



# The Effectiveness of Sports Marketing Strategies in the Ethiopian Football Federation

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## Abstract

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**Key words:** Ethiopian Football Federation, Digital Marketing, Sport Marketing

This study examined the effectiveness of sport marketing strategies implemented by the Ethiopian football federation and identified the key challenges that constrain their effective implementation. Aimed to provide practical implications for policymakers, sport organizations and managers look to enhance financial stability, consistent performance and revenue streaming. Using a mixed methods approach, both quantitative and qualitative data were collected through questionnaires, interviews and document analysis. The study was conducted on 203 subjects from the Ethiopian Football Federation under two major pulls (I) Service providers consisting of federation presidents, executives and office experts, 10 in number and (II) customers who address coaches, club managers, players and fans, 193 in number. Census and stratified random sampling techniques were used to select the sample. The data was analyzed using SPSS Version 27, to generate frequencies, percentages, M and SD. Moreover, Cronbach's alpha and explanatory factor analysis (EFA) were employed to assess the reliability and construct validity of the collected data. The implementation of the sport marketing strategy matrix in the football federation remains in an immature stage. Notably, the place and price component of sport marketing strategy was deficient, characterized by poor facility maintenance, entertainment options, limited provision of public transport for fans, weak merchandise sale culture, inflexible pricing model, stagnation in domestic markets and insufficient diversified revenue sources. However, moderate performance was exhibited in the realms of Product and promotion sport marketing matrix by the federation. Furthermore, a comparative robust demonstration of sponsorship and digital marketing was noted in the federation. Apart from this, the federation utilizes wide media alternatives to reach the population, while the federation had no long-term sport marketing plan and professional development strategy, which negatively impacts the longevity achieved in marketing value..



### Background of the study

In today's sports industry, sports marketing plays a vital role within the broader marketing field. It can be defined as a method of designing and implementing sport-related activity for promotion, production, pricing and distribution to meet customers' design and organizational goals (Pitt & Stotlar 2007). The definition indicates three comprehensive elements of the discipline – promotion of products, organizational goals and customer demands. Therefore, successful sport marketing must promote products by aligning with organizational goals and customer desires. In line with this, Booms and Bitners (1981) suggested that sport marketing strategy must apply marketing principles for both sport products and services and non-sport products that have a relationship with sport. These indicate the dual function of the sport industry as a saleable product and promotional platform. Furthermore, sport marketing has strategic value in marketing theory and practice.

Traditionally, sport marketing strategies rely on the "four Ps," which are Place, Product, Promotion, and Price. In contrast, modern ones increase the prominence of service and expand to the "seven Ps" framework model by adding Process, People, and Physical Evidence (Kutip, et al 2025). This extension pays more attention to the service sector and provides a paramount for the sport industry. While the Process addresses the procedure and system in which services are delivered, People include customers and employers that had interacted with the services and the physical evidence addresses tangible elements that augment

service quality perception. Therefore, an effective sports marketing strategy must amalgamate all the "seven Ps" to satisfy customer desires and organizational objectives (Kutip, et al 2025).

Sport industries were easily embedded into tangible products such as clothing, merchandise, and sports equipment, the core sport is basically experiential. Athletic performances, sports events and fan experience remained intangible, perishable and variable that distinguishes sport as a service. The extended "seven Ps" properly addresses the tangible and intangible elements of the sport experience (Booms & Bitner 1981). The efficient implementation of these elements makes sport organizations successful in services like offering, loyalty, profitability, and improved fan engagement.

The traditional "four Ps" marketing mix framework which includes Place, Promotion, Products, and Pirice, remains the root basis. But in disciplines like sport that demand a more service-oriented context, the expanded toolkit is required. Booms and Bitner's (1981) extension to the marketing mix, known as the "seven Ps" (product, place, price, people, promotion, process, and physical evidence), was widely adopted by sport marketing scholars (Ulziibadrakh et al., 2025; Devi et al., 2021). The marketing mix explicitly addresses the heterogeneity, intangibility and inseparability of sport consumers. Apart from this, the extended mix (People, Process and physical evidence) elements explain in detail how organizational structure, service delivery



system, front-line staff, and venue are central commercial outcomes and fan experience (Clemes et al, 2011; Welzmueller, & Schmidt, 2024).

A better sport marketing strategy is the backbone for the financial stability of the organization and its competitive performance. Furthermore, it is a vital method to enhance fan engagement, maintain organizational stability, and growth. This has been reflected by sports organizations that effectively implemented the “seven Ps” sport marketing mix, which has resulted in superior financial and market out relative to those weakly structured marketing approaches (Kutip, et al 2025).

In the 20th and 21st centuries, football is among the top sports that have rapidly expanded globally. Currently, the sport takes the lion's share in the international sports economy, in which professional football clubs and event organizers mobilize billions of dollars. Despite this big commercial practice, few studies have investigated the marketing strategy employed by football federations. Football federations are working on increasing the number of fans and enhancing the quality of the fan to maintain financial benefits and sporting benefits (Westerbeek 2025). Commercialization plays a tremendous role in linking financial health and on-pitch performance and this reinforces football federations to adopt a sophisticated sport marketing mix to remain competitive. Therefore, the Ethiopian football federation is under pressure to adopt and practice a sports marketing strategy. Aiming at this, this study is intended to investigate the current status of strategic sport marketing practice within the

Ethiopian football federation.

### Statement of the Problem

The sport marketing matrix is a strategic tool that helps the Ethiopian football federation effectively promote its products through attendance and participation in the country's sports. It also enables the federation to build a loyal fan base, solid reputation and achieve organizational goals (Shank & Lyberger , 2025). Empirical evidence confirmed that a well-planned sport marketing matrix coupled with efficient practice forms a basis for long-term financial stability, strong brand quality, improved athletic performance and good marketing outcomes (Rohde, & Breuer, 2017).

Despite proven benefits of sport marketing in other regions, a significant knowledge gap persists in the adoption and its effectiveness in the Ethiopian context. Particularly, the Federation and clubs are largely reliant on informal marketing strategies and ad-hoc revenue sources (Sentie, et al 2024). To the best knowledge of the authors there are no comprehensive studies that investigate the “seven Ps” sport marketing matrix practice of the Ethiopian football federation.

Although football remains the most popular sport in Ethiopia with the rapid expansion of fans, the federation is struggling with inconsistent marketing. Accordingly, this study aimed to investigate strategic sport marketing practice employed by Ethiopian football federation and identify the key challenges that constraining their effective implementation. The finding will provide practical implications for policy makers, sport organizations and managers looking to enhance financial stability,



consistent performance and consistent revenue streaming. Furthermore, the study contributed to substantial academic literature in sport marketing.

### Objectives of the Study

1. Analyze the incidence and extent use of strategic marketing practices of Ethiopian football federation.
2. Identify the problem faced in implementing marketing strategies in the Ethiopian football federation.

### Research Questions

The research tries to investigate the following basic research questions:

1. To what extent does the football federation in Ethiopia undertake marketing strategies?
2. What are the issues faced in implementing marketing strategies in the Ethiopian football federation?

### Methods

#### Study Design

The purpose of this study is to examine the status of strategic marketing practices in Ethiopian football federation, and to stimulate the process of developing a proper scientific body of knowledge relating to sport marketing in the Ethiopia football federation. To meet this purpose, mixed-method study design was employed for this study. Quantitative cross-sectional data were retrieved by questionnaire from coaches, club managers and fans of the national team

on the customer side perception of sport marketing practice. Apart from this, key informant interviews addressing federation officials were used to capture the extent of sport marketing practice from the service provider's point of view. Finally, the data were triangulated for further interpretation.

### Study Population

The population of this study may be defined as the service giver and customer of the products of the Ethiopian football Federation. From the Ethiopian football federation (service givers), federation presidents, executives committee members, federation, office experts and from customer sport participants those actively engaged in Ethiopian football includes first division clubs managers, clubs coaches, national team coaches and national team player and fans were a target population for this study.

### Sampling Techniques and Sample Size.

The sample was selected by employing census and stratified random sampling techniques. Since small number subjects available in-service giver, the presidents, executives and office experts were selected by employing census sampling technique. Apart from this stratified random sampling technique was employed to select proportionate sample size from fans, coaches, players and club managers. Study conducted on 203 subjects from football Federation under two major pulls (I) Service providers consisting of federation presidents,



executives and office experts, 10 in number and (II) customers which address coaches, club Managers, players and fans, 193 in numbers.

### Data collection methods

Multiple tools were utilized to collect relevant data. A five-point Likert scale structured questionnaire was developed and administered to players, coaches, managers, and fans. The questionnaire consists of seven sub-scales with 55 items – product, price, place, digital marketing and promotion each consists eight items, whereas people and sponsorship consist of seven items. For the service providers, semi-structured interviews were conducted with key informants, including federation presidents, executive members, and office experts, to gain deeper insights into organizational strategies, challenges, and resource allocation. Additionally, document analysis provided supplementary information from reports, strategic plans, financial records, and press

releases, which helped contextualize the survey and interview findings. In all scenarios, the respondents were informed about the purpose and objectives of the study and signed a consent form for their willingness.

### Data analysis and interpretation

The data, which was gathered based on the purpose of the study through questionnaires and interviews and document analysis, was subjected for cleaning and prepared for further interpretation. The data gathered through the questionnaires was analyzed using SPSS-27 Version to generate frequencies, percentages, mean and standard deviation. Moreover, Cronbach's alpha and explanatory factor analysis (EFA) were employed to assess the reliability and construct validity of the collected data, thereby preparing them for subsequent analysis. Furthermore, triangulation methods were used to address all sources of data.

## Result and Discussion

### Characteristics of the respondent

A total of 193 questionnaires were administered for respondents (club coaches, national team coaches, club managers, players and fans) to assess the perceived effectiveness of the sport marketing strategy of selected sport federations from the customer side. Of these, 87.5 % (n= 169) were properly completed and returned. Most respondents were male (n=147), a few were females (n=22), whereas 43.7% of respondents had a grade twelve complete educational qualification (n=73) were the remaining hold a diploma (n=33), a first degree

(n=48), and MSc and above (15). Despite weak educational qualifications, customer side respondents are rich in experience, with a minimum of two years' experience. The position of respondents indicates fans 60.4% (n=102), club coaches 17.2%, (n=29), Athletes 12.4 % (n=21), managers 7.1% (n=12) and national team coaches 3%, (n=5). The demographic character indicates the male dominance in Ethiopian football and a rich of experienced and dearth of educationally qualified actors.



## Reliability and Validity of collected data

As per the suggestion of (Taber, K.S, 2018), Cronbach's Alpha analysis was employed to assess the reliability survey data gathered regarding customer perception of the effectiveness of the sport marketing strategy employed by the Ethiopian football federation. The analysis yielded Cronbach's Alpha coefficient range 0.7 (Sponsorship) to 0.85(Promotion), indicating acceptable high reliability across all sub-scales of sport marketing strategy (Santos and Reynolds, 1999). The detailed result is Product 0.71, Price 0.77, Place 0.73, People 0.74, and Digital Marketing 0.78. Therefore, the reliability all seven subscale meet the minimum cut-off point (0.7) suggested by Santos and Reynolds, (1999) and George, D. (2011).

Apart from this, explanatory factor analysis (EFA) was conducted for each sports marketing subscale to assess the construct validity of the collected data, using varimax rotation and

## Descriptive Analysis of Sport Marketing Strategy Sub-scales

The descriptive analyses were conducted to examine the effectiveness of sport marketing strategies. The result presented for each subscale as follows.

### Product Sport Marketing Strategy Sub-scales

Descriptive statistics (mean, standard

listwise deletion for missing data. The Product subscale ( $KMO = .70$ ,  $\chi^2(15) = 2166.82$ ,  $p < .001$ ) revealed a single-factor structure explaining 60.63% of the variance. Price sport marketing subscale identified two factors (financial Planning and dynamic pricing strategy) with  $KMO = .72$ ,  $\chi^2(15) = 2166.8$ ,  $P < .001$  and accounts a 72.39% variance. The Place subscale ( $KMO = .76$ ,  $\chi^2(21) = 2283.42$ ,  $p < .001$ ) extracted three factors—*Facility Convenience, Accessibility & Maintenance, and Infrastructure*—explaining 61.43% of the variance. In the Promotion subscale ( $KMO = .872$ ,  $\chi^2(21) = 1585.17$ ,  $p < .001$ ) disclosed two factors—*Media Engagement and Public Awareness*—explaining 60.26% of the variance. To this end, the people sub-scale presents single factor by explaining 63.8% variability, with  $KMO = .713$ ,  $\chi^2(6) = 1175.45$ ,  $P < .001$ . Overall, all subscales showed satisfactory sampling adequacy, significant factorability, and reliable internal consistency, confirming the construct validity and appropriateness of the data for further analysis. deviation) were used to assess the effectiveness of the Product sport marketing strategy in the football federation (see Table 1). The grand mean result ( $M=2.98$ ,  $SD= 0.73$ ) indicates a marginally above average product sport marketing subscale practice of the Ethiopian football federation.

**Table 1; Product Sport Marketing Strategy practice of Ethiopian football federation**

No	Product sport marketing practice indictors	M	SD
1	Effort is made to add value to the spectator experience during matches	3.15	.83
2	The federation has wide attractions to fans	2.60	.60
3	Ability to generate creative marketing Strategies	2.53	.53
4	We have classified our customers based on their unique needs	3.31	.75
5	Logistical ability to serve a regional area.	3.38	1.0
6	Does the federation respond to problems quickly?	2.27	.56
7	Services for elderly, disabled and children	2.5	.68
8	Outsourcing non-core activities	4.14	.94
	<b>Grand mean</b>	<b>2.98</b>	<b>0.73</b>

Specifically, the federation was better in Outsourcing non-core activities ( $M = 4.14$ ,  $SD = 0.94$ ), Logistical ability to serve a regional area ( $M = 3.38$ ,  $SD = 1.00$ ) and In classifying customers based on their unique needs ( $M = 3.31$ ,  $SD = 0.75$ ). However, weak operational capacity was registered on responding to problems ( $M = 2.27$ ,  $SD = 0.56$ ) and the ability

to generate a creative marketing strategy ( $M = 2.53$ ,  $SD = 0.53$ ), showing the gap in creative marketing strategy and solving problems. Apart from this, the Ethiopian football federation scored moderate results on fan attraction and service for special population (elders, disabled or children  $M = 2.6$   $SD = .6$ ,  $M = 2.5$   $SD = .68$ , respectively

### Price Sport Marketing Strategy Sub-scales

Descriptive analysis reveals poor practice in customer perceived effectiveness of price sport marketing strategy (grand  $M = 1.98$ ,  $SD = 0.59$ ) see Table 2.

**Table 2; Price Sport Marketing Strategy Practice of Ethiopian Football Federation**

No	Price sport marketing practice indictors	M	SD
1	Does the federation identify all sources of income	2.5	.78
2	Does the federation seek opportunities beyond domestic business?	1.77	.54
3	Cost management efficiency	2.39	.59
4	The federation is rich and financially independent	3.56	.78
5	Evaluating alternative sources of funds before making investing decision.	2.44	.52
6	Merchandise sales	1.01	.13
7	Decreasing the price of a service or a product in special circumstances	1.13	.42
8	We rely on revenue from more than two sources	1.06	.97
	<b>Grand mean</b>	<b>1.98</b>	<b>.59</b>

Particularly, in diversification of revenue (( $M = 1.06$ ,  $SD = 0.97$ ), Merchandise sale ( $M = 1.01$ ,

$SD = 0.13$ ), flexibility in pricing ( $M = 1.13$ ,  $SD = 0.42$  and seeking beyond domestic business



( $M=1.77$ ,  $SD= 0.54$ ). However, moderate performance was registered in financial independence of the federation ( $MD=3.56$ ,  $SD=.78$ ). In conclusion, in price marketing mix Ethiopian football federation requires improvement in Revenue diversification, sale of merchandise, working abroad and a flexible pricing model.

### Place Sport Marketing Strategy Sub-scales

On the indicator measure, the access and quality of availability of workout facilities and equipment available to customers, the analysis reveals an overall below marginal mean result (grant  $M= 1.92$   $SD= 0.59$ ). However, in viewing experience and Availability of workout facility/equipment, the federation shows moderate practice (see table 3)

**Table 3; Place Sport Marketing Strategy Practice of Ethiopian Football Federation**

No	Place sport marketing practice indictors	M	SD
1	Availability of workout facility/equipment	2.63	.48
2	Does the federation facilitate public transport for the fans?	1.44	.55
3	Does the federation easy to park their Cars, and locate rooms	2.23	.42
4	A better view of the contest and easy accessibility.	2.75	.50
5	Does the federation maintenance, repair and operations of facilities	1.63	.48
6	Sporting venues and facilities meet all health and safety requirements	1.54	.59
7	The availability of food , beverages, and other entertainment options	1.43	.49
8	Stores for sports items are well suited and arranged.	1.73	.62
<b>Grant mean</b>		<b>1.92</b>	<b>.51</b>

Apart from this the federation experienced weak performance on facility maintenance, with mean range 1.63, health and safety of facility ( $M= 1.54$ ,  $SD = 0.59$ ), entertainment options, and food and beverages for the costumers were lagging behind, where the federation rate lowest ( ( $M= 1.43$ ,  $SD = 0.49$ ) and The suitability and arrangement of sports stores were also rated below average. These findings suggest that the federation is under-performing in customer perceived effectiveness of the place sport marketing strategy.

### Promotion Sport Marketing Strategy Sub-scales

Descriptive analysis bears witness on the better performance of the federation in providing regular press releases and the media coverage to promote the federation ( $M = 4.34$ ,  $SD = 0.72$ ;  $M = 4.00$ ,  $SD = 0.85$ , respectively). The grand mean 3.07  $SD=0.65$  marginally better promotion practice by the Ethiopian football federation (see Table 4).

**Table 4; Promotion Sport Marketing Strategy Practice of Ethiopian Football Federation**

No	Promotion sport marketing practice indicators	M	SD
1	Does the federation give regular press releases to different media?	4.34	.72
2	Allocation of sufficient funds to the promotional tasks	3.51	.53
3	Promotional activities are frequently updated	2.80	.56
4	The ability to increase general public awareness of organization	3.42	.66
5	I am satisfied with the media coverage to promote our federation.	4.00	.85
6	Does the federation participate in community development	1.83	.61
7	Does the federation uses Bus, Billboards and taxi posters	1.59	.59
8	Photographs, Commentary and reviews different features	3.12	.73
<b>Grand Mean</b>		<b>3.07</b>	<b>0.65</b>

On the other hand, the football federation weakly performed on the utilization of buses, Billboards and taxi posters, and involvement in community development activity for promotions.

sport marketing professionals ( $M = 3.76$ ,  $SD = 0.69$ ), smooth internal communication ( $M = 3.69$ ,  $SD = 0.61$ ) and collaborative teamwork ( $M = 3.63$ ,  $SD = 0.78$ ) and Employee qualifications were assessed as merely adequate ( $M = 2.66$ ,  $SD = 0.74$ ) (see Table 5).

#### **People Sport Marketing Strategy Sub-scales**

Descriptive analysis reveals a high existence of

**Table 5; People Sport Marketing Strategy Practice of Ethiopian Football Federation**

No	People sport marketing practice indicators	M	SD
1	The federation employees are well qualified and trained people.	2.66	.74
2	Does the federation employ marketing or public relations professionals	3.76	.69
3	Strong working relationship with other related teams.	3.63	.78
4	Are employees able to use equipment and technology skillfully	1.51	.59
5	Flows of communication within the team	3.69	.61
6	Are employees willing to answer customer questions?	2.45	.83
7	Top management commitment to embrace entire market.	2.79	.73
<b>Grand Mean</b>		<b>2.92</b>	<b>.71</b>

However, there were limitations in addressing customer inquiry ( $M = 2.45$ ,  $SD = 0.83$ ) and top management's commitment to engage the market landscape ( $M = 2.79$ ,  $SD = 0.73$ ). Particularly concerning was the low score on employees' ability to use equipment and

technology effectively ( $M = 1.51$ ,  $SD = 0.59$ ), highlighting a gap in technical capacity.



## Sponsorship Sport Marketing Strategy Sub-scales

Descriptive analysis bears witness on better demonstration sponsorship benefits and Rights, establishing smooth communication with sponsors, use of venue for sponsor ( $M = 3.36$ ,

$SD = 0.73$ ,  $M = 3.06$ ,  $SD = 0.75$ , and  $M = 3.08$ ,  $SD = 0.86$ , respectively) and Logo display ( $M = 3.21$ ,  $SD = 1.02$ ). Therefore, trademark, Venue, smooth communication and detailed benefit and right definitions are the strength points of the Ethiopian football federation (See table 6).

**Table 6; Sponsorship Sport Marketing Strategy Practice of Ethiopian Football Federation**

No	Sponsorship sport marketing practice indicators	M	SD
1	Does the federation have detail Sponsorship benefits and rights	3.36	.73
2	Does the federation evaluate the results of its sport sponsoring activities?	2.49	.52
3	Establish positive communications with the Sponsors	3.06	.75
4	Use of venue for sponsor functions	3.08	.86
5	Trademark/logo display on equipment, clothing, media promotions	3.21	1.02
6	The federation established any partnerships with local businesses, community groups	3.17	.75
7	Does the federation Choose the right sponsor	2.91	.64
<b>Grand mean</b>		<b>3.04</b>	<b>.75</b>

## Digital Sport Marketing Strategy Sub-scales

The descriptive analysis revealed better performance Ethiopian Football federation in digital sport marketing (grand  $M = 3.44$   $SD = .87$ ). Particularly, in the utilization of technology for communication ( $M = 3.82$ ,  $SD = 0.99$ ), the array of social media platform ( $M = 4.14$ ,  $SD = 0.94$ ) presence of TV/ YouTube ( $M = 4.25$ ,  $SD = 0.87$ ), official websites ( $M = 4.15$ ,  $SD = 0.83$ ), and online fan interaction ( $M = 3.82$ ,  $SD = 0.99$ ) suggesting the federation effectively mobilize its digital marketing strategy.

**Table 7; Digital Sport Marketing Strategy Practice of Ethiopian Football Federation**

No	Digital sport marketing practice indicators	M	SD
1	Utilizes technologies to provide services, and communications	3.82	.99
2	Does the federation have online fan interaction	3.82	.99
3	wider range of social media marketing platforms	4.14	.94
4	Planning, implementation, monitoring and evaluation of SMMS	2.49	.74
5	Does the federation have digital marketing expert	2.07	.96
6	Does the federation have a clear social media strategy.	2.81	.66
7	Does the federation have a Tv channel or you tube	4.25	.87
8	Does the federation developed a website and launch a member's forum?	4.15	.83
<b>Grand mean</b>		<b>3.44</b>	<b>0.87</b>

However, notable weaknesses were observed in employing digital marketing specialists and meticulously orchestrating and scrutinizing strategies. In conclusion, the customer response shows notable weakness of the Ethiopian Football Federation in place and price sports To gather relevant insights on challenges, opportunities and practices from service providers of sport marketing strategy, semi-structured interviews were conducted with 10 key informants, including federation presidents, executives, and marketing experts. In the interview, one participant explained “.... *Our Federation is on better performance product development and delivery, such as consistent tournaments for clubs, participation in all continental competitions and making our club visible*”. This reflects the strategic effort of the Ethiopian football federation in organizing annual tournaments and improving the visibility of football in domestic and international competition are contributing to product value and a strong image.

However, a dearth of value-added services like entertainment options, merchandise sales and fan engagement events limits the fan experience. One official says “...*football*

marketing practice. Apart from this, marginally good in digital marketing, sponsorship and promotion, sport marketing strategy practice

#### **Key informant response and document analysis**

*audience and sports come for match events in their time and financial expenses but nothing else that links them to football, no merchandise sales of the national team or special hospitality.”* This indicates the gap in the Ethiopian football federation's marketing strategy and suggests the importance of diversified product offerings beyond core products. Which paramount in augmenting fan loyalty and revenue potential

On the other hand, the Ethiopian football federation's pricing structure for tickets and memberships remains stable but lacks flexibility. Moreover, financial planning and cost management appear insufficient. Although the federation earns income through match day sales and a few sponsorships and FIFA annual support, it still depends heavily on external funding. The federation does not have a CAF-approved football venue, even though the Addis Ababa stadium has been under maintenance for



the last five years. These can create disruption on national team fans to attend continental matches.

To actively address the community Ethiopian football federation should strongly use channels—such as national television, radio, and social media.

One official says “*our organization is a part of building digital Ethiopia and we assigned one expert for each Social media (YouTube, Instagram, Facebook, Telegram and X)*” and another official says “*our federation had an agreement for the live match transmission for the higher league and as a result we built a strong image and hundreds of millions income*”

However, data-driven decision-making remains underdeveloped, as analytics from these platforms are not fully utilized in strategic planning. Integrating audience insights and engagement data could turn the federation’s digital presence into measurable growth and fan loyalty.

The federation benefits from having qualified marketing and communication professionals supported by skilled technical staff. The human

resource document indicates between educational qualification and assigned positions, for instant accountant were assigned as communication officer.

.... “*Ethiopian football federation employee motivation and internal communication systems are not yet fully institutionalized*”. The Ethiopian football federation “*planned to implement regular professional development programs and reward-based performance systems in near future*”.

.... “*The current Ethiopian football federation had signed partnerships with companies working on sports equipment production, Banking, a medical service, and hospitality.*”

While these partnerships are beneficial, the federation lacks a formal system for sponsorship activation and post-event evaluation and a long-term strategic plan. Establishing a structured sponsorship management framework—covering contract negotiation, brand alignment, and return-on-investment assessments—could strengthen relationships with existing sponsors and attract new, long-term partners.

## Discussion



The findings of this study indicate that, very weak place sport marketing strategy is exhibited by the federation, which is characterized by substandard oppression and maintenance of facility, health and safety standards of venue, no provision of transport for fans and a dearth of entertainment options within the sporting environment. Conducting regular assessments of facilities and addressing maintenance issues promptly can significantly improve overall spectator satisfaction (Sivarajah, G. 2019; Palmero & Price 2015). Moreover, improving access to venues through enhanced public transport links and parking facilities could significantly elevate the spectator experience (Sivarajah, G. 2019; Palmero & Price 2015). Similarly, the federation demonstrates a weak price sport marketing strategy due to insufficiency of merchandise sales, dearth in working alternative domestic and international financial resources and fluctuations in profit margins suggest a need for innovative pricing strategies to stabilize profit margins. Kotler and Armstrong (2004) emphasize that pricing is a crucial strategic element of the marketing mix, as it is the only component that generates revenue, while all other elements incur costs. Exploring dynamic pricing models or tiered ticket pricing may optimize revenue generation during peak events, allowing for better alignment with demand fluctuations (Jr, C. S. W., & Carbaugh, R. 2022). Implementing such strategies could also enhance fan satisfaction by providing pricing options that cater to different audience segments.

Apart from this, moderate performance evidenced

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in the realms of product, people, digital marketing and promotion sport marketing matrix by the federation, and a need for improvement. Successful marketing management is essential for the sustainability of an organization. It involves several key components: developing effective marketing strategies and plans, gathering valuable marketing insights, engaging with customers, building strong brands, creatively delivering and communicating value, and fostering long-term growth. (Okonkwo, 2024).

### Conclusion

The document provides a detailed assessment of the marketing strategies of football federation, revealing strengths and weaknesses across various dimensions. The implementations of sport marketing strategy matrix in football federation are remaining immature stage. Notably, the place and price component of sport marketing strategy were the deficient, characterize by substandard facility maintenance, entertainment options, limited provision of public transport for fans, weak merchandise sale culture, inflexible pricing model, stagnation in domestic markets and insufficient diversified revenue source. However moderate performance was exhibited in the realms of Product and promotion sport marketing matrix by federation, this includes the media coverage to promote the federation, press releases aimed to inform the community and initiatives designed to enhance public awareness regarding the sport. Furthermore, a comparative robust demonstration of sponsorship and digital marketing were noted in the federation,



particularly in terms of website development, engagement in wider social media alternatives. Several challenges hindered the successful implementation of marketing strategies. Notably, lack of established long-term strategic marketing plans, systematic research to guide

### **Recommendation**

Based on the major findings of this study the following recommendations were draw:-

- The federation should develop long-term (five to ten years), as-well-as short-term strategic sport marketing plan and monitoring and evaluation mechanisms with smart performance indicators.
- They should work on revenue diversification from domestic and international financial sources by addressing broadcaster rights, partnership, merchandise sales, and memberships. While structuring sponsorship packages (platinum, diamond, gold...etc) is paramount important.
- Federations should work on maintain facilities to meet safety standards, integrate with transport providing organizations to augment fan centered service.
- Evidence from this and similar studies should inform national sport policies, ensuring that marketing becomes a central pillar of sport industry development in Ethiopia.
- Develop measurable promotional campaigns linked to audience analytics and digital reach

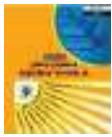
marketing decisions created significant knowledge and skill gaps. Financial limitations, weak infrastructure, safety concerns at venues, and limited experience in merchandising and business diversification compounded these barriers.



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