



UNIVERSITY OF PELOPONNESE
FACULTY OF HUMAN MOVEMENT AND QUALITY OF LIFE
DEPARTMENT OF SPORTS MANAGEMENT

STRATEGIC MARKETING PLANNING PROCESS APPLIED TO THE
GREEK PROFESSIONAL SPORT CLUBS

BY

Christos Terzoudis, M.Sc

A Dissertation submitted to the Department of Sports Management of University of
Peloponnese in Partial Fulfillment of Requirements for the Degree of Doctor of
Philosophy

Sparta
2011



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Approved by:

A handwritten signature in blue ink, appearing to read 'A. Kriemadis', with a long horizontal flourish underneath.

Professor, Athanasios Kriemadis
Committee Chairperson

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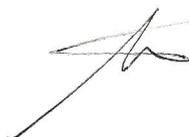
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Επ. Καθηγήτρια Αυγερινού Βασιλική



DEDICATION

To my two children, **Thanos** and **Marilena**.....

ACKNOWLEDGEMENTS

The author would like to express his sincere gratitude to Dr. Athanasios Kriemadis, Chairman of the Dissertation Committee, who took the time and energy to direct and support all facets of the study. Gratitude and appreciation are extended to Dr. Antonis Travlos and Dr. Konstantinos Georgiadis, whose appraisals of the study were very helpful. Thanks and appreciation to Dr. Stella Leivadi for her suggestions and assistance with the statistical analysis of the data. Furthermore, the author would like to thank his wife and parents for their unlimited support. Finally, the author would like to express his gratitude to the State Scholarship Foundation (IKY) for the financial support during the PhD programme.

ABSTRACT**STRATEGIC MARKETING PLANNING PROCESS APPLIED TO THE
GREEK PROFESSIONAL SPORT CLUBS**

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(Directed by Professor, Athanasios Kriemadis)

The primary purposes of this study were: (1) to determine the extent to which the strategic marketing planning process is being used in the Greek professional sport sector (football and basketball clubs), (2) to identify the key factors that discourage the Greek professional sport clubs from engaging in strategic marketing planning activities, (3) to identify the main similarities and key differences between the two samples and (4) to examine the relationship between the three levels of marketing planning and selected variables: (a) business performance, (b) managers' educational background and (c) managers' work experience.

The questionnaire instrument was developed by the researcher based on the reviewed literature on strategic marketing planning as well as on input and suggestions from reviews offered by a selected panel of experts. Twenty two professional sport clubs (football and basketball clubs), which had continuous attendance in the first division of Greek Championships (Super league and A1, respectively) during the last three years (from 2007 to 2010), were surveyed. Responses were received from twenty one professional sport clubs with a response rate of 95,5 percent.

The findings of the study were as follows:

1. The strategic marketing planning process is applied to a little extent, as only the 23,8 percent of the Greek professional sport clubs were identified as strategic marketing planners.
2. Professional sport clubs need to invest more on marketing strategies that play important role on company's success, such as service and product quality, new technology and the Internet, human resources, sport sponsorship.
3. Insufficient training and lack of knowledge in planning procedures, insufficient financial resources, lack of marketing planning policy and resistance to planning by club's personnel, comprise the most important factors that discourage Greek professional sport clubs from engaging in strategic marketing planning.
4. There was no statistically significant difference in the implementation of the strategic marketing planning process between basketball and football clubs.
5. Professional sport clubs that were identified as strategic marketing planners had strong and positive relationship with the two general categories of business performance (satisfaction related to current year's objectives and satisfaction related to competitors). In the third category (satisfaction related to the last financial year's objectives), the relationship between business

performance of sport clubs and the level of marketing planners was not statistically significant, however the mean of business performance of the strategic marketing planners was much higher than the mean of the other two groups of marketing planners (operational and intuitive marketing planners).

6. The level of marketing planning was related to managers' educational background.
7. Finally, the level of marketing planning was not related to managers' work experience.

Keywords: Strategic marketing planning process, business performance, professional sport clubs.

ΠΕΡΙΛΗΨΗ**ΣΤΡΑΤΗΓΙΚΟΣ ΣΧΕΔΙΑΣΜΟΣ ΜΑΡΚΕΤΙΝΓΚ ΣΤΟΝ ΕΛΛΗΝΙΚΟ
ΕΠΑΓΓΕΛΜΑΤΙΚΟ ΑΘΛΗΤΙΣΜΟ**

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(Υπό την επίβλεψη του Καθηγητή κ. Αθανάσιου Κριεμάδη)

Οι πρωταρχικοί σκοποί της μελέτης ήταν: (1) να καθοριστεί ο βαθμός στον οποίο η διαδικασία του στρατηγικού σχεδιασμού μάρκετινγκ εφαρμόζεται στον Ελληνικό επαγγελματικό αθλητισμό και πιο συγκεκριμένα στις επαγγελματικές ομάδες ποδοσφαίρου και καλαθοσφαίρισης (ΠΑΕ και ΚΑΕ), (2) να προσδιοριστούν οι κύριοι παράγοντες που αποθαρρύνουν τις επαγγελματικές ομάδες από τη συμμετοχή τους στην διαδικασία του Στρατηγικού Σχεδιασμού Μάρκετινγκ, (3) να αναγνωριστούν οι κύριες ομοιότητες και οι βασικές διαφορές μεταξύ των δύο δειγμάτων (ΠΑΕ και ΚΑΕ) και (4) να εξεταστεί η σχέση μεταξύ των τριών επιπέδων σχεδιασμού μάρκετινγκ και των επιλεγμένων μεταβλητών: (α) επίδοση οργανισμού, (β) εκπαιδευτικό υπόβαθρο των στελεχών και (γ) εργασιακή εμπειρία των στελεχών.

Το όργανο μέτρησης του Στρατηγικού Σχεδιασμού Μάρκετινγκ διαμορφώθηκε από τον ερευνητή και βασίστηκε στην βιβλιογραφική ανασκόπηση καθώς επίσης στις προτάσεις/ παρατηρήσεις/ υποδείξεις ειδικών (ακαδημαϊκών και επαγγελματιών) στους τομείς της διοίκησης, του στρατηγικού μάρκετινγκ και του αθλητικού μάρκετινγκ. Είκοσι δύο επαγγελματικές ομάδες ποδοσφαίρου και καλαθοσφαίρισης, οι οποίες είχαν διαρκή παρουσία στην πρώτη κατηγορία του Ελληνικού πρωταθλήματος (Super League και Α1 αντίστοιχα) κατά την διάρκεια των τελευταίων τριών ετών (από το 2007 μέχρι το 2010), ερευνήθηκαν. Στην έρευνα ανταποκρίθηκαν είκοσι μία επαγγελματικές ομάδες με βαθμό ανταπόκρισης 95,5%.

Τα αποτελέσματα της έρευνας ήταν τα ακόλουθα:

1. Ο Στρατηγικός Σχεδιασμός Μάρκετινγκ εφαρμόζεται σε μικρό βαθμό από τις επαγγελματικές ομάδες ποδοσφαίρου και καλαθοσφαίρισης, καθώς μόνο το 23,8% του συνολικού δείγματος εφαρμόζει το στρατηγικό σχεδιασμό μάρκετινγκ ως ολοκληρωμένη διαδικασία.
2. Οι επαγγελματικές ομάδες πρέπει να επενδύσουν περισσότερο σε στρατηγικές μάρκετινγκ οι οποίες διαδραματίζουν σπουδαίο ρόλο στην επιτυχία του οργανισμού, όπως στρατηγικές βελτίωσης της ποιότητας προϊόντων και υπηρεσιών, στρατηγικές ανάπτυξης νέων τεχνολογιών και του διαδικτύου, στρατηγικές ανάπτυξης του ανθρώπινου δυναμικού, στρατηγικές αναζήτησης χορηγιών.
3. Η ανεπαρκής εκπαίδευση, η έλλειψη γνώσης σε ζητήματα σχεδιασμού, οι ανεπαρκείς οικονομικοί πόροι, η έλλειψη πολιτικής του οργανισμού σε ζητήματα σχεδιασμού μάρκετινγκ και η αντίσταση του προσωπικού για τον

σχεδιασμό αποτελούν τους πιο σημαντικούς παράγοντες που αποθαρρύνουν τις επαγγελματικές ομάδες από τη συμμετοχή τους στην διαδικασία του Στρατηγικού Σχεδιασμού Μάρκετινγκ.

4. Δεν υπήρξε στατιστικώς σημαντική διαφοροποίηση στην εφαρμογή του σχεδιασμού μάρκετινγκ ανάμεσα στις επαγγελματικές ομάδες ποδοσφαίρου και καλαθοσφαίρισης.
5. Οι επαγγελματικές ομάδες ποδοσφαίρου και καλαθοσφαίρισης που εφαρμόζουν στρατηγικό σχεδιασμό μάρκετινγκ σχετίζονται θετικά με τις δύο από τις τρεις γενικές κατηγορίες επίδοσης (ικανοποίηση σε σχέση με τους στόχους του τρέχοντος οικονομικού έτους και ικανοποίηση σε σχέση με τους ανταγωνιστές). Στην τρίτη κατηγορία επίδοσης (ικανοποίηση σε σχέση με τους στόχους του προηγούμενου οικονομικού έτους), η σχέση μεταξύ επίδοσης και επιπέδου σχεδιασμού δεν είναι στατιστικώς σημαντική, όμως ο μέσος όρος των ομάδων που εφαρμόζουν στρατηγικό σχεδιασμό μάρκετινγκ είναι πολύ μεγαλύτερος από τον μέσο όρο των ομάδων που εφαρμόζουν λειτουργικό σχεδιασμό ή σχεδιασμό βασισμένο στην διαίσθηση.
6. Το επίπεδο του σχεδιασμού μάρκετινγκ σχετίζεται με το εκπαιδευτικό υπόβαθρο των διοικητικών στελεχών.
7. Τέλος, το επίπεδο σχεδιασμού μάρκετινγκ δεν σχετίζεται με την εργασιακή εμπειρία των στελεχών.

Λέξεις κλειδιά: Στρατηγικός Σχεδιασμός Μάρκετινγκ, επιχειρησιακή απόδοση οργανισμού, επαγγελματικός αθλητισμός.

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CHAPTER I
INTRODUCTION

Introduction

As business environment becomes even more complicated and the needs of consumers become increasingly sophisticated, business companies and organisations should carefully consider the way they examine and accomplish strategic marketing planning. The value of marketing planning is well accepted in the literature.

McDonald (1984) stated that marketing planning “lies at the heart of an organizations’ revenue earning activities” and furthermore that “it’s overall purpose is the identification and creation of organizations’ competitive advantage”. Dibb, Farhangmehr, & Simkin (2001) acknowledged that marketing planning can improve the ability of the organisation to handle the complicated business environment in which it operates and consequently to deliver high economic benefits.

Many authors in the recent literature have acknowledged the benefits that a company can gain from adopting a marketing planning approach (Dibb, 1997; Greenley & Oktemgil, 1996; Jain, 1993; Lancaster, 1994; Piercy, 1992; Piercy & Morgan, 1994; Simkin, 1996; Zinkham & Pereira, 1994). However, a systematic appraisal has been conducted by McDonald (1999), who stated the following key advantages: (a) coordination of the activities of many individuals whose actions are interrelated over time; (b) identification of expected developments; (c) preparedness to meet changes when they occur; (d) minimization of non-rational responses to the unexpected; (e) better communication among executives and (f) minimizations of conflicts among individuals, which would result in a subordination of the goals of the company to those of the individual.

The business sector of society has long recognized the contribution of marketing planning in company’s success. Industrial manufacturing companies and multinational organisations, which operate in a highly competitive environment, have

mainly employed the methods, techniques and procedures of strategic marketing planning in order to successfully adapt to the rapidly changing environment. Much of the empirical research demonstrates the positive relationship between the adoption of marketing planning and company performance (Claycomb, Germain, & Droge, 2000; Hooley, 1984; Hooley & Lynch, 1985; Hooley, Lynch, & Shepherd, 1990; Lysonski & Pecotich, 1992; Pulendran, Speed, & Widing, 2003; Verhage & Waarts, 1988). In fact, companies that develop marketing plans and apply the various strategic marketing planning aids were found to report better financial and market results than companies that do not plan systematically. However, as environmental changes evolve and competition intensifies, managers need to be fully aware of strategic marketing planning tools available and apply them to their business contexts, in order to effectively respond to the increasing unpredictability, instability and complexity.

Strategic marketing planning, which has developed and implemented mainly in the business sector, can also help companies from other sectors to anticipate and respond effectively to their changing environments. Interestingly, most of the fundamental principles of marketing planning have also been successfully applied to small and medium sized enterprises (Brooksbank, 1999; Carson & Cromie, 1989; Hill, 2001; Siu & Kirby, 1995, 1999), to the educational sector (Bunnell, 2005; Hammond, Harmon, Webster, & Rayburn, 2004, 2007; Leggate & Tompson, 1997), the tourism and leisure industry (Gilbert & Kapur, 1990; Friel, 1999) and the public and non profit sectors (Cousins, 1990; Doherty, Saker, & Smith, 1998). All these studies showed that marketing planning help managers to effectively adapt to the environmental uncertainty and consequently to deliver organisational and financial benefits. However, managers need to be aware of the particular circumstances facing

each industry, in order to effectively apply marketing planning techniques to the particular societal and economic conditions.

The broad sport sector has also begun to recognize the usefulness of strategic marketing planning. Many researchers have argued that without the improvement of strategic marketing planning activities, sport will not survive to the competitive environment of the modern sport industry (Shoham & Kahle, 1996; Slack, 1999; Stotlar, 1993). Nowadays, the sport sector faces many challenges and has to deal with periods of decline, financial difficulties and intensive competition. In order to confront all these challenges, sport managers and directors need to incorporate management skills, professionalism and knowledge of the management principles and practices. Emphasis must be placed on the fundamental principles of management, marketing, accounting and finance and other aspects of the management theory. Strategic marketing planning may help sport clubs and organizations anticipate and respond effectively to their new situations and develop strategies necessary to achieve their mission and business objectives.

Purpose of the study

The primary purposes of this study were: (1) to determine the extent to which the strategic marketing planning process is being used in the Greek professional sport sector (football and basketball clubs), (2) to identify the key factors that discourage the Greek professional sport clubs from engaging in strategic marketing planning activities, (3) to identify the main similarities and key differences between the two samples (football and basketball clubs) during the application of the strategic marketing planning approach and (4) to examine the relationship between the three levels of marketing planning and the selected variables: (a) business performance, (b) managers' educational background and (c) managers' work experience.

Research questions

The research questions to be examined for the descriptive part of the particular study were the following: (a) What is the extent to which the strategic marketing planning process is being used in the Greek professional sport clubs (football and basketball clubs)?, (b) What are the key factors that discourage Greek professional sport clubs from engaging in the strategic marketing planning process? and (c) What are the main similarities and key differences between the two types of professional sport clubs (football and basketball clubs) during the application of the strategic marketing planning approach?

Hypotheses tested

The hypotheses to be tested were the following: (a) There is no statistically significant difference in business performance (as measured by satisfaction levels) among the three levels of marketing planning, (b) The three levels of marketing planning are independent of the managers' educational background and (c) The three levels of marketing planning are independent of the managers' work experience.

Delimitations

The study was delimited to the most successful Greek professional football and basketball clubs. The term "most successful" includes those clubs that constantly participate in the first division of the Greek football and basketball Championships (Super league and A1, respectively) in the last three years. Data for this research were only collected from professional sport clubs that participate in the first divisions of Greek football and basketball Championships and there was no attempt to generalize this information to the remaining professional divisions of football and basketball (Football League, Football League 2 and A2 Basketball championship).

Furthermore, the study was delimited to a questionnaire designed to collect (a) data regarding strategic marketing planning activities and (b) data regarding business performance. More specifically, the questionnaire was appropriate to identify the following: (a) mission, vision, values and objectives of the sport club, (b) internal and external environmental analysis, (c) marketing strategies, (d) marketing strategy implementation, (e) evaluation of the strategic marketing planning process and (f) business performance as measured by satisfaction levels on both market and financial criteria.

Limitations

The limitations of the particular research were acknowledged as the following: (a) the honesty, accuracy and objectivity of the respondents when completing the questionnaire and (b) the respondent's level of understanding of the marketing planning vocabulary.

Assumptions

The assumptions of the research were the following: (a) strategic marketing planning is an essential function of every sport club and (b) the questionnaire developed by the researcher was appropriate for identifying the functions of the strategic marketing planning process in the Greek professional sport sector.

Definition of Terms

Strategic marketing planning process: According to Pearson and Proctor (1994) strategic marketing planning is a systematic process which involves the assessment of marketing opportunities and resources, the determination of marketing objectives and the development of a plan for implementation and control.

Corporate mission: Corporate mission is an enduring statement of purpose that provides an animated vision of the organisation's current and future business

activities, together with its values and beliefs and its point of differentiation from competitors (McDonald & Payne, 1996). It mainly provides answers to the following questions: “What is our business?” and “What will the business be in the future?”

Corporate objectives: According to McDonald (2002), corporate objectives describe the company’s desired destination or results. They refer to the broad aim that the organization wants to achieve. Corporate objectives are mainly expressed in terms of profit and financial viability, however they may also referred to sales growth, market share improvement, innovation, productivity, reputation, etc. (Kotler, 1997). Corporate objectives should be SMART (specific, measurable, achievable, realistic and timebound).

Market environment analysis: According to McDonald (2002) market environment analysis is a systematic review and appraisal of the business environment and of the company’s operations. It involves an *analysis of external factors* - that is, factors which act outside the organization, including macro-environmental factors (political, economical, socio-cultural and technological) and micro-environmental factors such as customers and competitors. Moreover, it encompasses an *analysis of internal factors*, which includes the skills and weaknesses of the organization. The purpose of this analysis is to identify the strengths and weaknesses of the company, as well as the opportunities and threats.

SWOT analysis: According to McDonald (1995), SWOT analysis is a summary of the audit under the headings internal strengths and weaknesses as they relate to external opportunities and threats: (a) *strengths* are the internal capabilities of the company, which can provide a competitive advantage against competitors, (b) weaknesses are the internal limitations and restrictions that may prevent the organisation from achieving its objectives, (c) *opportunities* are the external situations

and factors which can help the sport organisation to achieve or even to exceed its objectives and (d) *threats* are the external situations and factors which can prevent the sport organisation from achieving its objectives.

Strategy determination: Strategy determination is the process which a company determines where it should go and how it is going to get there (Drucker, 1973). This process involves the determination of marketing objectives along with the allocation of marketing strategies for achieving these objectives. Both of them should emanate from the key issues identified from the SWOT analysis and must be aligned to the strategic direction of the company.

Strategy implementation: This is the action phase of the strategic marketing planning process. Managers should formulate detailed action plans in order to achieve the allocated marketing strategy. The action plan is usually prepared for one year and describes analytically what and when should be performed, with what way, with what actions and resources and who will be responsible for these actions.

Strategy evaluation: Strategy evaluation is an essential part of the strategic marketing planning process. Boyd and Walker (1990) stated that the evaluation process involves three main activities: (a) setting standards (objectives to be implemented), (b) obtaining feedback data and evaluating them, and finally (c) taking corrective actions.

Marketing plan: The written marketing plan is the outcome of the strategic marketing planning process. According to Kotler (1997), the marketing plan should contain the following elements: executive summary and table of contents, overview of the current marketing situation, opportunity and issue analysis, objectives, marketing strategies, action plan programmes, evaluation and control methods.

Significance of the study

Nowadays, sport managers and directors face several challenges. They are confronted with: (a) the transition from amateurism to sport professionalism; (b) the full commercialization of sports; (c) the highly complex and continually changing sport environment with an even increasing number of stakeholders and supporters; (d) the increasing needs of the sport consumer; and (e) the intensified competition of the broad entertainment industry, as people in recent days have many choices for amusement and recreation (Shilbury, et al. 1998; Slack, 1997). This turbulent situation become even worse by globalization, as changes anywhere typically result in changes elsewhere (Luke, 1988). The future of sport organisations will depend on the ability of sport managers to foresee all these challenges and to create proactive responses that will enhance the effectiveness of their sporting organisations.

Many authors in the recent literature suggested that marketing planning can improve the ability of the organisation to handle the complicated business environment. More specifically, many researchers supported that strategic marketing planning can help organizations to: (a) think strategically and develop effective strategies, (b) clarify future direction, (c) identify marketing opportunities, (d) deal effectively with changing situations, (e) improve business performance, (f) anticipate future threats and opportunities, (g) built better communication among employees (Dibb et al. 2001; Greenley & Oktemgil, 1996; Hooley et al. 1990; McDonald, 1999; Simkin, 1996).

The strategic marketing planning concept has been widely examined by the recent literature. Much research has proved that strategic marketing planning contributes to organizational success (Claycomb, et al., 2000; Hooley, 1984; Hooley & Lynch, 1985; Lysonski & Pecotich, 1992; Pulendran, et al., 2003; Verhage &

Waarts, 1988). These studies however, have been mainly implemented in the general business sector and have been widely applied to organizations with different size, operating in different markets and across different types of industries.

By contrast to the vast amount of research conducted in the field of strategic marketing planning in the general business sector, within the sport sector little previous empirical research has been undertaken (Doherty, Saker, & Smith, 1996; Harris & Jenkins, 2001; Garland, Brooksbank, & Werder, 2011). These studies mainly examine specific marketing planning practices that are adopted by sport managers. Many sport researchers however, have advocated that without the improvement of strategic marketing planning activities, sports will not survive to the competitive environment of the modern sport industry (Shoham & Kahle, 1996; Slack, 1999; Stotlar, 1993).

The present study was designed to fill this gap, as it is trying to extend the concept of strategic marketing planning in the Greek professional sport sector. The focus on these two areas (strategic marketing planning in the Greek professional sports) is useful and justifiable for a number of reasons. Firstly, as Hoye (2006) stated, the commercial need to adopt a strategic marketing planning approach to a sport organization is more significant today than at any other time in the past and, as the literature review revealed, little is known relative to the extent of strategic marketing planning process in the sport sector. Secondly, as our literature review revealed, there is no previous study that has been undertaken relative to the Greek professional sport sector. Finally, there is little evidence that the application of the strategic marketing planning concept can contribute to organizational success.

More specifically, the present study help sport managers to further understand the concept of strategic marketing planning in their sport organization, as it provides

information related to the extent of strategic marketing planning process currently being used in Greek professional sport clubs. Furthermore, the study provide further investigation into the relationship between marketing planning used by sport clubs and the following variables: (a) business performance of the clubs (as measured by satisfaction levels on both market and financial criteria), (b) managers' educational background and (c) managers' work experience. Moreover, the research provided insight into those organisational factors that discourage the use of the strategic marketing planning process. Finally, this study yields information which may serve as the basis for further research in the area of professional sport clubs.

Organization of the Study

The statement of the problem, research questions and hypotheses, delimitations, limitations, basic assumptions, definition of terms, significance of the study and organization of the study are defined in Chapter I. Chapter II presents a review of literature in the area of strategic marketing planning. Chapter III describes the methods and procedures utilized in the collection and treatment of data collected. Chapter IV presents an analysis of data collected and finally Chapter V summarizes the study and presents the discussion and recommendations based on the findings of the research.

CHAPTER II
LITERATURE REVIEW

Literature Review

The Strategic Marketing Planning Process

Marketing planning, as Mandell and Rosenberg (1981) describe, is the “Managerial Marketing Process” which explores what marketing actually does – the actual process by which marketing operates. McDonald (2002) stated that marketing planning is:

“a systematic way of identifying a range of options, to choose one or more of them, then to schedule and cost out what has to be done to achieve the objectives. This process can be defined as marketing planning, which is the planned application of marketing resources to achieve marketing objectives.....Marketing planning, then, is simply the logical sequence and a series of activities leading to the setting of marketing objectives and the formulation of plans for achieving them” (pp. 27).

Even though the process has been extensively reviewed by many researchers in the recent literature, there is no definite way of conducting marketing planning. Much of the contemporary literature proposes a vast array of marketing planning models, adapted to a wide range of different business contexts. These models appear to be dissimilar in their application due to the differences in the type, size and business activity of each industry, sector and company. For example, industrialized manufacturing companies place emphasis on mass production and aim mostly on mass consumption, whereas services sectors are mainly interested in satisfying the needs of each customer or segment separately or in providing high quality services to their customers. Thus, industrialized sectors place much more emphasis on the four P's (product, price, place and promotion) in their marketing planning process, whereas services companies comprise additional elements in their marketing

strategies. Similarly, the size of the organisation alters the way companies plan their marketing activities. In small undiversified companies for example, marketing planning can be undertaken in an informal manner; however in larger and more complex organizations, the process is more structured and systematic (McDonald & Payne, 1996).

Even though there are differentiations in the application of marketing planning process in the various business contexts, marketing planning is accepted to be a systematic process which encapsulates all the core ingredients of thorough marketing management: the analysis of the core marketing opportunities and resources, the determination of the marketing objectives and strategies and the development of a plan for implementation and control (Dibb & Simkin 1996; Kotler, Armstrong, Saunders, & Wong, 1998; McDonald, 1995;). In the lines below, each phase of the general planning process will be analyzed in more details.

Phase 1: The corporate context. The process of marketing planning begins with the clarification of the corporate context (Lancaster, 1994; Lancaster & Massingham, 1996; McDonald, 1995). The above researchers asserted that marketing has the leading role in supporting corporate strategic planning and therefore marketing activities should be in conjunction with corporate strategies or other business functions. McDonald's systematic and long-term research in many business sectors indicated that different departments in many organizations frequently operate with different strategic directions. This fact may create organisational problems, as these organisations can not determine the boundaries of the business and the way they wish to compete in the market. Consequently, it is vital for managers to understand and appreciate the corporate context of the business, as it constitutes the base for the

formulation of marketing plans and helps companies to align these plans with the strategic direction of the organisation.

According to McDonald (1995), the first steps in the planning process are the setting of the corporate mission and corporate objectives. Corporate mission is the clear declaration of what the organization seeks to do and what kind of organization wants to become. The mission statements provide answers to the following questions: “what is our business? who is the customer? what is value to the customer? what will our business be? what should our business be?” (Kotler, 1997). In general, a comprehensive mission statement should comprise the following characteristics: the role or contribution of the company (profit, service), the business definition, the distinctive competencies and the indications for the future (McDonald, 2002).

The allocation of corporate objectives is the second crucial element in the marketing planning process. A corporate objective describes a desired destination or result. It refers to the broad aim that the organization wants to achieve. Corporate objectives may include financial viability, return on investment, productivity, market share, reputation, sales, etc. Shilbury, Quick, and Westerbeek (1998) stated that corporate objectives should be SMART. That means that objectives should be specific, measurable, achievable, realistic and timebound.

The clarification of the corporate context in the marketing planning process has been advocated by many other researchers as well. Lancaster and Massingham (1996) for example, claimed that the understanding of the corporate planning process is very important when strategic marketing plans are being developed. Except from the mission statement and corporate objectives, the authors stated that the allocation of Strategic Business Units (SBU's) are of particular importance in the development of the marketing planning process. The identification of the Strategic Business Units

will permit managers to define the scope of each business unit at the corporate level and to allocate the appropriate resources for action. This fact shapes the framework for operation and enables marketing managers to reach the right decisions and to develop the appropriate marketing strategies and plans for each business unit.

Strategic marketing planning process is part of the total planning system of the company and consequently marketing strategies must reflect the whole business. Thus, marketing managers must appreciate, understand and take seriously into account the corporate context, as it constitutes the basis for the whole operation of the company.

Phase 2: Marketing analysis. The second phase of the marketing planning process is the situation analysis. Many researchers in the field of marketing planning (Andreasen and Kotler, 2003; Brooksbank, 1996, 1999; Buckley & Papadopoulos, 1986; Kotler, 1997, Kotler and Armstrong, 1991; Lancaster, 1994; McDonald, 1995; McDonald and Payne, 1996; Simkin, 2000; Smith & Tamer, 1984) highlighted the need for a thorough marketing analysis, as it is the key step in developing successful marketing plans. According to Simkin (2000), marketing analysis is the platform for the examination of target market priorities, the competitive advantage, the desired brand positioning and ultimately the setting of detailed marketing objectives – the core aspects of marketing strategy.

The purpose of the marketing analysis is to examine the conditions that exist in the external and internal environment of the organization and to discover those factors that influence positively or negatively the operation of the company. The marketing analysis should be a systematic, comprehensive and continuing process, which includes a wide-range and in-depth examination of many factors.

The recent literature classifies the marketing analysis in two parts: the external environment analysis or external audit and the internal environment analysis or internal audit (Kotler, 1997; McDonald, 1995). The external analysis is conducted in order to find out the most significant opportunities and threats facing the organisation and appear from the external environment. Opportunities are the external situations and factors which can help the organisation to achieve or even to exceed its objectives. Threats are the external situations and factors which can prevent the organisation from achieving its objectives.

The analysis of external factors, as most models propose, includes the examination of the most important external forces of macro-environment (political, economic, social and technological). This analysis is often referred to as PEST analysis. Kotler (1997) however, extend the number of external factors to six. He adds two more factors namely natural environment and demographics, which are equally important when marketing planning is being undertaken. Moreover, the external analysis includes the main factors of micro-environment, such as market, customers and competitors. The table below presents a checklist of areas which managers should examine in the external environment analysis and constitutes a comprehensive way to appraise and analyse the external environment of a business.

Table 1

Analysis of external factors

ANALYSIS OF EXTERNAL FACTORS		
<p>Business and economic environment</p> <ul style="list-style-type: none"> • Economic trends • Political/ fiscal/ legal trends • Social/ cultural trends • Technological trends • Intra – company trends 	<p>Market</p> <ul style="list-style-type: none"> • Total market, size, growth and trends (value/ volume). • Customers/ consumers (changing demographics, psychographics and purchasing behaviour). • Market characteristics, development and trends <ul style="list-style-type: none"> • Products • Prices • Physical distribution • Channels • Communication • Industry practices 	<p>Competitors</p> <ul style="list-style-type: none"> • Major competitors • Size • Market shares/ coverage • Market standing/ reputation • Production capabilities • Distribution policies • Marketing methods • Extent of diversification • Personnel issues • International links • Profitability • Key strengths and weaknesses

Source: McDonald (2002)

The analysis of internal factors is the second part of the marketing analysis. The aim of the internal analysis is to evaluate the resources of the business in order to determine the strengths and weaknesses of the organisation. Strengths are the internal capabilities of the organisation, which can provide a competitive advantage against other competitors. Weaknesses are considered the internal situations and restrictions that may prevent the organisation from achieving its objectives. The table below (table 2) indicates the factors that an organisation should perform during the analysis of internal environment.

Table 2

Analysis of internal factors

ANALYSIS OF INTERNAL FACTORS	
Financial	
<ul style="list-style-type: none"> • Gearing • Liquidity • Profit margins 	<ul style="list-style-type: none"> • Return on shareholder investment • Access to short – and long – term capital
Personnel	
<ul style="list-style-type: none"> • Managerial experience and expertise • Levels of training and education • Labour turnover • Motivation and attitudes • Workforce skills 	<ul style="list-style-type: none"> • Creativity and entrepreneurial flair • Relationships between management and union • Leadership skills
Research and Development and design	
<ul style="list-style-type: none"> • Budgets • Innovative success • Rate of new product ideas 	<ul style="list-style-type: none"> • Design expertise • Technological expertise
Manufacturing and production	
<ul style="list-style-type: none"> • Facilities • Economies of scales • Capacity • Production planning and control systems 	<ul style="list-style-type: none"> • Quality control procedures • Unit costs of production • Supply and procurement • Flexibility
Marketing	
<ul style="list-style-type: none"> • Market share • Market reputation • Product quality • Service quality • Marketing mix elements effectiveness • Geographical coverage 	<ul style="list-style-type: none"> • Customer satisfaction • Market research and information systems • Marketing planning systems • Customer orientation/ staff attitudes

Source: Kotler (1997), Lancaster and Massingham (1996)

The second element, which is an inextricable part of the analysis process, is the SWOT analysis. All marketing planning models in the literature stress the importance of the SWOT analysis. According to Lancaster and Massingham (1996), SWOT analysis is the method to move from the appraisal stage of analysis (external and internal), where the key factors have been identified, estimated and assessed, to the use of these appraisals in the development of effective marketing strategies. In essence, SWOT analysis is the concluding part of the analysis stage where the most important elements of the external and internal analysis, are assembled and categorized in four categories: strengths, weaknesses, opportunities and threats.

Brooksbank (1999) explains that SWOT analysis is the most popular marketing tool, as it is the means by which the company can reach the “strategic fit” between the firm (that is – the strengths and weaknesses) and the competitive environment in which it operates (that is – opportunities and threats). A good SWOT analysis facilitates the development of a strategy which builds on identified strengths and minimizes any weaknesses, while exploits emerging opportunities and avoids, as far as possible, environmental threats (Webster, 1984).

McDonald (2002) provides some general advices, in order the SWOT analysis to be an effective and useful tool in the development of marketing strategies. These advices are: (a) SWOT analysis should include only a few paragraphs of commentary focusing on key factors only, (b) It should highlight company’s differential strengths and weaknesses against competitors and key external opportunities and threats, (c) SWOT analysis should include a summary of reasons for good and bad performance, (d) It should be interested to read, (e) It must contain brief statements, (f) It should include only essential and relevant data and (g) It must give great emphasis on creative data (McDonald, 2002).

McDonald (1995) claimed that successful companies should conduct marketing analysis at least once a year at the beginning of the planning cycle. However, many other researchers have asserted that the dynamic, constantly changing business environment, the complexity of marketing and the intensive competition generate the need for rapid access to reliable information that will facilitate appropriate decision making (Kotler, 1997; Lancaster & Massingham, 1996; Shilbury, Quick, & Westerbeek, 1998). Thus, they supported that a marketing planning process should be facilitated by the establishment of a sophisticated marketing information system, which will regularly provide accurate and reliable information to the company. The development of such a system comprises a prerequisite to effective marketing planning, as it helps companies to continuously evaluate the market environment, which is the real key for successful marketing strategies and consequently organisational success.

A marketing information system, as Stanton, Miller and Layton (1995) stated, is an ongoing, organised set of procedures and methods designed to generate, analyse, disseminate, store and retrieve information for marketing decision making. The role of this system is to assess the manager's information needs, develop the needed information and distribute them to the marketing managers. This information can be obtained through internal company records, marketing intelligence activities, marketing research and marketing decision support systems (Kotler, 1997).

Phase 3: Marketing Strategy Development. Strategy development is one of the most important phases in the whole marketing planning process. The purpose of this phase is to determine where the company should go and how it is going to get there (Drucker, 1973). Many researchers in the marketing planning field (Brooksbank, 1999; McDonald, 1999; Lancaster & Massingham, 1996; Simkin, 2000) claim that the

most important tasks in the strategy development phase are the determination of the marketing objectives (what the company wishes to achieve) and the development of marketing strategies (the route to the achievement of specific marketing objectives). Both of them should flow directly from the key issues identified from the SWOT analysis and must be aligned to the strategic direction of the company (French & Saward, 1983).

A marketing objective is the quantification of what an organization sells (its products) and to whom (its market). According to McDonald (2002), marketing objectives are referred only to products and markets and can be one or more of the following categories: (a) Selling existing products to existing markets (market penetration), (b) Extending existing products to new markets (market extension) (c) Developing new products for existing markets (product development) and finally (d) Developing new products for new markets (diversification). Moreover, marketing objectives should contain the following three elements: (1) the attribute chosen for measurement (eg. sales, market share), (2) the particular value selected (eg. 25 per cent market share) and (3) the given operating period (eg. by the end of year 2007).

The determination of the marketing strategy is the second part of the strategy development phase. According to McDonald (2002), marketing strategies are generally concerned with the four major elements of the marketing mix. Peter and Donnelly (1998) stated that the marketing mix is a set of marketing tools that the enterprise uses in order to achieve its objectives in the target market. Although the literature has developed many marketing mix tools, McCarthy (1996) classified all these tools in four categories, which are known in the terminology of marketing as 4Ps. These elements are: (a) Product: is concerned with the development of the right product or service for the target market, (b) Price: is concerned with ensuring that the

product or service is offered at a price which makes the whole mix as attractive as possible to the consumers and assures a future profit to the organisation, (c) Place: is concerned with ensuring that the product or service is available to the target market when and where they want it and finally (d) Promotion: is concerned with all ways of promoting to the target market about the existence and benefits of the product or service. The figure below presents analytically the core elements of the marketing mix paradigm.

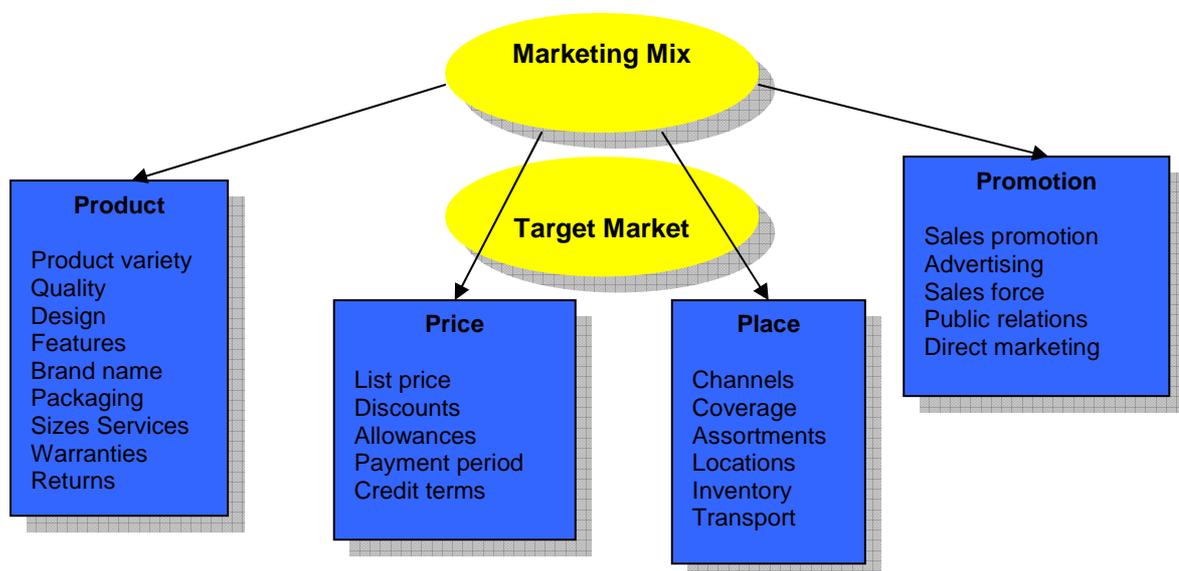


Figure 1

The core elements of the marketing mix paradigm (Kotler, 1997, pp.92)

The 4Ps paradigm has dominated in the contemporary marketing theory. Most marketing theorists, in their marketing planning models, use the 4Ps as the unchallenged basic model for developing marketing strategies (Andreasen & Kotler, 2003; Brooksbank, 1994; Kotler, 1997; Lancaster & Massingham, 1996; McDonald, 1999; Peter & Donnelly, 1998; Simkin, 2000;). However, much theory has been

devoted to the weaknesses of the 4Ps paradigm and consequently the inappropriateness of the model. More specifically, Gronroos (1989, 1990) argued that the 4Ps constitute a production-oriented definition of marketing and not a customer-oriented one. Furthermore, he extended the argument that the four P's paradigm has contributed to the alienation of marketing from other activities of the company and the isolation of marketers from the rest of the organization (Gronroos, 1994).

Additionally, some researchers claimed that the nature of some types of business may dictate a need for enlarged and more sophisticated marketing mix than has traditionally been the case. Booms and Bitner (1981) claimed that the traditional marketing mix was not sufficiently comprehensive in the services sector and proposed three additional elements: people, physical evidence and process. McDonald and Payne (1996), in their marketing planning model for the services sector, proposed a new mix, which ensures that important elements will not be overlooked (people, process, customer service). Similarly, Morisson (1996), in the hospitality and travel industry, proposed eight elements in the formulation of the marketing mix (product, people, packaging, planning, place, promotion, pricing and co-operations).

In the sport sector however, the combination and implementation of the marketing mix elements change, due to the unique characteristics of the sport product. For example, the sport product, in most cases, is simultaneously produced and consumed at the same place. Thus, the sport facility becomes the most important element in the distribution strategy of the sport product. Sport managers, in order to effectively deliver the sport product, should combine varying marketing strategies related to the effective operation of the sport facility such as facility planning, physical evidence, processes and people (Shilbury, Quick, & Westerbeek, 1998). Additionally, elements such as sponsorship and television rights have a unique

relationship with the sport economy. Nowadays, both features are important sources of revenue for the sporting organisations. Therefore, sport managers must include both elements in the marketing mix development, as they are important sources of revenue to run the operation of the organisation. These elements can ensure long-term marketing and business success (Shilbury et al., 1998).

Phase 4: Strategy Implementation. This phase is the action phase of the marketing planning process. According to Kotler et al. (1989) marketing implementation is the process that turns marketing strategies and plans into marketing actions in order to accomplish marketing objectives. This means that managers create detailed action plans for one year, which describe quantitatively, qualitatively and timely what should be achieved, with what way, with what actions and resources and who will be the personnel that will undertake all the actions.

Marketing actions cannot occur however, without the support of the whole company. It is vital for the success of the marketing plan to participate “a multi-functional and cross-hierarchical team of managers in the planning activity” (Simkin, 1999). For example, R & D personnel are aware of market developments, sales managers have significant customer intelligence, etc; thus everyone in the organisation has to help put the marketing plan into action. Thus, teamwork, good communication and coordination of all members of the organisation, are prerequisites for the successful implementation of the action plans.

Many marketing planning researchers (Andreasen & Kotler, 2003, Brooksbank, 1996; Brooksbank, 1994 Kotler, 1997;; Lancaster & Massingham, 1996; McDonald, 1999; Peter & Donnelly, 1998; Simkin, 2000; Simkin, 1999) suggest that managers allocate the following tasks:

- *Fragmentation of the action plan* in individual sub-projects and determination of the appropriate strategies and tactics for the achievement of these sub-projects. This fragmentation is the key for the co-ordination and control of the whole process.
- *Recording of the roles and responsibilities* for the personnel that will be involved in the action plan. The determination of who decides what, is a basic prerequisite for the success.
- *Timetable* of sub-projects and total process. The timetable determines with accuracy the time of implementation of each action.
- *Analytical budget* of sub-projects and total work. The sport organisation should estimate the cost of all individual sub-projects and total cost of the plan. Moreover, sport managers have to estimate the expected financial results.

Phase 5: Strategy Evaluation. The continuous review and control of strategic marketing planning is an essential process in order to be ascertained if the predetermined objectives have been achieved. According to Boyd and Walker (1990) the control process of the strategic marketing planning consists of setting standards (objectives to be implemented), specifying and obtaining feedback data, evaluating all these data and finally taking corrective actions. The control process is continuous and concerns all levels of the organisation. According to Kotler (1997) and Lancaster and Massingham (1996), the evaluation of strategic marketing planning process is carried out in four levels:

- *Control of annual plan:* The purpose of this control is to ensure that the organisation achieves the objectives that are reported in the annual plan (profit, sales, etc). The main tools for achieving this control are sales

analysis, analysis of the market share, financial analysis marketing expense – to – sales analysis (Kotler, 1997). In the sport context, organisations set measures of attendance or participation, financial performance, on field success, club membership, sponsorship and television performance, etc. (Shilbury, Quick, & Westerbeek, 1998). If there is discrepancy between the objectives and the output, the sport organisation seeks the real causes and proceeds in corrective actions so that the gap between the objectives and the output to be closed. The above corrective actions may be lead to the modification of the marketing objectives and strategies.

- Profitability control: It measures the profitability of various products and services that the sport company provides, customer groups, market segments, trade channels, etc. If the organisation finds out discrepancies from the allocated objectives, it proceeds in corrective actions.
- Control of efficiency: It focuses on finding ways to increase the efficiency of the components of the marketing mix, such as advertising, publicity, promotion, distribution, sales force, sponsorship (revenue from sponsors, naming rights, etc), television (TV rights, revenue), merchandising and licensing (banding quality, number of endorsements), service quality, etc.
- Strategic control: It focuses on the periodical reassessment of the company and its strategic approach to the marketplace.

Research in the field of Marketing Planning

The area of marketing planning has received considerable attention in the last three decades both in the marketing literature and in business world. Many researchers in the field, using various methodologies, attempted to study different aspects of the marketing planning concept. Some of them investigated the extent and

operation of the marketing planning process; others examined the prerequisites and barriers to the effective preparation and implementation of the marketing planning, while many others tested the relation of marketing planning with selected variables, such as organisational structure, environmental uncertainty, business performance, etc. The above research has been conducted in all spectrum of economic activity and across different types of industries and sectors.

Marketing Planning in the Business Sector

The general business sector has mainly attracted the empirical research in the field of marketing planning. All these studies vary across different types of industries (services, consumer goods, manufacturing, retailing, etc.) and different sociocultural contexts (Western countries, developing/transition world, Asian context, etc).

The first effort was attempted by Ames (1968), and Stasch and Lanktree (1980). They both surveyed the marketing planning in the US manufacturing industry. In the first research, Ames (1968) examined the marketing planning of 50 manufacturing companies. In his conclusions, he highlighted some general opinions and problems affecting the marketing planning procedures of these companies. Stasch and Lanktree (1980) examined the marketing planning of six consumer manufacturing companies. The orientation of the particular research was towards the process that businesses use in order to implement their marketing plans. However, the authors gained only some insights into the processes that firms used in the marketing planning preparation.

Hopkins (1981) in a more exploratory study investigated the level of marketing planning in 265 consumer, industrial manufacturing and services firms in the USA. The results showed that all companies implement marketing planning and classified their plans into three categories: (a) marketing plan as part of a broader

strategic plan (40% of the total sample), (b) a single marketing plan covering all product groups (20%) and finally (c) separate marketing plans for each major product group (40%). However, most respondents of the sample exhibited great difficulty and confusion to explain the components of marketing strategy, while market research was used in brevity and only half of the examined companies thought that the marketing control was important in all the marketing mix elements.

McDonald (1982), in a similar study, examined the frequency of marketing planning in 263 British industrial manufacturing companies. Even though he found that nearly the 70% of the total sample claimed to practice strategic marketing planning, the real incidence was of around 10%, as the existing marketing activities could only be classified as being forecasting systems. Moreover, he identified lack to the ability of the companies to determine marketing strategies for matching internal capabilities with properly researched, market-centred opportunities. He concluded with some contributions of the ineffectiveness of marketing planning implementation identifying ten specific problems that firms had encountered in the design and implementation of marketing planning. These problems were: weak support from the chief executive, lack of a plan for planning, lack of line management support, confusion over planning terms, numbers in lieu of written objectives, too much detail, too far ahead, once a year ritual, separation of operational and strategic planning, failure to integrate marketing planning and delegation of planning to a planner.

In addition, two analogous researches were conducted by Greenley (1982, 1983). In both studies, the author examined 120 UK industrial and consumer manufacturing companies in order to find out the extent of the marketing planning procedures. In the 1982 research, Greenley found that just over than half of the respondent companies formulate marketing plans, however only 14 per cent of the

total sample prepared plans which were considered to be both comprehensive and adequate, covering a full range of marketing activities. Similarly, the second study revealed analogous results. The 70% of the respondent firms claimed to have a marketing plan, however only the 25% of the firms were found to have a comprehensive and adequate plan. Moreover, even though the 86% of the firms claimed to have a marketing strategy, respondents of the firms exhibited great difficulty and little commonality about the components of marketing strategy.

Hooley, West, and Lynch (1984) investigated the marketing planning practices in 1775 British companies from different sectors and industries. He found that the 70% of the organizations were classified as having a formal marketing plan. However, the above classification was based on a split between those with a marketing plan, those with a long range plan plus those only producing a marketing plan.

Greenley (1987), in his exploratory research, consolidated and summarized the above seven empirical studies and reached to the following three conclusions: Firstly, few firms develop comprehensive marketing planning in relation to that recommended in the literature. Secondly, the results showed that there were low levels of incidence of marketing planning, with extensive differences in the nature of the participating personnel and finally, the results indicated restricted knowledge about the companies' marketing planning practices. The above results, as he pointed out, are unexpected in relation to the great expansion of the literature concerned with strategic planning and marketing planning.

Fletcher and Hart (1989) in their empirical research, examined the extent of strategic marketing planning in 105 UK pharmaceutical firms. Contrary to the above results, they found that the pharmaceutical industry in the UK was an extremely marketing-oriented industry. The vast majority of the firms had marketing

departments that work closely with other functional departments of the company (sales, R&D, etc.) and moreover these departments were responsible for some important issues associated to strategic planning such as competitor analysis, creating new product ideas, etc. Most of the firms were developing written marketing plans, especially for annual and five-year projection and a number of analytical techniques were being used in the plans' preparation (product life cycle, marketing audit, etc).

Similar results were found by Abratt and Higgs (1994). They investigated the marketing planning practices of 73 South African companies from the six major sectors in South Africa: pharmaceutical, paper and packaging, electronic, insurance, manufacturing and retail and wholesale. The authors found that South African companies implement comprehensive annual marketing plans and the planning sequence followed the same pattern as those in the United Kingdom or United States. Moreover, the major techniques used in the marketing planning process were customer analysis, comparative analysis, financial analysis, market potential, forecasting methods and product portfolio analysis. The general conclusion of the authors was that marketing planning procedures and practices in South African companies are sound and comparable with industrialized nations, such as Japan and Western Europe.

Moreover, Griffin (1989) examined the extent of marketing plans and planning of 79 consumer, industrial and services companies operating in twenty countries throughout the world. The author proposed a marketing planning model which contained the following eight steps: situation analysis, a conclusion based on the problems and opportunities revealed in the situation analysis, objectives, strategies, tactics, a sale forecast, estimation of income, expenses and profit and evaluation of the overall effectiveness of the plan. The results showed that more than

four out of five companies were engaged in marketing planning activities. Moreover, nearly two-thirds of the respondents indicated their company plan was very similar to the marketing planning model proposed by the author. However, the results revealed differences in structure of the marketing planning process of these companies (for example, large organizations add factors which do not present in the proposed model, while smaller organizations place more emphasis on sales and financial matters and their plans contain less details) and content (varies in terms of strategy, marketing mix variables and amount of details according to the type of the business).

Comparative studies were conducted by many other researchers as well. The main purpose of these studies was to find out differences in the way companies implement the marketing planning process. These studies compared different types of businesses (large and small/medium enterprises), industry types or sectors and businesses operating in different countries and social contexts.

Greenley and Shipley (1992) for example, tried to compare marketing planning practices in two separate retailing sectors of the UK retailing industry: department stores and supermarkets. They examined 264 companies and the results showed that formal marketing planning was more widely practiced among the supermarkets than department stores. Supermarkets found to employ more marketing specialists, as well as they were more formally organized for marketing than the department stores. On contrary, department stores placed more emphasis on sales management rather than marketing management. Furthermore, the results showed that supermarkets were substantially more involved in the use of formal methods for collection of customer and environmental information. Finally, both types of retail emphasized the use of marketing mix variables, customer services and promotion mix

elements; however they both placed emphasis on elements that fit more their respective sectoral situation.

Similarly, McColl-Kennedy, Yau, and Kiel (1990) compared different company types in Australia in order to find out differences in their marketing planning practices. The analysis of the results indicated that there were differences between company types and companies with different levels of sales turnovers. More specifically, the authors found that the main responsibility for preparing and approving marketing plans and the time period of marketing plans varied between company type. However, there was no relationship between company type and awareness and usage levels of marketing planning tools. Finally, companies with high sales turnovers incorporated a longer time horizon into their marketing plans than companies with lower turnover; these companies had also a higher level of awareness and usage of marketing planning tools.

Similarly, Kinra (1995) researched the television manufacturing industry in order to find out whether there are any differences in strategic emphasis between large and small-to-medium-sized firms with regard to dimensions relevant to a marketing planning framework. The general conclusion of the study was that television manufacturing companies in India should incorporate more professionalism in the determination of the marketing planning activities. The study also revealed differences between large and small/medium-sized television manufacturing companies with regard to the following marketing planning dimensions: company philosophy and image, objectives and growth-oriented marketing strategies. More specifically, large firms were more concerned with “excellence”, they mainly set objectives of “profitability” and their marketing strategies focused on market penetration and product development. Small/medium companies in contrast, were

more concerned with a philosophy of developing “employee relations”, they set objectives of “customer service” and “sales maximization” and focused on strategies of market development and expansion through searching for unexploited markets.

Additionally, Dibb, Farhangmehr, and Simkin (2001) examined the application of marketing planning practices in different national environments (UK and Portugal). In their research, they surveyed 875 companies across all sectors of economic and commercial activity (manufacturing, wholesaling, retailing, services, etc.) in both UK and Portugal. The analysis of the results showed substantive differences in marketing practice and marketing planning between UK and Portuguese businesses. More specifically, marketing as a function was less mature in Portugal than in the UK. This fact reflected in the characteristics and the degree to which marketing planning activities were undertaken. Thus, Portuguese firms were not so involved in formal marketing planning and carried it out less frequently than their UK counterparts. Moreover, the results indicated that the emphasis on marketing planning activities performed in each country was different. For example, Portuguese firms placed more emphasis on distribution, logistical, customer service and sales force coordination, while UK companies emphasized more on branding, product mix and marketing communication programmes. However, the authors observed signs of increasing convergence, as marketing planning of many Portuguese firms started to become more formalized and comprehensive and they strive to adopt the Western style of marketing planning.

A comparative research was also conducted by Greenley and Bayus (1994). In their research, they examined 175 US companies and 106 UK companies, in order to find out how marketing planning decision making differs between companies when various dimensions from the Piercy and Morgan marketing planning model

(marketing planning techniques, systems and management participation) are combined into a process. Cluster analysis identified four different types of marketing planning process. The first type was the “*sophisticated decision makers*”. This group was the smallest (13%) of the sample and the members were almost exclusive UK companies. This group utilized mostly all the decision making techniques (SWOT analysis, portfolio analysis, PLC analysis, etc.), used several informational inputs and demonstrated the highest level of senior management participation. The second group, *information seekers*, was approximately the one third of the total sample. Companies in this group used wide range of information inputs. They demonstrated a high level of senior management participation, while the decision making techniques were not particular important. “*Unsophisticated decision makers*” was the largest group, being 36% of the total sample, with an equal split of UK and US companies. In this group, marketing planning techniques were low in value and information inputs were not important. Finally, the “*gut feelers*” was the fourth group, which comprised the one fifth (21%) of the total sample. Companies in this group did not use the analytical marketing planning techniques or marketing information.

Furthermore, Silverblatt and Korgaonkar (1987) investigated companies operating in stable and turbulent environments. More specifically, the authors explored the relationship between various components of strategic marketing planning process and environmental turbulence in terms of complexity and stability. The results indicated that environmental turbulence was significantly related to the completeness of strategic marketing planning, as more comprehensive strategic marketing plans were found in firms facing turbulent environments than in firms facing stable environments. Moreover, the results revealed that firms operating in turbulent environment tended to have longer strategic marketing planning orientation (long

term objectives, plans and strategies) than firms operating in stable environments. Finally, significant relationship was found between the organisational environment and the decentralised strategic marketing plan. Thus, companies operating in turbulent environment emphasized decentralisation in strategic marketing plans and usage of risk reduction methods (consultants, computer mathematical models, conceptual models). The general conclusion of the study, based on the above results, was that a turbulent environment encourages a firm to undertake longer-term and more complete strategic marketing plans than firms operating in stable environments.

Chae and Hill (1997) evaluated internal and external factors that influence the marketing planning formalisation of 90 international industrial and consumer goods companies. The results indicated that marketing planning formality was influenced more by internal factors rather than external factors. More specifically, contrary to Silverblatt and Korgaonkar (1987) results, external factors such as environmental complexity and uncertainty were not related to the companies' marketing planning formality. In contrast, internal factors such as CEO involvement and the positive organisational climate were found to be significant determinants of the formality of global strategic marketing planning systems. The results also indicated that high formality planners perceive greater competitive and organisational benefits. The major competitive benefit, as the research identified, was the improvement of the new product development effectiveness, while the organisational benefits were superior managerial motivation, better understanding of corporate priorities and more effective implementation, coordination and control of the company activities.

Similarly, Chae and Hill (2000) conducted a second analogous research. As in the 1997 research, the authors tried to investigate the internal and external factors that influence global strategic marketing planning formality and moreover the competitive

and organisational benefits could be gained from this process. The results confirmed the view that marketing planning formality was influenced by both internal and external factors. More specifically, contrary to the authors' previous findings (Chae & Hill, 1997) CEO's involvement and firm size did not affect positively formal marketing planning process. However, cooperative organisational climates were positively related to marketing planning formality. The results also indicated that external factors such as government regulations and policies and competition contributed to high degrees of global strategic marketing planning. Finally, the results confirmed previous opinion that as strategic marketing planning procedures become more formalised, both competitive (product quality and overall performance) and organisational benefits (enhanced headquarter-subsiidiary cooperation levels, superior understanding of corporate priorities, superior managerial motivation and better overall implementation, coordination and control of the company activities, etc.) could be gained.

A significant amount of the marketing planning work, as it is mentioned previously, examines the relationship between the execution of the marketing planning process and business performance. Although performance as a concept can have a variety of meanings (short or long term performance, financial or organizational benefits, etc.), in the extant theory is mainly measured by two ways. The first way is the *objective method*, which is based on absolute measures of performance (for example, balance sheets, sales revenue, pre tax profit, etc.). The second way to measure performance is the *subjective method*. This method is concerned with the performance of firms relative to managers' expectations or relative to their competitors. Subjective method uses both market criteria (market share, sales growth, customer satisfaction, etc.) and financial criteria (profit, cash

flow, ROI, ROA, revenue growth, etc). Subjective performance measures have been shown to strongly associate with objective measures (Dess & Robinson, 1984; Robinson & Pearce, 1988). However, the marketing planning – business performance literature has repeatedly used the subjective method of measuring business performance.

Hooley (1984) attempted to relate the marketing planning concept with business performance. A combined research of 1775 mail questionnaires in UK companies from various industries (consumer goods, consumer durables, services, industrial goods) and 100 in-depth personal interviews with managers showed clearly that those companies, which used extensively the various strategic marketing planning activities, possessed better company performance. More specifically, the average to high profit margins and good relative performance companies adopted more formal, long-term marketing planning. Furthermore, the higher use and awareness of the marketing planning tools available (SWOT analysis, Product Life Cycle concept, marketing audit, etc.) was also associated with better performance. Hooley's results confirmed previous empirical evidence (e.g Armstrong, 1982) that increased formal planning leads to improved performance.

Verhage and Waarts (1988) tested the marketing planning – company performance relationship in different industry types in the Netherlands. The results, as previously, showed a clear association between the level of marketing planning and company performance. More specifically, companies that followed a proactive approach to marketing planning and identified possible future scenarios before plan, reported better profit performance than their major competitors. Moreover, the two-thirds (64%) of the companies that develop formal marketing planning and formulate long range plans on an annual basis was found to report better profit margins and

higher sales than competitors. These results confirmed Hooley's previous work and proved that for these companies, regardless of the industries they are involved in, a genuine commitment to marketing planning principles clearly pays off.

In addition, Hooley, Lynch, and Shepherd (1990) surveyed 1010 UK chief marketing executives in order to develop a typology of current marketing approaches in UK industry and to relate these approaches to corporate performance. Cluster analysis revealed four distinct marketing approaches in UK industry: "marketing philosophers" (accounted the 41% of the total sample), "sales supporters" (9%), "departmental marketers" (26%) and "unsures" (24%). The "marketing philosophers" group showed greater responsibility for marketing activities (such as identification of customer needs, marketing research, promotions, etc.), they have greater input into the company's strategic planning and use more and adopt longer-term horizons for marketing planning. The results finally indicated a positive relationship between the "marketing philosophers" group and company performance. Marketing philosophers, as the results revealed, achieved higher Return on Investment in the last financial year than any other group and performed better in the overall performance relative to major competitors on both market-based criteria (sales volume and market share) and financial (profit and ROI).

Moreover, Lysonski and Pecotich (1992) tried to demonstrate the positive relationship between the formalization and comprehensiveness of marketing planning and company performance in both stable and unstable environments. The study was conducted across a wide range of organizations and industry types in the New Zealand. The results indicated that the level of formalization and comprehensiveness in the marketing planning process was positively related to performance, particularly when performance is measured by objective criteria such as revenue and profit.

However, the level of environmental uncertainty was found to have no effect on the marketing planning - performance relationship, as planning formality and comprehensiveness were positively related to performance in stable environments and not negatively related in unstable environments. These findings validate the position of previous research (e.g. Armstrong, 1982), who asserted that formalized, comprehensive planning leads to better financial results under any environmental condition.

Furthermore, Rafic and Pallett (1996) investigated the implementation of marketing planning techniques in the UK manufacturing engineering sector and tested the relationship between marketing planning and business performance. The authors surveyed 205 Chief Executive Officers and found that the 53% of companies adopted a marketing-orientation philosophy; however organizations in practice were more likely to be sales-oriented with emphasis on communications. The study however, provides some evidence of the positive relationship between marketing planning and business performance. In particular, the results indicated that engineering companies, which achieve above-average profit performance, were more likely to produce comprehensive marketing plans stemming from the company strategic plan. Moreover, these companies utilized more frequently the planning tools available such as product life cycle, marketing audit, SWOT analysis, etc.

Similarly, Shoham and Kropp (1998) examined the marketing planning – performance relationship in 81 US international manufacturing firms. They used a comprehensive set of performance variables and developed a wide range of hypotheses in order to test the relationship between international marketing planning, international strategies (concerning channel of distribution, product, promotion and pricing) and business performance. The results showed that export marketing

planning was consistently and positively related to performance. Further analysis indicated that the marketing planning process moderates the relationship of many marketing strategy variables with performance. More specifically, marketing strategies such as high quality of the product, extensive customer services, broad product lines, channel quality and diverse export markets found to be positively related to business performance, but only for firms with extensive marketing planning. On contrary, prices and promotion strategies are not related to international firms' performance. Thus, the use of extensive marketing planning systems can enhance business performance.

Adu (1998) tried to test the marketing planning activities – business performance relationship in a different social context: an emerging developing economy, such as Ghana. The author examined the extent to which particular marketing planning activities were practiced in foreign and domestic firms and the effects of such practices on business performance. The results showed that both foreign and domestic companies had an appreciation of the importance of marketing planning activities. However, foreign firms were more likely to perform marketing planning activities than their domestic counterparts. The results also established a direct link between the extent of marketing planning implementation and business performance. All marketing planning components were found to be significantly and positively associated with business performance in the foreign firms, whereas in domestic firms only the product components, customer orientation components (market research, customer service and customer satisfaction programmes) and distribution activities were identified as significant determinants of performance.

Another research in a transition economy was carried out by Akimova (2000). The author conducted personal interviews with managers in 221 Ukrainian

companies, in order to investigate the relationship between marketing and competitiveness. Competitiveness was measured as a multidimensional concept, which entailed a combination of market orientation measures (e.g. marketing as a guiding philosophy), marketing planning measures (e.g. the marketing mix elements) and performance indicators. Having identified four different groups of competitive firms, Akimova observed that those managers, who emphasized more on market orientation and marketing planning activities scored significantly higher on measures of competitiveness than managers, who placed greater emphasis on production or selling. Moreover, these enterprises achieved greater sales volume, higher profits and better return on investments.

Similarly, Doyle, and Wong (1998) explored the contribution of marketing within a broader model of determinants of international competitive performance. They examined 132 strategic business units (SBU) from 52 large companies in the UK, USA, Africa, the Far East and Australia from different industrial sectors. The results showed clearly a strong correlation between marketing and company performance. Companies with a strong market orientation are more likely to be high performers. Marketing strategy and strategic marketing planning were also highly associated with business performance. However, the results revealed that marketing alone can not assure business success. As the results indicated, significant determinants of performance also were a) strong focus on searching customers and market-led strategy, b) strong supply chain systems and processes and c) staff with high levels of capability, motivation, empowerment and strategic intent.

Additionally, Claycomb, Germain, and Droge (2000) examined the effects of industrial firms' formal strategic marketing planning processes on business performance. The study was conducted across 200 firms in a wide range of industries,

such as food, chemicals, manufacturing, fabric, electronic, etc. The results showed that the formal strategic marketing planning process is positively associated with firm performance. More specifically, firms that engage in strategic marketing formalization are better performers in the two market performance indicators (market share and sales growth) and in the three financial performance indicators (profit, ROI and return on sales). Moreover, the study aimed at examining the effect of formal marketing planning on various organizational outcomes, such as organizational configuration (hierarchical layers, span of control and tenure of senior marketing), structure (integration, decentralization and specialization) and customer driven exchange patterns. The results revealed that the greater the formalization of the strategic marketing planning process, the greater the use of integrative committees and mechanisms, specialization and decentralization decision making in some areas. These findings however occurred, when controlling for a range of contextual variables including firm size, production technology, industry growth rate and demand uncertainty.

Pulendran, Speed, and Widing (2003) examined the relationships between marketing planning, market orientation and business performance in 505 large companies operating in different industries in Australia. The results indicated positive and significant relationships between marketing planning, market orientation and business performance. Further analysis indicated that high quality marketing planning has no direct impact on business performance, when market orientation variable is controlled for and additionally the level of market orientation has a positive impact on business performance, when the quality of marketing planning systems is controlled for. Finally, when market and technological turbulence are high, improvements in marketing planning quality have an additional positive impact on market orientation.

These findings led to the conclusions that marketing planning can lead to better business performance, but as antecedent to market orientation, rather than as an independent activity.

Many authors in the literature however, tried to test the marketing planning – business performance relationship using an inverse methodology. In their study, they firstly classified companies as successful and less successful, using various assessment methods and criteria and then identified marketing planning activities particularly associated with success. These studies are generally comparative in nature, recognizing mainly key similarities and differences in marketing objectives, strategies, organisational characteristics and marketing control.

Shaw (1995) for example, demonstrated the marketing planning – business performance relationship in the machine tool industry. He implemented a self and peer group assessment of performance based on both market (sales and market share growth) and financial (profitability) measures in order to classify companies as successful and less successful. The results revealed that successful companies were characterised by high levels of marketing planning orientation, contrary to less successful counterparts that were not involved in long term marketing planning. Moreover, successful companies drew up five years plans in order to effectively monitor and adapt to the ever changing machine tool market and set long term goals with greater emphasis on increasing their market share and expanding into new markets. Furthermore, successful companies recognised the importance of segmenting their markets, identifying key targets to serve and developing long term relationships with their customers. Finally, the marketing mix decisions of the successful companies were consistent with their strategic objectives and goals and the marketing

control mechanisms were more developed than that of their less successful counterparts.

Hooley and Lynch (1985) compared and contrasted the marketing planning practices of the best performing companies in the UK, the “high fliers”, against the remainder of the sample, the “also runs”, in order to isolate the special marketing characteristics of an organization which outperforms its rivals in a competitive marketplace. “High fliers” demonstrated both an above average environmental resilience (less prone to the impact of adverse environmental pressure) and a striking degree of confidence about the future (see their future as bright and healthy). Moreover, “high fliers” were marketing oriented (show commitment to market research and make use of market research techniques, place more emphasis on product design and performance rather than simply taken a price focus), have strategic sensitivity to outside forces and market trends and responsiveness (greater flexibility and are more likely to be in the right markets, have superior marketing planning systems and are committed to and involved in the regular use of strategic planning tools and concepts) and have a profit orientation which is rooted in a well developed sense of their marketing assets (give emphasis on product quality and performance, financial and marketing department work together, profit is the major method in evaluating marketing performance).

Finally, Lai, Huang, Hooley, Lynch, and Yau (1992), in an analogous research, tried to isolate the more successful companies in Taiwan from the less successful counterparts on the basis of both financial (profit, ROI) and market (market share, coverage of market segment) criteria. The central hypothesis was that the most successful companies illustrated different attitudes towards marketing planning implementation. The results indicated that top performers had a stronger commitment

to the marketing orientation, they were more likely to organise separate marketing department and to adopt a market-based organisational structure. Furthermore, top performers were involved more in strategic marketing planning and marketing had a greater input to overall and long term strategic planning than their less successful counterparts. Thus, as the results indicated, the top performers in Taiwan tended to be associated with better organisational structures and better marketing practices.

Marketing Planning in Small and Medium sized Businesses

The marketing planning concept has been applied to the small business sector as well. All these studies vary across different types of small business industries and different socio-cultural contexts.

Carson and Cromie (1989) assessed the marketing planning practices of the small business sector in the greater Belfast area. The authors conducted semi-structured interviews with 68 small business owners and they found that marketing planning was poorly developed. More specifically, the results indicated that the two thirds of the companies adopted a “non marketing” approach to marketing planning, almost one third were “implicit marketers”, while very few firms were characterized as “sophisticated marketers”. Moreover, there was very little dedication to formal structures and frameworks and their marketing was mainly product-oriented. The results however, offered strong support to the authors’ propositions that marketing planning in small firms is inherently different from that practiced in large corporations and that conventional marketing planning principles need adapting before use by small organizations. In particular, the authors noted that there are factors such as the predominating influence of the owner/manager, as well as managerial and structural features of small enterprises which demand a “distinctive marketing style” and lead

them to a marketing planning approach which is unique to them and suite only to their needs and capacities.

Similarly, Hogarth-Scott, Watson, and Wilson (1996) surveyed 18 small business proprietors from different types of industries in the West Yorkshire area. They investigated owners' attitudes towards marketing and the type of marketing they undertake. The results showed that very few companies planned their marketing activities and this planning was mostly informal and generally not documented. Furthermore, the marketing planning principles (market research, segmentation and targeting, positioning, etc.) found to be practiced only to some degree by small companies. The above results led to the conclusion that complex theories of marketing planning and sophisticated formal procedures implemented in large businesses are unsuitable for the small business context.

The inappropriateness of the traditional marketing planning models to the small business sector was confirmed by the research findings of Coviello, Brodie, and Munro (2000). The authors examined 302 New Zealand and Canadian firms, in order to find out the application of the traditional marketing planning activities to smaller firms. The results confirmed previous findings (Carson & Cromie, 1989; Hogarth-Scott, Watson, & Wilson, 1996) that conventional marketing planning models are not fully applicable to smaller firms. More specifically, the results indicated the larger firms were more likely to have a formal marketing plan (73% of the total large firms sample) than smaller firms (46% of the total smaller firms sample), while smaller firms' marketing planning was characterized as more informal and short-term. However, the results indicated that specific small firms' marketing activities were similar to those of larger firms in many ways, as small and larger firms emphasized both traditional and more contemporary views of marketing. For example, they both

found to place emphasis on the marketing mix to attract customers, the development and management of personal relationship as well as the efforts to possess the firm in a net of various market relationships.

Hill (2001) in his doctoral study examined the extent of formal marketing planning process in 57 small fresh food firms in Ireland and the UK during the period 1995 – 1999. Contrary to previous researchers, Hill found that Small and Medium sized Enterprises (SMEs) engaged in fairly sophisticated marketing planning. Particularly, most firms formulated comprehensive marketing plans for three years and moreover these plans were reviewed annually. Furthermore, the issue of control and review of the marketing planning through formal reporting systems was particularly dominant for SMEs, as well as the commitment to promotional planning. Thus, although previous studies have argued that marketing planning in SMEs is both under utilized and misunderstood, Hill found that small and medium enterprises have shown both a strong operational and strategic focus on marketing planning.

Brooksbank, Kirby, Taylor, and Jones-Evans (1999) tried to assess the extent of marketing planning in the UK medium-sized manufacturing companies, as well as its rate of adoption within the five year period of the study (1987-1992). The investigation was based on a mail survey of 231 companies, conducted in 1987, which was repeated in 1992, resulting in the analysis of a matched sample of 81 firms. The results showed that most medium-sized firms claimed to be considerably marketing-oriented in their overall business philosophy. In practice however, firms did not implement what they claim. Thus, only the 63% of the 1992 study and 66% of the 1987 study reported the use of annual marketing plan and long-range planning, while the rest of the companies were restricted to little or no formal marketing planning. Such findings led to the conclusion that medium sized companies exhibit a tendency

to pay “lip service” to marketing with a focus on the organizational dimensions, but without the depth of knowledge, expertise and commitment necessary for each effective implementation. Finally, the results revealed that the rate of adoption of marketing in medium-sized enterprises changed little during the five year period and this fact raises questions about the evolution of marketing in small and medium sized enterprises as well as about the extent to which normative models of marketing planning are applicable to smaller firms.

The third stage of the research took place in 1997 by Brooksbank, Kirby, and Taylor (2004), exactly ten years after the original survey. 42 medium sized British manufacturing firms responded to the questionnaire and comparisons of the two samples (1987 and 1997) were made in order to assess the extent of marketing planning as well as the rate at which firms had evolved over the ten year period of investigation. The results showed that the 42 firms survived in the ten years period (1987 – 1997) were amongst the most marketing-oriented firms of those surveyed in 1987. These firms engaged more marketing employees to implement marketing planning activities (the proportion was 4.30% in 1987 and 4.86% in 1997 study), the use of annual marketing planning and long range planning had increased (69% of the firms had reported such activities in 1987, whereas in 1997 the rate had risen to 76%), while these companies seemed to operate more strategically than earlier. The above results confirmed the opinion of Hogarth-Scott et al., (1996) that “for those business owners who wish to create prosperous and thriving businesses, a clear understanding of the basic marketing principles is important”.

Siu and Kirby (1995, 1999) conducted two different studies in order to find out whether Chinese small firms operating in Hong Kong exhibited the same marketing planning activities and behavior as their Western counterparts (UK and

USA respectively). The comparison with UK small firms showed that higher-performing Chinese small firms placed marketing as the leading or joint leading role in the corporate planning process, as well as they adopted a longer-term strategic planning approach. They also used more aggressive marketing strategies and put more emphasis on product performance and credit support. However, cultural values seemed to significantly influence the marketing planning activities of the Chinese small firms, as the comparison between these firms with UK counterparts exhibited different marketing behaviour. This fact led to the conclusion that the broad small firm marketing principles, specifically generated from Western countries, may not be fully suitable for and applicable to, some specific socio-cultural contexts, such as Chinese small firms in Hong Kong.

In the second study, Siu and Kirby (1999) analyzed 110 undisguised stories about Chinese owner-managers and compared the research findings with the results of 98 American manufacturing firms derived from the research of Dunn, Birley, and Norburn (1986). The research indicated similar results with the first study. Chinese small firms in Hong Kong exhibited distinctly different marketing practices than their US counterparts. More specifically, Chinese firms were product or production oriented, as they concentrated on sales, product planning, sales forecasting and product scheduling. In contrast, US small firms appeared to be more marketing or customer oriented, as they placed emphasis on customer relations, advertising, sales and sales forecasting. Moreover, Chinese small firms carried out little strategic marketing planning (only the 45% of the total sample conducted marketing planning). Finally, the results also showed that Chinese small firms possess limited marketing expenditure, while their managers have limited marketing expertise. The research findings provided support to previous conclusions that, Chinese small firms in Hong

Kong have a distinctive marketing style and the broad Western marketing principles may be not suitable for some specific politico-economic contexts such as Chinese socio-cultural environment. Thus, for these specific contexts, a specific marketing model may be needed.

Finally, another comparative study was conducted by Siu, Zhu, and Kirby (2003). In the particular research, the authors took a step further and investigated the marketing behavior of small firms with the same cultural root but operating in different market settings. Thus, they examined the marketing planning practices of 18 Chinese small firms operating in the UK and compared these findings with the results found by Siu, (2000) related to the marketing practices in 158 Chinese small firms operating in Hong Kong, in an attempt to discover the interplay role of environment and culture in marketing planning practices. The results showed that Chinese small firms in UK maintained to a large extent their original culture, despite operating in a Western environment. Consequently, they exhibit similar behavioral characteristics to their Hong Kong counterparts. However, the results showed differences in marketing planning practices and this fact shows that environmental factors play an important role in a firm's marketing behavior. Thus, for example, UK Chinese firms were consumer oriented and they adopted a longer-term orientation in their approach to strategic marketing planning. On contrary, the Hong Kong Chinese firms were mainly product oriented, they adopted an informal marketing planning approach and they used personal contact networks to collect information rather than carry out market research. Thus, the research findings reinforced the view expressed by Siu and Kirby (1995, 1999) that socio-cultural values and macro-economic structure are equally important in determining a firm's marketing behavior.

Research in the small business sector also pertains to the marketing planning – business performance relationship. Rue and Ibrahim (1998) for example, examined the extent of planning sophistication in 253 small businesses in Georgia, USA and moreover they tried to test the relationship between planning sophistication and organizational performance. The authors, based on the results of the study, classified small companies in three categories, according to their planning sophistication as following: (a) companies with no written plan (40% of the total sample), (b) moderately sophisticated planning businesses (35% of the sample) and finally (c) sophisticated planning companies (25% of the sample). Further statistical analysis revealed that those small companies with greater planning sophistication were also showed greater growth in sales. In addition, the results revealed a moderately significant relationship between planning sophistication and perceived performance relative to the industry. Nevertheless, the authors found that one of the objective measures such as return of investment was not affected by the sophistication of planning. Rue and Ibrahim suggested that small businesses with a sophisticated planning process may earn the benefits of these efforts in the long term.

Additionally, Brooksbank, Kirby, and Wright (1992) examined the marketing planning activities of 231 UK medium-sized manufacturing firms in order to find out the role of marketing in determining company performance. The authors combined both a quantitative (mail survey of 231 companies) and a qualitative (in-depth interviews with the Chief Marketing Executives of a sub-sample of 20 firms) methodological approach and formulated many research hypothesis, based on the key stages of the marketing planning process. They classified firms according to their performance (in terms of profit, sales volume, market share and ROI) in “high, average and low performance firms”. The research findings confirmed that, the most

successful companies were more marketing-oriented than their lower-performing counterparts. Furthermore, higher-performing companies showed a better understanding of the key marketing planning principles and a greater consistency in their application. Nevertheless, the author noted that traditional marketing planning models, as it have been developed for large corporations, does not appear to be completely applied to small and medium sized firms.

Additionally, Siu (2000a, b) conducted two analogous researches in a different socio-cultural environment: the Eastern countries. In the first study, the author examined 87 Chinese small firms located in the Mainland China. As previously, he classified companies to “high, average and low performers”, based on a self-assessed measure, in four performance criteria: profit, sales volume, market share and ROI. The author found that the extent of strategic marketing planning was positively related to business performance. More specifically, higher-performing firms placed more emphasis on market research, had knowledge and used extensively the strategic marketing planning tools, as well as they had a better organized structure to support the marketing communications. Moreover, the higher-performing firms used more frequently marketing control devices. Nonetheless, the comparison of the research findings with the results of Brookbank, Kirby, and Wright (1992) in the British small business sector showed that the marketing practices of higher-performing Chinese firms were different from those practiced in Western countries. This fact led the author to the conclusion that the broad small firm marketing principles, specifically generated from Western countries, may not be fully suitable for some socio-cultural context such as mainland China.

In the second survey, Siu (2000b) got to the same conclusions. The examination of 158 Chinese small firms located in Hong Kong indicated differences

in the marketing planning practice of the higher-performing firms in relation to that being practiced by their Western counterparts. More specifically, the results showed positive association between marketing planning and performance, as higher-performing Chinese firm tended to use strategic marketing planning more frequently than the lower-performing firms. Nevertheless, the author found differences in practice, as Chinese small firms tended to be sales or production-oriented, they rarely conduct situation analysis or market research, nor had adequate knowledge of marketing planning tools available. Such results confirm previous empirical evidence that marketing planning principles, tools and techniques are not equally applicable across all places. And he concluded that for such specific socio-cultural environments, institutional and cultural factors must be taken into consideration.

Finally, Siu, Fang, and Lin (2004) explored the strategic marketing planning – business performance relationship in a similar socio-cultural environment: the Taiwan. The examination of 218 Chinese small firms in Taiwan indicated that small firm marketing principles, especially generated for Western countries such as UK and USA, contribute to some extent to the success of Taiwanese small firms. Hence, higher-performing firms in Taiwan found to place higher priority to marketing than other business functions in corporate planning, they tended to use more frequently strategic marketing planning and they found to be more aware of the marketing planning tools available. However, in comparison with the findings of Brooksbank, Kirby, and Wright (1992), the specific marketing practices of the higher-performing small firms in the UK were found to be different from that in Taiwan. This fact confirms the findings of previous studies (Siu, 2000a, b), related to the partial applicability of marketing planning models developed for Western contexts across all places and especially in Eastern situations, as well as the significance of cultural and

environmental factors in shaping the marketing practices of Chinese small firms (Siu & Kirby, 1995,1999).

Marketing planning in the public and non-profit sector

Most studies in the marketing planning literature, as it is obvious, have concentrated on the private sector. However, there are studies that examine the marketing planning concept in the public and non-profit sectors. These studies focus mainly on the extent and the level of marketing planning development between specific areas of the above two sectors.

Dibb (1995) for example, tried to identify the level of strategic and tactical marketing planning activities undertaken by a particular area of the UK public leisure sector; the animal attraction sector (wildlife attractions, zoos and safari parks). The author conducted semi – structured interviews with marketing personnel and general managers of eight wildlife establishments. The results revealed diversity of commitment and involvement in marketing planning activities. At the one continuum, marketing was informally organized with no designated individual or department to address marketing planning issues, while at the other extreme, the marketing department was fully organized, occupying with marketing research, marketing planning and marketing control activities.

Doherty, Saker, and Smith (1995) researched the extent of marketing in the public library services sector. The authors investigated 139 Chief Library Officers in England and Wales. The results indicated that marketing in the library sector was used mostly in a piecemeal, short-term and tactical way. Promotion found to be the most widely used element among library services, whereas other marketing planning activities such as market research, segmentation strategies and pricing strategies was extremely limited. Furthermore, the authors tried to investigate the factors that

influence the level of marketing activity. A wide range of potential factors on the degree of marketing activity, both at a micro (the presence of marketing department and the range of services) and macro (such as size, location, political orientation and urban/ rural divide) level, was empirically analyzed. The results indicated that none of the above external factors found to have significant effect on the level of marketing; however internal factors found to be significantly related. Hence, the level of marketing was found to be highly influenced by both the range of services offered and the presence of a marketing function within the library organization.

Additionally, a comparative study was conducted by the same researchers in two different sectors of the broad UK public industry: the leisure and the library services sectors. In particular, Doherty, Saker, and Smith (1998) examined the level and usage of marketing in these sectors and compared them in order to find out differences in their marketing planning practices. The results showed some evidence in the application of marketing planning activities in both sectors; however a deeper and more strategic use of marketing planning existed within the leisure centers. More specifically, as the results indicated, leisure centers had a higher probability of developing marketing strategies than their public library counterparts. The level of promotional and pricing activity was greater in the leisure sector than in the libraries sector, and moreover leisure centers provided a slightly wider range of services and a greater number of channels of distribution. Finally, the level and usage of market research was slightly greater in the leisure industry; nevertheless both sectors placed little emphasis on the application of market research surveys, the generation of high quality market research data, the marketing segmentation and finally the targeting of the marketing mix.

Furthermore, Cousins (1990) conducted another comparative study among public, non-profit and private organizations in the UK. The author examined 412 companies from different sectors (industrial goods, industrial services, consumer durables, consumer non durables), in order to find out the extent of the marketing planning in both public and non-profit sector and to compare the content of the marketing plan of both sectors with the content of the marketing plan in private sector. The study revealed that marketing planning is being adopted rapidly in both the public and non-profit sectors. More specifically, the results indicated that the public sector (both trading for profit and non-profit) were significantly more likely to produce annual marketing plans (68% in both public profit and non-profit) than companies in the private sector (55% in private firms and 53% in private non-profit). Furthermore, non-profit companies were as likely to produce marketing plans (62%) as their commercial counterparts (57%). The results also indicated that the plan content of the public sector organizations was not radically different from that of the private sector companies. Public sector companies were found to offer more comprehensive analysis but less objectives, strategies and action plans than the private sector organizations. As far as it concerns the content of the marketing plan in the non-profit sector, the study revealed some differences, partly reflecting the different nature of the concerns and practices. The plan had a more tactical marketing mix bias, as it focused on the communication and product decision variables, like advertising, product improvement, sales promotion, etc. The author finally concluded that both public and non-profit sectors do not follow the textbook model for marketing planning.

Finally, Stubbs, Warnaby, and Medway (2002) investigated the use of marketing activities by the town center management schemes and identified the

processes by which these activities were planned and implemented. The authors conducted semi-structured interviews with the town center managers in five towns in the South England were conducted. The results indicated that all respondents in the five towns engaged in some degree of strategic analysis. They used various approaches to generate data, while the results of the analysis were generally presented in the form of a SWOT. Marketing planning in the towns was an annual process and it incorporated the setting of objectives and the determination of marketing strategies to achieve these objectives. The implementation phase was divided into three broad categories: footfall drivers, awareness building and participation building. Finally, towns used marketing control indicators such as performance data of retailers and participation building indicators. In general, the broad stages of marketing planning process, as outlined by Kotler, Chandler, Gibbs, and McColl (1989), was being followed by the town center managers. However, as the above model was being formulated for the profit making sector, it failed to be applied adequately to the town center management schemes, often operating at the interface of public and private sector. The results suggest that there are factors such as resources and financial constraints that hinder the easy application of stereotype marketing principles to the context of town center management schemes.

Marketing Planning in the Educational Sector

The marketing planning concept has been applied to some extent to the educational sector as well. Goldgehn (1990) for example, analyzed the use and effectiveness of marketing planning techniques in the higher education environment. The author examined 2,039 members of the American Universities and Colleges, in order to find out the extent and the perceived effectiveness of fifteen marketing planning techniques such as, target marketing, market segmentation, positioning,

market research, marketing plan, pricing, advertising research, marketing audit, etc.

The results indicated that there was an increase in the acceptance, use and effectiveness of the fifteen techniques examined. Nevertheless, the development of marketing plans in the higher education institutions found to be under utilised and this fact indicated the lack of integration of marketing throughout the organization as well as a lack of a strategic marketing focus in universities.

Naude and Ivy (1999) investigated the marketing planning concept in the higher education environment as well. More specifically, the authors examined the use of strategic marketing planning in 131 UK higher education institutions and moreover they tried to find out differences in the marketing strategies of the old and new universities (81 old and 50 new). The results indicated that the 90 percent of the universities examined, employed a five year strategic plan covering areas such as mission statement, situation analysis, objectives, strategies, etc. However, marketing plans found to be less common, as only the 61% of respondents reporting their existence. This means that long-term visions in the strategic plans were not accompanied by short-term plans that focused on what should be implemented within the forthcoming year. Finally, the authors observed that the two groups of universities had fundamentally different approaches to implementing their marketing strategies, as the old universities try to improve research and teaching in the classroom, while the new universities adopt a more aggressive approach to reach students.

Furthermore, Maringe (2005) examined the marketing planning concept in the higher education environment but in a different social context: a developing country, such as Zimbabwe. The author used a variety of methodological approaches (interviews with vice chancellors, questionnaires with internal marketers and pupils, etc.) and found that university marketing in Zimbabwe was based on imported

wisdom from the business sector, unsuited to the needs of higher education. More specifically, the results indicated that the marketing function in universities was deeply buried under traditional university structures and organization. The involvement of marketing experts in all universities was remarkably low, given the lack of university based marketing trained personnel. Marketing planning in universities was based on current needs dictated by what the institutions were able to offer in the market, as marketing planning practices were often related to unsubstantiated forecasting over the planning period with little market research and the absence of documented plans. The author concluded that for marketing to occupy its rightful place in higher education, it has to be based on a new axis which reflects the core business of universities. Thus, he proposed a theoretical basis for developing a marketing orientation for the higher education, based on four distinct but interrelated components which incorporate elements of contextualization, organization, research and development, as a basis for operationalising higher education marketing.

On contrary, Leggate and Tompson (1997) examined the planning development in international schools. They found that the 75% of the total sample formulated marketing plans and in the vast majority this planning was long-term (one to five years). Moreover, marketing planning was of great value by the heads of international schools, there was a strong sense of commitment to planning and the staff development was integral to planning and implementing strategies. However, the authors focused on the problems of planning development. More specifically, they claimed that there are factor in international schools, such as mobile staffing structure, linguistic and legal complexities that hinder the development of marketing plans.

They also identified cultural, political and economic uncertainties as being possible hindrances of the development of marketing planning.

Similarly, Bunnell (2005) examined the extent of the marketing planning process in 32 international schools from 22 different countries. The author found that only the 55 per cent of the international schools incorporated any form of formal and structured marketing plan. Market research was found to be rare, as most data was subjective rather than having been formally collected. Finally, there was little evidence of marketing planning being a cyclical process, as only few schools expressed the need of monitoring or evaluating such plans. The author, contrary to the Leggate and Tompson (1997) assertions, noticed that the size of student population was the most significant obstacle of the planning development. As international schools attain their goals to attract students and continuously increase the student numbers, there is no need for marketing planning and written plans. Thus, he raised issues about the future of the international schools and how they can maintain high degrees of enrolments at all time. Strategic marketing planning ought to be prepared by international schools at all time, not only when roll numbers are in decline.

Research in the educational sector also concerns to the relationship between marketing planning and organizational benefits. Dollar (1985) for example, tried to examine the marketing planning processes of 180 community, junior and technical institutions and to relate these processes to enrollment trends. The author categorized institutions to “high” and “low” marketing orientation. The results indicated that “high” marketing orientation campuses, which represented the 22% of the total sample, occupied at least a marketing executive, who engaged in marketing planning activities such as promotion and recruiting, fundraising, public relations, public information, etc. Furthermore, high campuses reported the use of a comprehensive,

annual or long range (five year) marketing planning, where marketing objectives, strategies and control systems were set by the executives. Opposing to that, low campuses were unable to prepare a detailed marketing plan as well as they had no organized effort to collect marketing information. Finally, high campuses conducted comprehensive marketing research about the community and high schools of the area. The research findings also revealed that marketing planning principles adapted from the business sector assure positive benefits for community, junior and technical colleges as, high campuses experienced less absolute variations in their enrolments, higher goal attainment in their enrollments and more confidence in reaching their enrollment goals than the low campuses.

Similarly, Hammond, Harmon, Webster, and Rayburn (2004) surveyed 225 university schools of business in the USA. The aim of the research was to find out the possible effects of selected marketing planning activities in university level (enrollment management plan, marketing plan, advertising plan and university mission) and business school level (enrollment management plan, marketing plan, advertising plan, and business school mission) and selected faculty awards (teaching, research, service and advising) on business schools performance (overall performance and enrollment change). The results revealed that most of the marketing planning practices at the university level did not appear to have direct impact on performance, however all marketing planning practices at the school level (strategic business unit) seemed to affect positively business performance. The results also revealed that three of the above variables (university enrollment management plan, business school enrollment management plan and business school mission) and two of the faculty awards (excellence in service and excellence in advising) related positively with enrolment change. Although some marketing planning activities did not have positive

impact on performance, the authors suggested that the best course of action for schools would be the employment of as many of these marketing planning practices and awards as possible, as none of them found to have negative impact on performance.

The above conclusion was confirmed in a study undertaken by the same researchers in 2007. They tried to extend the findings of the previous research by identifying the marketing planning activities (enrolment management plan, marketing plan, advertising plan and business school mission) and faculty awards (teaching, research, service and advising) that are most common among university business schools, and the particular combinations that are most likely to result in performance excellence. The authors examined 225 business schools across the USA. Cluster analysis was used to segment the respondents on the basis of their level of use of marketing activities and faculty awards. They authors then calculated mean performance for each of these clusters and employ t-tests to identify significant differences in performance levels among them. The results revealed three distinct groups of performance. Group 3 found to be the highest performing group (5.56 mean score on a seven point scale), which the majority of schools deployed each of the four strategic marketing planning activities and all four faculty awards. The other two clusters however, demonstrated lower usage levels and performed lower than group 3. This finding provides support to authors' previous research that the four strategic marketing planning practices at the business school level (existence of a formal mission statement, the practice of formal marketing planning) and the four faculty awards constitute "best practices". These practices in turn can deliver performance excellence to business schools.

Marketing Planning in the Tourism and Hospitality Sector

The marketing planning concept has been applied to some extent to the tourism and hospitality sector. Dev (1990) for example, examined the marketing planning practices in the US hospitality sector. More specifically, he conducted interviews with the marketing executives of 12 hotel companies located in the North America. The results indicated that only two hotels used a thorough marketing planning process. All levels of management were involved in the marketing planning process, managers were always looking for market opportunities and threats and always emphasized training at all level in the organisation, which included detailed instructions and guidelines for developing the marketing plan, such as specific timetables and forms.

Gilbert and Kapur (1990) examined the marketing planning approaches in the hotel industry as well. They conducted in depth interviews with the marketing managers and key personnel of four large hotel corporations: Penta Hotels Ltd, Forum Hotels International, Thistle Hotels Ltd and the Sheraton Corporation. The results showed that the hotel corporations followed a distinctly different marketing planning approach. The authors then, classified the researched hotels in a continuum. Sheraton hotel was placed at the one end of the continuum, which detailed planning was taken place at corporate, divisional and SBU level, while Penta hotel was placed at the other end with no formalised long-term planning. Forum and Thistle were middle of the range, through different thrust-levels of marketing planning, which in the case of Forum Hotel marketing planning was conducting in the unit level, while Thistle hotels conducted marketing planning in the corporate level. Finally, the authors concluded that the hotels follow a rigid approach to strategic marketing planning and it would be more appropriate a more flexible model. And they proposed a process of strategic

marketing planning, which overtakes bureaucracy, allows faster response to even faster changing market conditions and business needs and finally empowers responsibilities for strategic marketing planning formulation.

Finally, Friel (1999) examined the marketing planning practices of small tourism and hospitality firms in four regions in England (Cumbria, Heart of England, West Country and Yorkshire and Humberside). The author found that that almost 60 per cent of the firms examined, developed some form of marketing planning (14% found to develop formal marketing plans, while a proportion of 45% engaged in unstructured marketing planning). However, the vast majority of these firms (73%) planned no more than one year ahead, while only the one fifth of the total sample planned up to three years ahead and a small percentage (5%) of the firms planned up to five years ahead. The results also indicated that small hospitality and tourism firms conducted market research into one or more aspects of marketing, with the greatest focus on customer needs (55%), customer focus / quality issues (51%) and local competition (46%). Finally, the author found that small hospitality and tourism firms used a narrow range of pricing and promotional methods.

Marketing Planning in the Sport Sector

The marketing planning process has not been widely applied to the sport context. There are only some studies that mainly examine the extent and the practices of marketing planning in the sport industry.

Much research was conducted in the field of public leisure centers in the United Kingdom. The first attempt was accomplished by Cowell and Henry (1977). They tried to investigate the extent to which marketing techniques are being implemented in the local authority sport centers. The authors found that there was evidence of marketing thinking on both marketing tools and some major aspects of

marketing philosophy. Moreover, Cowell (1984) tried to explore the use of promotional activities in marketing strategies and he concluded that careful planning, implementation and evaluation of sales promotion strategies can be proved a useful tool for them. Furthermore, Smith (1988) explored the marketing techniques and principles that could be applied to local authorities leisure centers.

Analogous research was conducted by Collins and Glyptis (1992) in public leisure services in the United Kingdom. They found that leisure authorities employ dedicated staff, implement market segmentation and develop marketing strategies such as price discounts and promotion of new services. However, they observed that the compulsory competitive tendering during 1991 – 1993 helped managers to better understand the value of the application of marketing in their organization.

Furthermore, Doherty, Saker, and Smith (1996) investigated the marketing planning activities of 373 British local authorities' leisure services departments. The results indicated some evidence of marketing planning in leisure facilities; however marketing was mainly used in a piecemeal, short-term and tactical way, focused primarily on promotional activities. More specifically, the authors found that market research into new users of leisure services was extremely limited (3%) and most of the leisure services tended to research only people who were members of these facilities (customer opinions - 41% and customer satisfaction - 35%). Segmentation and targeting strategies were rare, as the majority of the leisure facilities (73%) did not target specific groups, but aimed at the wider market. Moreover, half of the leisure facilities were not developing formal marketing plans, while only the 14% were preparing plans and the rest of them (34%) were in the process of preparation. Finally, leisure facilities were found to be product-oriented, with managers selling services to all in the community, while most of the facilities focused heavily on promotional

activities, although there is no evidence that this promotional activity was coordinated as part of an overall strategy.

Similarly, Harris and Jenkins (2001) examined the extent of strategic marketing planning in the context of sporting organizations and more specifically in the UK rugby union clubs. They conducted in depth face-to-face interviews with managers of 25 different types and size UK rugby union clubs. The results showed that the degree and sophistication of formalized marketing planning within UK rugby union was remarkably varied. The level of strategic marketing planning in the UK rugby clubs was low; however clubs in higher divisions were significantly more likely to be involved in formalized marketing planning, while clubs in lower divisions were not involved in strategic marketing planning activities. In the absence of any other hard evidence, they concluded that the extent of strategic marketing planning plays an important role in the overall success of UK rugby clubs. The effective and efficient formulation and implementation of strategic marketing planning may lead to organizational growth and profit.

Finally, the strategic marketing planning concept in the sport sector and its' contribution to club performance was explored by Garland, Brooksbank, and Werder (2011). More specifically, the authors tried to investigate the extent to which strategic marketing planning is being used by Australasian golf clubs and to explore the relationship between marketing planning and business performance. The authors examined 180 Australasian golf clubs based on the key stages of the marketing planning process (strategic situation analysis, formulation of marketing objectives, development of marketing strategy, strategic control procedures). They classified firms according to their performance (in terms of financial performance, member/ user growth, member/ user satisfaction, new initiatives/ innovation) in "high, medium

and low performance firms”. The results showed that most sport club apply the fundamentals of strategic marketing planning; however, the higher performing sport clubs place greater emphasis on strategic marketing planning activities than lower performing counterparts, as a statistically significant relationship was found to exist between higher performance clubs and marketing planning activities.

Summary

The review of literature dealt with the concept of marketing planning, which is an important managerial practice that is widely used in the business sector as well as in many other sectors of business economy such as small and medium sized companies, educational sector, public and non for profit sectors, leisure industry, hospitality sector, sport and recreation sectors, etc.

The reviewed literature presented the process of strategic marketing planning and comprehensively analyzed all phases, procedures, tools and techniques that managers should understand, in order to successfully adapt the process of strategic marketing planning in business organizations. Furthermore, the reviewed literature presented studies of marketing planning implementation that vary across different types of industries (services, consumer goods, manufacturing, retailing, etc.), different business sectors and different sociocultural contexts (Western countries, developing/transition world, Asian context, etc). Finally, the review of literature covered a series of research studies dealt with the relationship between marketing planning and business performance.

CHAPTER III
RESEARCH METHODS AND PROCEDURES

Research methods and procedures

This chapter presents information related to the methods and procedures that were used in the particular research. More specifically, this chapter describes the population of the study, the development of the instrument, instrument validity and reliability, data collection and data analysis.

Population of the study

The population of the particular research was the professional sport clubs (football and basketball clubs), which constantly participate in the first division of Greek Championship (Super league and A1, respectively) in the last three years. This admission was formulated because it should be ensured that the sport clubs participated in the research, appear duration in the first division and consequently are considered successful both in administrative and competitive level. Under this admission, the final population of research was 22 professional sport clubs (11 football clubs and 11 basketball clubs). The information related to the final classifications of the clubs in the last three championships (football and basketball) was drawn from the official websites of the Greek Championships' organizing authorities (ESAKE and Super league, respectively). Moreover, as the particular research was looking for perceptions and opinions of the strategic marketing planning process of the professional sport clubs, it was appraised that the respondents of the questionnaire should be the managing directors and administrative staff of these clubs.

The final participation in the particular research was 21 professional sport clubs. More analytically, in the research 11 professional football clubs (response rate 100%) and 10 professional basketball clubs (response rate 90.9%) participated. The total response rate was 95.5%. The unique team that did not participate in the research was the Larissa Basketball Club, as, at the period of conducting the particular

research, it was on the process of consolidation with Olympia Larissa Basketball Club and consequently it was removed from the sample. Moreover, 68 managing directors and administrative staff corresponded and answered the questionnaire (mean per sport club: 3.2 persons).

Instrument development

The questionnaire was developed by the researcher based on the reviewed literature on strategic marketing planning (Kotler, 1997; Lancaster & Massingham, 1996; McDonald, 2002; McDonald & Payne, 1996; Shilbury, et.al., 1998) as well as on input and suggestions from reviews offered by a selected panel of experts, including academics and professionals in the fields of sport marketing, business management and strategic marketing. The questionnaire provided specific information concerning the strategic marketing planning process in the Greek sport professional sector, demographic characteristics of the respondents and managers' perceptions related to the performance of the club. More specifically, the instrument construct comprised three key parts (see appendix A).

Strategic marketing planning process: The first part of the questionnaire contained six items related to the process of strategic marketing planning, factors of internal and external analysis, marketing strategies, the level of marketing planning and the existence of organized marketing department. More specifically, the questionnaire contained the following items:

Questionnaire item A: The first item comprised 8 closed questions (yes – no), which referred to the eight components of the strategic marketing planning process (Dibb & Simkin, 1996; McDonald, 2002; Shilbury, et.al., 1998).

Questionnaire item B: The second item included 12 questions, which referred to the evaluation of the external environment of the sport club (Dibb & Simkin, 1996;

McDonald, 2002). Managers were asked to evaluate the degree of the given importance in the 12 factors of the external environment. A five-point Likert scale was used to evaluate these factors, where the 1 corresponds to very little, 2=little, 3=some, 4=great and finally 5=very great.

Questionnaire item C: The third unit included 12 questions which referred to the factors of the internal environment of the sports club (Kotler, 1996; Lancaster & Massingham, 1996). At the same way, the evaluation was accomplished through the five-point Likert scale (1=very little, 2=little, 3=some, 4=great and finally 5=very great).

Questionnaire item D: The fourth item included 16 questions relative to the evaluation of the marketing strategies that professional sport clubs implement (McDonald & Payne, 1996; Shilbury, et.al., 1998). Similarly, the importance of the above marketing strategies was evaluated through the five-point Likert scale.

Questionnaire item E: This unit analyzes 8 factors that discourage strategic marketing planning in the professional sport clubs (Harris, 1996; Leppard & McDonald, 1991; McDonald, 1996; Simkin, 1996a). The five-point Likert scale was used to evaluate the importance of the above factors (1=very little, 2=little, 3=some, 4=great and finally 5=very great).

Questionnaire item F: This unit comprised questions that referred to the level of marketing planning of each professional sport club, as well as to the existence of organized marketing department in the sport club. More specifically, the questions relative to the level of strategic marketing planning were closed and sport clubs were classified in four categories (strategic marketing planners, operational marketing planners, intuitive planners and no planners). The remaining questions of this unit investigated the existence of organized marketing department in the sport club.

Demographic Characteristics: Questionnaire Item H comprised three closed questions related to the demographic characteristics of the respondents. The questions referred to: (a) work experience, (b) educational background and (c) job title in the sport club.

Business performance: Business performance, as a concept, covers a wide range of meanings (short or long-term performance, financial or organizational benefits, etc.) and is mainly measured by two ways. The first way of measuring performance is the objective method, which is based on the comparisons of the absolute measures of performance (for example, balance sheets, sales revenue, pre tax profit, etc.). The second way is the subjective method. This method relies on managerial perceptions of business performance. That means that managers are asked to evaluate the performance of the company relative to their own expectations and relative to their competitors. Studies that have adopted both ways of measuring business performance have shown strong association between subjective and objective measures of performance (Dess & Robinson, 1984; Robinson & Pearce, 1988).

The particular research attempted to use both the subjective and the objective way of measuring business performance. The *questionnaire item G* included open-ended questions that referred to the financial elements of the professional sport clubs, such as total revenue, ticket sales, merchandising sales, revenue through sponsorship, revenue through TV rights, etc. Finally, the *questionnaire item I* comprised 3 questions related to the evaluation of the business performance of each club. The particular research used the subjective way of measuring performance. This means that Greek sport managers were asked to evaluate the performance of their sport clubs relative to their current years' objectives, relative to their last financial years'

objectives and finally relative to their major market competitors on a five-point Likert scale. On each of the three bases, performance was judged against four criteria, two financial (profit and ROI) and two market based (sales volume and market share). The above criteria were adapted from the literature (Brooksbank, et.al., 1992; Hooley, et.al., 1990; Rafic & Pallett, 1996; Verhage & Waarts, 1988).

Instrument validity and reliability

Instrument Validity: The face and content validity of the questionnaire, as it is mentioned above, was determined by a panel of experts including academics and professionals in the fields of sport marketing, business management and strategic marketing. Panel participants received a letter describing the purpose of the study accompanied by an assessment form (see Appendix B) and a copy of the original unrefined questionnaire. The assessment form identified each survey question by number and asked the evaluator to answer the following two questions: (a) is this question clear? and (b) is this question appropriate to the practices of strategic marketing planning?

Provision was also made for the evaluators to write any suggested changes for each of the questions. Questions with means of 3 or above on clarity and appropriateness were included in the questionnaire. At the end of the assessment form, the panel was asked to suggest the inclusion of any strategic marketing planning activities, which did not contain in the questionnaire. The questionnaire was refined and revised as a result of the suggestions made by the members of the panel of experts (see Appendix A).

Instrument Reliability: The reliability of the survey instrument was assessed through Cronbach's coefficient alpha (α). There is no lower limit to the coefficient, however the closer the Cronbach's coefficient is to 1, the greater the internal

consistency of the items of the scale. Guary & Gronhaug (2005) suggested that coefficient between 0.6 and 1 are considered acceptable. This study's questionnaire had an acceptable Cronbach's alpha coefficient of 0.96 (see table below).

Table 3

Cronbach's coefficient alpha (a) of the survey instrument

Questionnaire items	Alpha
Factors related to the analysis of external environment	.87
Factors related to the analysis of internal environment	.92
Factors related to marketing strategy	.96
Factors related to the discouragement of the marketing planning process	.76
All questionnaire items	.96
Satisfaction relative to objectives in the fiscal year	.88
Satisfaction relative to objectives in previous year	.92
Satisfaction relative to competitors	.92

Data collection

Telephone contacts with marketing managers of each sport club were made, explaining the purpose of the research and asking to answer the questionnaire. Names and contact information were obtained through the official web sites of each sport club. After that, a packet of materials was sent to the sport directors containing (a) a cover letter explaining the purpose and the importance of the study, instructions and contact details (see Appendix C) and (b) the refined questionnaire in five copies. Sport manager were asked to return the questionnaire within four weeks. Telephone calls were made to those managers who failed to respond on time. A total of 68 responses were collected (3.2 directors per sport club).

Data analysis

After the questionnaires were collected, the data from each questionnaire were entered into the statistical Package for the Social Sciences (SPSS - version 15.0), in order to be analyzed. The first research question (what is the extent to which the strategic marketing planning process is being used in the Greek professional sport clubs?) and the second research question (what are the key factors that discourage Greek professional sport clubs from engaging in the strategic marketing planning process?) were answered through standard descriptive statistics such as means, percentages and standard deviations.

Research question three (what are the main similarities and key differences between the two types of professional sport clubs during the application of the strategic marketing planning approach?) was answered through: (a) Pearson chi-square statistics (χ^2) in the case of analysis of the categorical variables, where type of sport clubs (F.C and B.C) was the independent variable and strategic marketing planning process was the dependent variable. In this analysis, Fisher's Exact Test was used, due to the fact that many cells had expected frequencies less than five per cell (Howitt & Cramer, 2003) and (b) independent sample t-test in the case of the analysis of the continuous variables, where the type of sport clubs (F.C and B.C) was the independent variable and the mean scores of the separate activities of marketing planning was the dependent variable.

Hypothesis 1 (there is no statistically significant difference in business performance among the three levels of marketing planning) was examined through the one-way analysis of variance (ANOVA), where the dependent variable was business performance and the independent variable was level of marketing planning. In order

to find out where the significant differences occurred the LSD multiple comparisons test was used.

Finally, hypothesis 2 (the three levels of marketing planning are independent of the managers' educational background) and hypothesis 3 (the three levels of marketing planning are independent of the managers' work experience) were examined through Pearson chi-square (χ^2) statistics. In hypothesis 2, the dependent variable was level of marketing planning and the independent variable was managers' educational background. Similarly, in hypothesis 3, the dependent variable was level of marketing planning and the independent variable was managers' work experience. The level of significance for all analyses was set at 0.05 ($p < .05$).

CHAPTER IV
PRESENTATION AND ANALYSIS OF DATA

Presentation and analysis of data

This chapter presents the findings of the research along with the analysis of these findings. More specifically, the chapter presents the demographic characteristics of the sample (percentage distribution of the sample in relation to sport club's type, job title, working experience, educational background, experience in strategic marketing planning process). Furthermore, it presents the results of the three research questions and the results of the three hypotheses tested.

Demographic characteristics

The sample of the particular research, as it is mentioned in the previous chapter, was the twenty-two Greek professional sport clubs, which participate in the First Division of Greek Championship (Super league and basketball A1 Division) constantly in the last three years. The final participation in the research, as it is also mentioned above, was twenty-one (21) professional sport clubs. More analytically, in the research participated eleven (11) professional football clubs (52.4%) – (response rate 100%) and ten (10) professional basketball clubs (47.6%) – (Larissa B.C was on the process of consolidation with Olympia Larissa B.C and therefore was removed from the sample) - (response rate 90.9%). The total response rate was 95.5%.

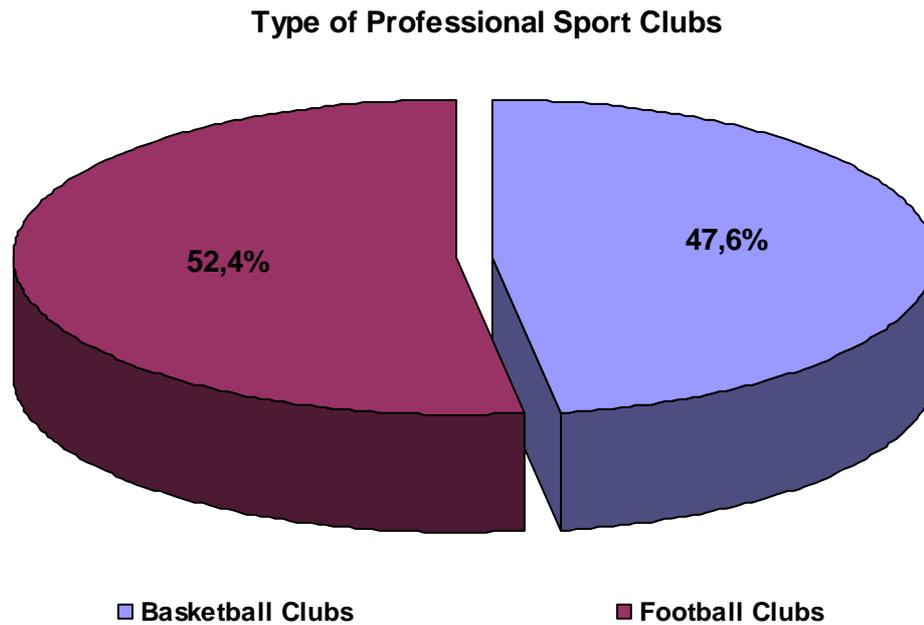


Figure 2

Type of Professional Sport Clubs that participated in the research

Moreover, sixty-eight (68) managing directors and administrative staff from the professional sport clubs corresponded and answered the research instrument of the strategic marketing planning process (mean per professional sport club: 3.2 persons). More analytically, the 44.1% of the total sample (30 persons) were managers and administrative staff that occupy in professional basketball clubs, while the 55.9% (38 persons) were managers and administrative staff from the professional football clubs (figure 3).

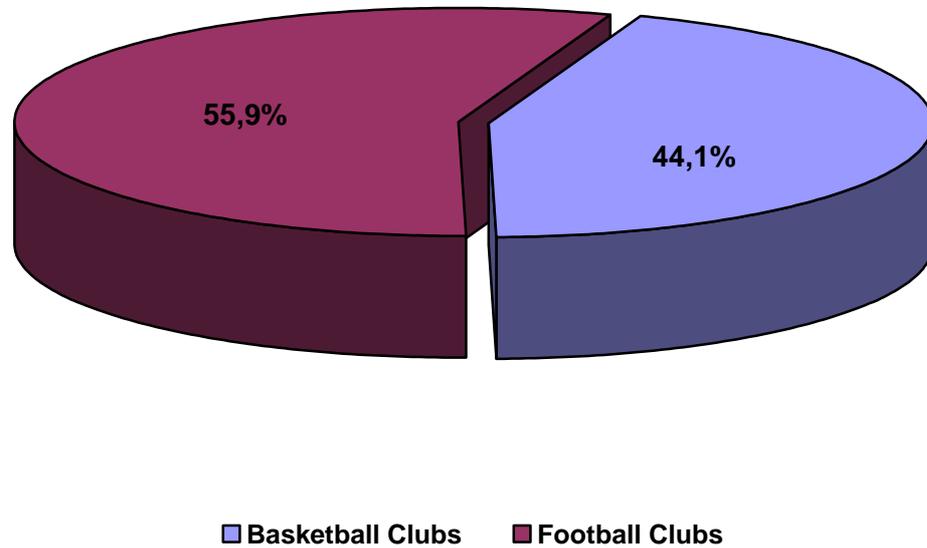
Football and Basketball Clubs' participants

Figure 3

Percentage distribution of Football and Basketball Clubs' Participants

The professional sport clubs and the managerial staff that participated in the particular research, are analytically presented in the following table (Table 4). The mean for each sport club, as it is mentioned above, was 3.2 respondents per sport club.

Table 4

Professional Sport Clubs and managerial staff that participated in the research

Professional Sport Club	Percent (%)
Kolossos Rhodes B.C	2.9
ARIS B.C	4.4
AEK B.C	1.5
Panellinios B.C	4.4
Panathinaikos B.C	4.4
PAOK B.C	7.4
Maroussi B.C	4.4
Olympia Larissas B.C	4.4
Panionios B.C	4.4
Olympiacos Piraeus B.C	5.9
Panionios F.C	4.4
AEK F.C	2.9
Panathinaikos F.C	2.9
OFI F.C	2.9
ARIS F.C	4.4
Olympiacos Piraeus F.C	5.9
Skoda Xanthi F.C	4.4
Iraklis F.C	4.4
PAOK F.C	7.4
Ergotelis F.C	7.4
Larissa F.C	8.8
Total	100.0

The above 68 managing directors and administrative staff appear the following key demographic characteristics:

Job title: In relation to the position of responsibility that managing directors and administrative staff of the sport clubs occupied, the 50.8% of the total population (32 administrative staff) were persons that belong to the Marketing Department of sport clubs (30.2% were Marketing Managers and the 20.6% were administrative staff of the Marketing Department). In addition, the 61.9% of the total sample held upper managerial positions in the sport club (Chief Executive Officer, General manager, Marketing Manager, Financial Manager, etc.), while the rest percentage (38.1%) was comprised by administrative staff that occupied middle and lower positions in the sport clubs (heads of department, staff in departments, etc.). The table below describes in details the percentages and frequencies of the position of responsibility held by research participants.

Table 5

Percentages of the research respondents relative to the position of responsibility that occupy in the Professional Sport Club.

JOB TITLE	PERCENT (%)
Chief Executive Officer (CEO)	3.2
General manager	9.5
Marketing Manager	30.2
Financial Manager	6.3
Human Resources Manager	6.3
Operational Manager	1.6
Media and Public Relations Manager	4.8
Marketing Department staff	20.6
Financial Department staff	3.2
Head of the sponsorship department	1.6
Secretariat	7.9
Commercial Department staff	4.8

Educational level: In relation to the educational level of the research participants, the majority of the managing directors and administrative staff held a postgraduate academic title (postgraduate education) - (46.3%), while the 44.8% of the total sample held a graduate degree (university education). High-school education appeared to hold only the 9% of the total sample (Figure 4).

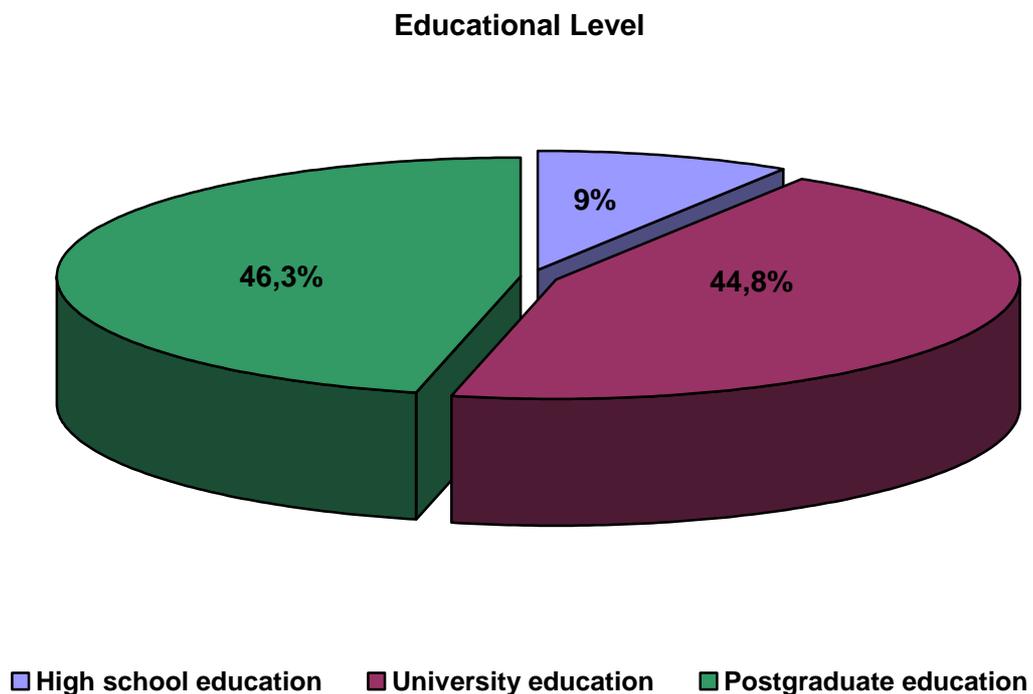


Figure 4

Educational level of the research respondents.

Work experience: By reference to the work experience of the research participants, an equal distribution between the three categories was appeared, with the category of the longest work experience (over 7 years) representing the 38.8% of the total research respondents (figure 5).

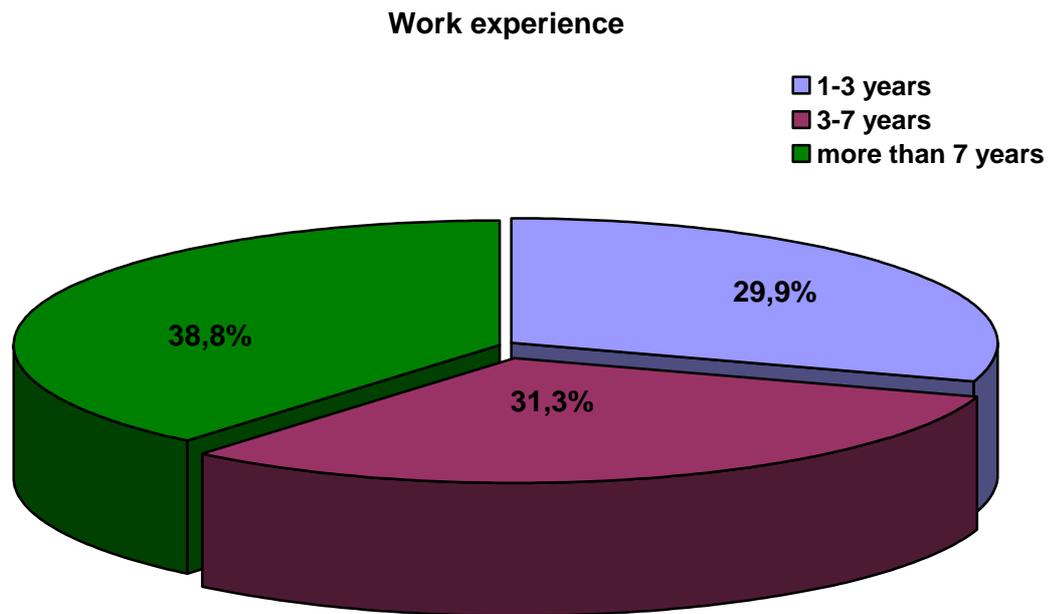


Figure 5

Work experience of the research respondents

Experience in strategic marketing planning process: Finally, by reference to the years of experience in strategic marketing planning process, it was concluded that the mid-experience was 4.21 years with minimum scale of one year and maximum fifteen (table 6).

Table 6

Years of experience in strategic marketing planning process

	N	Minimum	Maximum	Mean
For how many years have you been engaged in strategic marketing planning process?	54	1.0	15.0	4.213

Research Question 1: What is the extent to which the strategic marketing planning process is being used in the Greek professional sport clubs?

Questionnaire item A (extent of strategic marketing planning components in professional sport clubs): According to survey responses, the vast majority of the professional sport clubs develop all the individual components of the strategic marketing planning process. More specifically, the 90% of the professional sport clubs have developed the vision for future direction, the mission and the values of the club. Moreover, the 80% of the professional sport clubs determine the corporate long-term objectives of the club, while the total sample (21 sport clubs) set marketing objectives. The data in the table below also show that the 95.5% of the clubs evaluate the strengths and weaknesses of the club (analysis of the internal environment), while the 81.1% evaluate the opportunities and threats that emanate from the external environment (analysis of the external environment). In addition, eighteen professional sport clubs (85.7 percent) develop marketing strategies that lead to the achievement of the marketing objectives. Moreover, the 61.9% (13 clubs) formulate detailed action plans related to marketing planning implementation. Finally, when it comes to evaluation, the 61.9% (13 clubs) of the professional sport clubs periodically evaluate the performance of the strategic marketing planning process (table 7).

Table 7

Extent of strategic marketing planning activities implemented by Greek professional sport clubs

STRATEGIC MARKETING PLANNING PROCESS		Frequency	Percentage (%)
1. Developing the sport club's mission, vision and values.	YES	18	90.0
	NO	2	10.0
2. Developing the sport club's corporate objectives.	YES	16	80.0
	NO	4	20.0
3. Assessing the sport club's strengths and weaknesses.	YES	19	95.5
	NO	1	5.0
4. Assessing the opportunities and threats that emanate from the external environment	YES	17	81.0
	NO	4	19.0
5. Developing the sport club's marketing objectives.	YES	21	100.0
	NO	-	-
6. Developing marketing strategies that lead to the achievement of marketing objectives.	YES	18	85.7
	NO	3	14.3
7. Formulating detailed action plans (actions, timetables, budgets and allocation of personnel).	YES	13	61.9
	NO	8	38.1
8. Periodically evaluating the performance of the sport club's marketing planning process.	YES	13	61.9
	NO	8	38.1

Questionnaire Item F (level of marketing planning in professional sport clubs): According to survey responses, only five professional sport clubs (23.8 percentage) develop the strategic marketing planning process. This means that these sport clubs: (a) develop formalized, written, long-term marketing plans, (b) assess the external and internal environment, (c) establish marketing strategies based on the club's mission and marketing objectives. Consequently, these clubs may be identified as strategic marketing planners. Furthermore, the 47.6% of the total sample (ten

professional sport clubs) utilize written, short-term operational marketing plans, which are mainly based on actions and budgets for the fiscal year. These professional sport clubs may be identified as operational marketing planners. Moreover, according to survey responses, the 19.1% of the total sample (4 professional sport clubs) have developed short-term, informal, unwritten marketing plans, which are mainly based on the intuition and experience of the administrative staff of the sport club. These plans are not written but rather stored in the memories of the sport managers and directors. These clubs are characterized as intuitive marketing planners. Finally, a low percentage of the sport clubs (9.5 percent) indicated that they do not develop any measurable structure marketing plan.

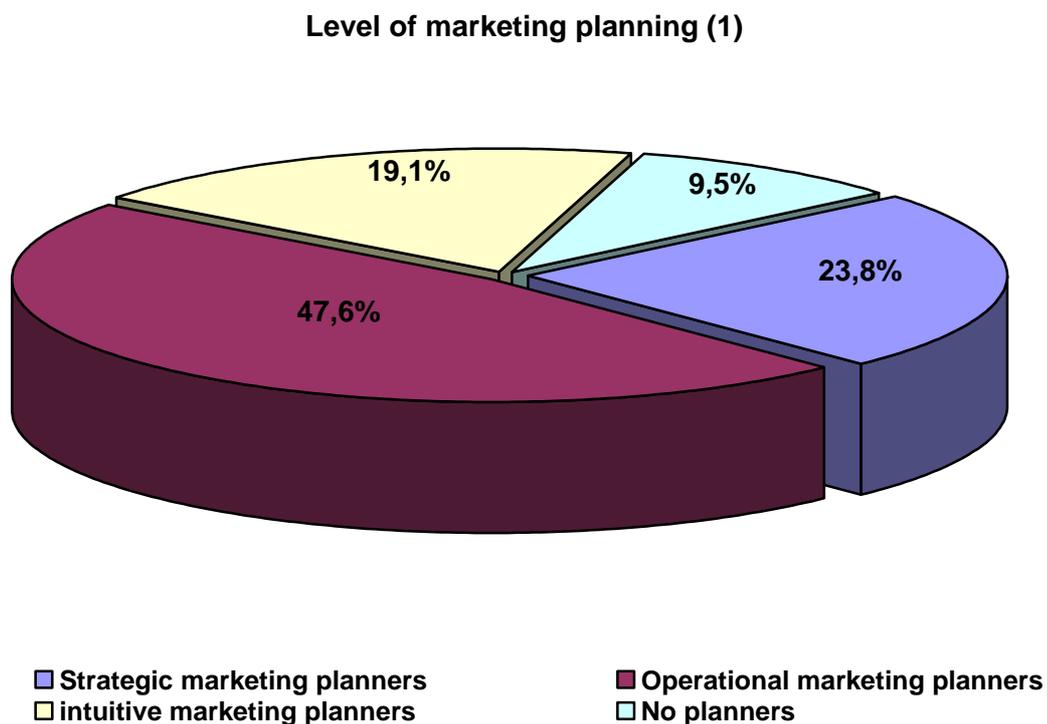


Figure 6

Level of marketing planning in Greek professional sport clubs (1)

In order to examine the relationship between the level of marketing planning and business performance of the sport clubs (hypothesis one), it was decided the regrouping of the above four categories into three. Thus, the first category included sport clubs that had been characterized as strategic marketing planners (five professional sport clubs). In the second category participated all sport clubs that had been characterized as operational marketing planners (ten professional sport clubs), while in the third category participated the sport clubs that had been characterized as intuitive marketing planners and no planners (totally six professional sport clubs). The figure below shows the regrouping of the sport clubs in the three new categories of marketing planning.

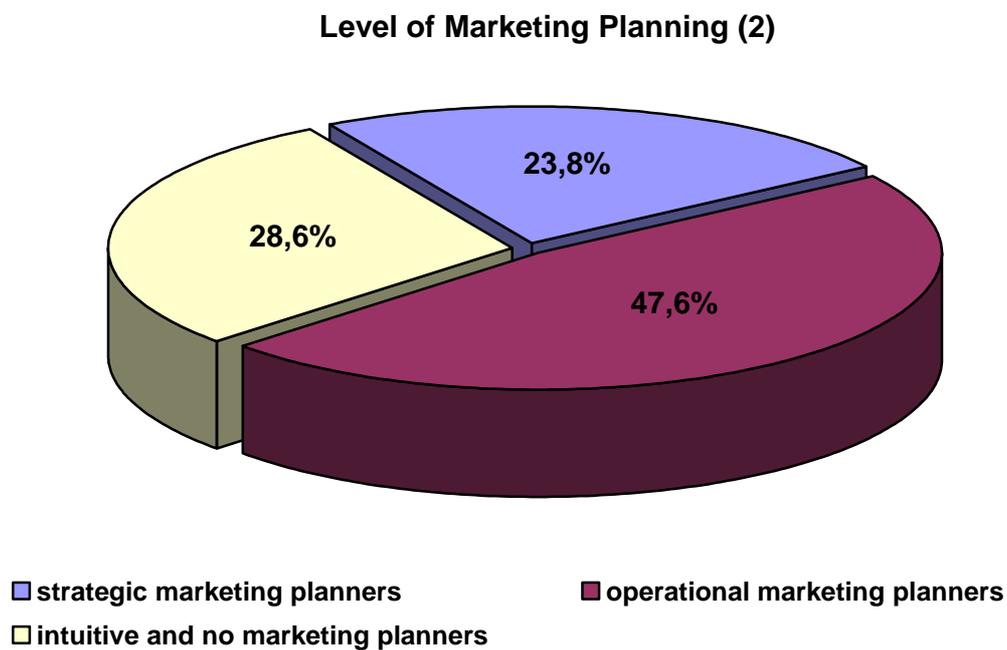


Figure 7

Level of marketing planning in Greek professional sport clubs (2)

By reference to the question, if there is a formal marketing department in the sport club, the 85.7% of the total sample stated that there is a formal department (Figure 8).

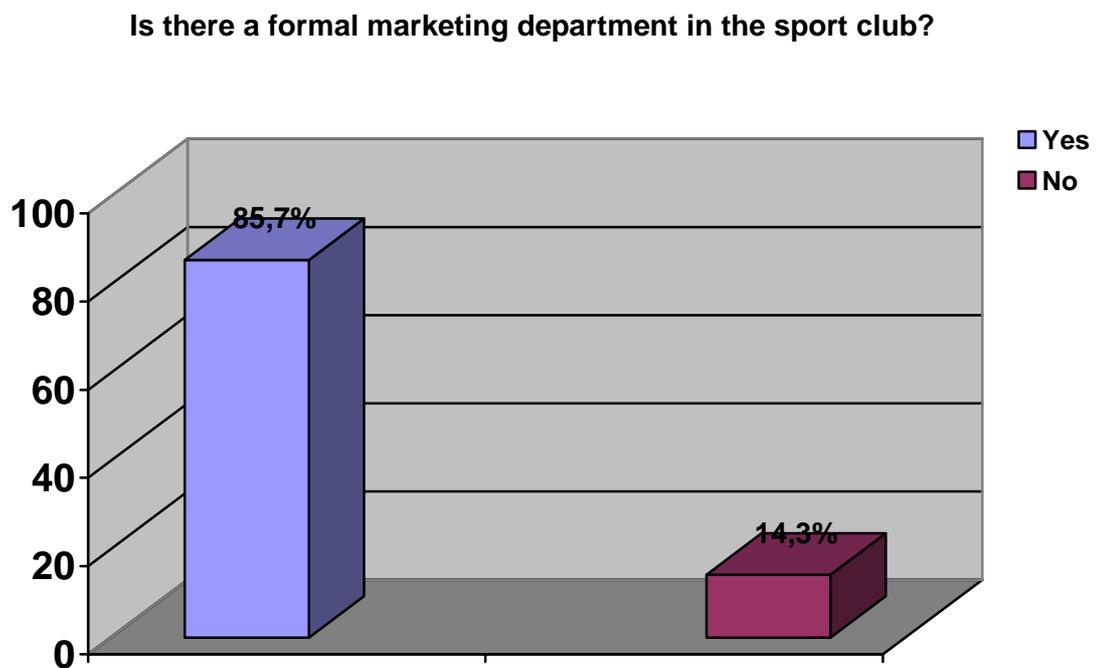


Figure 8

Existence of formal marketing department in Greek professional sport clubs

Furthermore, in relation to professional sport clubs, which stated that they do not have a formal department (14.3%), the 67% of them plan to establish one within the next two years (figure 9).

Do you plan to establish a marketing department within the next two years?

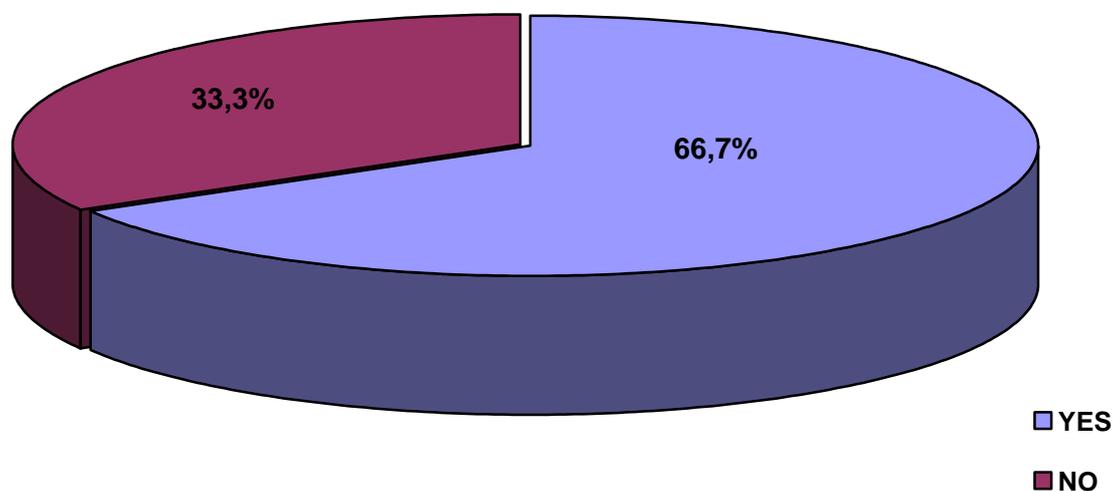


Figure 9

Extent of marketing department foundation in the next two years within sport clubs that do not have formal marketing department

Questionnaire item B (evaluation of external environment): The factors of external environment analyzed by the managers of the Greek professional sport clubs during the application of the strategic marketing planning process are presented in the table below. The five-point Likert scale was used to evaluate these factors, where the 1 corresponded to very little, 2=little, 3=some, 4=great and finally 5=very great. The results (means) indicated that external factors that are considered to a “great extent” by sport managers and directors are the following: (a) sponsors (M=4.47, SD=0.73), (b) media (M= 4.1, SD=0.69), (c) market (M=4.02, SD=0.81), (d) customers (M=4.01, SD=0.97), (e) suppliers (M=3.75, SD=0.64), (f) competitors (M=3.6,

SD=0.55) and (g) local companies (M=3.6, SD=0.77). On contrary to this, factors that are considered to a “little extent” by the managing directors of the professional sport clubs, during the analysis of external environment are: (a) international environment (M=2.6, SD=1.01), (b) political trends (M=2.8, SD=0.83) and (c) technological trends (M=3.3, SD=0.90). The table below describes in details the degree of importance in the factors of external analysis given by professional sport clubs.

Table 8

Means and Standard Deviation of factors of external environment

Degree of importance (Means and Standard Deviations)						
Factors of external environment	Considered to a little extent (1 – 3)		Considered to some extent (3)		Considered to a great extent (4 – 5)	
	M	SD	M	SD	M	SD
1. Political trends (legislation, regulatory constraints, etc.)	2.8	0.83				
2. Financial/economic trends (economic growth, income levels, etc.)			3.5	0.83		
3. Social trends (trends, values, attitudes, etc.)			3.5	1.02		
4. Technological trends (new technology, equipment, etc.)			3.3	0.90		
5. Market (size, growth, trends, segmentation, etc.)					4.02	0.81
6. Customers (Demographic characteristics, buying behaviour, etc)					4.01	0.97
7. Competition			3.6	0.55		
8. International environment	2.6	1.01				
9. Suppliers			3.7	0.64		
10. Local companies			3.6	0.77		
11. Media					4.1	0.69
12. Sponsors					4.47	0.73

Questionnaire item C (evaluation of internal environment): According to survey responses, some of the factors of internal analysis are considered important by professional sport clubs and consequently are taken into serious consideration by sport managers during the application of strategic marketing planning process. The results (means) indicated that internal factors that are considered to a “great extent” by sport managers and directors are the following: (a) the financial performance of the sport club ($M=4.2$, $SD=0.47$), (b) the effectiveness of the marketing mix elements: price ($M=4.21$, $SD=0.55$) and promotion ($M=4.13$, $SD=0.75$) and (c) customer analysis ($M=3.96$, $SD=0.87$). The rest of the internal factors examined, are appreciated “to some extent” since their means varied between 3.4 – 3.9. The table below describes in details the degree of importance in the factors of internal analysis given by professional sport clubs.

Table 9

Means and Standard Deviations of factors of internal environment

Degree of importance (Means and Standard Deviations)						
Factors of internal environment	Considered to a little extent (1 – 3)		Considered to some extent (3)		Considered to a great extent (4 – 5)	
	M	SD	M	SD	M	SD
1. Club's financial performance					4.2	0.47
2. Technological equipment			3.4	0.76		
3. Marketing procedures (information system, planning system, control system)			3.4	1.02		
4. Marketing mix effectiveness: Product			3.5	0.90		
5. Marketing mix effectiveness: Distribution			3.6	1.0		
6. Marketing mix effectiveness: Price					4.21	0.55
7. Marketing mix effectiveness: promotion					4.13	0.75
8. Customers (profile, customer satisfaction, etc)			3.96	0.87		
9. Service quality			3.8	0.83		
10. Efficiency and quality of sport facilities			3.85	0.74		
11. Efficiency and quality of management offices			3.4	0.73		
12. Efficiency and quality of sport equipment			3.8	0.61		
13. Performance of management team (managers, directors, staff, etc)			3.9	0.56		
14. Performance of technical team (trainers, coaches, etc.)			3.4	1.16		
15. Employee training			3.5	0.91		

Questionnaire item D (evaluation of marketing strategies): This unit examines the marketing strategies applied by the Greek professional sport clubs during the application of strategic marketing planning process. According to survey responses, there are many marketing strategies, which are considered to a “great extent” by managing directors and administrative staff. These strategies are: (a) strategies related to the acquisition of sport sponsorship ($M=4.3$, $SD=0.65$), (b) strategies related to the promotion of the sport product through TV rights ($M=4.2$, $SD=0.72$), (c) strategies related to the distribution of the sport product through media coverage ($M=4.17$, $SD=0.76$), (d) strategies related to the promotion of the sport product through advertising ($M=4.03$, $SD=0.99$) and (e) strategies related to the price ($M=4.01$, $SD=0.85$)

However, the rest of the marketing strategies examined, are considered to “some extent” by sport managers, since their means varied between 3 – 3.8. The lowest mean averages are appeared in (a) strategies related to operational processes ($M=3.01$, $SD=0.73$), (b) strategies related to Human Resources ($M=3$, $SD=0.81$) and (c) strategies related to physical evidence ($M=3.4$, $SD=0.79$). The table below describes in details the degree of importance in marketing strategies given by professional sport clubs.

Table 10

Means and Standard Deviations of marketing strategies applied by sport managers

Degree of importance (Means and Standard Deviations)						
Marketing strategies	Considered to a little extent (1 – 3)		Considered to some extent (3)		Considered to a great extent (4 – 5)	
	M	SD	M	SD	M	SD
1. Strategies related to the core product and product extensions (service quality, service provision during the game, etc.).			3.4	0.89		
2. Strategies related to the price (list price, discounts, payment periods, credit terms, etc.).					4.01	0.85
3. Strategies related to the distribution of the sport product through media coverage.					4.17	0.76
4. Strategies related to the distribution of the sport product through the main sport facility.			3.1	0.82		
5. Strategies related to the distribution of the sport product through merchandising and points of sales.			3.8	1.04		
6. Strategies related to the promotion of the sport product through TV rights.					4.2	0.72
7. Strategies related to the promotion of the sport product through advertising.					4.03	0.99
8. Strategies related to the promotion of the sport product through sales promotion.			3.9	0.83		
9. Strategies related to the promotion of the sport product through public relations and publicity.			3.9	0.82		
10. Strategies related to direct marketing.			3.6	0.91		
11. Strategies related to relationship marketing.			3.7	0.70		
12. Strategies related to internet marketing.			3.4	1.03		
13. Strategies related to Human Resources (training, selection, motivation, empowerment, etc.).			3	0.81		
14. Strategies related to physical evidence (quality of facilities, equipment, customer service, etc).			3.4	0.79		
15. Strategies related to the acquisition of sport sponsorship.					4.3	0.65
16. Strategies related to operational processes.			3.01	0.73		

Questionnaire Item G: This unit included open-ended questions that referred to the financial elements of the professional sport clubs, such as total revenue, ticket sales, merchandising sales, revenue through sponsorship,. These questions, in the great majority, were not answered, as managers considered that financial elements should not be published, even though it was pointed out that the particular research serves only academic purposes. Due to the lack of these specific information, no statistical analysis was developed.

Questionnaire item I (Business performance): The following table presents the means of sport manager's perceptions in relation to the club's business performance. Greek sport managers were asked to evaluate the level of performance satisfaction of their sport clubs relative to their current objectives, relative to the performance in the last financial year and finally relative to their major market competitors on a five-point Likert scale (1=very little, 2=little, 3=some, 4=great and finally 5=very great). On each of the three bases, performance was judged against four criteria, two financial based (profit and ROI) and two market based (sales volume and market share). The table below shows analytically the level of satisfaction in all categories and sub-categories.

Table 11

Means and Standard Deviations of evaluation of Business Performance

Level of satisfaction (Means and Standard Deviations)						
Business Performance objectives	little extent (1 – 3)		some extent (3)		great extent (4 – 5)	
	M	SD	M	SD	M	SD
Level of satisfaction related to Profit objectives in the current financial year			3.28	0.71		
Level of satisfaction related to Return on Investment (RoI) objectives in the current financial year			3.09	0.83		
Level of satisfaction related to Sales volume objectives in the current financial year			3.18	0.85		
Level of satisfaction related to Market share objectives in the current financial year			3.38	0.89		
Level of satisfaction related to business objectives in the current financial year (total)			3.23	0.76		
Level of satisfaction related to Profit objectives in the last financial year			3.26	0.73		
Level of satisfaction related to Return on Investment (RoI) objectives in the last financial year			3.02	0.86		
Level of satisfaction related to Sales volume objectives in the last financial year			3.16	0.75		
Level of satisfaction related to Market share objectives in the last financial year			3.10	0.76		
Level of satisfaction related to business objectives in the last financial year (total)			3.13	0.73		
Level of satisfaction related to Profit objectives of the major market competitors			3.41	0.80		
Level of satisfaction related to Return on Investment (RoI) objectives of the major market competitors			3.33	0.90		
Level of satisfaction related to Sales volume objectives of the major market competitors			3.41	0.81		
Level of satisfaction related to Market share objectives of the major market competitors			3.36	0.88		
Level of satisfaction related to business objectives of the major market competitors (total)			3.38	0.78		

Research Question 2: What are the key factors that discourage Greek professional sports from engaging in the strategic marketing planning process?

Questionnaire item E (factors that discourage marketing planning): The following table presents analytically all factors that discourage the strategic marketing planning approach in the professional sport clubs. The insufficient training and lack of knowledge, the insufficient financial resources, the resistance to planning by sport clubs' personnel and the lack of marketing planning policy within the sport club are the most important factors that discourage the sport managers from applying marketing planning process (table 12).

Table 12

Means and Standard Deviations of factors that discourage strategic marketing planning

Degree of importance (Means and Standard Deviations)						
Factors that discourage marketing planning	Considered to a little extent (1 – 3)		Considered to some extent (3)		Considered to a great extent (4 – 5)	
	M	SD	M	SD	M	SD
1. Insufficient training in planning procedures					4.3	0.85
2. Lack of knowledge in planning procedures					4.1	0.86
3. Lack of adequate communication within the sport club			3.49	0.75		
4. Lack of adequate collaboration within the sport club			3.45	0.75		
5. Resistance to planning by sport club's personnel					4.19	0.88
6. Insufficient time			3.6	0.53		
7. Insufficient financial resources in the sport club					4.07	0.53
8. Lack of marketing planning policy within the sport club					4.01	0.60

Research Question 3: What are the main similarities and key differences between the two types of professional sport clubs (football and basketball clubs) during the application of the strategic marketing planning approach?

A. Examination of the relationship between types of professional sport clubs and the components of the strategic marketing planning process: Chi-square statistics (χ^2) were used to investigate the differences in the implementation of the eight steps of strategic marketing planning process between the two different types of professional sport clubs (basketball and football clubs). Due to the fact that many cells had frequencies less than five per cell, the chi-square analysis was conducted through the Fisher's Exact Test (Howitt & Cramer, 2003). The results suggested that there is no statistically significant difference in the implementation of the strategic marketing planning process between basketball and football clubs (table 13). More specifically:

- There was no statistically significant difference between the two types of professional sport clubs in the first statement "Developing the sport club's mission, vision and values" (Fisher's Exact Test $p = .24$).
- There was no statistically significant difference between the two types of professional sport clubs in the second statement "Developing the sport club's corporate objectives" (Fisher's Exact Test $p = .29$).
- There was no statistically significant difference between the two types of professional sport clubs in the third statement "Assessing the sport club's strengths and weaknesses." (Fisher's Exact Test $p = .50$).
- There was no statistically significant difference between the two types of professional sport clubs in the fourth statement "Assessing the opportunities

and threats that emanate from the external environment.” (Fisher’s Exact Test $p = .67$).

- There was no statistically significant difference between the two types of professional sport clubs in the fifth statement “Developing marketing strategies that lead to the achievement of marketing objectives.” (Fisher’s Exact Test $p = .13$).
- There was no statistically significant difference between the two types of professional sport clubs in the seventh statement “Formulating detailed action plans (actions, timetables, budgets and allocation of personnel).” (Fisher’s Exact Test $p = .61$).
- There was no statistically significant difference between the two types of professional sport clubs in the eighth statement “Periodically evaluating the performance of the sport club’s marketing planning process.” (Fisher’s Exact Test $p = .33$).

Table 13

Chi square (χ^2) analysis between steps of strategic marketing planning process and the two types of professional sport clubs (BC and FC).

STRATEGIC MARKETING PLANNING PROCESS	F.C	B.C	Exact Sig. (1- sided)
1. Developing the sport club' s mission, vision and values.	10 (100%)	8 (80%)	p= .24
2. Developing the sport club's corporate objectives.	9 (90%)	7 (70%)	p= .29
3. Assessing the sport club's strengths and weaknesses.	10 (100%)	9 (90%)	p= .50
4. Assessing the opportunities and threats that emanate from the external environment	9 (81,8%)	8 (80%)	p= .67
5. Developing the sport club's marketing objectives.	11 (100%)	10 (100%)	
6. Developing marketing strategies that lead to the achievement of marketing objectives.	8 (72,7%)	10 (100%)	p= .13
7. Formulating detailed action plans (actions, timetables, budgets and allocation of personnel).	7 (63,6%)	6 (60%)	p= .61
8. Periodically evaluating the performance of the sport club's marketing planning process.	6 (54,5%)	7 (70%)	p= .33

B. Examination of the relationship between types of professional sport clubs and factors of external environment. An independent samples t-test was conducted to compare the degree of importance that the two types of professional sport clubs (basketball and football clubs) place, in the factors of external environment. The results suggested that there were no significant differences in scores for basketball and football clubs in all factors of the analysis of external environment (table 14). More specifically, the analysis have shown the following results:

- The mean of the score in the factor “political trends” in basketball clubs ($M = 3.15$, $SD = .99$) was not significantly different ($t = -0.12$, $df = 19$, 2-tailed $p = .903$) than in football clubs ($M = 3.19$, $SD = 0.71$).
- The mean of the score in the factor “financial/ economic trends” in basketball clubs ($M = 3.42$, $SD = 0.96$) was not significantly different ($t = -0.73$, $df = 19$, 2-tailed $p = .474$) than in football clubs ($M = 3.69$, $SD = 0.70$).
- The mean of the score in the factor “Social trends” in basketball clubs ($M = 3.30$, $SD = 1.28$) was not significantly different ($t = -0.96$, $df = 19$, 2-tailed $p = .346$) than in football clubs ($M = 3.73$, $SD = 0.73$).
- The mean of the score in the factor “Technological trends” in basketball clubs ($M = 3.24$, $SD = 0.88$) was not significantly different ($t = -0.31$, $df = 19$, 2-tailed $p = .760$) than in football clubs ($M = 3.37$, $SD = 0.96$).
- The mean of the score in the factor “Market” in basketball clubs ($M = 3.87$, $SD = 0.92$) was not significantly different ($t = -0.43$, $df = 19$, 2-tailed $p = .66$) than in football clubs ($M = 4.03$, $SD = 0.74$).
- The mean of the score in the factor “Customers” in basketball clubs ($M = 3.89$, $SD = 1.09$) was not significantly different ($t = -0.12$, $df = 19$, 2-tailed $p = .898$) than in football clubs ($M = 3.95$, $SD = 0.90$).

- The mean of the score in the factor “Competition” in basketball clubs ($M = 3.65$, $SD = 0.57$) was not significantly different ($t = 0.26$, $df = 19$, 2-tailed $p = .795$) than in football clubs ($M = 3.58$, $SD = 0.55$).
- The mean of the score in the factor “International Environment” in basketball clubs ($M = 2.83$, $SD = 1.06$) was not significantly different ($t = -0.71$, $df = 19$, 2-tailed $p = .485$) than in football clubs ($M = 3.14$, $SD = 0.98$).
- The mean of the score in the factor “Suppliers” in basketball clubs ($M = 3.86$, $SD = 0.61$) was not significantly different ($t = 0.73$, $df = 19$, 2-tailed $p = .470$) than in football clubs ($M = 3.65$, $SD = 0.69$).
- The mean of the score in the factor “Local Companies” in basketball clubs ($M = 3.94$, $SD = 0.53$) was not significantly different ($t = 1.74$, $df = 19$, 2-tailed $p = .098$) than in football clubs ($M = 3.38$, $SD = 0.88$).
- The mean of the score in the factor “Media” in basketball clubs ($M = 4.16$, $SD = 0.56$) was not significantly different ($t = 0.93$, $df = 19$, 2-tailed $p = .362$) than in football clubs ($M = 3.87$, $SD = 0.79$).
- The mean of the score in the factor “Sponsors” in basketball clubs ($M = 4.74$, $SD = 0.32$) was not significantly different ($t = 1.65$, $df = 19$, 2-tailed $p = .114$) than in football clubs ($M = 4.23$, $SD = 0.92$).

Table 14

Independent samples t-test analysis of the degree of importance of factors of external analysis and type of professional sport clubs (BC and FC).

Factors of external analysis	Type of Club	M	SD	t	df	Sig. (2-tailed)
1. Political Trends	B.C	3.15	.99	-.12	19	.903
	F.C	3.19	.71			
2. Financial/economic trends	B.C	3.42	.96	-.73	19	.474
	F.C	3.69	.70			
3. Social Trends	B.C	3.30	1.28	-.96	19	.346
	F.C	3.73	.73			
4. Technological trends	B.C	3.24	.88	-.31	19	.760
	F.C	3.37	.96			
5. Market	B.C	3.87	.92	-.43	19	.666
	F.C	4.03	.74			
6. Customers	B.C	3.89	1.09	-.12	19	.898
	F.C	3.95	.90			
7. Competition	B.C	3.65	.57	.26	19	.795
	F.C	3.58	.55			
8. International Environment	B.C	2.83	1.06	-.71	19	.485
	F.C	3.14	.98			
9. Suppliers	B.C	3.86	.61	.73	19	.470
	F.C	3.65	.69			
10. Local Companies	B.C	3.94	.53	1.74	19	.098
	F.C	3.38	.88			
11. Media	B.C	4.16	.56	.93	19	.362
	F.C	3.87	.79			
12. Sponsors	B.C	4.74	.32	1.65	19	.114
	F.C	4.23	.92			

C. Examination of the relationship between types of professional sport clubs and factors of internal environment. An independent samples t-test was conducted to compare the degree of importance that the two types of professional sport clubs (basketball and football clubs) place, in the factors of internal environment. The results suggested that there were no significant differences in scores for basketball and football clubs in all factors of the analysis of internal environment (table 15). More specifically, the analysis have shown the following results:

- The mean of the score in the factor “Club’s Financial Performance” in basketball clubs ($M = 4.27, SD = 0.51$) was not significantly different ($t = 0.20, df = 19, 2-tailed p = .837$) than in football clubs ($M = 4.22, SD = 0.46$).
- The mean of the score in the factor “Technological equipment” in basketball clubs ($M = 3.16, SD = 0.83$) was not significantly different ($t = -1.67, df = 19, 2-tailed p = .110$) than in football clubs ($M = 3.70, SD = 0.62$).
- The mean of the score in the factor “Marketing Procedures” in basketball clubs ($M = 3.21, SD = 1.16$) was not significantly different ($t = -1.06, df = 19, 2-tailed p = .302$) than in football clubs ($M = 3.69, SD = 0.87$).
- The mean of the score in the factor “Marketing Mix Effectiveness: Product” in basketball clubs ($M = 3.36, SD = 0.96$) was not significantly different ($t = -0.79, df = 19, 2-tailed p = .437$) than in football clubs ($M = 3.67, SD = 0.87$).
- The mean of the score in the factor “Marketing Mix Effectiveness: Distribution” in basketball clubs ($M = 3.39, SD = 1.25$) was not significantly different ($t = -0.88, df = 19, 2-tailed p = .387$) than in football clubs ($M = 3.78, SD = 0.72$).
- The mean of the score in the factor “Marketing Mix Effectiveness: Price” in basketball clubs ($M = 4.01, SD = 0.62$) was not significantly different ($t =$

0.42, $df = 19$, 2-tailed $p = .675$) than in football clubs ($M = 3.91$, $SD = 0.52$).

- The mean of the score in the factor “Marketing Mix Effectiveness: Promotion” in basketball clubs ($M = 3.94$, $SD = 0.63$) was not significantly different ($t = 0.14$, $df = 19$, 2-tailed $p = .887$) than in football clubs ($M = 3.89$, $SD = 0.87$).
- The mean of the score in the factor “Customers” in basketball clubs ($M = 3.70$, $SD = 1.03$) was not significantly different ($t = -1.28$, $df = 19$, 2-tailed $p = .216$) than in football clubs ($M = 4.19$, $SD = 0.67$).
- The mean of the score in the factor “Service Quality” in basketball clubs ($M = 3.70$, $SD = 0.79$) was not significantly different ($t = -0.58$, $df = 19$, 2-tailed $p = .566$) than in football clubs ($M = 4.02$, $SD = 0.88$).
- The mean of the score in the factor “Efficiency and quality of sport facilities” in basketball clubs ($M = 3.90$, $SD = 0.59$) was not significantly different ($t = -0.73$, $df = 19$, 2-tailed $p = .942$) than in football clubs ($M = 3.93$, $SD = 0.89$).
- The mean of the score in the factor “Efficiency and quality of management offices” in basketball clubs ($M = 3.32$, $SD = 0.88$) was not significantly different ($t = -0.99$, $df = 19$, 2-tailed $p = .330$) than in football clubs ($M = 3.64$, $SD = 0.55$).
- The mean of the score in the factor “Efficiency and quality of sport equipment” in basketball clubs ($M = 3.74$, $SD = 0.50$) was not significantly different ($t = -0.75$, $df = 19$, 2-tailed $p = .461$) than in football clubs ($M = 3.94$, $SD = 0.71$).
- The mean of the score in the factor “Performance of management team” in basketball clubs ($M = 3.86$, $SD = 0.60$) was not significantly different ($t = -0.54$, $df = 18$, 2-tailed $p = .592$) than in football clubs ($M = 4.00$, $SD = 0.55$).
- The mean of the score in the factor “Performance of technical team” in

basketball clubs ($M = 3.18$, $SD = 1.34$) was not significantly different ($t = -1.08$, $df = 18$, 2-tailed $p = .294$) than in football clubs ($M = 3.73$, $SD = 0.97$).

- The mean of the score in the factor “Employee training” in basketball clubs ($M = 3.35$, $SD = 1.04$) was not significantly different ($t = -1.03$, $df = 18$, 2-tailed $p = .315$) than in football clubs ($M = 3.77$, $SD = 0.78$).

Table 15

Independent samples t-test analysis of the degree of importance of factors of internal analysis and type of professional sport clubs (BC and FC).

Factors of internal analysis	Type of Club	Mean	SD	t	df	Sig. (2-tailed)
1. Club's Financial performance	B.C	4.27	.51	.20	19	.837
	F.C	4.22	.46			
2. Technological equipment	B.C	3.16	.83	-1.67	19	.110
	F.C	3.70	.62			
3. Marketing procedures	B.C	3.21	1.16	-1.06	19	.302
	F.C	3.69	.87			
4. Marketing mix effectiveness: Product	B.C	3.36	.96	-.79	19	.437
	F.C	3.67	.87			
5. Marketing mix effectiveness: Distribution	B.C	3.39	1.25	-.88	19	.387
	F.C	3.78	.72			
6. Marketing mix effectiveness: Price	B.C	4.01	.62	.42	19	.675
	F.C	3.91	.52			
7. Marketing mix effectiveness: Promotion	B.C	3.94	.63	.14	19	.887
	F.C	3.89	.87			
8. Customers (profile, customer satisfaction, etc)	B.C	3.70	1.03	-1.28	19	.216
	F.C	4.19	.67			
9. Service quality	B.C	3.70	.79	-.58	19	.566
	F.C	4.02	.88			
10. Efficiency and quality of sport facilities	B.C	3.90	.59	-.07	19	.942
	F.C	3.93	.89			
11. Efficiency and quality of management offices	B.C	3.32	.88	-.99	19	.330
	F.C	3.64	.55			
12. Efficiency and quality of sport equipment	B.C	3.74	.50	-.75	19	.461
	F.C	3.94	.71			
13. Performance of management team	B.C	3.86	.60	-.54	18	.592
	F.C	4.00	.55			
14. Performance of technical team	B.C	3.18	1.34	-1.08	19	.294
	F.C	3.73	.97			
15. Employee training	B.C	3.35	1.04	-1.03	19	.315
	F.C	3.77	.78			

D. Examination of the relationship between types of professional sport clubs and marketing strategies. An independent samples t-test was conducted to compare the degree of importance that the two types of professional sport clubs (basketball and football clubs) place, in the allocated marketing strategies. The results suggested that there were no significant differences in scores for basketball and football clubs in all marketing strategies that examined (table 16). More specifically, the analysis have shown the following results:

- The mean of the score in the factor “Strategies related to the core product and product extensions” in basketball clubs ($M = 3.45$, $SD = 1.02$) was not significantly different ($t = -0.15$, $df = 19$, 2-tailed $p = .880$) than in football clubs ($M = 3.51$, $SD = 0.81$).
- The mean of the score in the factor “Strategies related to the price” in basketball clubs ($M = 3.91$, $SD = 1.14$) was not significantly different ($t = -0.34$, $df = 19$, 2-tailed $p = .732$) than in football clubs ($M = 4.04$, $SD = 0.52$).
- The mean of the score in the factor “Strategies related to the distribution of the sport product through media coverage” in basketball clubs ($M = 4.42$, $SD = 0.42$) was not significantly different ($t = 1.49$, $df = 19$, 2-tailed $p = .153$) than in football clubs ($M = 3.94$, $SD = 0.94$).
- The mean of the score in the factor “Strategies related to the distribution of the sport product through the main sport facility” in basketball clubs ($M = 3.03$, $SD = 0.13$) was not significantly different ($t = 0.35$, $df = 19$, 2-tailed $p = .725$) than in football clubs ($M = 3.01$, $SD = 0.12$).
- The mean of the score in the factor “Strategies related to the distribution of the sport product through merchandising and points of sales” in basketball clubs ($M = 3.73$, $SD = 1.19$) was not significantly different ($t = -0.45$, $df = 19$, 2-

tailed p = .652) than in football clubs ($M = 3.94$, $SD = 0.94$).

- The mean of the score in the factor “Strategies related to the promotion of the sport product through TV rights” in basketball clubs ($M = 4.50$, $SD = 0.36$) was not significantly different ($t = 1.83$, $df = 19$, *2-tailed p* = .082) than in football clubs ($M = 3.95$, $SD = 0.87$).
- The mean of the score in the factor “Strategies related to the promotion of the sport product through advertising” in basketball clubs ($M = 4.07$, $SD = 1.15$) was not significantly different ($t = 0.17$, $df = 19$, *2-tailed p* = .867) than in football clubs ($M = 3.99$, $SD = 0.88$).
- The mean of the score in the factor “Strategies related to the promotion of the sport product through Sales Promotion” in basketball clubs ($M = 3.72$, $SD = 0.89$) was not significantly different ($t = -0.71$, $df = 19$, *2-tailed p* = .483) than in football clubs ($M = 3.99$, $SD = 0.81$).
- The mean of the score in the factor “Strategies related to the promotion of the sport product through Public Relations and Publicity” in basketball clubs ($M = 3.70$, $SD = 0.90$) was not significantly different ($t = -1.00$, $df = 19$, *2-tailed p* = .329) than in football clubs ($M = 4.06$, $SD = 0.75$).
- The mean of the score in the factor “Strategies related to Direct marketing” in basketball clubs ($M = 3.39$, $SD = 1.01$) was not significantly different ($t = -1.69$, $df = 19$, *2-tailed p* = .107) than in football clubs ($M = 4.04$, $SD = 0.73$).
- The mean of the score in the factor “Strategies related to Relationship marketing” in basketball clubs ($M = 3.69$, $SD = 0.65$) was not significantly different ($t = -0.79$, $df = 19$, *2-tailed p* = .437) than in football clubs ($M = 3.94$, $SD = 0.76$).
- The mean of the score in the factor “Strategies related to Internet marketing”

in basketball clubs ($M = 3.36$, $SD = 1.15$) was not significantly different ($t = -0.81$, $df = 19$, 2-tailed $p = .428$) than in football clubs ($M = 3.73$, $SD = 0.93$).

- The mean of the score in the factor “Strategies related to Human Resources” in basketball clubs ($M = 2.88$, $SD = 0.96$) was not significantly different ($t = -1.07$, $df = 19$, 2-tailed $p = .296$) than in football clubs ($M = 3.26$, $SD = 0.64$).
- The mean of the score in the factor “Strategies related to physical evidence” in basketball clubs ($M = 3.21$, $SD = 0.99$) was not significantly different ($t = -1.26$, $df = 19$, 2-tailed $p = .221$) than in football clubs ($M = 3.64$, $SD = 0.52$).
- The mean of the score in the factor “Strategies related to the acquisition of sport sponsorship” in basketball clubs ($M = 4.50$, $SD = 0.51$) was not significantly different ($t = 1.24$, $df = 19$, 2-tailed $p = .229$) than in football clubs ($M = 4.15$, $SD = 0.75$).
- The mean of the score in the factor “Strategies related to operational processes” in basketball clubs ($M = 3.05$, $SD = 0.16$) was not significantly different ($t = 0.95$, $df = 19$, 2-tailed $p = .353$) than in football clubs ($M = 2.96$, $SD = 0.18$).

Table 16

Independent samples t-test analysis of the degree of importance of marketing strategies and type of professional sport clubs (BC and FC).

Marketing Strategies	Type of Club	M	SD	t	df	Sig. (2-tailed)
1. Strategies related to the core product and product extensions	B.C	3.45	1.02	-.15	19	.880
	F.C	3.51	.81			
2. Strategies related to the price	B.C	3.91	1.14	-.34	19	.732
	F.C	4.04	.52			
3. Distribution of the sport product through media coverage.	B.C	4.42	.42	1.49	19	.153
	F.C	3.94	.94			
4. Distribution of the sport product through the main sport facility.	B.C	3.03	.13	0.35	19	.725
	F.C	3.01	.12			
5. Distribution through merchandising and points of sales.	B.C	3.73	1.19	-.45	19	.652
	F.C	3.94	.94			
6. Promotion of the sport product through TV rights.	B.C	4.50	.36	1.83	19	.082
	F.C	3.95	.87			
7. Promotion through Advertising	B.C	4.07	1.15	.17	19	.867
	F.C	3.99	.88			
8. Promotion through Sales Promotion.	B.C	3.72	.89	-.71	19	.483
	F.C	3.99	.81			
9. Promotion through Public relations and Publicity.	B.C	3.70	.90	-1.00	19	.329
	F.C	4.06	.75			
10. Direct Marketing.	B.C	3.39	1.01	-1.69	19	.107
	F.C	4.04	.73			
11. Relationship marketing.	B.C	3.69	.65	-.79	19	.437
	F.C	3.94	.76			
12. Internet Marketing.	B.C	3.36	1.15	-.81	19	.428
	F.C	3.73	.93			
13. Strategies related to Human Resources	B.C	2.88	.96	-1.07	19	.296
	F.C	3.26	.64			
14. Strategies related to physical evidence	B.C	3.21	.99	-1.26	19	.221
	F.C	3.64	.52			
15. Strategies related to the acquisition of sport sponsorship.	B.C	4.50	.51	1.24	19	.229
	F.C	4.15	.75			
16. Strategies related to operational processes.	B.C	3.05	.16	.95	19	.353
	F.C	2.96	.18			

E. Examination of the relationship between types of professional sport clubs and factors that discourage marketing implementation. Similarly, an independent samples t-test was conducted to compare the degree of importance that the two types of professional sport clubs (basketball and football clubs) place, in factors that discourage marketing planning. The results suggested that there were no significant differences in scores for the factors that discourage marketing planning between basketball and football clubs (table 17). More specifically, the analysis have shown the following results:

- The mean of the score in the factor “Insufficient training in planning procedures” in basketball clubs ($M = 4.50, SD = 0.36$) was not significantly different ($t = 1.83, df = 19, 2-tailed p = .82$) than in football clubs ($M = 3.95, SD = 0.87$).
- The mean of the score in the factor “Lack of knowledge in planning procedures” in basketball clubs ($M = 4.26, SD = 0.67$) was not significantly different ($t = 0.67, df = 19, 2-tailed p = .510$) than in football clubs ($M = 4.05, SD = 0.72$).
- The mean of the score in the factor “Lack of adequate communication within the sport club” in basketball clubs ($M = 3.38, SD = 0.88$) was not significantly different ($t = -0.61, df = 19, 2-tailed p = .546$) than in football clubs ($M = 3.59, SD = 0.64$).
- The mean of the score in the factor “Lack of adequate collaboration within the sport club” in basketball clubs ($M = 3.34, SD = 0.81$) was not significantly different ($t = -0.21, df = 19, 2-tailed p = .834$) than in football clubs ($M = 3.48, SD = 0.74$).
- The mean of the score in the factor “Resistance to planning by sport club’s

personnel” in basketball clubs ($M = 4.42$, $SD = 0.48$) was not significantly different ($t = 1.49$, $df = 19$, 2-tailed $p = .153$) than in football clubs ($M = 3.94$, $SD = 0.94$).

- The mean of the score in the factor “Resistance to planning by sport club’s personnel” in basketball clubs ($M = 2.77$, $SD = 0.92$) was not significantly different ($t = -1.86$, $df = 19$, 2-tailed $p = .077$) than in football clubs ($M = 3.46$, $SD = 0.74$).
- The mean of the score in the factor “Insufficient time” in basketball clubs ($M = 3.82$, $SD = 0.57$) was not significantly different ($t = 1.47$, $df = 19$, 2-tailed $p = .157$) than in football clubs ($M = 3.49$, $SD = 0.45$).
- The mean of the score in the factor “Insufficient financial resources in the sport club” in basketball clubs ($M = 4.20$, $SD = 0.53$) was not significantly different ($t = 0.98$, $df = 19$, 2-tailed $p = .337$) than in football clubs ($M = 3.96$, $SD = 0.54$).
- The mean of the score in the factor “Lack of planning policy within the sport club” in basketball clubs ($M = 3.82$, $SD = 0.48$) was not significantly different ($t = 0.68$, $df = 19$, 2-tailed $p = .946$) than in football clubs ($M = 3.80$, $SD = 0.72$).

Table 17

Independent samples t-test analysis of the degree of importance of factors that discourage marketing planning and type of professional sport clubs (BC and FC).

Factors that discourage marketing planning	Type of Club	M	SD	t	df	Sig. (2-tailed)
1. Insufficient training in planning procedures	B.C	4.50	.36	1.83	19	.82
	F.C	3.95	.87			
2. Lack of knowledge in planning procedures	B.C	4.26	.67	.67	19	.510
	F.C	4.05	.72			
3. Lack of adequate communication within the sport club	B.C	3.38	.88	-.61	19	.546
	F.C	3.59	.64			
4. Lack of adequate collaboration within the sport club	B.C	3.41	.81	-.21	19	.834
	F.C	3.48	.74			
5. Resistance to planning by sport club's personnel	B.C	4.42	.48	1.49	19	.15
	F.C	3.94	.94			
6. Insufficient time	B.C	3.82	.57	1.47	19	.157
	F.C	3.49	.45			
7. Insufficient financial resources in the sport club	B.C	4.20	.53	.98	19	.337
	F.C	3.96	.54			
8. Lack of planning policy within the sport club	B.C	3.82	.48	.06	19	.946
	F.C	3.80	.72			

Research Hypothesis 1: There is no statistically significant difference in business performance among the three levels of marketing planning

To determine if differences existed in business performance among the three levels of marketing planners, an one-way analysis of variance (ANOVA) was conducted. The three levels of marketing planning (strategic marketing planners, operational marketing planners, intuitive and no marketing planners) served as the independent variable and business performance (measured by satisfaction levels in profit, return on investment, sales volume and market share) was the dependent variable. In order to explore further and compare the mean of one group with the mean of another, the Fisher's Least Significant Difference (LSD) test was used. The analysis showed mixed results for the above relationship. More specifically:

Satisfaction with business performance in current year's objectives among the three levels of marketing planning: The results showed a statistically significant difference in business performance (satisfaction relative to current year's objectives) among the three levels of marketing planning ($F_{(2, 18)} = 5.51, p = .014$) – (for all details in the ANOVA statistical analysis see Appendix D).

Table 18

Analysis of variance (ANOVA) between business performance (satisfaction relative to the current year's objectives) and the three levels of marketing planning

	Level of Marketing Planning				
	Strategic MP	Operational MP	Intuitive MP	F	Sig.
Satisfaction relative to the current year's objectives	3.91 (0.58)	3.25 (0.47)	2.64 (0.87)	5.51*	.014

Note. * = $p < .05$. Standard deviations appear in parentheses below means.

In order to find out where the significant difference occur, the author examine the results of the LSD multiple comparisons. The LSD post hoc test showed that strategic marketing planners had significantly higher business performance in current year's objectives ($\underline{M}=3.91$, $SD=0.58$) than did the intuitive and no marketing planners ($\underline{M}=2.64$, $SD=0.87$, $p= .004$). Moreover, differences in means between strategic marketing planners ($\underline{M}=3.91$, $SD=0.58$) and operational marketing planners ($\underline{M}=3.25$, $SD=0.47$) and between operational planners ($\underline{M}=3.25$, $SD=0.47$) and intuitive and no marketing planners ($\underline{M}=2.64$, $SD=0.87$) were not found to be statistically significant.

Furthermore, the above found differences were examined in the four criteria of business performance separately. The analyses showed the following results (table 19):

- There were statistically significant differences in profits among the three levels of marketing planning ($F_{(2, 18)} = 5.55$, $p= .013$). The LSD post hoc test showed that strategic marketing planners had significantly higher mean ($\underline{M}=3.93$, $SD=0.51$) than did the intuitive and no marketing planners ($\underline{M}=2.74$, $SD=0.74$, $p= .004$). Moreover, there were not found significant differences between strategic marketing planners ($\underline{M}=3.93$, $SD=0.51$) and operational marketing planners ($\underline{M}=3.29$, $SD=0.52$) and between operational marketing planners ($\underline{M}=3.29$, $SD=0.52$) and intuitive and no marketing planners ($\underline{M}=2.74$, $SD= .74$).
- There was statistically significant difference in return on investment among the three levels of marketing planning ($F_{(2, 18)} = 7.46$, $p= .004$). LSD comparisons revealed that strategic marketing planners ($\underline{M}=3.68$, $SD=0.59$) had significantly higher mean than did the intuitive and no marketing planners

(\underline{M} =2.26, SD =0.83 p = .002). Furthermore, operational marketing planners had significantly higher mean (\underline{M} =3.30, SD =0.55) than did the intuitive and no marketing planners (\underline{M} =2.26, SD =0.83. p = .006). Finally, there were not found significant differences between strategic marketing planners (\underline{M} =3.68, SD =0.59) and operational marketing planners (\underline{M} =3.30, SD =0.55).

- There were statistically significant differences in sales volume among the three levels of marketing planning ($F_{(2, 18)} = 3.88, p = .04$). The LSD post hoc test showed that strategic marketing planners had significantly higher mean (\underline{M} =3.83, SD =0.57) than did the intuitive and no marketing planners (\underline{M} =2.56, SD = 1.12, p = .012). Moreover, there were not found significant differences between strategic marketing planners (\underline{M} =3.83, SD =0.57) and operational marketing planners (\underline{M} =3.22, SD =0.53) and between operational marketing planners (\underline{M} =3.22, SD =0.53) and intuitive and no marketing planners (\underline{M} =2.56, SD = 1.12).
- Finally, no significant differences were found between market share and the three levels of marketing planning ($F_{(2, 18)} = 3.52, p = .051$).

Table 19

Summary of analysis of variance (ANOVA) between business performance (satisfaction relative to the current year's objectives in the four criteria) and the three levels of marketing planning

Satisfaction relative to the current year's objectives	Level of Marketing Planning			F	Sig.
	Strategic MP	Operational MP	Intuitive MP		
Profit	3.93 (0.51)	3.29 (0.52)	2.74 (0.74)	5.55*	.013
Return on Investment (RoI)	3.68 (0.59)	3.30 (0.55)	2.26 (0.83)	7.46*	.004
Sales volume	3.83 (0.57)	3.22 (0.53)	2.56 (1.12)	3.88*	.040
Market share	4.20 (0.95)	3.20 (0.61)	3 (0.94)	3.52	.051

Note. * = $p < .05$. Standard deviations appear in parentheses below means.

Satisfaction with business performance in last financial year's objectives among the three levels of marketing planning: The results in table 20 show that there was no statistically significant difference in business performance (satisfaction relative to the last financial year's objectives) among the three levels of marketing planning ($F_{(2, 18)} = 3.15, p = .067$).

Table 20

Analysis of variance (ANOVA) between business performance (satisfaction related to the last financial year's objectives) and the three levels of marketing planning

	Level of Marketing Planning			F	Sig.
	Strategic MP	Operational MP	Intuitive MP		
Satisfaction relative to the last financial year's objectives	3.73 (0.55)	3.08 (0.66)	2.72 (0.75)	5.15	.067

Standard deviations appear in parentheses below means.

However, when the research came to the examination of the relationship between the four separate criteria of business performance in this section, the results were found to be as follows (table 21):

- There were no statistically significant differences in profits among the three levels of marketing planning ($F_{(2, 18)} = 1.33, p = .288$).
- There were statistically significant differences in return on investment among the three levels of marketing planning ($F_{(2, 18)} = 4.07, p = .035$). The LSD post hoc test showed that strategic marketing planners had significantly higher mean ($\underline{M}=3.71, SD=0.61$) than did the intuitive and no marketing planners ($\underline{M}=2.41, SD=0.94, p = .011$). Moreover, there were not found significant

differences between strategic marketing planners (\underline{M} =3.71, SD =0.61) and operational marketing planners (\underline{M} =3.04, SD =0.68) and between operational marketing planners (\underline{M} =3.04, SD =0.68) and intuitive and no marketing planners (\underline{M} =2.41, SD =0.94).

- There were statistically significant differences in sales volume among the three levels of marketing planning ($F_{(2, 18)} = 4.12, p = .033$). LSD comparisons revealed that strategic marketing planners (\underline{M} =3.85, SD =0.75) had significantly higher mean than did the intuitive and no marketing planners (\underline{M} =2.72, SD =0.70, $p = .011$). Furthermore, strategic marketing planners had significantly higher mean (\underline{M} =3.85, SD =0.75) than did the operational marketing planners (\underline{M} =3.08, SD =0.58, $p = .048$). Finally, there were not found significant differences between operational marketing planners (\underline{M} =3.08, SD =0.58) and intuitive and no marketing planners (\underline{M} =2.72, SD =0.70).
- No significant differences were found in market share among the three levels of marketing planning ($F_{(2, 18)} = 2.34, p = .125$).

Table 21

Summary of analysis of variance (ANOVA) between business performance (satisfaction relative to last financial year's objectives in the four criteria) and the three levels of marketing planning

Satisfaction relative to the last financial year's objectives	Level of Marketing Planning			F	Sig.
	Strategic MP	Operational MP	Intuitive MP		
Profit	3.70 (0.41)	3.20 (0.81)	3.00 (0.74)	1.33	.288
Return on Investment (RoI)	3.71 (0.61)	3.04 (0.68)	2.41 (0.94)	4.07*	.035
Sales volume	3.85 (0.75)	3.08 (0.58)	2.72 (0.70)	4.12*	.033
Market share	3.68 (0.62)	3.00 (0.69)	2.77 (0.82)	2.34	.125

Note. * = $p < .05$. Standard deviations appear in parentheses below means.

Satisfaction with business performance relative to competitors' objectives among the three levels of marketing planning: The results in table 22 showed that there was a statistically significant difference in business performance (satisfaction relative to competitors' objectives) among the three levels of marketing planning ($F_{(2, 18)} = 5.06, p = .018$).

Table 22

Analysis of variance (ANOVA) between business performance (satisfaction relative to competitors' objectives) and the three levels of marketing planning

	Level of Marketing Planning			F	Sig.
	Strategic MP	Operational MP	Intuitive MP		
Satisfaction relative to competitors' objectives	4.04 (0.80)	3.41 (0.48)	2.77 (0.79)	5.06*	.018

Note. * $p < .05$. Standard deviations appear in parentheses below means.

The LSD post hoc test showed that strategic marketing planners had significantly higher business performance (satisfaction relative to competitors' objectives) - ($\underline{M} = 4.04, SD = 0.80$) than did the intuitive marketing planners ($\underline{M} = 2.77, SD = 0.79, p = .005$). Moreover, differences in means between strategic marketing planners ($\underline{M} = 4.04, SD = 0.80$) and operational marketing planners ($\underline{M} = 3.41, SD = 0.48$) and between operational planners ($\underline{M} = 3.41, SD = 0.48$) and intuitive marketing planners ($\underline{M} = 2.77, SD = 0.79$) were not found to be significant.

The examination of the relationship between the four separate criteria of business performance in this section and the three levels of marketing planners showed the following results (Table 23):

- There were no statistically significant differences in profits among the three levels of marketing planning ($F_{(2, 18)} = 3.17, p = .066$).
- There were statistically significant differences in return on investment among the three levels of marketing planning ($F_{(2, 18)} = 4.98, p = .019$). LSD comparisons revealed that strategic marketing planners ($\underline{M}=4.03, SD=0.78$) had significantly higher mean than did the intuitive and no marketing planners ($\underline{M}=2.58, SD=0.99, p = .006$). Furthermore, operational marketing planners had significantly higher mean ($\underline{M}=3.43, SD=0.59$) than did the intuitive and no marketing planners ($\underline{M}=2.58, SD=0.99, p = .047$). Finally, there were not found significant differences between strategic marketing planners ($\underline{M}=4.03, SD=0.78$) and operational marketing planners ($\underline{M}=3.43, SD=0.59$).
- There were statistically significant differences in sales volume among the three levels of marketing planning ($F_{(2, 18)} = 5.12, p = .017$). The LSD post hoc test showed that strategic marketing planners had significantly higher mean ($\underline{M}=4.13, SD=0.81$) than did the intuitive and no marketing planners ($\underline{M}=2.80, SD=0.83, p = .005$). Moreover, there were not found significant differences between strategic marketing planners ($\underline{M}=4.13, SD=0.81$) and operational marketing planners ($\underline{M}=3.42, SD=0.50$) and between operational marketing planners ($\underline{M}=3.42, SD=0.50$) and intuitive and no marketing planners ($\underline{M}=2.80, SD=0.83$).
- No significant differences were found in market share among the three levels of marketing planning ($F_{(2, 18)} = 3.23, p = .063$).

Table 23

Summary of analysis of variance (ANOVA) between business performance

(satisfaction relative to competitors' objectives in the four criteria) and the three levels of marketing planning

Satisfaction relative to competitors objectives	Level of Marketing Planning			F	Sig.
	Strategic MP	Operational MP	Intuitive MP		
Profit	3.95 (0.91)	3.48 (0.60)	2.85 (0.74)	3.17	.066
Return on Investment (RoI)	4.03 (0.78)	3.43 (0.59)	2.58 (0.99)	4.98*	.019
Sales volume	4.13 (0.81)	3.42 (0.50)	2.80 (0.83)	5.12*	.017
Market share	4.08 (0.90)	3.31 (0.65)	2.85 (0.94)	3.23	.063

Note. * = $p < .05$. Standard deviations appear in parentheses below means.

Research Hypothesis 2: The three levels of marketing planning are independent of the managers' educational background.

Chi-square statistics (χ^2) were used to investigate whether there was an association between the three levels of marketing planning (strategic marketing planners, operational marketing planners, intuitive and no marketing planners) in the Greek professional sport clubs and managers' educational background. The three levels of marketing planning served as the dependent variable and managers' educational background was the independent variable. The data displayed in the table below (table 24), revealed that there was statistically significant relationship between the levels of marketing planning and the educational background of sport managers ($\chi^2 = 10.53$, $df = 4$, $p = .032$).

Table 24

Chi-square analysis (χ^2) between levels of marketing planning and educational background of sport directors

Educational background	Level of marketing planning			χ^2
	strategic marketing planner	operational marketing planner	intuitive marketing planner	
High school education	3 (.9)	0 (-2.7)	3 (1.7)	10.53*
University education	11 (.7)	11 (-2.4)	8 (1.7)	
Postgraduate education	9 (-1.6)	19 (5.1)	3 (-3.5)	

Note. * = $p < .05$

Even though the results showed statistically significant relationship between level of marketing planning and educational background of sport managers, certain reservations should be kept, as three cells were found to have expected frequency less than five (Howitt & Cramer, 2003). It is suggested that further research should be conducted, with an increased sample, as the data in the above table show that there is probable a relationship between the two variables. Thus, intuitive marketing planning is more probable to be implemented by managers that occupy high school education and less probable to be implemented by managers that occupy university and post graduate education.

Research Hypothesis 3: The three levels of marketing planners are independent of the managers' work experience.

Chi-square statistics (χ^2) were used to investigate whether there was a relationship between the three levels of marketing planning (strategic marketing planners, operational marketing planners, intuitive and no marketing planners) in the Greek professional sport clubs and managers' work experience. The three levels of marketing planning served as the dependent variable and managers' work experience was the dependent variable. The data displayed in table 25, showed that there was no statistically significant relationship between the three levels of marketing planning and the work experience of sport managers ($\chi^2 = 5.37$, $df = 4$, $p = .252$).

Table 25

Chi-square analysis (χ^2) between levels of marketing planning and work experience of sport managers

Work experience	Level of marketing planning			χ^2
	strategic marketing planner	operational marketing planner	intuitive marketing planner	
1 to 3 years	6 (-.9)	10 (1.0)	4 (-.2)	5.37
3 to 7 years	4 (-3.2)	11 (1.6)	6 (1.6)	
More than 7 years	13 (4.1)	9 (-2.6)	4 (-1.4)	

CHAPTER V
DISCUSSION, IMPLICATIONS AND RECOMMENDATIONS FOR
FURTHER STUDY

Discussion, Implications and Recommendations for further study

This study is an attempt to assist the management of professional sport clubs by identifying strategic marketing planning activities utilized by the Greek professional sport clubs (football and basketball clubs). The strategic marketing planning process may help Greek sport managers and directors to think strategically, to clarify future direction, to foresee the changes that happen to their external environment and to create proactive responses that will enhance the effectiveness of their sporting organisations.

Discussion

Extent of marketing planning in the Greek professional sport clubs

Based on the results of the particular research, the components of the strategic marketing planning process are applied to a great extent by the Greek professional sport clubs (football and basketball clubs). As the results have shown, more than 80 percent of the professional sport clubs were involved in strategic marketing planning activities such as developing vision, mission and values (90%), determining corporate long-term objectives (80%), setting marketing objectives (100%), evaluating strengths and weaknesses of the club (95.5%), evaluating opportunities and threats of the external environment (81.1%) and developing marketing strategies (85.7%). Moreover, the 61.9% of the Greek professional sport clubs formulated detailed action plans for marketing planning implementation. Finally, at the same percentage (61.9%), professional sport clubs utilized evaluation procedures.

However, only the 23.8% of the Greek professional sport clubs may be identified as strategic marketing planners, since only this percentage of the professional sport clubs met the criteria of: (a) developing formalized, written, long-term marketing plans, (b) assessing the factors of external and internal environment,

(c) establishing marketing strategies based on the club's mission and marketing objectives. The majority of the Greek professional sport clubs (76.2%) were identified as non strategic marketing planners, as they have failed to consider some of components of the strategic marketing planning process. They were excluded from the above category (strategic marketing planners) as their marketing planning efforts fell into one of the following categories: (a) they utilized written, short-term operational marketing plans, which are mainly based on actions and budgets for the fiscal year (operational marketing planners), (b) they used short-term, informal, unwritten marketing plans, which are mainly based on the intuition and experience of the administrative staff of the sport club. These plans are not written but rather stored in the memories of the sport managers and directors (intuitive marketing planners), or (c) they did not develop any measurable structure marketing planning (no planners).

The above results consist a unique and original finding since there is no related supporting sport literature. However, the above results are consistent with previous studies in the general marketing literature, which used analogous typologies for the distinction of marketing planning sophistication (Greenley & Bayus, 1994; Rue & Ibrahim, 1998), which showed that only a small proportion of the total sample was identified as sophisticated marketing planners (they formulate marketing plans with objectives, specific plans and budgets, identification of factors in the external and internal environment and procedures for anticipating differences between plans and actual performance).

The discrepancy in the percentages between the separate strategic marketing planning components and the integrated application of the strategic marketing planning process raise queries relative to the way that marketing planning process is being implemented by the Greek professional sport clubs. The effective implementation of the marketing

planning process is paramount. The lack of attention to this process can lead to the ineffectiveness of the whole marketing plan (Piercy, 1992). Even though the purpose of the particular research was not to examine marketing planning implementation, additional findings developing in this study, support to some extent the above position:

1. The results have shown that only the 61.9% of the total sample produce detailed action plans which address the implementation of both marketing strategies and marketing mix programmes (see table 7). The formulation of these plans is a crucial step in the whole process and managers should determine clear and specific objectives, set realistic time frames and deadlines, understand all available resources (financial and human), co-ordinate programmes with recommended strategies and continuously monitor procedures and controls (Lancaster, 1994). However, a relative low percentage of Greek sport clubs, as the results have shown, give emphasis on detailed action plans.
2. The results also indicated that the mean of working experience of sport managers is only at about 4 years. Given the lack of experience in strategic marketing planning, it does not seem likely that many Greek professional sport clubs systematically formulate the entire strategic marketing planning process, i.e situation analysis, marketing strategy determination, strategy implementation and evaluation.
3. Finally, the particular research indicated that factors such as insufficient training and lack of knowledge in planning procedures, insufficient financial resources, lack of marketing planning policy and resistance to planning by club's personnel, comprise the most important factors that discourage Greek

professional sport clubs from engaging in strategic marketing planning (see table 11). Since the above factors are the most significant factors that discourage the marketing planning process, they might also be significant in professional sport clubs for not implementing the marketing plan. Much of the marketing planning research attributed the ineffectiveness of the marketing planning process to the lack of attention given to both cultural and cognitive issues (Harris, 1996; Leppard & McDonald, 1991; McDonald, 1996; Simkin, 1996b). These issues are significant components of the marketing planning process and must be managed effectively when determining implementation plans for marketing strategies and marketing planning programmes (Piercy & Morgan, 1994).

In relation to the separate activities of the strategic marketing planning process examined (e.g activities of marketing analysis, marketing strategies, etc.), the results indicated many important issues to be discussed.

Firstly, even though service quality and total quality plays an important role in company's success, Greek sport managers pay little attention to strategies concerning quality in their sport clubs. Analytically, as the results have shown, strategies related to the core sport product and the sport product extensions are of little importance by Greek professional sport clubs (see table 10). The sport marketing theory suggests that the actual game is the core product, while all the related activities such as service quality, merchandise, half-time entertainment, food, etc. are the product extensions. Since sport managers can not guarantee the quality of the actual game, it is important for them to guarantee the quality of service provision and the quality of product extensions (Mullin, 1980). By this way, it can be ensured that spectators will have an enjoyable day despite game's outcome. However, the findings showed that Greek

professional sport clubs give little attention to sport product extensions and the provision of service quality.

Similarly, as the results indicated, Greek professional sport clubs pay little attention in strategies related to the main sport facility. Essential variables of the sport facility strategies such as physical evidence and processes are also off little importance by sport clubs (see table 10). Many sport marketing literature have been devoted to the importance of the above features in the success of a sporting organization (Mullin, Hardy, & Sutton, 1993; Shilbury, Quick, & Westerbeek, 1998). Service quality can be enhanced by planning the facility to suit customer needs, by providing physical evidence to it and by adapting operational processes and people that participate in these processes in spectators' needs (Mullin, et al., 1993).

The little importance given by sport clubs to strategies related to the quality of products and services may be happened, due to the fact that most Greek professional sport clubs have not invested yet in privately-owned facilities, as it happened in other countries of Europe such as Spain, England, Germany, etc. The compulsory participation in old, national or municipal stadia does not allow them to improve their facilities and service delivery and to develop strategies in order to satisfy customers' needs and requirements.

Secondly, human resources loom large in the delivery of the service provision. The way that people are selected, trained, motivated and managed influence the reliability of the quality that a sport club provides. By adding value in the way they perform and by maximizing the impact of their activities, human resources have the ability to give the company a competitive advantage (McDonald & Payne, 1996). However, professional sport clubs place little emphasis on strategies related to the human resources of the club (see table 10). As the results indicated, sport managers do

not take into serious consideration human resource aspects such as selection, training, motivation, empowerment, etc.

Thirdly, professional sport clubs develop, to a great extent, strategies that help them to maximize revenue and profits. Television negotiations and sport sponsorship deals comprise a substantial source of revenue for many sports (Shilbury, Quick, & Westerbeek, 1998) and therefore many Greek professional sport clubs give great importance to these strategies (see table 10). As Stotlar (2001) stated, sport sponsorship acquisition is a multifunctional operation that requires a completely organized strategy of attracting potential sponsors providing them an attractive package of benefits that satisfies sponsor's objectives. Given the above statement, it is questionable if sport managers develop effective strategies relative to sport sponsorship that lead to effective sponsorship arrangements. The above position is supported by the following two facts:

- (a) Greek sport clubs lack considerably in revenues through sport sponsorship in relation to other European clubs. For example, in 2007, the 28% of the total revenue of football clubs that participated in the German Bundesliga was emanated from sponsorship sources. On the contrary, in Greek Super League, the percentage of revenues came from sponsorship sources was only the 8 percent of the total income (Georgakis, 2007).
- (b) Many Greek sport clubs receive significant funding through state-owned companies and organizations. For example, OPAP subsidizes sport clubs of the Super League with 65 million euros for the next three years (www.contra.gr).

Moreover, Greek professional sport clubs place great emphasis on mass-marketing strategy. As the results have shown, strategies related to the traditional elements of the promotional mix, such as advertising, sales promotion, public

relations, etc. are of great importance in the promotional strategy of sport clubs (see table 10). Nowadays, the development of new media and technology (such as computers, modems, e-mails, internet, online services, etc.) permit more sophisticated direct marketing. The new technology gives the potential to communicate directly with customers, to customize products and services, to build long-term relationships with them (Kotler, 1997). However, Greek sport clubs place little emphasis on relationship marketing, direct marketing and internet marketing.

Caskey and Delpy (1999) stated that the combination of sports and the Internet is a perfect one. Many researchers in the sport marketing literature have occupied with the impact, application and benefits that the Internet can offer in the sport marketing and especially in professional sports (Beech, Chadwick, & Tapp, 2000a; Brunelli & Semprini, 2000; Chadwick, Tapp, & Beech, 1999). Thus, the Internet is a perfect medium to distribute the sport products and services, to promote and communicate them, to build long-term relationship, to implement effectively relationship and direct marketing. However, the effective exploitation of Internet implications presupposes the total integration of the internet marketing strategy to the overall strategic marketing planning process (Chaffey et. al., 2000). Greek professional sport clubs, as the findings of the particular research have shown, pay little attention to strategies related to internet marketing.

This may be happened due to the fact that Internet in Greece is not very popular in relation to other European countries. The statistics show that Greece hold one of the lowest positions in Internet usage in the whole European Union (www.internetworldstats.com). This fact may prevent Greek professional sport clubs from exploiting effectively the internet for marketing purposes. A comparative study in the web sites of Greek and English football clubs web sites was conducted by the

author in 2001 and the results showed that Greek web sites were lagging behind UK web sites in almost all marketing activities that the Internet could offer. The same research was repeated in 2007, (Terzoudis, Kriemadis, & Papaioannou, 2007) in order to find out the progress that had been achieved in the Greek web sites and the results have shown that although it had been achieved some progress, Greek web sites were remaining poorly developed and unsophisticated. The results of the particular research show that Greek professional sport clubs still refused to implement strategies related to internet marketing and consequently were missing the opportunity to exploit the advantages that the new medium can offer.

Differences in the implementation of the strategic marketing planning process among football and basketball clubs

The particular research also investigated if there were differences in the implementation of the eight steps of strategic marketing planning process between the two different types of professional sport clubs (basketball and football clubs). The results suggested that there was no statistically significant difference in the implementation of the strategic marketing planning process between basketball and football clubs. This fact shows that the formulation of the strategic marketing planning process is not depending on the nature of the sport (basketball or football). It is mainly depending on the fact that all sport clubs are businesses, which operate in an extremely competitive environment, trying to shape conditions of viability and profit.

Research Hypothesis 1: Relationship between business performance and level of marketing planning

The present research, as it was mentioned above, was trying to test the relationship between the level of marketing planners and the business performance of the Greek professional sport clubs. The professional sport clubs were divided into

three categories based on the level of marketing planning they formulate (strategic marketing planners, operational marketing planners and intuitive and no marketing planners).

The research findings rejected **hypothesis one** that there is no statistically significant difference in business performance among the three levels of marketing planning. More specifically, the professional sport clubs that are identified as strategic marketing planners had strong and positive relationship with the two general categories of business performance (satisfaction related to current year's objectives and satisfaction related to competitors). In the third category (satisfaction related to the last financial year's objectives), the relationship between business performance of sport clubs and the level of marketing planning was not statistically significant, however the mean of business performance of the strategic marketing planners was much higher than the mean of the other two groups of marketing planners (operational marketing planners and intuitive and no marketing planners).

This consists a unique and original finding, since there is no related supported literature in the Greek professional sport sector. The above findings however, confirm the results of Garland, et al. (2011) in the Australasian golf clubs and empower the assertion that the application of strategic marketing planning process in the sport organisations contribute to organisational success.

However, as the relationship between marketing planning and business performance was thoroughly examined in many other sectors of business economy, these findings are consistent with previous studies in the business sector (Adu, 1998; Lai, et al., 1992; Rafic & Pallett, 1996; Shoham & Kropp, 1998; Verhage & Waarts, 1988), in the small business sector (Rue & Ibrahim, 1998; Siu, 2000a,b), in the educational sector (Hammond, et al., 2004) and shows that the level of marketing

planning in an business organisation is positively related to the improvement of business performance indicators (financial and market indicators). The above results add credence to the argument that a genuine commitment to marketing planning principles clearly pays off for business organisations (Hooley, 1984).

Further analysis in the business performance indicators (financial and market indicators such as return on investment, profit, sales volume and market share) revealed the following results:

- There is strong and positive relationship between the level of marketing planners and return on investment in all categories examined (satisfaction relative to current year's objectives, satisfaction relative to last year's objectives and satisfaction relative to competitors). This means that professional sport clubs which are characterized as strategic marketing planners achieve higher return on investment than operational and intuitive marketing planners. These findings are consistent with previous studies in the literature (Brooksbank, Kirby, & Wright, 1992; Hooley, Lynch, & Shepherd, 1990; Siu, 2000a, b) and shows that formalized, written long-term marketing plans lead to better financial results.
- Similarly, there is strong and positive relationship between the level of marketing planners and sales volume in all categories examined (satisfaction relative to current year's objectives, satisfaction relative to last year's objectives and satisfaction relative to competitors). Strategic marketing planners, as the results have shown, perform better in sales than their counterparts that were characterized as non strategic marketing planners. The above findings are consistent with the related literature (Rue & Ibrahim, 1998; Shaw, 1995; Verhage & Waarts, 1988) and shows that the commitment to the

principles of strategic marketing planning leads to improved market performance (Hooley, Lynch, & Shepherd, 1990).

- However, the particular research revealed that there is no statistically relationship between the level of marketing planning and market share, as no significant relationships were found in all the categories examined (satisfaction relative to current year's objectives, satisfaction relative to last year's objectives and satisfaction relative to competitors). This finding is contradicting to the literature which supports that the level of marketing planning is positively related to better market share results (Brooksbank, Kirby, & Wright, 1992; Hooley, Lynch & Shepherd, 1990; Shaw, 1995; Siu, 2000a, b). This fact may be happened because the professional sport sector has many particularities in relation to other business sectors of economy. Sports fans in Greece, as in many places in the world, show great loyalty to their sport teams and obviously sport managers believe that they can not attract more spectators in the games and consequently to increase their market share.
- Finally, the results provided little evidence that the level of marketing planning is positively related to the profit of professional sport clubs. Strategic marketing planners reported better profit performance than their counterparts (operational and intuitive marketing planners) only in the first general category of business performance (satisfaction relative to current year's objectives). This finding is contradictory to the related literature (Hooley, 1984; Rafic and Pallett, 1996; Shaw, 1995; Verhage and Waarts, 1988), which indicated that successful companies are characterised by high levels of organisational profit. Sport sector, as it is mentioned above, have many differences in relation to other business sectors. Thus, the accounting profit of

the sport clubs is not included in their basic priorities, as these clubs are not listed in the stock market of Athens, where profit production is essential.

Research Hypotheses 2 and 3

The results in **hypothesis 2** showed that there was statistically significant relationship between the levels of marketing planning and the educational background of sport managers. However, as it is mentioned above, certain reservations should be kept, as three cells were found to have expected frequency less than five. It is suggested that further research should be conducted, with an increased sample, as the results showed that there is probable a relationship between the two variables. Thus, intuitive marketing planning is more probable to be implemented by managers that occupy high school education and less probable to be implemented by managers that occupy university and post graduate education.

However, the results in **hypothesis 3** revealed that that there was no statistically relationship between the three levels of marketing planning and the work experience of sport directors. This finding makes sense, as it would be logical to find a positive association between the two variables. However, this fact probably happens because the experience of many respondents comes from various working activities in various companies and only a few percentages of the respondents had specialized experience in the strategic planning marketing. Consequently, many respondents declared that they had many years of working experience, while in fact most had little experience in strategic marketing planning.

Implications

The findings presented and discussed above have many implications for the development and use of the strategic marketing planning process in the Greek professional sport sector.

Considering that strategic marketing planning plays a vital role in ensuring that sport organizations will survive and prosper, managers and directors of professional sport clubs need to be aware of the procedures, techniques and processes of strategic marketing planning, in order for them to think and act strategically. By analyzing and recognizing key variables in the strategic marketing planning model, sport directors will be better able to: (a) develop formalized, written, long-term marketing plans, (b) establish and periodically review mission and objective statements, (c) assess the internal and external environment of the sport club and (d) formulate, implement and assess marketing strategies and marketing mix programmes. The identification of this process will contribute to the development of realistic decisions that will enhance the effectiveness of the sport organisation.

Sport directors and managers need to facilitate implementation, as the research findings provided evidence of poor implementation in the marketing planning process. Piercy (1992) believes that “implementation is strategy” (p.224) and therefore any marketing plan should come with a realistic and actionable implementation strategy, which should analytically describe what and when should be performed, with what way, with what actions and resources and who will be responsible for these actions. Hussey (1997) provided some practical guidelines to the managers for the successful implementation of the marketing planning process. More specifically, sport managers should provide the following: (a) Envisioning: developing a coherent view of the future, (b) Activating: ensuring others understand, support and share the vision, (c) Supporting: helping others to play a key part in the implementation process given their capabilities and potential, (d) Installing: a detailed written plan, (e) Ensuring: monitoring and control of both qualitative employee

satisfaction and quantitative results and finally (f) Recognizing: positive and negative results to reinforce change.

Furthermore, since the most significant factors that discourage strategic marketing planning in the Greek professional sport sector, as the results indicated, were cognitive and cultural, sport managers and directors need to recognize all these constraints and be willing to solve the problems emerged, if they want to support the implementation of strategic marketing planning process. Strategic marketing planning is an important administrative responsibility and therefore sport managers should provide better education through workshops, seminars and consulting, emphasizing the skills and knowledge of tools and planning procedures and enforcing the link between marketing analysis, strategy and implementation programmes (Dibb & Simkin, 1996; Simkin, 1996b). Furthermore, educational programmes emphasizing the improvement of the planning culture in the club, enforcing managerial perceptions, workforce motivation and commitment to the planning process can greatly assist professional sport clubs in carrying out the strategic marketing planning process (Saker & Smith, 1997).

The results of the particular research showed that there is a direct link between marketing planning and business performance (the results showed positive relationship between marketing planning and all performance criteria used except from market share). It is therefore important that all Greek sport managers should appreciate the gains associated with all marketing functions, in order to perform them effectively. To improve marketing practice in the organisation, educational programmes need to be established, emphasizing more on improving practices with under-performance problems. In the case of market share, the relationship was not found to be significant, probably because sport managers believe that their market is

given due to the high level of allegiance of the Greek sport fans. However, sport managers need to seek customers from the broader entertainment and recreation industry, rather than the narrow market of supporters and fans. Nowadays, people try to find ways of entertainment and sports are an ideal place of amusement and recreation. Consequently, sport managers should seek ways of expanding their markets, trying to gain market share from other related industries. In order to do this, sport managers should place emphasis on improving the actual game of their clubs, they should focus on improving the quality of products, services, facilities. Furthermore, sport managers should implement strategies to extend their markets providing attractive products, services and promotional offers to many other segments of the broad entertainment industry (e.g. families, children, etc).

Since the marketing strategy development phase is an important phase in the whole marketing planning process, the directors of professional sport clubs should re-examine the way they develop, evaluate and implement their marketing strategies. Sport directors should emphasize on those strategies that will enhance the effectiveness of their sport organization and will give them the ability to gain a competitive advantage over their rivals. Based on the research findings, Greek sport clubs should place more emphasis on the following key marketing strategies:

- *Strategies related to quality.* Based on the notion that delivering quality in a service organisation is considered an essential strategy for survival and success (Tsan & Maguire, 1998), Greek professional sport clubs should become more quality-oriented in order to meet the challenges from their business environment. In order to achieve this, sport managers and directors should follow three main principles in their sport organisation: (a) focus on customer satisfaction, (b) seeking continuous and long-term improvement and

(c) ensurement of full involvement of the entire organisational work force in improving quality (Oakland, 1993).

- *Strategies related to Human Resources.* Since many researchers have recognised the importance of people in delivering high levels of service quality, professional sport clubs should emphasize on strategies related to the development of human resources. Sport managers and directors should develop policies, practices and systems that influence employee's behaviour, attitudes and performance. These practices can be: (a) training and development of employees in order to obtain new knowledge, skills and abilities, (b) empowerment through employee involvement, (c) motivation and rewarding, (d) evaluation of their performance, (d) creation of a positive work environment. The effective management of human resources can improve business performance by contributing to customer satisfaction, high quality services, innovation, productivity and development of a positive reputation for the sport club (Noe, et al., 2003).
- *Strategies related to the acquisition of sport sponsorship.* Sport sponsorship comprises a substantial source of revenue for many sports (Shilbury, Quick, & Westerbeek, 1998). As sport sponsorship acquisition is a multifunctional operation, professional sport clubs should emphasize on a completely organised strategy and must prepare sponsorship proposals that will attract potential sponsors providing them an attractive package of benefits that satisfies their objectives and needs (Stotlar, 2001). It is important for sport clubs to establish a separate department in the organisational structure, in order to: (a) Investigate and identify potential sponsors, (b) Identify sponsors' needs (identify the objectives of sponsors, e.g awareness, market share, sales,

etc) and (c) Develop completely organized sponsorship proposals providing to potential sponsors an attractive package of benefits.

- *Strategies related to internet marketing.* Based on the notion that the Internet is a medium that can offer many marketing opportunities for professional sport clubs (promotional, communicational, e-commerce, direct marketing and relationship marketing), sport directors need to revise the way they use it for their sporting organisation. An establishment of a separate department may be compulsory, in order for sport clubs to provide information about the team and team's news, to communicate directly and immediately with fans and supporters, to promote, through the e-mail, products and services, to sell tickets, merchandising and other products, to obtain information about consumers behaviour, etc. (Beech, Chadwick, & Tapp, 2000b; Kriemadis, Terzoudis, & Kartakoullis, 2010). The development of such department in the organisational structure can help sport clubs enhance their marketing activities and obtain additional revenue through the promotion and distribution of products and services.

Recommendations for further study

The literature in the area of strategic marketing planning in professional sport clubs is very limited. There appears to be an ever increasing interest in this area, and further studies could prove to be beneficial. Based on the findings of this study, the following recommendations are offered for future research:

1. Follow-up studies should be done to the same sample in three to five years to investigate possible changes in the utilization of the strategic marketing planning process in the Greek professional sport clubs.

2. Replication of the particular research should be done, using different measures of performance. For example, a future research may employ the objective way of measuring business performance, which is based on the comparisons of the absolute measures of performance (balance sheets, sales revenue, pre tax profit, etc.).
3. Research needs to be done to the same population (Greek professional sport clubs) to assess qualitatively the extent of strategic marketing planning. Qualitative case studies rely upon data obtained from interviews and observations, which would address membership of the marketing planning committee, the type of data used in marketing planning, the methods used to obtain the data, the type of leadership behavior which appears to be needed to ensure the success of the marketing planning effort and the resistance that is encountered in gaining commitment to strategic marketing planning.
4. Further studies need to be done in all divisions of the professional sport sector in Greece. These studies would examine (a) the level of strategic marketing planning, (b) the relationship between marketing planning and business performance in these divisions.
5. Comparative studies should be conducted among Greek and European professional sport clubs. These comparisons would be useful in order to find out similarities and differences in strategic marketing planning practices of these clubs.
6. Finally, future research should be designed to establish the validity and reliability of a strategic marketing planning survey instrument which could be used in any professional sport club to evaluate the quantity and quality of strategic marketing planning activities which are occurring and the

effectiveness of the implementation of those marketing plans that have been developed.

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APPENDICES

APPENDIX A:
MARKETING PLANNING QUESTIONNAIRE

ΕΡΩΤΗΜΑΤΟΛΟΓΙΟ ΣΤΡΑΤΗΓΙΚΟΥ ΣΧΕΔΙΑΣΜΟΥ ΜΑΡΚΕΤΙΝΓΚ ΑΘΛΗΤΙΚΩΝ ΑΝΩΝΥΜΩΝ ΕΤΑΙΡΙΩΝ (ΑΑΕ)

(Α) Αξιολόγηση του στρατηγικού σχεδιασμού μάρκετινγκ της ΑΑΕ.

Παρακαλούμε επιλέξτε, σημειώνοντας Χ στην αντίστοιχη απάντηση, ποιες από τις παρακάτω δραστηριότητες έχετε αναπτύξει αυτή τη στιγμή στην ΑΑΕ σας:

- | | | |
|--|---------|---------|
| 1. Η διαμόρφωση της αποστολής, οράματος και των αξιών της ΑΑΕ. | ΝΑΙ () | ΟΧΙ () |
| 2. Ο καθορισμός των μακροπρόθεσμων στόχων της ΑΑΕ. | ΝΑΙ () | ΟΧΙ () |
| 3. Η αξιολόγηση των δυνατών σημείων της ΑΑΕ και των αδυναμιών της. | ΝΑΙ () | ΟΧΙ () |
| 4. Η αξιολόγηση των ευκαιριών και των απειλών που προέρχονται από το εξωτερικό περιβάλλον. | ΝΑΙ () | ΟΧΙ () |
| 5. Ο προσδιορισμός των στόχων μάρκετινγκ της ΑΑΕ. | ΝΑΙ () | ΟΧΙ () |
| 6. Η ανάπτυξη στρατηγικών μάρκετινγκ που οδηγούν στην επίτευξη των στόχων μάρκετινγκ. | ΝΑΙ () | ΟΧΙ () |
| 7. Η διαμόρφωση λεπτομερών σχεδίων δράσης (χρονοδιαγράμματα, προϋπολογισμοί, ρόλοι, κλπ) | ΝΑΙ () | ΟΧΙ () |
| 8. Η περιοδική αξιολόγηση της απόδοσης των παραπάνω δραστηριοτήτων. | ΝΑΙ () | ΟΧΙ () |

(Β) Παρακαλούμε αξιολογήστε το βαθμό στον οποίο λαμβάνετε υπόψη τους παρακάτω παράγοντες που σχετίζονται με το εξωτερικό περιβάλλον της ΑΑΕ σας, κατά το σχεδιασμό της στρατηγικής μάρκετινγκ, βαθμολογώντας από 1 έως 5, όπου 1=καθόλου και 5=πάρα πολύ.

	καθόλου	λίγο	μέτρια	πολύ	πάρα πολύ
1. Πολιτικές τάσεις (νομοθεσία, θεσμικοί περιορισμοί, κλπ.)	1	2	3	4	5
2. Οικονομικές / φορολογικές εκτιμήσεις	1	2	3	4	5
3. Κοινωνικές τάσεις (δημογραφικά δεδομένα, αξίες, στάσεις, αντιλήψεις, κλπ.)	1	2	3	4	5
4. Τεχνολογικές τάσεις (νέες τεχνολογίες, εξοπλισμοί, κλπ.)	1	2	3	4	5
5. Αγορά (μέγεθος, ανάπτυξη, τάσεις, τμηματοποίηση)	1	2	3	4	5
6. Πελάτες (δημογραφικές αλλαγές, αγοραστική συμπεριφορά)	1	2	3	4	5

	καθόλου	λίγο	μέτρια	πολύ	πάρα πολύ
7. Ανταγωνισμός	1	2	3	4	5
8. Διεθνές περιβάλλον	1	2	3	4	5
9. Προμηθευτές	1	2	3	4	5
10. Τοπικές επιχειρήσεις	1	2	3	4	5
11. Μέσα Μαζικής Ενημέρωσης	1	2	3	4	5
12. Χορηγοί	1	2	3	4	5
13. Άλλοι παράγοντες (ποιος/ποιοί;)	1	2	3	4	5
_____	1	2	3	4	5
_____	1	2	3	4	5

(Γ) Παρακαλούμε αξιολογήστε το βαθμό στον οποίο λαμβάνετε υπόψη τους παρακάτω παράγοντες που σχετίζονται με το εσωτερικό περιβάλλον της ΑΑΕ σας, κατά το σχεδιασμό της στρατηγικής μάρκετινγκ, βαθμολογώντας από 1 έως 5, όπου 1=καθόλου και 5=πάρα πολύ.

	καθόλου	λίγο	μέτρια	πολύ	πάρα πολύ
1. Οικονομική επίδοση της ΑΑΕ	1	2	3	4	5
2. Τεχνολογικός εξοπλισμός	1	2	3	4	5
3. Διαδικασίες μάρκετινγκ (σύστημα πληροφόρησης, προγραμματισμού, ελέγχου)	1	2	3	4	5
4. Αποτελεσματικότητα στοιχείων μάρκετινγκ					
i. ανάπτυξη προϊόντων / υπηρεσιών	1	2	3	4	5
ii. διανομή προϊόντων / υπηρεσιών	1	2	3	4	5
iii. τιμολόγηση προϊόντων / υπηρεσιών	1	2	3	4	5
iv. προωθητικές δράσεις	1	2	3	4	5
5. Πελάτες (προφίλ, γνώμη, ικανοποίηση, κλπ.)	1	2	3	4	5
6. Ποιότητα προσφερόμενων υπηρεσιών	1	2	3	4	5

	καθόλου	λίγο	μέτρια	πολύ	πάρα πολύ
7. Επάρκεια και ποιότητα αθλητικών εγκαταστάσεων	1	2	3	4	5
8. Επάρκεια και ποιότητα χώρων διοίκησης	1	2	3	4	5
9. Επάρκεια και ποιότητα αθλητικού εξοπλισμού	1	2	3	4	5
10. Απόδοση των διοικητικών στελεχών της ΑΑΕ	1	2	3	4	5
11. Απόδοση των προπονητών	1	2	3	4	5
12. Εκπαίδευση και κατάρτιση προσωπικού	1	2	3	4	5
13. Άλλοι παράγοντες(ποιος/ποιοί;)	1	2	3	4	5
_____	1	2	3	4	5
_____	1	2	3	4	5

(Δ) Παρακαλούμε αξιολογήστε το βαθμό στον οποίο λαμβάνετε υπόψη τους παρακάτω παράγοντες που σχετίζονται με τη στρατηγική μάρκετινγκ της ΑΑΕ σας, βαθμολογώντας από 1 έως 5, όπου 1=καθόλου και 5=πάρα πολύ.

	καθόλου	λίγο	μέτρια	πολύ	πάρα πολύ
1. Στρατηγικές βασικού αθλητικού προϊόντος και συμπληρωματικών (ποιότητα, παροχές κατά τη διάρκεια του αγώνα, κλπ.)	1	2	3	4	5
2. Στρατηγικές τιμολόγησης (εκπτώσεις, περιθώρια, περίοδοι πληρωμής, όροι πίστωσης, κλπ.)	1	2	3	4	5
3. Κανάλια Διανομής					
-τηλεοπτική κάλυψη	1	2	3	4	5
-γήπεδο	1	2	3	4	5
-εμπορικοί χώροι (μπουτίκ, σημεία πώλησης)	1	2	3	4	5
4. Στρατηγικές προώθησης					
-τηλεοπτικά δικαιώματα	1	2	3	4	5
-διαφήμιση	1	2	3	4	5
-προώθηση πωλήσεων	1	2	3	4	5

	καθόλου	λίγο	μέτρια	πολύ	πάρα πολύ
-δημόσιες σχέσεις/ δημοσιότητα	1	2	3	4	5
5. Στρατηγικές σχετικά με την εφαρμογή του άμεσου μάρκετινγκ	1	2	3	4	5
6. Στρατηγικές σχετικά με την εφαρμογή του μάρκετινγκ σχέσεων	1	2	3	4	5
7. Στρατηγικές σχετικά με την εφαρμογή του internet μάρκετινγκ	1	2	3	4	5
8. Στρατηγικές σχετικά με το ανθρώπινο δυναμικό (εκπαίδευση, ενδυνάμωση, επιβράβευση, κλπ.)	1	2	3	4	5
9. Στρατηγικές σχετικά με φυσικό περιβάλλον (ποιότητα εγκαταστάσεων, εξοπλισμού, εξυπηρέτηση πελατών, κλπ.)	1	2	3	4	5
10. Στρατηγική διεκδίκησης και απόκτησης χορηγιών	1	2	3	4	5
11. Στρατηγική σχετικά με τις διαδικασίες	1	2	3	4	5

(Ε) Παρακαλούμε αξιολογήστε το βαθμό στον οποίο οι παρακάτω παράγοντες αποθαρρύνουν τον προγραμματισμό μάρκετινγκ της ΑΑΕ, βαθμολογώντας από 1 έως 5, όπου 1=καθόλου και 5=πάρα πολύ.

	καθόλου	λίγο	μέτρια	πολύ	πάρα πολύ
1. Ανεπαρκής εκπαίδευση σε διαδικασίες σχεδιασμού	1	2	3	4	5
2. Ανεπαρκής εμπειρία σε διαδικασίες σχεδιασμού	1	2	3	4	5
3. Έλλειψη επικοινωνίας στην ΑΑΕ	1	2	3	4	5
4. Έλλειψη συνεργασίας στην ΑΑΕ	1	2	3	4	5
5. Αντίδραση του προσωπικού στον σχεδιασμό	1	2	3	4	5
6. Ανεπαρκής χρόνος	1	2	3	4	5
7. Ανεπαρκείς οικονομικοί πόροι	1	2	3	4	5
8. Έλλειψη ανάλογης πολιτικής στην ΑΑΕ	1	2	3	4	5
9. Άλλοι παράγοντες (ποιος/ποιοί;)					

1	2	3	4	5
1	2	3	4	5

(Z) Παρακαλούμε επιλέξτε, σημειώνοντας X, ποιο από τα παρακάτω περιγράφει καλύτερα το επίπεδο σχεδιασμού μάρκετινγκ στην ΑΑΕ σας.

1. **Δομημένος στρατηγικός σχεδιασμός μάρκετινγκ (στρατηγικό σχέδιο μάρκετινγκ):** Αυτό σημαίνει, τυποποιημένα, γραπτά, μακροπρόθεσμα σχέδια μάρκετινγκ, που περιλαμβάνουν τη γενικότερη αποστολή του μάρκετινγκ, τους στόχους, τις στρατηγικές, βασισμένα στα δυνατά σημεία, στις αδυναμίες της ΑΑΕ και την ανάλυση των ευκαιριών και των απειλών της ΑΑΕ από το εξωτερικό περιβάλλον.
2. **Δομημένος βραχυπρόθεσμος σχεδιασμός μάρκετινγκ (ετήσιο σχέδιο μάρκετινγκ):** Αυτό σημαίνει, γραπτοί, βραχυπρόθεσμοι λειτουργικοί προϋπολογισμοί και προγράμματα δράσης που αφορούν στο μάρκετινγκ για το τρέχον έτος.
3. **Σχέδια μάρκετινγκ βασισμένα στην διαίσθηση:** Αυτό σημαίνει, άτυπα, σχέδια τα οποία έχουν αναπτυχθεί και εφαρμοσθεί βασισμένα στην διαίσθηση και την εμπειρία των διοικητικών στελεχών της ΑΑΕ. Δεν είναι γραπτά αλλά είναι «αποθηκευμένα» στην μνήμη των διοικητικών στελεχών. Είναι επίσης μικρής διάρκειας.
4. **Μη δομημένα σχέδια:** Αυτό σημαίνει, ότι δεν υπάρχουν δομημένα σχέδια μάρκετινγκ στην ΑΑΕ.

(Z) Πόσα χρόνια έχετε εμπλακεί σε στρατηγικό σχεδιασμό μάρκετινγκ; χρόνια

(Z) Υπάρχει δομημένο τμήμα μάρκετινγκ στην ΑΑΕ; (σημειώστε με X το αντίστοιχο τετράγωνο)

ΝΑΙ

ΟΧΙ

(Z) Εάν δεν υπάρχει τμήμα μάρκετινγκ στον ΑΑΕ, προβλέπεται να συσταθεί στα επόμενα δύο χρόνια;

ΝΑΙ

ΟΧΙ

(Η) Παρακαλούμε διευκρινίστε τα έσοδα σας τα τρία προηγούμενα χρόνια που προήλθαν από πηγές αυτοχρηματοδότησης (τηλεοπτικά δικαιώματα, χορηγίες, εισιτήρια, προϊόντα, κλπ.)

2006 – 2007.....

2007 – 2008.....

2008 – 2009.....

(Η) Τι ποσοστό των εσόδων σας προήλθε από:

	2006 - 2007	2007 - 2008	2008 - 2009
Τηλεοπτικά δικαιώματα			
Χορηγίες			
Εισιτήρια			
Πωλήσεις προϊόντων			
Άλλες πηγές			

(Θ) Ποια είναι η θέση σας στην ΑΑΕ; (σημειώστε με X το αντίστοιχο τετράγωνο)

- Διευθύνων Σύμβουλος
- Γενικός Διευθυντής
- Διευθυντής Μάρκετινγκ
- Διευθυντής Οικονομικών
- Διευθυντής Ανθρώπινου Δυναμικού
- Άλλο: _____

(Θ) Ποιο είναι το επίπεδο εκπαίδευσής σας; (σημειώστε με X το αντίστοιχο τετράγωνο)

Βασικές σπουδές

Πανεπιστημιακός τίτλος

Μεταπτυχιακός τίτλος

(Θ) Ποια είναι η εργασιακή εμπειρία σας;

Καμία εμπειρία

1-3 χρόνια

3-7 χρόνια

Περισσότερα από 7 χρόνια

(I) Πόσο ικανοποιημένος είστε από την επίδοση της ΑΑΕ σε σχέση με τους στόχους που έχετε θέσει στα ακόλουθα κριτήρια: (1=καθόλου ικανοποιημένος – 5=πάρα πολύ ικανοποιημένος).

	καθόλου	λίγο	μέτρια	πολύ	πάρα πολύ
Κέρδη (Profit)	1	2	3	4	5
Απόδοση της Επένδυσης (RoI)	1	2	3	4	5
Έσοδα (Sales volume)	1	2	3	4	5
Μερίδιο Αγοράς (Market share)	1	2	3	4	5

(I) Πόσο ικανοποιημένος είστε από την επίδοση της ΑΑΕ σε σχέση με τους στόχους της προηγούμενης χρονιάς στα ακόλουθα κριτήρια: (1=καθόλου ικανοποιημένος – 5=πάρα πολύ ικανοποιημένος).

	καθόλου	λίγο	μέτρια	πολύ	πάρα πολύ
Κέρδη (Profit)	1	2	3	4	5
Απόδοση της Επένδυσης (Rol)	1	2	3	4	5
Έσοδα (Sales volume)	1	2	3	4	5
Μερίδιο Αγοράς (Market share)	1	2	3	4	5

(II) Πόσο ικανοποιημένος είστε από την επίδοση της ΑΑΕ σε σχέση με τους ανταγωνιστές σας στα ακόλουθα κριτήρια: (1=καθόλου ικανοποιημένος – 5=πάρα πολύ ικανοποιημένος).

	καθόλου	λίγο	μέτρια	πολύ	πάρα πολύ
Κέρδη (Profit)	1	2	3	4	5
Απόδοση της Επένδυσης (Rol)	1	2	3	4	5
Έσοδα (Sales volume)	1	2	3	4	5
Μερίδιο Αγοράς (Market share)	1	2	3	4	5

ASSESSMENT OF STRATEGIC MARKETING PLANNING PROCESS IN GREEK PROFESSIONAL SPORT CLUBS

(A) Assessment of the components of strategic marketing planning process in the Professional Sport Club

Please check which of the following activities are included in your sport club's current marketing planning process:

- | | | |
|--|---------|--------|
| 1. Developing the sport club's mission, vision and values | YES () | NO () |
| 2. Developing the sport club's corporate objectives | YES () | NO () |
| 3. Assessing the sport club's strengths and weaknesses | YES () | NO () |
| 4. Assessing the opportunities and threats that emanate from the external environment | YES () | NO () |
| 5. Developing the sport club's marketing objectives | YES () | NO () |
| 6. Developing marketing strategies that lead to the achievement of marketing objectives | YES () | NO () |
| 7. Formulating detailed action plans (detailed actions, timetables, budgets and allocation of personnel) | YES () | NO () |
| 8. Periodically evaluating the performance of the sport club's marketing planning process | YES () | NO () |

(B) The following factors are externally related to the sport club. Please indicate, by circling, to what extent they are considered when formulating your marketing plans (1=very little extent and 5=very great extent).

- | | Very little | little | some | great | very great |
|---|-------------|--------|------|-------|------------|
| 1. Political trends (legislation, regulatory constraints, etc.) | 1 | 2 | 3 | 4 | 5 |
| 2. Financial/economic trends (economic growth, income levels, etc.) | 1 | 2 | 3 | 4 | 5 |
| 3. Social trends (trends, values, attitudes, etc.) | 1 | 2 | 3 | 4 | 5 |
| 4. Technological trends (new technology, equipment, etc.) | 1 | 2 | 3 | 4 | 5 |
| 5. Market (size, growth, trends, segmentation, etc.) | 1 | 2 | 3 | 4 | 5 |
| 6. Customers (Demographic characteristics, buying behaviour, etc) | 1 | 2 | 3 | 4 | 5 |

	Very little	little	some	great	very great
7. Competition	1	2	3	4	5
8. International environment	1	2	3	4	5
9. Suppliers	1	2	3	4	5
10. Local Companies	1	2	3	4	5
11. Media	1	2	3	4	5
12. Sponsors	1	2	3	4	5
13. Other (please specify)	1	2	3	4	5
_____	1	2	3	4	5
_____	1	2	3	4	5

(C) The following factors are internally related to the sport club. Please indicate, by circling, to what extent they are considered when formulating your marketing plans (1=very little extent and 5=very great extent).

	Very little	little	some	great	very great
1. Financial performance	1	2	3	4	5
2. Technological equipment	1	2	3	4	5
3. Marketing procedures (information system, planning system, control system)	1	2	3	4	5
4. Marketing mix effectiveness					
i. Product/ services	1	2	3	4	5
ii. Distribution	1	2	3	4	5
iii. Price	1	2	3	4	5
iv. Promotion	1	2	3	4	5
5. Customers (profile, customer satisfaction, etc.)	1	2	3	4	5

	Very little	little	some	great	very great
6. Service quality	1	2	3	4	5
7. Efficiency and quality of sport facilities	1	2	3	4	5
8. Efficiency and quality of management offices	1	2	3	4	5
9. Efficiency and quality of sport equipment	1	2	3	4	5
10. Performance of management team (managers, directors, staff, etc)	1	2	3	4	5
11. Performance of technical team (trainers, coaches, etc.)	1	2	3	4	5
12. Employee training	1	2	3	4	5
13. Other (please specify)	1	2	3	4	5
_____	1	2	3	4	5
_____	1	2	3	4	5

(D) The following factors are related to the marketing strategy of the sport club. Please indicate, by circling, to what extent they are considered when formulating your marketing plans (1=very little extent and 5=very great extent).

	Very little	little	some	great	very great
1. Strategies related to the core product and product extensions (service quality, service provision during the game, etc.)	1	2	3	4	5
2. Strategies related to the price (list price, discounts, payment periods, credit terms, etc.)	1	2	3	4	5
3. Strategies related to the distribution of the sport product					
-media coverage	1	2	3	4	5
-main sport facility	1	2	3	4	5
-merchandising, points of sales	1	2	3	4	5
4. Strategies related to the promotion of the sport product					
-TV rights	1	2	3	4	5
-Advertising	1	2	3	4	5
-Sales promotion	1	2	3	4	5

	Very little	little	some	great	very great
-Public relations/ Publicity	1	2	3	4	5
5. Strategies related to Direct Marketing	1	2	3	4	5
6. Strategies related to Relationship Marketing	1	2	3	4	5
7. Strategies related to Internet Marketing	1	2	3	4	5
8. Strategies related to human resources (training, selection, motivation, etc)	1	2	3	4	5
9. Strategies related to physical evidence (quality of facilities, equipment, customer service, etc)	1	2	3	4	5
10. Strategies related to the acquisition of sport sponsorship	1	2	3	4	5
11. Strategies related to operational processes	1	2	3	4	5

(E) Please indicate, by circling, the extent to which the following factors discourage marketing planning in the sport club (1=very little extent and 5=very great extent).

	Very little	little	some	great	very great
1. Insufficient training in planning procedures	1	2	3	4	5
2. Lack of knowledge in planning procedures	1	2	3	4	5
3. Lack of adequate communication within the sport club	1	2	3	4	5
4. Lack of adequate collaboration within the sport club	1	2	3	4	5
5. Resistance to planning by sport club's personnel	1	2	3	4	5
6. Insufficient time	1	2	3	4	5
7. Insufficient financial resources in the sport club	1	2	3	4	5
8. Lack of marketing planning policy within the sport club	1	2	3	4	5
9. Other (please specify)	1	2	3	4	5

(F) Please check which of the following best describes the level of marketing planning in your sport club (Please check only one)

1. _____ **Structured strategic marketing planning (strategic marketing planners):** that is, formalized, written, long – term marketing plans, involving sport club’s mission, objectives and strategies, based on the analysis of the sport club’s strengths and weaknesses as well as on the opportunities and threats that emanate from the external environment.
2. _____ **Structured short – term operational plans (operational marketing planners):** That is, written, short – term operational budgets and plans of action for marketing for the current fiscal year.
3. _____ **Intuitive marketing plans (Intuitive marketing planners):** That is, informal marketing plans developed and implemented based on the intuition and experience of the sport club’s management team. They are not written but rather stored in the memories of the sport managers. They are also of short duration.
4. _____ **Unstructured plans (No planners):** That means that no measurable structured planning exist in the sport clubs.

(F) For how many years have you been engaged in strategic marketing planning process?years

(F) Is there a formal marketing department in your sport club?

YES

NO

(F) If you do not have a formal marketing department in your sport club, do you plan to establish one within the next two years?

YES

NO

(G) Please indicate the total self-generated revenue during the past three years? (TV rights, sponsorship, ticket sales, merchandising sales, etc.)

2006 – 2007.....

2007 – 2008.....

2008 – 2009.....

(G) Please indicate what percentage of the total revenue came from the following sources:

	2006 - 2007	2007 - 2008	2008 - 2009
TV rights			
Sponsorship			
Ticket sales			
Merchandising			
Other sources of revenue			

(H) Please indicate your title in sport club

- Chief Executive Officer
- General Manager
- Marketing Manager
- Financial Manager
- Human Resource Manager
- Other (specify): _____

(H) Please indicate your educational level.

- High school education
- University education
- Postgraduate education

(H) Please indicate your working experience;

- No experience
- 1-3 years

3-7 years

More than 7 years

(I) Please indicate the level of satisfaction in relation to business objectives in the current financial year in the following key criteria: (1=very little to 5= very great)

	Very little	little	some	great	very great
Profit	1	2	3	4	5
Return on Investment	1	2	3	4	5
Sales volume	1	2	3	4	5
Market share	1	2	3	4	5

(I) Please indicate the level of satisfaction in relation to business objectives in the last financial year in the following key criteria: (1=very little to 5= very great)

	Very little	little	some	great	very great
Profit	1	2	3	4	5
Return on Investment	1	2	3	4	5
Sales volume	1	2	3	4	5
Market share	1	2	3	4	5

(I) Please indicate the level of satisfaction in relation to business objectives of the major market competitors in the following key criteria: (1=very little to 5= very great)

	Very little	little	some	great	very great
Profit	1	2	3	4	5
Return on Investment	1	2	3	4	5
Sales volume	1	2	3	4	5
Market share	1	2	3	4	5

APPENDIX B:
COVER LETTER TO THE PANEL OF EXPERTS

ΕΛΛΗΝΙΚΗ ΔΗΜΟΚΡΑΤΙΑ

**ΠΑΝΕΠΙΣΤΗΜΙΟ ΠΕΛΟΠΟΝΝΗΣΟΥ****ΣΧΟΛΗ ΕΠΙΣΤΗΜΩΝ ΑΝΘΡΩΠΙΝΗΣ
ΚΙΝΗΣΗΣ & ΠΟΙΟΤΗΤΑΣ ΖΩΗΣ
ΤΜΗΜΑ ΟΡΓΑΝΩΣΗΣ ΚΑΙ ΔΙΑΧΕΙΡΙΣΗΣ ΑΘΛΗΤΙΣΜΟΥ**

Λυσσάνδρου 3-5, 231 00 Σπάρτη
Τηλ. 27310 -89658
Fax. 27310-89657
E-mail: thanosk@uop.gr

Επιστολή προς τους ειδήμονες κριτές (panel of experts)

Αξιότιμε κύριε.....

Εκπονώ την διδακτορική μου διατριβή με θέμα «Στρατηγικός Σχεδιασμός Μάρκετινγκ στον Ελληνικό Επαγγελματικό Αθλητισμό».

Ο αθλητικός τομέας αντιμετωπίζει στις μέρες μας μια σειρά σημαντικών αλλαγών και προκλήσεων. Τα διοικητικά στελέχη του αθλητισμού θα πρέπει να λειτουργούν με τρόπο επαγγελματικό και πάνω από όλα ενσωματώνοντας στις διοικητικές τους προσπάθειες, τις αρχές και πρακτικές του μάνατζμεντ. Ο στρατηγικός σχεδιασμός μάρκετινγκ μπορεί να βοηθήσει τους αθλητικούς οργανισμούς να ανταποκριθούν αποτελεσματικά στις σύγχρονες προκλήσεις που αντιμετωπίζει ο τομέας του αθλητισμού, διαμορφώνοντας στρατηγικές ικανές να επιτύχουν τους στόχους που έχουν τεθεί.

Οι πρωταρχικοί σκοποί της έρευνας μου είναι οι ακόλουθοι: (1) να καθοριστεί ο βαθμός στον οποίο ο στρατηγικός σχεδιασμός μάρκετινγκ εφαρμόζεται στον ελληνικό επαγγελματικό αθλητισμό και συγκεκριμένα στις ΠΑΕ και στις ΚΑΕ, (2) να

αναγνωριστούν οι κύριοι παράγοντες που αποθαρρύνουν την εφαρμογή του στρατηγικού σχεδιασμού μάρκετινγκ στις ΠΑΕ και ΚΑΕ, (3) να αναγνωριστούν οι διαφορές στην εφαρμογή του στρατηγικού σχεδιασμού μάρκετινγκ ανάμεσα στα δύο δείγματα και (4) να εξεταστεί η σχέση ανάμεσα στα τρία επίπεδα σχεδιασμού μάρκετινγκ και στις ακόλουθες μεταβλητές (α) επίδοση του οργανισμού (μετράται με επίπεδα ικανοποίησης σε συγκεκριμένα κριτήρια όπως, απόδοση της επένδυσης, κέρδη, πωλήσεις και μερίδιο αγοράς), (β) μορφωτικό επίπεδο διοικητικών στελεχών και (γ) εργασιακή εμπειρία διοικητικών στελεχών.

Παρακάτω θα βρείτε την φόρμα αξιολόγησης του ερωτηματολογίου. Η βοήθεια σας, η κριτική και οι υποδείξεις σας είναι απαραίτητες για την εγκυρότητα του περιεχομένου του ερωτηματολογίου. Θα εκτιμούσα ιδιαίτερα εάν αφιερώνατε λίγο από τον πολύτιμο χρόνο σας για τον σκοπό αυτό.

Ευχαριστώ εκ των προτέρων για τη βοήθεια και τη συνεργασία σας

Με εκτίμηση

Χρήστος Τερζούδης

Υποψήφιος Διδάκτωρ, Τμήμα Οργάνωσης και Διαχείρισης Αθλητισμού,

Πανεπιστήμιο Πελοποννήσου

ΦΟΡΜΑ ΑΞΙΟΛΟΓΗΣΗΣ

Οι παρατηρήσεις σας είναι σημαντικές για την επιτυχία της έρευνας. Παρακαλώ, αξιολογήστε εάν οι παρακάτω ερωτήσεις είναι σαφείς και κατάλληλες, και υποδείξτε διορθώσεις όπως κρίνετε απαραίτητο. Ευχαριστώ θερμά για το χρόνο σας.

Ερώτηση	Πολύ ασυμφώνη					Πολύ συμφώνη					Προτάσεις – Υποδείξεις	
	1	2	3	4	5	1	2	3	4	5		
A	1	1	2	3	4	5	1	2	3	4	5	
	2	1	2	3	4	5	1	2	3	4	5	
	3	1	2	3	4	5	1	2	3	4	5	
	4	1	2	3	4	5	1	2	3	4	5	
	5	1	2	3	4	5	1	2	3	4	5	
	6	1	2	3	4	5	1	2	3	4	5	
	7	1	2	3	4	5	1	2	3	4	5	
	8	1	2	3	4	5	1	2	3	4	5	
B	1	1	2	3	4	5	1	2	3	4	5	
	2	1	2	3	4	5	1	2	3	4	5	
	3	1	2	3	4	5	1	2	3	4	5	
	4	1	2	3	4	5	1	2	3	4	5	
	5	1	2	3	4	5	1	2	3	4	5	
	6	1	2	3	4	5	1	2	3	4	5	
	7	1	2	3	4	5	1	2	3	4	5	
	8	1	2	3	4	5	1	2	3	4	5	
	9	1	2	3	4	5	1	2	3	4	5	
	10	1	2	3	4	5	1	2	3	4	5	
	11	1	2	3	4	5	1	2	3	4	5	
	12	1	2	3	4	5	1	2	3	4	5	
Γ	1	1	2	3	4	5	1	2	3	4	5	
	2	1	2	3	4	5	1	2	3	4	5	
	3	1	2	3	4	5	1	2	3	4	5	
	4i	1	2	3	4	5	1	2	3	4	5	
	4ii	1	2	3	4	5	1	2	3	4	5	
	4iii	1	2	3	4	5	1	2	3	4	5	
	4iv	1	2	3	4	5	1	2	3	4	5	
	5	1	2	3	4	5	1	2	3	4	5	
	6	1	2	3	4	5	1	2	3	4	5	
	7	1	2	3	4	5	1	2	3	4	5	
	8	1	2	3	4	5	1	2	3	4	5	
9	1	2	3	4	5	1	2	3	4	5		
10	1	2	3	4	5	1	2	3	4	5		
11	1	2	3	4	5	1	2	3	4	5		

ΕΛΛΗΝΙΚΗ ΔΗΜΟΚΡΑΤΙΑ

**ΠΑΝΕΠΙΣΤΗΜΙΟ ΠΕΛΟΠΟΝΝΗΣΟΥ****ΣΧΟΛΗ ΕΠΙΣΤΗΜΩΝ ΑΝΘΡΩΠΙΝΗΣ
ΚΙΝΗΣΗΣ & ΠΟΙΟΤΗΤΑΣ ΖΩΗΣ
ΤΜΗΜΑ ΟΡΓΑΝΩΣΗΣ ΚΑΙ ΔΙΑΧΕΙΡΙΣΗΣ ΑΘΛΗΤΙΣΜΟΥ**

Λυσσάνδρου 3-5, 231 00 Σπάρτη
Τηλ. 27310 -89658
Fax. 27310-89657
E-mail: thanosk@uop.gr

Cover letter to the Panel of Experts

Dear Mr.....

I am conducting a dissertation study titled “Strategic Marketing Planning applied to the Greek professional sport clubs”.

Nowadays, the sport sector is confronted with a great number of challenges. Sport managers and directors need to incorporate management skills, professionalism and knowledge of the management principles and practices. Strategic marketing planning may help sport clubs and organizations anticipate and respond effectively to these challenges and develop strategies necessary to achieve their mission and business objectives.

The primary purposes of the study are: (1) to determine the extent to which the strategic marketing planning process is being used in the Greek professional sport sector (football and basketball clubs), (2) to identify the key factors that discourage the Greek professional sport clubs from engaging in strategic marketing planning activities, (3) to identify the main similarities and key differences between the two samples and (4) to examine the relationship between the three levels of marketing

planners and the selected variables: (a) business performance, (b) managers' educational background and (c) managers' work experience.

I am soliciting your help in finalizing the questionnaire. Because of your position, it was felt that you are familiar with the field of marketing planning and sport marketing. Therefore, your response is critical in regard to the content validity of the questionnaire. I would appreciate your taking a few minutes to review the enclosed questionnaire and critique the questions' validity using the assessment form (answer the question: Is the question clear? Is the question appropriate to the practices of strategic marketing planning?).

Thank you for sharing your expertise.

Yours sincerely

Christos Terzoudis

PhD Candidate, Department of Sport Management,

University of Peloponnese

ASSESSMENT FORM

Your comments are very important to the success of this study. Please check whether or not each question is clear and appropriate and make suggestions if needed.

Thank you very much for your time.

Questions		Very unclear				Very clear		Very inappropriate				Very appropriate	Suggestions
A	1	1	2	3	4	5		1	2	3	4	5	
	2	1	2	3	4	5		1	2	3	4	5	
	3	1	2	3	4	5		1	2	3	4	5	
	4	1	2	3	4	5		1	2	3	4	5	
	5	1	2	3	4	5		1	2	3	4	5	
	6	1	2	3	4	5		1	2	3	4	5	
	7	1	2	3	4	5		1	2	3	4	5	
	8	1	2	3	4	5		1	2	3	4	5	
B	1	1	2	3	4	5		1	2	3	4	5	
	2	1	2	3	4	5		1	2	3	4	5	
	3	1	2	3	4	5		1	2	3	4	5	
	4	1	2	3	4	5		1	2	3	4	5	
	5	1	2	3	4	5		1	2	3	4	5	
	6	1	2	3	4	5		1	2	3	4	5	
	7	1	2	3	4	5		1	2	3	4	5	
	8	1	2	3	4	5		1	2	3	4	5	
	9	1	2	3	4	5		1	2	3	4	5	
	10	1	2	3	4	5		1	2	3	4	5	
	11	1	2	3	4	5		1	2	3	4	5	
	12	1	2	3	4	5		1	2	3	4	5	
C	1	1	2	3	4	5		1	2	3	4	5	
	2	1	2	3	4	5		1	2	3	4	5	
	3	1	2	3	4	5		1	2	3	4	5	
	4i	1	2	3	4	5		1	2	3	4	5	
	4ii	1	2	3	4	5		1	2	3	4	5	
	4iii	1	2	3	4	5		1	2	3	4	5	
	4iv	1	2	3	4	5		1	2	3	4	5	
	5	1	2	3	4	5		1	2	3	4	5	
	6	1	2	3	4	5		1	2	3	4	5	
	7	1	2	3	4	5		1	2	3	4	5	
	8	1	2	3	4	5		1	2	3	4	5	
9	1	2	3	4	5		1	2	3	4	5		
10	1	2	3	4	5		1	2	3	4	5		
11	1	2	3	4	5		1	2	3	4	5		
D	1	1	2	3	4	5		1	2	3	4	5	

	2	1	2	3	4	5		1	2	3	4	5	
	3i	1	2	3	4	5		1	2	3	4	5	
	3ii	1	2	3	4	5		1	2	3	4	5	
	3iii	1	2	3	4	5		1	2	3	4	5	
	4i	1	2	3	4	5		1	2	3	4	5	
	4ii	1	2	3	4	5		1	2	3	4	5	
	4iii	1	2	3	4	5		1	2	3	4	5	
	4iv	1	2	3	4	5		1	2	3	4	5	
	4v	1	2	3	4	5		1	2	3	4	5	
	4vi	1	2	3	4	5		1	2	3	4	5	
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	6	1	2	3	4	5		1	2	3	4	5	
	7	1	2	3	4	5		1	2	3	4	5	
	8	1	2	3	4	5		1	2	3	4	5	
E	1	1	2	3	4	5		1	2	3	4	5	
	2	1	2	3	4	5		1	2	3	4	5	
	3	1	2	3	4	5		1	2	3	4	5	
	4	1	2	3	4	5		1	2	3	4	5	
	5	1	2	3	4	5		1	2	3	4	5	
	6	1	2	3	4	5		1	2	3	4	5	
	7	1	2	3	4	5		1	2	3	4	5	
	8	1	2	3	4	5		1	2	3	4	5	
F	1	1	2	3	4	5		1	2	3	4	5	
	2	1	2	3	4	5		1	2	3	4	5	
	3	1	2	3	4	5		1	2	3	4	5	
	4	1	2	3	4	5		1	2	3	4	5	

Please suggest the inclusion of any strategic marketing planning activities not currently contained in the questionnaire.

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APPENDIX C:
COVER LETTER TO THE RESPONDENTS

ΕΛΛΗΝΙΚΗ ΔΗΜΟΚΡΑΤΙΑ

**ΠΑΝΕΠΙΣΤΗΜΙΟ ΠΕΛΟΠΟΝΝΗΣΟΥ****ΣΧΟΛΗ ΕΠΙΣΤΗΜΩΝ ΑΝΘΡΩΠΙΝΗΣ
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Λυσσάνδρου 3-5, 231 00 Σπάρτη
Τηλ. 27310 -89658
Fax. 27310-89657
E-mail: thanosk@uop.gr

Συνοδευτική Επιστολή (cover letter)

Αξιότιμε κύριε

Σε συνέχεια της τηλεφωνικής μας επικοινωνίας, σας αποστέλλω το ερωτηματολόγιο της έρευνας που πραγματοποιώ στο Πανεπιστήμιο Πελοποννήσου, με θέμα «Στρατηγικός Σχεδιασμός Μάρκετινγκ στον Ελληνικό Επαγγελματικό Αθλητισμό» για την απόκτηση διδακτορικού τίτλου στην αθλητική διοίκηση. Ο σκοπός της έρευνας είναι να αναζητηθούν οι πρακτικές του στρατηγικού σχεδιασμού μάρκετινγκ που εφαρμόζουν οι Αθλητικές Ανώνυμες Εταιρίες ποδοσφαίρου και καλαθοσφαίρισης (ΠΑΕ και ΚΑΕ). Το όνομα σας και τα στοιχεία επικοινωνίας αντλήθηκαν από το επίσημο web site της ομάδας.

Δεδομένου ότι ο στρατηγικός σχεδιασμός μάρκετινγκ αποτελεί ένα σημαντικό εργαλείο το οποίο μπορεί να ενισχύσει την αποτελεσματικότητα των οργανισμών και επιχειρήσεων, η γνώση και η περαιτέρω διερεύνηση των πρακτικών μάρκετινγκ που εφαρμόζουν οι ελληνικές επαγγελματικές ομάδες θα μπορούσε να αναδείξει πετυχημένες πρακτικές, λάθη, παραλείψεις και υποδείξεις βελτίωσης, προκειμένου οι επαγγελματικές ομάδες να ανταποκριθούν αποτελεσματικά στις σύγχρονες προκλήσεις και να εφαρμόσουν στρατηγικές οι οποίες θα βοηθήσουν στην επίτευξη των στόχων που έχουν τεθεί.

Η συμμετοχή σας στην έρευνα που διεξάγουμε είναι πολύ σημαντική. Θα το εκτιμούσαμε ιδιαίτερα εάν αφιερώνατε δέκα λεπτά από τον πολύτιμο χρόνο σας για να συμπληρώσετε το συνημμένο ερωτηματολόγιο.

Το ερωτηματολόγιο του στρατηγικού σχεδιασμού μάρκετινγκ περιλαμβάνει 17 ερωτήσεις κλειστού τύπου και αναφέρεται στη διαδικασία του στρατηγικού σχεδιασμού μάρκετινγκ που εφαρμόζουν οι αθλητικές ανώνυμες εταιρίες, σε κάποια δημογραφικά στοιχεία και σε εκτιμήσεις / αντιλήψεις σχετικά με την απόδοση του οργανισμού. Το ερωτηματολόγιο θα πρέπει να συμπληρωθεί από τους υπεύθυνους, διευθυντές ή προϊστάμενους διοικητικών τμημάτων που εργάζονται στην αθλητική ανώνυμη εταιρία (π.χ. υπεύθυνος, προϊστάμενος ή διευθυντής διοικητικού, λογιστηρίου/ οικονομικών, μάρκετινγκ, δημοσίων σχέσεων, κ.τ.λ.) και πρέπει **να συμπληρωθεί από τουλάχιστον 3 διοικητικά στελέχη (απαραιτήτως ένας εξ' αυτών να είναι στέλεχος του τμήματος μάρκετινγκ).**

Οι απαντήσεις θα κωδικοποιηθούν αριθμητικά για να εξασφαλιστεί η ανωνυμία και η εμπιστευτικότητα. Τα ευρήματα της έρευνας θα χρησιμοποιηθούν για ακαδημαϊκούς σκοπούς. Όλα τα ερωτηματολόγια θα καταστραφούν μετά την ολοκλήρωση της έρευνας.

Εάν έχετε οποιαδήποτε ερώτηση σχετικά με το ερωτηματολόγιο ή την έρευνα, παρακαλώ μην διστάσετε να επικοινωνήσετε:

Χρήστος Τερζούδης, MSc

Υπ. Διδάκτωρ

6946955844, christer@uop.gr

Επιβλέπων Καθηγητής: Dr Αθανάσιος Κριεμάδης

Αναπλ. Καθηγητής

6977234055, thanosk@uop.gr

ΕΥΧΑΡΙΣΤΩ ΘΕΡΜΑ ΓΙΑ ΤΗΝ ΣΥΝΕΡΓΑΣΙΑ ΚΑΙ ΤΗ ΒΟΗΘΕΙΑ ΣΑΣ

Τερζούδης Χρήστος, MSc

Υποψ. Διδάκτωρ, Τμήμα Οργάνωσης και Διαχείρισης Αθλητισμού,

Πανεπιστήμιο Πελοποννήσου

APPENDIX D:
ANOVA ANALYSIS

Satisfaction with total business performance in current year's objectives among the 3 levels of marketing planners

Descriptives

	N	Mean	Std. Deviation
strategic marketing planner	5	3,9125	,58038
operational marketing planner	10	3,2578	,47080
intuitive marketing planner	6	2,6433	,87640
Total	21	3,2381	,76102

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4,400	2	2,200	5,514	,014
Within Groups	7,183	18	,399		
Total	11,583	20			

Multiple Comparisons

LSD

(I) Επίπεδο σχεδιασμού μάρκετινγκ στην ΑΑΕ	(J) Επίπεδο σχεδιασμού μάρκετινγκ στην ΑΑΕ	Mean Difference (I-J)	Std. Error	Sig.
strategic marketing planner	operational marketing planner	,65475	,34599	,075
	intuitive marketing planner	1,26917(*)	,38251	,004
operational marketing planner	strategic marketing planner	-,65475	,34599	,075
	intuitive marketing planner	,61442	,32621	,076
intuitive marketing planner	strategic marketing planner	-1,26917(*)	,38251	,004
	operational marketing planner	-,61442	,32621	,076

* The mean difference is significant at the .05 level.

Analysis of variance (ANOVA) between business performance (satisfaction relative to the current year's objectives in the four criteria) and the 3 levels of marketing planners.

Descriptives

		N	Mean	Std. Deviation
ικανοποίηση σε σχέση με τους στόχους :Κέρδη (Profit)	strategic marketing planner	5	3,9340	,51042
	operational marketing planner	10	3,2900	,52141
	intuitive marketing planner	6	2,7450	,74280
	Total	21	3,2876	,71075
ικανοποίηση σε σχέση με τους στόχους :Απόδοση της Επένδυσης (RoI)	strategic marketing planner	5	3,6840	,59626
	operational marketing planner	10	3,3070	,55598
	intuitive marketing planner	6	2,2617	,83043
	Total	21	3,0981	,83674
ικανοποίηση σε σχέση με τους στόχους :Πωλήσεις (Sales volume)	strategic marketing planner	5	3,8320	,57807
	operational marketing planner	10	3,2270	,53429
	intuitive marketing planner	6	2,5667	1,12171
	Total	21	3,1824	,85445
ικανοποίηση σε σχέση με τους στόχους :Μερίδιο Αγοράς (Market share)	strategic marketing planner	5	4,2000	,95888
	operational marketing planner	10	3,2070	,61266
	intuitive marketing planner	6	3,0000	,94868
	Total	21	3,3843	,89675

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
ικανοποίηση σε σχέση με τους στόχους :Κέρδη (Profit)	Between Groups	3,856	2	1,928	5,554	,013
	Within Groups	6,248	18	,347		
	Total	10,103	20			
ικανοποίηση σε σχέση με τους στόχους :Απόδοση της Επένδυσης (RoI)	Between Groups	6,351	2	3,175	7,469	,004
	Within Groups	7,652	18	,425		
	Total	14,003	20			
ικανοποίηση σε σχέση με τους στόχους :Πωλήσεις (Sales volume)	Between Groups	4,405	2	2,202	3,888	,040
	Within Groups	10,197	18	,567		
	Total	14,602	20			
ικανοποίηση σε σχέση με τους στόχους :Μερίδιο Αγοράς (Market share)	Between Groups	4,527	2	2,264	3,526	,051
	Within Groups	11,556	18	,642		
	Total	16,083	20			

Multiple Comparisons

LSD

Dependent Variable	(I) Επίπεδο σχεδιασμού μάρκετινγκ στην ΑΑΕ	(J) Επίπεδο σχεδιασμού μάρκετινγκ στην ΑΑΕ	Mean Difference (I-J)	Std. Error	Sig.
ικανοποίηση σε σχέση με τους στόχους :Κέρδη (Profit)	strategic marketing planner	operational marketing planner	,64400	,32269	,061
		intuitive marketing planner	1,18900(*)	,35675	,004
	operational marketing planner	strategic marketing planner	-,64400	,32269	,061
		intuitive marketing planner	,54500	,30423	,090
	intuitive marketing planner	strategic marketing planner	-1,18900(*)	,35675	,004
		operational marketing planner	-,54500	,30423	,090
ικανοποίηση σε σχέση με τους στόχους :Απόδοση της Επένδυσης (RoI)	strategic marketing planner	operational marketing planner	,37700	,35712	,305
		intuitive marketing planner	1,42233(*)	,39481	,002
	operational marketing planner	strategic marketing planner	-,37700	,35712	,305
		intuitive marketing planner	1,04533(*)	,33670	,006
	intuitive marketing planner	strategic marketing planner	-1,42233(*)	,39481	,002

		operational marketing planner	-1,04533(*)	,33670	,006
ικανοποίηση σε σχέση με τους στόχους :Πωλήσεις (Sales volume)	strategic marketing planner	operational marketing planner	,60500	,41225	,159
		intuitive marketing planner	1,26533(*)	,45576	,012
	operational marketing planner	strategic marketing planner	-,60500	,41225	,159
		intuitive marketing planner	,66033	,38867	,107
	intuitive marketing planner	strategic marketing planner	-1,26533(*)	,45576	,012
ικανοποίηση σε σχέση με τους στόχους :Μερίδιο Αγοράς (Market share)		operational marketing planner	-,66033	,38867	,107
	strategic marketing planner	operational marketing planner	,99300(*)	,43886	,036
		intuitive marketing planner	1,20000(*)	,48518	,024
	operational marketing planner	strategic marketing planner	-,99300(*)	,43886	,036
		intuitive marketing planner	,20700	,41376	,623
	intuitive marketing planner	strategic marketing planner	-1,20000(*)	,48518	,024
		operational marketing planner	-,20700	,41376	,623

* The mean difference is significant at the .05 level.

Satisfaction with business performance in last financial year's objectives among the 3 levels of marketing planners

Descriptives

	N	Mean	Std. Deviation	Std. Error
strategic marketing planner	5	3,7375	,55632	,24880
operational marketing planner	10	3,0845	,66855	,21141
intuitive marketing planner	6	2,7288	,75098	,30659
Total	21	3,1383	,73861	,16118

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2,831	2	1,415	3,153	,067
Within Groups	8,080	18	,449		
Total	10,911	20			

Analysis of variance (ANOVA) between business performance (satisfaction relative to last financial year's objectives in the four criteria) and the 3 levels of marketing planners.

Descriptives

		N	Mean	Std. Deviation
ικανοποίηση σε σχέση με προηγούμενη χρονιά:Κέρδη (Profit)	strategic marketing planner	5	3,7000	,41079
	operational marketing planner	10	3,2070	,81213
	intuitive marketing planner	6	3,0050	,74010
	Total	21	3,2667	,73263
ικανοποίηση σε σχέση με προηγούμενη χρονιά:Απόδοση της Επένδυσης (RoI)	strategic marketing planner	5	3,7160	,61809
	operational marketing planner	10	3,0400	,68634
	intuitive marketing planner	6	2,4167	,94086
	Total	21	3,0229	,86034
ικανοποίηση σε σχέση με προηγούμενη χρονιά:Πωλήσεις (Sales volume)	strategic marketing planner	5	3,8500	,75296
	operational marketing planner	10	3,0840	,58474
	intuitive marketing planner	6	2,7217	,70485
	Total	21	3,1629	,75565
ικανοποίηση σε σχέση με προηγούμενη χρονιά:Μερίδιο Αγοράς (Market share)	strategic marketing planner	5	3,6840	,62891
	operational marketing planner	10	3,0070	,69634
	intuitive marketing planner	6	2,7717	,82778
	Total	21	3,1010	,76847

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
ικανοποίηση σε σχέση με προηγούμενη χρονιά:Κέρδη (Profit)	Between Groups	1,385	2	,693	1,333	,288
	Within Groups	9,350	18	,519		
	Total	10,735	20			
ικανοποίηση σε σχέση με προηγούμενη χρονιά:Απόδοση της Επένδυσης (RoI)	Between Groups	4,610	2	2,305	4,070	,035
	Within Groups	10,194	18	,566		
	Total	14,804	20			
ικανοποίηση σε σχέση με προηγούμενη χρονιά:Πωλήσεις (Sales volume)	Between Groups	3,591	2	1,795	4,128	,033
	Within Groups	7,829	18	,435		
	Total	11,420	20			
ικανοποίηση σε σχέση με προηγούμενη χρονιά:Μερίδιο Αγοράς (Market share)	Between Groups	2,439	2	1,219	2,342	,125
	Within Groups	9,372	18	,521		
	Total	11,811	20			

Multiple Comparisons

LSD

Dependent Variable	(I) Επίπεδο σχεδιασμού μάρκετινγκ στην ΑΑΕ	(J) Επίπεδο σχεδιασμού μάρκετινγκ στην ΑΑΕ	Mean Difference (I-J)	Std. Error	Sig.
ικανοποίηση σε σχέση με προηγούμενη χρονιά:Κέρδη (Profit)	strategic marketing planner	operational marketing planner	,49300	,39475	,228
		intuitive marketing planner	,69500	,43642	,129
	operational marketing planner	strategic marketing planner	-,49300	,39475	,228
		intuitive marketing planner	,20200	,37218	,594
	intuitive marketing planner	strategic marketing planner	-,69500	,43642	,129
		operational marketing planner	-,20200	,37218	,594
ικανοποίηση σε σχέση με προηγούμενη χρονιά:Απόδοση της Επένδυσης (RoI)	strategic marketing planner	operational marketing planner	,67600	,41219	,118
		intuitive marketing planner	1,29933(*)	,45569	,011
	operational marketing planner	strategic marketing planner	-,67600	,41219	,118
		intuitive marketing planner	,62333	,38861	,126
	intuitive marketing planner	strategic marketing planner	-1,29933(*)	,45569	,011

		operational marketing planner	-,62333	,38861	,126
ικανοποίηση σε σχέση με προηγούμενη χρονιά:Πωλήσεις (Sales volume)	strategic marketing planner	operational marketing planner	,76600(*)	,36123	,048
		intuitive marketing planner	1,12833(*)	,39935	,011
	operational marketing planner	strategic marketing planner	-,76600(*)	,36123	,048
		intuitive marketing planner	,36233	,34057	,301
	intuitive marketing planner	strategic marketing planner	-1,12833(*)	,39935	,011
		operational marketing planner	-,36233	,34057	,301
ικανοποίηση σε σχέση με προηγούμενη χρονιά:Μερίδιο Αγοράς (Market share)	strategic marketing planner	operational marketing planner	,67700	,39523	,104
		intuitive marketing planner	,91233	,43694	,051
	operational marketing planner	strategic marketing planner	-,67700	,39523	,104
		intuitive marketing planner	,23533	,37262	,536
	intuitive marketing planner	strategic marketing planner	-,91233	,43694	,051
		operational marketing planner	-,23533	,37262	,536

* The mean difference is significant at the .05 level.

Satisfaction with business performance relative to competitors' objectives among the three levels of marketing planners

Descriptives

	N	Mean	Std. Deviation	Std. Error
strategic marketing planner	5	4,0490	,80006	,35780
operational marketing planner	10	3,4128	,48844	,15446
intuitive marketing planner	6	2,7750	,79844	,32596
Total	21	3,3820	,78548	,17141

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4,445	2	2,222	5,067	,018
Within Groups	7,895	18	,439		
Total	12,340	20			

Multiple Comparison

LSD

(I) Επίπεδο σχεδιασμού μάρκετινγκ στην ΑΑΕ	(J) Επίπεδο σχεδιασμού μάρκετινγκ στην ΑΑΕ	Mean Difference (I-J)	Std. Error	Sig.
strategic marketing planner	operational marketing planner	,63625	,36274	,096
	intuitive marketing planner	1,27400(*)	,40103	,005
operational marketing planner	strategic marketing planner	-,63625	,36274	,096
	intuitive marketing planner	,63775	,34200	,079
intuitive marketing planner	strategic marketing planner	-1,27400(*)	,40103	,005
	operational marketing planner	-,63775	,34200	,079

* The mean difference is significant at the .05 level.

Analysis of variance (ANOVA) between business performance (satisfaction relative to competitors' objectives in the four criteria) and the 3 levels of marketing planners.

Descriptives

		N	Mean	Std. Deviation
ικανοποίηση σε σχέση με ανταγωνιστές:Κέρδη (Profit)	strategic marketing planner	5	3,9500	,91758
	operational marketing planner	10	3,4800	,60822
	intuitive marketing planner	6	2,8567	,74760
	Total	21	3,4138	,80111
ικανοποίηση σε σχέση με ανταγωνιστές:Απόδοση της Επένδυσης (RoI)	strategic marketing planner	5	4,0320	,78624
	operational marketing planner	10	3,4340	,59180
	intuitive marketing planner	6	2,5883	,99720
	Total	21	3,3348	,90744
ικανοποίηση σε σχέση με ανταγωνιστές:Πωλήσεις (Sales volume)	strategic marketing planner	5	4,1320	,81251
	operational marketing planner	10	3,4210	,50904
	intuitive marketing planner	6	2,8050	,83316
	Total	21	3,4143	,81385
ικανοποίηση σε σχέση με ανταγωνιστές:Μερίδιο Αγοράς (Market share)	strategic marketing planner	5	4,0820	,90231
	operational marketing planner	10	3,3160	,65869
	intuitive marketing planner	6	2,8500	,94604
	Total	21	3,3652	,88945

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
ικανοποίηση σε σχέση με ανταγωνιστές:Κέρδη (Profit)	Between Groups	3,344	2	1,672	3,171	,066
	Within Groups	9,492	18	,527		
	Total	12,835	20			
ικανοποίηση σε σχέση με ανταγωνιστές:Απόδοση της Επένδυσης (Rol)	Between Groups	5,872	2	2,936	4,987	,019
	Within Groups	10,597	18	,589		
	Total	16,469	20			
ικανοποίηση σε σχέση με ανταγωνιστές:Πωλήσεις (Sales volume)	Between Groups	4,803	2	2,402	5,120	,017
	Within Groups	8,444	18	,469		
	Total	13,247	20			
ικανοποίηση σε σχέση με ανταγωνιστές:Μερίδιο Αγοράς (Market share)	Between Groups	4,186	2	2,093	3,237	,063
	Within Groups	11,637	18	,646		
	Total	15,822	20			

Multiple Comparisons

LSD

Dependent Variable	(I) Επίπεδο σχεδιασμού μάρκετινγκ στην ΑΑΕ	(J) Επίπεδο σχεδιασμού μάρκετινγκ στην ΑΑΕ	Mean Difference (I-J)	Std. Error	Sig.
ικανοποίηση σε σχέση με ανταγωνιστές:Κέρδη (Profit)	strategic marketing planner	operational marketing planner	,47000	,39774	,253
		intuitive marketing planner	1,09333(*)	,43972	,023
	operational marketing planner	strategic marketing planner	-,47000	,39774	,253
		intuitive marketing planner	,62333	,37499	,114
	intuitive marketing planner	strategic marketing planner	-1,09333(*)	,43972	,023
		operational marketing planner	-,62333	,37499	,114
ικανοποίηση σε σχέση με ανταγωνιστές:Απόδοση της Επένδυσης (Rol)	strategic marketing planner	operational marketing planner	,59800	,42025	,172
		intuitive marketing planner	1,44367(*)	,46461	,006
	operational marketing planner	strategic marketing planner	-,59800	,42025	,172

		intuitive marketing planner	,84567(*)	,39622	,047
	intuitive marketing planner	strategic marketing planner	-1,44367(*)	,46461	,006
		operational marketing planner	-,84567(*)	,39622	,047
ικανοποίηση σε σχέση με ανταγωνιστές:Πωλήσεις (Sales volume)	strategic marketing planner	operational marketing planner	,71100	,37513	,074
		intuitive marketing planner	1,32700(*)	,41473	,005
	operational marketing planner	strategic marketing planner	-,71100	,37513	,074
		intuitive marketing planner	,61600	,35368	,099
	intuitive marketing planner	strategic marketing planner	-1,32700(*)	,41473	,005
		operational marketing planner	-,61600	,35368	,099
ικανοποίηση σε σχέση με ανταγωνιστές:Μερίδιο Αγοράς (Market share)	strategic marketing planner	operational marketing planner	,76600	,44039	,099
		intuitive marketing planner	1,23200(*)	,48687	,021
	operational marketing planner	strategic marketing planner	-,76600	,44039	,099
		intuitive marketing planner	,46600	,41520	,276
	intuitive marketing planner	strategic marketing planner	-1,23200(*)	,48687	,021
		operational marketing planner	-,46600	,41520	,276

* The mean difference is significant at the .05 level.