phone	
Vehicle/Car	

Thank you!

Appendix VI

QUALITATIVE INTERVIEW GUIDE FOR CORPORATE SPONSORSHIP

DEMOGRAPHIC INFORMATION

1. Please fill in details

Age		Gender		Ethnicity	
-----	--	--------	--	-----------	--

2. Please choose from a list below.

Employed		Student		Self employed		Pensioner		Unemployed	
----------	--	---------	--	---------------	--	-----------	--	------------	--

3. Education qualification of respondent

Below Matric		Post Matric		Diploma		Post Diploma	
--------------	--	-------------	--	---------	--	--------------	--

4. What is your job hierarchy?

Strategic (Top) management		Tactical (Middle) Management		Operational (Lower) management		Functional supervisor	
----------------------------	--	------------------------------	--	--------------------------------	--	-----------------------	--

B) Customers

To achieve set organisational objective, how should the AFC appear to customers?

5. What initiatives are in place for corporate sponsors to assist the AFC management to retain and attract new customers/fans?

6. As a corporate sponsor, are you aware what the AFC fans are expecting from the club?

Yes I do		Not I do		Not sure I do		other	
----------	--	----------	--	---------------------	--	-------	--

7. What are the goals and expectations from corporate sponsor for the AFC?

8. What targets have been set by corporate sponsor for the AFC management to achieve in order to achieve desired corporate visibility mileage?

Winning the League		Avoid relegation	
Attain top four		Attain promotion into PSL	
Win at least one trophy in a season		Corporate mileage	
Attain top eight		Other specify	

9. What measures are set in place for the AFC management to assist and retain experienced quality players and staff?

10. How is the AFC performance measured versus corporate sponsorship expectations?

C) Internal Processes

To satisfy shareholders and customers, what business processes must the organisation excel in?

11. Does corporate sponsorship encourage inter-personal communication between the AFC management and sponsors? If not, why? And if 'Yes', what structures are set in place?

12. What performance management tool is corporate sponsorship using to measure the AFC management performance?

13. Has corporate sponsorship set objectives and goals in line with their own organisational objectives for the AFC management to achieve? If 'Yes', what are the monitoring and evaluation measures?

14. What initiatives has corporate sponsorship set that will assist the AFC management to carry out their functions to be able to achieve organisational objectives?

15. In order for the AFC as an organisation to excel what inter-performance goals has corporate sponsorship set to be achieved?

16. To satisfy corporate sponsorship, in what business process must the club excel to retain sponsorship?

D) Organisational Learning And Development

17. To achieve organisational vision, how should the organisation sustain the ability to change and improve?

18. What initiatives are in place for corporate sponsorship to assist the AFC to achieve set objectives?

19. What targets are in place by corporate sponsorship to assist the AFC management improve its employees' learning and development programmes?

20. How are learning and development programmes measured in the club by the corporate sponsorship to assist the AFC management to improve?

21. Does corporate sponsorship have a benchmark standard for the AFC management to measure against learning and growth?

E) Financial Function

To succeed financially how should the organisation appear to shareholders?

22. What financial targets has corporate sponsorship set for the AFC management? If none, why not?

23. In order for the AFC to succeed financially, what role should corporate sponsorship play?

24. What are the financial objectives set by shareholders for corporate sponsorships for the AFC to achieve?

25. Are there any financial targets set for corporate sponsorships by the shareholders to be achieved? If 'Yes', what are they?

26. What measures are set in place for the AFC to achieve financial targets by corporate sponsorships?

27. What goals have been set for corporate sponsorships by shareholders?

Thank You!!!

Appendix VII

Editing and Translation Services	Renée van der Merwe
8 Weymouth Place Linguistics)	B A Hons (Applied
Beethoven Avenue	SATI Accredited (1998)
Walmer Heights	
Port Elizabeth	
6070	
Mobile: 083 415 4570	
E-mail: renvandm@gmail.com	16 June 2017
Dear Ms Kunene	
This serves to confirm that the thesis by Tsepo Machela has been submitted to me for language editing.	
While I have suggested various changes, I cannot guarantee that these have been implemented nor can I take responsibility for any other subsequent changes or additions that may have been made.	
Yours faithfully	
<i>Renée van der Merwe</i>	



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CHAPTER ONE

INTRODUCTION TO FOOTBALL BUSINESS MANAGEMENT

1. Introduction

The aim of this study is to investigate challenges facing management performance. The researcher aims to conduct an in-depth analysis of efficiency and productivity within AmaZulu Football Club (AFC). In the recent past, this team has been relegated from the Premier Soccer League (PSL) an administrator of professional football in South Africa, to the National First Division (NFD) a semi-professional lower division of the league. It is believed relegation was due to their inadequate performance (Soccerbids.com, 2014). The consequence thereof

Appendix IX

The screenshot shows the Adobe Acrobat Reader DC interface with a Turnitin Originality Report open. The report is titled "Thesis" and shows a similarity index of 10%. Below this, four categories are listed: Internet Sources (5%), Publications (1%), and Student Papers (8%). The "PRIMARY SOURCES" section lists five items:

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