

Effectiveness of Digital Media Technologies in South African Football Events Marketing

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requirements for the degree of Master of Business Administration**

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ABSTRACT

The research report set out understand the effectiveness of the digital marketing platforms or channels, such as Facebook, Twitter, YouTube, etc. as communication channels for the professional football teams in South Africa. The research is set against the backdrop of the lack of football match attendance for the majority of the Premier Soccer League (PSL) matches beside the Kaizer Chiefs and Orlando Pirates derbies. The PSL, as well as the soccer teams, needs to attract more fans to the stadia in order to attract more sponsors and increase their revenue in terms of the gate taking and television rights.

This study applied qualitative methodology in the collection of research data to inform this study. This method has been used in a number of marketing studies and has been proven to be most reliable when collecting marketing data and the results are more accurate than other methods.

The study's main focus was aimed at understanding the professional football teams' adoption of digital media and social media in their marketing activities and the results thereof indicated that only a handful of these teams, mainly the successful teams such as Kaizer Chiefs, Orlando Pirates and Mamelodi Sundowns, had to some extent developed communication strategies to support their digital media campaigns but they still lack executive support.

The digital media platform is growing rapidly globally and this platform has been successfully adopted in other football leagues around the world and could be used in response to the attendance crisis in the PSL.

DECLARATION

I, Thato Williams, declare that this research report is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration in the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

Signed at

On the day of 2015

DEDICATION

This is dedicated to my beautiful children, Atlehang and Phahamo Williams.
Papa loves you guys very much.

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I would like to give thanks and acknowledge those that contributed and made themselves available for the face-to-face interviews conducted for this research.

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1 CHAPTER 1: INTRODUCTION

1.1 Purpose of the study

The purpose of this research is to investigate the effectiveness of digital media technologies in football events marketing in South Africa and the effects on the marketing during the 2010 Fédération Internationale de Football Association (FIFA) World Cup [™] that was hosted in South Africa. Technology plays an important role in our daily routine and there is potential for leveraging on developments in digital media technology for communication and to serve the intended purpose of the marketing strategy for the sporting organisation (Evans & Smith, 2004). Little research has been conducted within the South African context and this study seeks to identify opportunities within sport events marketing especially within football events marketing where digital media technologies can play a positive role of supporting other traditional forms of football events marketing. It also seeks to identify how this technology could be applied to get a better Return on marketing investment (ROMI) on the marketing and promotional mix spend.

1.2 Context of the study

South Africa has successfully hosted a number of the major international events on the sporting calendar, including the 1995 International Rugby Board (IRB) Rugby World Cup which the Springboks recorded a memorable victory against the New Zealand “All Blacks” in the final, a year later, the 1996 Africa Cup of Nations soccer tournament, and again the South African National team “Bafana Bafana” went on to win, and the prestigious 2003 President’s Cup golf tournament, which was held at Fancourt, near George in the Western Cape.

In 2007, Cricket South Africa (CSA) successfully hosted the inaugural ICC World Twenty20 Championship event and then in 2009, the India Premier League (IPL) T20 was hosted in South Africa, which the Indian and South

African cricket tournament organisers had to arrange in a relatively very short period due to violent disruptions that took place in India where the event was to be hosted.

In 2010, South Africa became the first country in Africa to host the FIFA World Cup™ which was the biggest single sporting event ever to be hosted in the country. The World Cup was estimated to cost around R 20.8 billion and was expected to attract international visitors who were not only coming to watch the World Cup live at the stadia but also to tour the around the country to the various host cities. During the World Cup (WC), the visitors were also expected to contribute to the tourism industry and stay in established accommodation, use vehicle hire and other services which would contribute the economy and tourism in South Africa (SA Tourism, 2009).

The Local Organisation Committee (LOC) headed by Dr Danny Jordaan, was responsible for organising the 2010 FIFA World Cup™ in South Africa and the 2009 FIFA Confederations Cup™. The Confederations Cup was organised as a “dress rehearsal” for the WC where there were some positive learning points as well as some negatives, which the LOC must have considered in the build-up to the WC. One of the noticeable negative aspects about the tournament was the poor turnout at the games which formed a contrast to the game attendance at the WC.

Football Events Marketing

Football (or soccer, as it is called in South Africa) is not only regarded as the most played sport in the world, as well as in South Africa, but it is also widely supported. The Premier Soccer League (PSL) is South Africa’s main league organiser and features the country’s top 16 teams including some of the country’s biggest and most successful professional football clubs such as Kaizer Chiefs, Orlando Pirates and Mamelodi Sundowns. In the 2007/08 season, the PSL signed a television deal with SuperSport International for R1.6 billion (Sindane, 2008) which was subsequently renewed during the 2011/12 season for R2 billion over the next five years and it includes internet and mobile

rights (Majola, 2011). The league sponsorship with ABSA which was also signed before the start of the 2007/08 season for R500 million was also extended before the 2012/13 season until 2017.

These sporting events such as the soccer league matches, have become more significant and have far reaching implication to the economy but more importantly, for the local economy, and hence there is a much greater emphasis from the organisers and sponsors to attract as many visitors as possible (Green, 2001). Sport events are able to draw both local and international sports fans to descend on the city or town that is hosting the event and they are expected to contribute to the local economy such as the American Football Super Bowls which is estimated to contribute around \$300 - \$400 million while the Major League Baseball (MLB) World Series contributes around \$250 million (Matheson, 2006).

Developed countries, such as the United States of America (USA), where consumers place great value on sports, have leveraged digital media technology developments in mobile and multimedia platforms, such as sport related websites, magazines, books and video games to market their sporting events (O'Reilly, 2006). Much of the available literature within the South African context for marketing in any sport discusses the use of sponsorship but less has been documented on the use of digital media technology and how it can be utilised to effectively communicate with the brand consumers in an economy where technology, such as the internet and the mobile devices, has become such an important communication platform.

2010 FIFA World Cup™ Context

The FIFA World Cup tournament was well received in South Africa, which, according to the survey conducted before the WC, 91 per cent of respondents believed the tournament would have a positive effect on the South African tourism industry (FIFA.com, 2009) while on the downside, the other 53 per cent of South Africans were worried about the level of crime during the World Cup.

The expectation from government, business, society and the population at large was that the World Cup would give South Africa a major economic boost. The LOC had projected that the WC would generate income between R30-50 billion while the government would receive R7 billion of that in taxes (Darkey & Horn, 2009) and much effort would have to be done to achieve these targets.

According to Sebesho (Mofokeng, 2008), there should have been minimal concern about marketing the event because "The World Cup markets itself" but then this raises the debate that effective marketing would stimulate more visitors. In preparation for the WC, the LOC organised the Confederations Cup which was to be used as a "dress" rehearsal for the World Cup (Claasen & Rose, 2009) and from this tournament, it was observed that there was a clear need for intensive marketing because the local fans were not going to support the World Cup if they were not targeted, while much of the focus was placed on international fans. The notion that local supporters will come in their numbers was inaccurate and the marketing activities would need to be "tailor made" for the local market and Mkhondo (Claasen & Rose, 2009) also indicates that the LOC eventually put more emphasis on marketing this event.

The LOC drew some lessons from the Confederations Cup, changed their marketing tactics, and they intensified their marketing significantly through TV, radio and print advertising in SA (Classen & Rose, 2009) as well as mobilisation through the official 2010 FIFA World Cup website but this was still questionable whether it was sufficient to mobilise the public to come in their numbers to watch and support the World Cup spectacle. In the end, the marketing strategies proved effective as the WC was a resounding success from a commercial perspective, bringing the citizens of this country together as well as developing a beautiful image of the country to international tourists (FIFA.com, 2010b).

The World Cup indeed lived up to expectation with many adoring fans singing praises about the World Cup in South Africa. Some of the visitors from Brazil and the Netherlands expressed their satisfaction in the manner that South

Africa had hosted the tournament as well as the overall image they now had of not only South Africa, but Africa as a whole (LOC, 2010).

“SA's entertainment and media companies have reached the "end of the digital beginning", with digital activities now becoming the "new normal" for traditional media companies” (Unknown, 2012c) which according to the same report, digital media spending will be 32.6% of the total media market by 2016. This is an indication that local brands are recognising the potential and power of digital media technologies, such as social media platforms like Facebook and twitter, mobile, online video streaming and the internet.

1.3 Problem statement

1.3.1 Main problem

The purpose of this research is to investigate the effectiveness of digital media technology on football events marketing in South Africa and the lessons learnt from such technology on the marketing of the 2010 FIFA World Cup TM.

1.3.2 1st sub-problem

To investigate the effectiveness of digital media technology on football events marketing in South Africa

1.3.3 2nd sub-problem

To investigate the relative financial benefits of the digital media technology to traditional media for the sporting organisation on football events marketing in South Africa.

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1.4 Significance of the study

- Digital media technology is currently being utilised in other industries such as in banking and retail while the same platform in sports events marketing has not yet been fully exploited and this study seeks to bridge that gap as well as to identify specific areas in football events marketing where digital media can be effectively applied.
- The study helps football teams and sponsors to incorporate the use of technology in their sport event marketing strategies.
- The study provides guidance on how to identify the type of technology that will be applicable for that specific area.
- The study also provides the necessary guidance to football events marketers on how to implement the rollout of such technologies.

1.5 Delimitations of the study

1.5.1 Delimitations

- The scope of the research focuses on sport events marketing activities in South Africa.
- The study is limited to soccer in South Africa.
- The study is also limited to professional football events
- The study also focuses on the application of digital media technology during the 2010 FIFA World Cup hosted in South Africa and not any other FIFA World Cups events.

1.6 Definition of terms

FIFA – Fédération Internationale de Football Association

Football – Affectionately referred to as soccer in South Africa

Games – Matches played during the FIFA Confederations Cup and the 2010 FIFA World Cup™.

LOC – The Local Organising Committee which is the body in South Africa responsible for the organisation of the 2010 FIFA World Cup™.

RoI – Return on Investment

Springboks – South African Rugby National Team

Tournament – FIFA Confederations Cup™

WC – World Cup

World Cup – 2010 FIFA World Cup™

1.7 Assumptions

- It is assumed that the consumer profiles of the internet users in the countries and regions where the literature reviewed was done would be quite similar to that of the internet users in South Africa.
- The assumption that the content will continue to evolve and therefore the quality will improve in the process.

2 CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

This literature review identifies and measures the effects that this digital media technology has had on football events marketing in South Africa as well as evaluates the impact this may have had on the marketing of the 2010 FIFA World Cup TM. The literature covers areas on football events and tourism marketing in South Africa and the later part of this chapter discusses the applications of digital media technology in mega sport events marketing with specific focus on the marketing effects on the South African professional football league and the 2010 FIFA World Cup.

2.2 Background discussion

Technology has changed the way people interact with each other and this has since influenced the manner in which sport marketing organisations communicate to their customers. The technology revolution in recent years has been rapid with a number of developments and none more pronounced than in the mobile technology platform (Sultan & Rohm, 2008) which presents football event organisers with better options than the traditional communication platform. The manner in which the consumer has embraced this new technology depends on the technological readiness of the consumer to adopt new consumer technology (Chien-Hung & Mort, 2007) and it would seem as though a new cultural phenomenon has begun.

2.3 Football Events Marketing in South Africa

South Africa has successfully hosted a number of major sporting events, including the 2010 FIFA World Cup, and more recently, the 2012 Champions League Twenty20 during which South Africa has progressively gained the reputation as a sport tourism destination. South Africa has not only been

successful at hosting major sporting events that on more than one occasion could not be hosted by the original hosting country, for example, the 2009 IPL when India could not host the event due to violence in that country and more recently, the 2013 African Cup of Nation (AFCON) which was originally scheduled to be hosted in Libya. This reputation has had a significant impact on both local and international tourism (Fourie & Spronk, 2011) and it is quite evident from the theories (Daniels & Norman, 2003; Turco et al, 2003) that hosting of mega sporting events not only benefits the sporting organisations as such, but it also benefits the community at large and hence significant emphasis needs to be placed on marketing these events.

Football is the most popular sport in the world and it is followed by millions of fans around the world. The sport has also proved to be a popular choice amongst the sports fans in South Africa, especially within the black community and generally with working class citizens (Fletcher, 2010). The minimum ticket price for local Premier Soccer League (PSL) soccer game which costs as little as R40 was met with some resistance when the price increase was introduced, which has forced the PSL to dig deep for marketing solutions to attract more fans to these games.

The South African professional soccer league, the Premier Soccer League (PSL, 2012), is regarded as the most popular sporting property brand in South Africa and it has grown dramatically in recent years (PSL, 2012). In 2007, the PSL with the local broadcasting giant, SuperSport International, brokered a broadcasting deal for R1.6 billion during the 2007/2008 season (Sindane, 2008) which subsequently resulted in the improvement of the quality of football and added entertainment value to the consumer and the new deal worth over R 2 billion was signed in 2012 (Majola, 2011) The more recent extension of the league sponsorship with ABSA until 2017 is an endorsement that the PSL brand as one of the most popular sporting properties in the African continent (Sindane, 2008).

The PSL has struggled over the years to attract supporters to attend live matches at the stadia except during the Soweto derby with average attendance

of 90,000 plus crowd matches or when the big clubs are playing. The average attendance for PSL has been estimated to be around 7000 supporters per game (Strydom, 2012). The PSL has entered into an exclusive partnership with the national broadcaster, SABC, that is worth R210 million, to host weekly magazine programmes with all the SABC radio stations in order to preview previous games and promote upcoming matches (Ramara, 2012).

Traditional communication media, such as print, broadcast and radio, have always been regarded as the media of choice for any sporting organisation due to their ease of accessibility. Print media has been the preferred choice of communication platform with more than 64% of the exposure coming from print media while only 12% was through online channels (Unknown, 2012c). Print media, when it comes to marketing PLS games, has a slight edge over the online channel with an exposure split of 49% and 42% respectively (marketing mix, 2009). Print media is expected to continue being the preferred advertising platform for marketers but the online media channel is expected to grow rapidly over the next few years with projected advertising spend expected to increase from 20.4% to 32.6% of the overall marketing spending by 2016 (Unknown, 2012c).

2.4 Sports Events Tourism

The South African tourism industry has also experienced a steady growth in recent years and over the last few years it has performed exceptionally well against other countries and much of the credit could be attributed to the WC hosted in 2010. According to South African Tourism (2011), more 8.1 million tourists visited South Africa in 2010 for leisure, business and other reasons.

Based on the research, the sports tourist is significantly influenced by destination images and past experience which will inform the decision to revisit the destination for a sport tourism experience (Hallmann, 2010). The 2009 FIFA Confederations Cup provided South Africa with the ideal opportunity to market and portray a positive image of the country to sports tourists around the world

and hopefully encouraged them to come back for the world cup in South Africa in 2010 despite some of the negative global perceptions and opinions of crime in South Africa (Donaldson & Ferreira, 2007).

Sports tourism marketing does not only provide an opportunity to the event organiser to benefit economically, but it is also an opportunity for the host nations and cities to stimulate economic development and attract foreign direct investment in that region (Turco, et al, 2003).

The 2013 African Cup of Nations (AFCON) was hosted in four cities in South Africa that benefited from the tourism influx. It is not only these cities that stand to benefit from tourism but also the other major cities, such as Johannesburg and Cape Town. The tournament features only African countries and the expectation from the South African tourism is that this would have provided an opportunity for create and raise the profile of South Africa as a country and an attractive tourist destination.

The role of information technologies and the media have been seen as important sport and tourism promotional tools which marketers use to improve marketing and communication activities (Ick-Keun Oh, 2002). Sporting event and the tourism organisations need to formally collaborate more effectively in order to drive better sport tourism (Ick-Keun Oh, 2002).

2.5 Digital media Technology in Sports Events Marketing

Technology and society have a symbiotic relationship where they can influence the other. The embracing of new technology is largely influenced by consumer behaviour and technology adoption is shaped to satisfy the societal needs (Vannoy & Palvia, 2010). The creation of new media has changed the way fans can enjoy their sports with the use of webcast of games and matches, when they choose to watch the matches and their most convenient medium (Ioakimidis, 2010) and with all the options available to the sports fan, the sport organisation should select the most appropriate medium that will best accomplish the organisation's goals.

2.5.1 Internet

The number of South African online users has grown exponentially over the last 12 years but the major issue that still needs to be overcome in South Africa is internet cost which is mainly controlled by the fixed line monopoly dominated by the fixed line operator. The SA internet usage has grown from 5.5% in 2000 to at least 10.5 in 2008 (Unknown, 2012b) while in Europe and North America, the web hosts 234 million websites and has over 1.8 billion users. "By 2011, advertising revenues from online advertising at sports sites will likely exceed US\$1 billion, a three-fold increase since 2006" (Ioakimidis, 2010:272).

The Internet has led to an increasingly connected environment, and the growth of internet usage has resulted in declining distribution of traditional media: television, radio, newspapers and magazines (Stokes, 2009). The internet not only provides a platform for fans to interact with each other through the website but it also provides a platform for building relationships between the sporting organisation and the fans, and it also increases the amount of time that fans engage with the brand (Ioakimidis, 2010), which ultimately improves the recognition of the sporting brand.

The internet allows for quick responses where the sport events marketers can track usage and provide quantifiable results (Cracknell, 2001). Given the size and reach of the internet, brands need to choose their partners very carefully and resist the temptation to be everything to everyone (Cracknell, 2001). Brands need to focus on their market and leverage on technology to spread the message. The manner in which customers want sporting organisations to communicate with them has changed over time and their preferences are shaped largely from changes in the technology environment. The indication is that consumers of sporting events are quite willing to consume sporting entertainment through the internal channel as oppose to the conventional TV channel and they are willing to pay considerably for this product (Theysohn, 2006) while also showing no signs of price sensitivity. The trend for the willingness to pay for content has been emerging over the last few years which presents a viable opportunity for selling reports and services over the internet

and clubs would be able to benefit from this channel for local and international consumers (Theysohn, 2006).

Evans and Smith (2004) suggest that investing in internet strategies in the promise for successful internet investment requires bold leadership and sporting organisations should not aimlessly pursue this platform. The web and marketing strategy needs to tie in with the wider organisational strategy and the intensity that the organisation pursues the internet based strategy determines the drivers of its internet strategy (Evans & Smith, 2004). Organisations must first understand the role of online marketing effects on the overall sports marketing plan and the effect it will have with the use of various forms of media (Ioakimidis, 2010). There needs to be management buy-in and strategic direction that is set by the leadership of the organisation and this must be translated and articulated through the internet marketing strategy. The online communication strategy must be part of the corporate strategy.

2.5.2 Mobile Marketing

The development of smartphones has seen the use of these mobile devices evolve beyond voice services and in recent times, there has been an increased data usage to access games and news content where some marketers have applied the concepts that leverage on these technology developments to market their brand in the mobile space. According to Unknown (2012a) Africa's mobile industry has been forecast to reach 761 million subscriptions before the end of the year, making Africa the fastest growing market in the world.

The mobile marketing strategy does not only make it possible for the marketing organisation to distribute marketing content to the brand consumer but the device also allows for collection of data through the wireless internet about location and reasons that the consumer is downloading the content which the marketer may in turn customize for more meaningful and relevant advertising (Sultan & Rohm, 2005).

The mobile marketing strategy cannot and should not be viewed or applied exclusively but should be applied to reinforce and support other traditional forms of marketing. Sultan and Rohm (2005, p. 85) have characterised the objectives of mobile marketing as “(1) to foster top of mind awareness and attitude formation, (2) increase brand-consumer involvement and interaction through constant downloads, emails that trigger viral effects and (3) directly influence consumer actions related to purchasing transactions”. In 2004, Adidas launched a mobile campaign during the 2004 UEFA Champions League which allowed cell phone access to rich brand content related to popular athletes and entertainment related to the champions' league. This was combined with an applet that provided real-time scores which generated more than 60,000 subscribers across Europe (Sultan & Rohm, 2005).

The Red Bull Energy drink brand has grown dramatically over the last number of years and it is a popular brand among the younger generation. Red Bull is not only involved in the world of motor racing but they are also involved in other sport, including soccer in the USA, with the MLS team, New York Red Bulls as well as extreme sports such as free style motor cross, water sports, skating and winter sports. They have exclusive right to rich content that is popular with the younger generation. One of South Africa's cell phone network service providers, Cell C has since partnered with Red Bull Mobile (RBM) to provide this exclusive content on the RBM devices where subscriber will have constant updates of this content on the device.

2.5.3 Online Videos

The number of online video platforms that are now available to support sport event communication and retailing purposes is steadily growing which is largely driven by the shift in consumer behaviour behind the ease of consumption of the electronic medium for broadcasting games.

The UEFA Champions League (UCL) brand has come to be renowned as best in sport television with more 320 million people during the 2005 Champions League season were reported to have watched the UCL every week (Holt,

2007). The UEFA Champions League makes live matches, highlights and other video content available on the website. The live streaming is broadcast via the SuperSport online digital mobile platform. According to Holt (2007), the overall revenue stream created through this channel is marginal but is likely to play a bigger role with more people gaining access to technology devices providing them with the flexibility to stream from anywhere. The concept of video streaming for matches is available online on the UCL website which the UCL shares with participating sports teams to broadcast on their site and this new medium could open up another revenue stream for sporting organisations to exploit (Holt, 2007).

Video streaming does present a new market that sports teams could use, both locally and internationally. The constant availability of online videos provides an opportunity for consumption of streaming on demand, independent of time and location while the other opportunity to extend the fan base beyond the local geography with exposure to the international market (Theysohn, 2006).

A number of international football sports clubs are utilising the online channel more effectively to generate revenue and many of these sporting websites for the different global soccer leagues have all been around the world, providing online purchase channels for tickets as well as online video streaming. According to Theysohn (2006), findings showed that more than 24% of international consumers had a positive willingness to purchase (WTP) online streaming videos or highlights at a comparable price while only 2% of British consumers showed willingness to purchase videos online which presents disparities in consumer preferences across the different global contexts.

The sporting teams have become very creative in leveraging digital media technology to create an unforgettable experience for sporting fans. The top Spanish soccer team website, Barcelona, provides the fans and the “feeling” of experiencing of watching the game in-person at the Camp Nou stadium (Jensen, 2011).

2.5.4 Social Networking

The use of the internet has evolved with the introduction of social media into the whole mix, with more than 5.33-million South Africans using Facebook on the Web, 2,43-million on Twitter and 9,35-million on Mxit. Because Facebook does not measure mobile-only usage among those who have registered via their cell phones, the full extent of its penetration is significantly understated: primary research by World Wide Worx shows that 6.8-million people access Facebook on their phones (Unknown, 2012b).

Social media has become much more than static websites with one way communication with the consumer. Social media has changed the digital media landscape which varies significantly from other media in that it allows direct engagement between the brand consumers and the brand. More people interact online where the mention of blogs in top magazines and newspapers has grown from more than 2,000 in 2005 to over 13,000 in 2008 (Vannoy & Palvia, 2010). The online community also provides a place for fans to connect with other fans and the team members which allows the fans to connect with the sport brand, not only through viewership but also on a virtual level (Ioakimidis, 2010).

2.6 Digital Media Technology during 2010 FIFA World Cup TM

FIFA used the internet more effectively during the WC through the use of the official FIFA.com website, Facebook and Twitter social mediums for interactivity with the fans as well as to publish content updates. According to FIFA.com (2010a), the website attracted more than 250 million of which 150 million were unique visitors during the 2011 WC, which was three times more than the number of unique visitors during the 2006 WC.

Leading up to the world cup, a number of brands want to be associated with the world cup spectacle and the campaigns are either tied to the world cup as a partner or an official sponsor of this event, or association with football during the tournament for which many of these campaign use the digital platform as the preferred medium (Cooper, 2010). The association with the football governing

body, FIFA, does provide added benefit for the brand which is integrated within the FIFA.com online hub and community of over 150 million visitors.

2.7 Conclusion of Literature Review

The literature review shows that a number of international football organisations have embraced and adopted the digital media technologies in their marketing strategies. The number of technologies identified in the literature review includes the use the internet, mobile, and social media platforms such as Facebook and twitter for a more interactive communication platform. The shift in consumer behaviour for video on demand has also provided a niche opportunity for online live video streaming and post-match highlights. The marketing strategy to use the digital media platform needs to be coupled with the overriding organisation strategy which means that the chosen technology should reinforce and support other traditional forms of marketing.

2.7.1 Research Question 1

Which digital media technologies from the investigation appear to have better response from football fans when compared to the traditional communication channels in in the South Africa?

2.7.2 Research Question 2

What level of impact do these technologies have on the sports events organisers to justify the marketing investment?

3 CHAPTER 3: RESEARCH METHODOLOGY

This section outlines the methodology used to conduct this research. Firstly, the literature around qualitative research is discussed, followed by a review of the research design and research instrument to be used. Issues of data collection and analysis in relation to this study are provided, followed by a discussion on the validity and reliability of this study.

3.1 Research methodology

This study applies the qualitative methodology in the collection of research data that inform this study. This method has been used in a number of marketing studies and has been proven to be most reliable when collecting marketing data and the results are more accurate than other methods. The reliability is critical in marketing because it provides more credible information to assist management to make better informed decisions based on the quality of the data (Rust & Coil, 1994).

This research was conducted through a series of personal interviews with the various stakeholders in the industry, including sponsors, agencies, sporting teams, as well as league organisers. This approach allowed the researcher to engage and understand the research target through interviews and observations (Myers, 1997) as according to Stoke (2003, p. 18) “Qualitative research is based on the interpretation of the world according to concepts which are typically not given numerical values, such as ethnomethodology or certain kinds of interview”.

3.2 Research Design

The design of the research focused on the interpretative approach which according to Walsham (1993, p. 4-5) is “aimed at producing an understanding of the context of the information system, and the process whereby the information system influences and is influenced by the context”.

3.3 Population and sample

3.3.1 Population

The population for this research included the marketing representatives from the various stakeholder groups involved in the marketing of sports events representing the different stakeholder interests.

Table 1: Population

#	Organisation	Stakeholder Group
1.	MTN	Sponsor
2.	ABSA	Sponsor
3.	Nedbank	Sponsor
4.	Telkom	Sponsor
5.	Kaizer Chiefs	Football Team
6.	Orlando Pirates	Football Team
7.	Mamelodi Sundowns	Football Team
8.	Exp	Agency
9.	SAIL	Agency
10.	Octagon	Agency
11.	PSL	Soccer Administrators
12.	SAFA	Soccer Administrators
13.	SuperSport	Broadcasters
14.	SABC	Broadcasters

3.3.2 Sample and sampling method

The sample was selected from the senior marketing representatives from the population and the criterion for selection was based on their experience in the field, marketing in the industry. The interview request was organised via email (Appendix A) and was followed up with a telephone call to schedule the interview. The interview was arranged with the selected respondent and failing which, an arrangement was made with the best placed resource within the organisation with insight into the subject.

Table 2: Sample

#	Organisation	Number to be sampled	Proposed respondents
1.	MTN	1	Serame Taukobong Head: SA Marketing
2.	ABSA	1	Sizakele Marutlulle Head: Marketing
3.	Nedbank	1	Director: Sponsorship
4.	Telkom	1	
5.	Kaizer Chiefs	1	Jessica Motaung: Director: Marketing
6.	Orlando Pirates	1	Nkosazana Khoza Director: Marketing
7.	Mamelodi Sundowns	1	Joan Ramagoshi Manager: Marketing
8.	exp	1	Sandile Ndzekeli Chief Executive Officer

9.	SAIL	1	Michelle van Eyden <i>Executive Director</i>
10.	Octagon	1	Jonathan Riley <i>Senior Business Director</i>
11.	MSC Sports	1	
12.	PSL	1	Peter Macer <i>Manager: Marketing</i>
13.	SAFA	1	Morio Sanyane <i>Director: Communications and Media</i>
14.	Guy Cuxton	1	Guy Cuxton
15.	SuperSport	1	Luyanda Peter <i>Manager: Marketing</i>
16.	SABC	1	Sizwe Nzimande <i>Head: Sports</i>
17.	SARU	1	Andy Colquhoun <i>GM: Corporate Affairs</i>
18.	AEM	1	Guy Cuxton <i>General Manager</i>
19.	SA Cricket	1	Altaaf Kazi <i>Communications Manager</i>
TOTAL		19	

3.4 The research instrument

The interviews were conducted through a semi-structured questionnaire (Appendix A) which was sent to the respondents prior to the interview. Walsham (2005) indicates that interviews are critical in accessing interpretations of the respondents and allows the researcher to engage, observe and understand the research respondents (Myers, 1997).

3.5 Procedure for data collection

The interviews, as already described, were conducted through in-depth interviews with senior marketing representatives from the various organisations involved in sport events. The interviews were arranged with prior notification with the selected research target and the interviews were conducted at their offices to maintain the legitimacy and integrity of the research. In cases where the selected target was not available for the interview, then an alternative resource was requested from the respondent. It is generally accepted best practice to record and take notes and make observations during the interview which allows for the interview to flow better and provides an opportunity for the interviewer to engage with the interviewee (Walsham, 2005).

3.6 Data analysis and interpretation

The data analysis and interpretation process that was followed to process the data collected from the research was based on the inference framework for qualitative data and the process entailed procedures for the data analysis and interpretation to be applied (Spiggle, 1994).

3.6.1 Data analysis

The data collected from the interviews was processed through a qualitative data manipulation operation of categorisation, abstraction, comparison and integration which are fundamental the qualitative analytical process (Spiggle,

1994). Categorisation required that the collected data from the interview be labelled or named accordingly to a general phenomenon resonating through passages or chunks of data (Spiggle, 1994). The abstraction operation continued further from categorisation to group identified categories into more general conceptual classes in order to consolidate the coding of the qualitative data (Spiggle, 1994). The comparison of the data collected ensured that the differences and commonalities are thoroughly explored and this also provided guidance for any subsequent collecting of additional data (Spiggle, 1994). The integration of the data required the creation of causal linkages between the different conceptual elements in order to build theory that is grounded in data (Spiggle, 1994).

3.6.2 Interpretation

The interpretation of the data took the analysis further in the translation of the data through the understanding of “(1) the meanings that others attach to their experiences, (2) how those meanings cohere and form patterns, and (3) how symbolic forms, rituals, traditions, and cultural codes” (Spiggle, 1994, pg. 497).

3.7 Limitations of the study

- The literature for this research has been purely based on international resources as little has been covered in this subject locally even though there tends to be evidence of expertise in the area.
- Data collection and availability of respondents
- Gauteng based research

3.8 Validity and reliability

3.8.1 *External validity*

Validity in qualitative research is a concept which is different to the quantitative paradigm and it is more concerned with the precision, credibility and transferability when evaluating the finding from the research (Golafshani 2003). Golafshani (2003) indicates that the concept of triangulation from the use of other proprietary source material, latest news reports and peer reviews is appropriate for external validation of the research.

3.8.2 *Reliability*

Reliability in qualitative research ensures that the “trustworthiness” of the research can be examined (Golafshani, 2003). Reliability is more critical in marketing because it provides more credible information to assist management to make better informed decisions based on the quality of the data (Rust & Coil, 1994). In order to verify the trustworthiness of the qualitative data, the researcher will submit a report on the procedure and the conclusions to the respondents for review and verification (Spiggle, 1994).

4 CHAPTER 4: PRESENTATION OF RESULTS

4.1 Introduction

This chapter presents the results from the face-to-face interviews that were conducted with the football administrators, sponsors, professional football teams, broadcasters, sports marketing agents, as well as other national sports teams.

4.2 Demographic profile of respondents

4.2.1 Football Administrators

The Premier Soccer League (PSL) is the only administration body of the South African professional football league which features the top 16 professional football teams in South Africa.

The South African Football Association (SAFA) is the governing body and the custodians of the South African national football teams including the senior national men's football team "Bafana Bafana". It is also the responsibility of SAFA to promote and grow football in South Africa to ensure the sustainability and the success of football in the country. It was unfortunate that I was not able to interview any of the Communications Managers or any other senior marketing member from SAFA.

Advent Sport Entertainment and Media (ASEM) Varsity Sports is responsible for the organisation and promotion of the Varsity Football league where 14 top South African universities participate in this league.

4.2.2 Professional Football Teams

Professional football teams are by far the most important stakeholder group whose revenue is derived from all the other stakeholders groups, including the sponsors, football administrators, as well as broadcasters. The marketing executives and managers of the top three professional football teams in South Africa were engaged and contacted for the research but only Orlando Pirates and Mamelodi Sundowns were interviewed, while Kaizer Chiefs declined to be interviewed.

4.2.3 Broadcasters

There are currently only two local broadcasters, namely, the South African Broadcast Corporation (SABC) and Multichoice, through the SuperSport service. Dstv currently owns the broadcasting rights for PSL and they have made some of the games available for SABC. The interviews were scheduled with representatives from both broadcasters but only the interview with SuperSport was successful.

4.2.4 Sponsors

The sponsors make considerable investment towards sponsorship deals with the underlying objective of increasing awareness; creating brand loyalty amongst the fans and supporting affiliates of football with the objectives of influencing the consumer's intent on purchasing the sponsors' products or services. The sponsors engaged for the research include the major sponsors in South African football, including ABSA Bank, South African Breweries (SAB) and Nedbank.

ABSA are currently the title sponsor for the Premier Soccer League (PSL), while SAB through Castle Lager are the current sponsors for the South African National Soccer team "Bafana Bafana" and Nedbank sponsors the Nedbank Cup. Unfortunately the interview with Nedbank never materialized due to other

constraints. The interview was conducted with the assistant brand manager for Castle Lager as well the General Manager for Digital marketing at ABSA

4.2.5 Sports Marketing Agencies

The sporting agencies are mostly responsible for facilitating the sports marketing activities and connecting sponsors and football teams.

4.2.6 Other Sporting Codes

The other national sporting teams that were approached include the SA Cricket Communications Manager and SA Rugby's Marketing Manager. These respondents were not initially part of my sample but they were included during the research in order to compare direct marketing in football when compared to other mainstream national sporting codes.

4.3 Successful Digital Media Technologies – Research Question 1

4.3.1 Football Administrators

The PSL has also turned to digital media in search of better ways in which to connect with the consumer. The PSL use social media, the website, YouTube and live streaming channels for the marketing purposes but it is the website that has had the most positive effect of all the channels.

The website has recently been redesigned and it has attracted more than 1 million unique hits per month, an uptake of 600,000 from the previous statistics. The PSL website provides the latest news content, fixtures and results, videos, team tables and player statistics.

The social media channels, including Facebook and twitter, have not enjoyed the same success as the website with only 200,787 Facebook likes and 76,236 followers on twitter, which is significantly less than some of the other bigger

teams in the league. The PSL views the social media channel as the ideal channel where they can “Connects the consumer to the product (football)” by packaging the brand even better and making it a more commercially viable entity. This channel is used to provide match day updates but is used less frequently when there are no events.

The focus of the administrator as the “rights holder” is to generate more revenue for the league and the feeling is that the development of the YouTube Channel will present a new revenue stream allowing the administrator to generate more revenue through this media channel. Supporters can still access the video highlights, press conferences and post-match interviews through the PSL website.

The PSL website also offers the platform for live streaming of local games, but the introduction of live video streaming not been very successful due to challenges in changing the culture.

The Varsity Football administrators also engage the fans through three digital platforms such Facebook, Twitter, Instagram, which they use as part of their 360 degree approach that links back to the web and mobile sites. The web and mobile sites are generally used for the registrations and competitions for fans to win tickets to the matches. The use of the competitions to interact with the fans has generated a lot of interaction with supporters.

Varsity football administrators have used both the personal and public communication messages and they have found the personal communications yielded better responses with more than 90% response while the public communications tend to yield just over 35% responses.

They do not particularly have segmented the market but twitter communications are generally aimed at the masses that follow varsity sports while the Facebook messages are generally targeted at 90% of the people who are at university (i.e. people between 19-24 years) and players invite the fans to follow the page.

4.3.2 Professional Football Teams

Respondents expressed that the social media platforms have provided more successes with their ability to deliver messages quicker than other traditional media, with Facebook delivering better results but there is a gradual shift towards Twitter even though one respondent expressed that organisations should not be on Twitter and should not act like personalities. The feeling is that organisations need to retain a level of professionalism with examples such as the Chelsea Football Club which does not follow anybody because they push the information (i.e. Man U does not have a twitter account but EPL is on twitter). Social media has allowed teams to publish exclusive behind the scenes content which gets the supporters connected to the team. Another respondent mentioned that the recent launch of the new 2013/14 season kit was more traditional with mall activation to create the excitement but the last two years have been different with the use of social media to tease supporters. In future, the press conferences can be posted on Facebook and twitter. The respondent feels that social media allows the individual to be the director of the movie.

The Facebook of Orlando Pirates reported that they have over 195,000 Facebook followers while Mamelodi Sundowns have collected over 105,000 Facebook followers.

The social media platforms exist to enhance the website and to direct fans to the website; they monitor not only the club's comments but also what fans are saying.

Respondents indicated that the website is generally used to communicate club related news, informing supporters of the club's activities, match results, players information, player transfers, injuries, match builds and all respondents agree that there has been an increase in website traffic directed from the social medium platforms.

Both clubs that were interviewed have mobile sites which respondents believe allow the supporters to connect more easily to the club mobile site. The

younger market wants to be engaged more frequently and to be kept interested.
– ‘You need to connect with the consumer and stay connected’.

The YouTube channel has not been very successful, with only two of the top teams (Kaizer Chiefs and Orlando Pirates) in the PSL have YouTube channel accounts.

One other respondent mentioned that they did not engage in mobile advertising because they believed that it was intrusive to their supporters.

4.3.3 Broadcasters

The only broadcaster that was interviewed was SuperSport and the respondent indicated that they use a varied mix of direct marketing platforms, including all the social media platforms such as Facebook, Twitter and Instagram and mentions that they also integrate social media during the game which filters to the studio during halftime.

He goes on further to say that they also use the SuperSport web and mobile site to engage the consumer.

The SuperSport YouTube channel has been very successful with more than 4.4 million views since 2013, with more than 10,625 subscribers to the channel.

The SuperSport android app has also had more than one million downloads where consumers have access to the latest news, video highlights and the current sporting scores.

All the PSL games are available on Live streaming, but the challenge with video streaming lies with the quality of the broadband and hence the release of the walka device and other hand held devices.

4.3.4 Sponsors

The respondent indicated that the core target market for Castle is predominantly African males in the mid-income earners and between the ages

of 18 – 34 years. The focus is on customers with different types of phone from smartphone, feature phone to entry level phones, but then generally, the consumer does not engage much from the computer but rather through their mobile devices.

Another respondent expressed that the more savvy consumers tend to spend more time on twitter than on Facebook but also feels that the online market is very fragmented and hence online communication includes everybody that is searching for the content; for example, consumers in disadvantaged communities are well informed about the different technologies but lack the access and opportunities.

The respondent from ABSA indicated that their target market includes soccer lovers, which includes all people from all walks of life; 'Future plans is to use cookies to understand the consumer and their behaviour much better'.

The SAB respondent indicated that the Castle Corner Facebook page has over 265,000 Likes on the Facebook Castle Corner page where the fans are provided with content they cannot get anywhere else which includes content such as features on "Bafana Bafana" players or competitions with consumers and the favourite Bafana player like Morgan Gould, having a braai at the winner's home. The respondent also indicated that Twitter has a relatively smaller reach compared to Facebook from the reach perspective in SA but their focus is on mobile technology and the content is package specifically on the Facebook mobile platform. In preparation for the week ahead, the team measures what the conversation for the week is and engages the consumers in their conversation.

The MTN respondent mentioned that the MTN8 Wafa Wafa competition page has only just over 900 Likes while the MTN Group page has just grown from 144k Likes in 2013 to well over 646k in under two years where the messages for the MTN8 competition are published. According to the page, MTN 8 is South Africa's oldest football cup competition yet the one of the most recent

football cup competitions such as the Nedbank Cup have more than 12,000 Likes

The ABSA respondent, on the other hand, mentioned that they are not involved in direct marketing for football but there is involvement in rugby and they have intentions in the near future to have direct marketing campaigns in football. The indication is that, as the sponsor, they have not used digital media to the full extent in football but they would publish comments on the ABSA social media platform when the national soccer team (Bafana Bafana) has a match to create awareness.

Castle Lager twitter followers have grown from over 9000 followers to 13.6k followers in over two years. The Castle Lager twitter pages has soccer social media seeding with social media personalities with a large following to influence the followers and they have partnered with them for communication. The challenge with twitter is that alcohol brands cannot advertise on twitter and therefore Castle cannot advertise. The respondent also indicated that Twitter has a relatively smaller reach compared to Facebook from a South African perspective.

The MTN8 Wafa Wafa has grown from 4000 followers to 11.6k in over two years while the MTN SA page has increased its followership from 35,000 to 197k followers in the same period.

ABSA on the other hand, has no Twitter presence besides the digital marketing campaign called #humanspirit which covers all forms of sport as opposed to a specific one.

The MTN respondent indicated that YouTube channels have not had a big uptake but in the future it will be a rich source of information. YouTube provides the answers before you even ask the questions. The current challenge with YouTube is the accessibility of smartphones and the availability of cheaper data.

The objectives that Castle Lager has set for the DM campaigns is to entrench the product with the consumer so that Castle can get the consumer much closer to the players as well as making the experience much better with a combination of free public relations and Digital Media (i.e. Love PSL and Facebook or twitter). Public relations is the most cost effective medium, better than radio and Castle tries to provide consumers with exclusive content that they cannot get anywhere else.

The MTN outlook is that it allows the consumer to engage with MTN and brings the consumer closer to the brand, as well as providing the opportunity to strategize and change communication tactics in real time and allows the story in the way that the customer wants it told because the conversation is not controlled and hence it gives insight into the customer that you would pay for, through a research company and it does this in real time. The respondent's view is that the consumers' opinion is robust and unbiased. It also allows the organisation to prepare manuals with FAQ before the campaign kicks off, based on the interaction and feedback. The positive thing is that online is cheaper and it is user generated content and lasts much longer than above the line communications vs traditional medium which can only start at a certain period before the competition starts (i.e. Telkom charity, Nedbank Cup, etc.) and it does not interfere with other competitions.

Castle tries to provide consumers with exclusive content they cannot get anywhere else with a strong focus around content and association marketing with Bafana Bafana. Castle has partnered with content partners to collect all the content when Bafana are in camp, for example, and it is the content that costs money and not the platform. The respondent also mentioned there needs to be mechanisms in place that enable the organisation to respond to messages within a short period. There also needs to be matrices in place to measure what the conversation for the week is, and to engage the consumers in their conversation for which the organisation needs to be prepared and ready to engage. He also mentioned that you must also be prepared to converse in all the different languages in which the consumer is prepared to converse –

vernacular response mechanism; 'Bafana announcement needs to be immediately – content needs to be relevant and immediate'.

MTN respondent also believes that the platform allows the marketer the opportunity to use the medium as they wish to, instead of the limitation of 30 sec ads. The consumer engages these platforms through their mobile devices and MTN encourages this consumption because the consumers are consuming the data products. The platform also allows the marketer to monitor the conversation and correct things that need to be fixed and create a community of thought leaders. MTN marketer launches online first and watches the outcome to fix the communication.

ABSA respondent admits that they have a lot of sporting property rights which they do not leverage to their full digital potential and the intention in future is to utilise these in the digital space such as Gamification, Crowd sourcing, getting the fans to engage more and content marketing which they still need to do to get it right.

Castle indicates that the risk associated with the social platforms is the cost of content ownership which belongs to the social platform (i.e. Facebook, Twitter, etc.) rather than the marketing organisation. Organisations need to make sure that they transfer the content onto their platform.

Castle indicates that success could also be used in the measurement tools which may also include providing the consumer with multiple platforms so that they can reach the consumer and use that to measure the response, such as USSD, Facebook and twitter. The respondent indicated that there are tools in the market that measure share of conversation to measure things such as market association, share of voice, share of conversation and looking at the sentiment of the conversation and you get to influence the sentiments through the social seeding and you get the influential partners to comment positively on the brand.

4.3.5 Sports Marketing Agencies

The content published through the direct marketing channel should provide information on the venue, match times, player transfers, tickets availability and this was supported by another respondent who mentioned that these platforms are generally used for various purposes including results, news updates, promotions, general information to keep consumers constantly informed (such as informing the public of the match times and the availability of bus services to and from the stadium).

Another respondent mentioned that the supporters also get to follow the match updates through the social media platform. Information should be relevant and interesting to the supporters and fans alike which they are currently not doing very effectively.

Teams should be using the platform to run special campaigns to attract supporters to the games and the social media platforms. These campaigns can also include giving away the limited number of tickets to the first respondents to retweet the events details and this would also need to be done timeously to allow the message to go viral.

The current teams in the PSL are not utilising these platforms that effectively with only a handful of these teams having used these platforms. The perception is that the trend is that fewer people are using Facebook and preferring twitter over Facebook because it seems to be more effective for the consumer because of the short character string.

Twitter and Facebook can be measured by the number of likes or followers but the teams need to engage with the followers to be successful and hence the level of positive engagement should be the measure of success.

Direct marketing allows for the conversation to happen and allows the user to speak his mind and the organisation needs somebody to monitor the conversation closely and to provide feedback, but the concern is that organisations are more concerned about the negative feedback instead of

finding solutions to resolve any issues - Understand how you going to respond, create a campaign from the comments.

The measurability of the digital Public relations value is difficult to measure (i.e. BrandsEye has a formula to measure this) whereas the traditional media have established models to measure against.

Tweets are more important at different times of the day and on which day of the week the tweet occurs and the value of the tweet can be weighed (e.g. more tweets on Monday morning vs. much later during the day).

All the teams in the PSL have an online presence, including the newly promoted teams but the concern is that these websites are not regularly updated with the latest news.

The mobile sites are more successful because they are more easily accessible and consumers can easily consume the information pushed to them and success from these can be determined through the measure of unique page impressions.

The only teams in the PSL that have YouTube Channel accounts are Orlando Pirates and Kaizer Chiefs. YouTube provides things that fans will like and brands should provide content that the fans cannot get anywhere else and for which they have exclusive rights and they can provide behind the scenes content to their supporters.

Mobile marketing has proven to be successful with other clubs who have used it because it is solicited where the supporter may have agreed to being sent club communication.

Video Streaming has not really been successful because of the availability of choices that the broadcaster SuperSport has provided to the consumer and therefore there is never a need to get Video Streaming. Dstv allows the consumer to record and play their recording at a more convenient time. Only Dstv (SuperSport) and SABC provide live video streaming.

Nobody uses email marketing which rewards loyal fans for their loyalty. There are appropriate channels of communication for the different levels which should be driven by the objectives for communication.

Digital marketing has strong potential to support teams in their marketing initiatives but the teams do not really know how to use it effectively. The digital rights of sporting assets in SA are not as commercialised by the teams as they should be but instead, the value is much understated (devalued).

The respondent believes that the digital marketing initiatives should be aimed at the regular supporter between the age 40 – 55, LSM 4 and below /LSM 1 – 7. The challenge faced by the teams is that new and younger and more sophisticated supporters never attend football matches and have access to the latest mobile devices while the more regular supporters do not have access to the social media platforms. More people have mobile access and therefore access the internet through their phones and therefore more people than those in higher LSMs have access.

4.3.6 Other Sporting Codes

Cricket SA (CSA) engages with their supporters and fans through multiple social media platforms including Facebook, Twitter, Mxit, YouTube and Instagram. The National Cricket team, the Proteas, Facebook page has more than 1.5 million Likes, Mxit has over 140,000 Likes, Twitter has over 250,000 Followers, and the YouTube ProteasCricket Channel has 6,900 subscribers with as more than 400 videos and over 1.4 million views of the videos posted. The channel has been only been up for two years and Google SA assisted the organisation to set up the channel.

These platforms all allow the organisation to communicate and directly engage the supporter from which they received immediate feedback on the interest or lack of interest and the reasons whether the prices are too expensive or too cheap.

The content includes exclusive content of the Proteas on tour and may also include extended video content of news conferences and other content which the supporters will not see on television.

SARFU, on the other hand, have a comprehensive social media strategy that currently communicates with the community through multiple digital platforms such as Facebook, Twitter, YouTube, Pinterest, Instagram, LinkedIn, Mobile App, email, web and mobile site.

The Facebook page has over 1 million Likes, YouTube BokTube Channel has over 1,500 subscribers and 129 videos, @Bokrugby Twitter account having more than 245,000 Followers. SARU incorporates other Twitter handles for other disciplines such as Springboks Sevens team (@blitsboks) and others.

These channels have been segmented accordingly to communicate appropriately to the correct stakeholders. The Facebook and Twitter channels are meant for communication directly to the supporters while the more corporate channels such as LinkedIn are used for sponsorship and job opportunities.

SARU has deployed other means as part of their digital media strategy including the use of an android App (1,000+ users) which is viewed more as a fun space, news broadcast, player statistics, pictures as well as the player listing.

The purpose of the web and mobile site is to inform and communicate information to the fans. The respondent has indicated that the Facebook site generally has more Indian followers but the page is generally targeted at South African cricket followers.

The Instagram page is still new with just over 3,000 followers. The respondent also mentioned that part of the digital marketing mix includes email marketing with digital media releases of 700 per annum.

4.3.7 Conclusion

The result from the interviews indicates that Facebook and Twitter are the most preferred and the most successful digital media platform that all the sporting organisations have adopted. Facebook in South Africa has proven to be successful with the number of subscribers almost doubling in the last few years. Kaizer Chiefs is the only professional football team in the PSL that has been successful in the use of social media to communicate with the fans as they have acquired more than 1.9 million followers on Facebook. Some of the sponsors are using the sports property rights with the football teams to provide exclusive content specifically tailored for mobile phones as this is how the consumers generally access social media. The level of adoption for video content has had a very slow uptake in the South African football community simply because of the availability of inexpensive data in the country.

4.4 Level of Impact on Sport Events - Research Question 2

4.4.1 Football Administrators

4.4.1.1 Game Attendance and Television Viewership

According to the administrator, social media does have an influence on game attendance and television viewership but he also concedes that it cannot be directly measured. The belief is purely based on the fact that the digital media platform does create awareness.

The varsity football administrator believes that digital media is about creating the brand presence and informing the consumer which requires engagement with the consumer about what is happening and it must be constant and ultimately goes towards building the brand loyalty.

The Varsity Sports entity has all the 6 Varsity Sporting codes bundled under one Twitter handle (@varsitysportsSA) while Varsity Cup brand is handled as a separate entity under its own handle.

4.4.1.2 Marketing Strategy

The administrator also indicated that the organisation does have a strategy but it is not a formalised marketing strategy. The organisational policy is that each financial requirement needs to be supported with plans on how those requirements will support the revenue generation plans.

The challenge faced by the organisation is that there is no executive support for the development and support of the marketing activities.

The varsity sports team does have a marketing strategy which has the satellite marketing teams deployed at each varsity have their own sport marketing team that is responsible for the marketing activities (eight marketers through their channels and they are all aligned with the marketing activities). According to him, the marketing strategies would differ in each varsity because of the different consumer needs, for example, Pretoria University (Tuks) had a request

to provide a free T-shirt to the first 500 people attending the game which they posted through their channels which could potentially get another 2000 people in the stadium.

The varsity sport intern reports to the university administration regarding their communication strategy but they are responsible for the ground activation at the university.

There is support from the team as well as the varsity management/executive as well as the added buy from the sponsorship in terms of the use of Digital Media (FNB)

4.4.1.3 Traditional Media

The administrator also indicated that radio and television are the most successful communication media that they are currently employing in the organisation. He continued to state that digital marketing has been fairly successful while print has been the least successful medium.

The varsity admin have a 50/50 split between above and below the line. His opinion is that the sports organisation such as the PSL do not view social media as an important medium of advertising but more of a nice to have.

4.4.1.4 Sport Tourism

Digital marketing alone does not drive sport tourism but needs to be tied with an emotional connection to the game to be successful in Sport Tourism. Other stakeholders, such as Tourist boards, need to be engaged further.

4.4.1.5 ROMI

The administrator indicates that there is no direct financial benefit from digital marketing but value can be drawn from the enhancement of the value proposition of the brand which has been enhanced by digital marketing.

Varsity admin has a different view that digital marketing is more a long term project and the results will get better over time and the return on investment is going to get bigger in the future.

4.4.2 Professional Football Teams

4.4.2.1 Game Attendance and Television Viewership

The respondents indicated that game attendance does depend on the magnitude of the game with the derby games attracting more attention. The respondents' view is that messaging through digital marketing does have an influence on game attendance and television viewership.

4.4.2.2 Marketing Strategy

The majority of the football teams do not have a communication strategy or the marketing strategy and therefore no executive support.

4.4.2.3 Traditional Media

Digital marketing and radio make up almost 70% of the marketing activities while television consumes at least 25% and the print media being the least preferred communication medium at 5%.

4.4.2.4 ROMI

The respondent indicated that they have the growth in the online numbers and inclusive growth in the subscriptions.

4.4.3 Sports Marketing Agencies

4.4.3.1 Game Attendance and Television Viewership

The respondent's view is that there is no impact because the communication has been misdirected. The feeling is that game attendance is a cultural habit

and consumers can be encouraged to go to games but it will not change their behaviour.

Culture shift has contributed to the change in game attendance/ television viewership and hence increase in game attendance will require an influence to the cultural behaviour with the use of the correct messages.

The performance of the team has more of an impact on game attendance/viewership and hence it plays on the emotional connection of the supporter

Respondents feel that digital marketing could potentially have an influence on television viewership because the more sophisticated supporter does not attend live matches but watches the match on TV.

Culture shift has contributed to the change in game attendance/television viewership and hence increase in game attendance/television viewership will require an influence to the cultural behaviour with the use of correct messages.

In the US, the research states that 81% of the people while watching TV, are also engaging with their phones but there are no comparable statistics in SA.

4.4.3.2 Marketing Strategy

Sponsors and rights holders (administrators and broadcasters) have formal strategies.

The respondent generally agrees that the teams do not have organisational or communication strategies to guide their marketing initiative let alone Digital marketing. The teams are generally being guided by what is happening around them, i.e. sponsors, rights holders; clubs are also limited in the resources to develop strategies.

The lack of executive support for marketing activities is supported by the agencies because the teams do not have the human resource with the

competence and capability to carry out the work and they also do not have the necessary budgets; no funding has been made available to them.

The agency respondents all agree that the sponsors and the rights holders do have the strategic support from the executives and digital marketing is well supported by executives.

The perception from one of the respondents is that the younger executives tend to understand the need for digital marketing better than the older executives.

4.4.3.3 Traditional Media

One respondent mentioned that the public relations campaigns, such as road shows, are generally driven and demanded by the sponsors.

Radio is the most effective and preferred medium of communication because of the level of coverage with the SABC boasting more than 30 stations while Ukhozi FM has well over 20 million listeners due to the fact that the feedback is live and direct in real time.

Radio is much more cost effective when compared to the cost of placing an ad on television; on radio the cost is high but the broadcaster trades communication airtime with the rights holder for their content.

Print is the second most successful because support can get to supporters and it is believed to be a great platform to tell a story about the game. The view is that print media is struggling at the current moment and will soon be irrelevant

TV is not the most successful medium because of the high cost involved in producing content. A few teams, such as Kaizer Chiefs, have their own TV channels.

Outdoor advertising is a less frequently used medium for communication and advertising because billboards are viewed as being very static and they take a long time to change and in the football world, things are changing very quickly and you need to be able to switch just as fast. According to MTN, they do use

the billboard at the beginning of the MTN8 tournament but it is really used for communication besides MTN who use it for competition.

4.4.3.4 Sports Tourism

Team support to the extent of travelling to another province to support your favourite team is an emotional decision but the teams could do more to assist fans like providing transport (which they could announce through the digital marketing platforms) and hence the view, according to the respondent is that digital media does not have any influence, but radio and TV have a much better reach and influence. Another respondent indicated that fans are more driven by the fear of missing out (fomo); it has an influence and it is through the social media that you can create an emotional connection to the event.

Yes, it does have an influence, for example in 2010, people got a view of SA through social media with people posting their pictures in SA during the World Cup on twitter, Instagram and hence in 2011, Cape Town was voted the best city to visit.

4.4.3.5 ROMI

The respondents' view is the sponsors do get a good return in the marketing investment which they could measure through the increase in revenue, brand awareness, sales in supporter tunes, banner on the PSL or team websites. It is also quite difficult to say that digital marketing has been successful in contributing to better revenues because there are other media being used, so it is quite difficult to quantify a return.

The respondents' view is the that the teams do not have the appetite to invest in marketing, let alone digital marketing, because of the fact that digital marketing is not measurable and therefore clubs are reluctant to use it.

Another respondent suggested that the measure of return could be based on return on objectives (ROO) in order to measure success. If the campaign reaches the objectives, then the benefits have been realised.

Was the momentum maintained after a user has liked the page? What do you do about it? What happens during the off season? The benefits are realised but not like they should be, but digital media has made it a lot easier to achieve those objectives.

4.4.4 Broadcasters

4.4.4.1 Game Attendance and Television Viewership

The respondent from SuperSport indicated that viewership is dependent on the game and this is mostly seen with the derbies that attract more attention than the regular games but he also indicated that the messaging through digital marketing does have an influence on game viewership.

4.4.4.2 Marketing Strategy

The respondent indicated that the organisation does have a marketing strategy but did not elaborate on the details and he also indicated that the executive management does offer support for the use of technology in general.

4.4.4.3 Traditional Media

Digital marketing and Radio constitutes about 70% of the marketing budget while TV consumes more than 25% and print receiving the least amount of money.

4.4.4.4 ROMI

He believes that there has been an increase in the online number and inclusive growth in the subscriptions.

4.4.5 Sponsors

4.4.5.1 Game Attendance and Television Viewership

Another respondent reiterates that there is no way of tracking the influence in game attendance or television viewership but he also mentions that the products need to look at their best and therefore it is important that the product is packaged nicely and the properties are represented.

4.4.5.2 Marketing Strategy

The respondent mentions that the organisation has a comprehensive communication strategy that is based on mobile communication around Bafana Bafana. The strategy includes a detailed calendar planning around the schedule for Bafana Bafana and other sponsored national teams such as the Proteas for the two years in advance. The strategy needs to clearly articulate the overall objectives and how they will be achieved.

He goes on further to mention there is executive support, that there are digital committees and this also includes the involvement of the global marketing team in the development of the digital strategies.

He also mentioned that the support received can be seen with the involvement of the General Manager for Marketing and the use of the Facebook page to comment and provide content.

4.4.5.3 Traditional Medium

The digital marketing spend makes up between 15-20% of the marketing budget - this has not shown conversion and has not been defined yet – the production is very expensive. The TV spend is between 60 – 70% while print and outdoor make up 5 and 10% respectively.

4.4.5.4 Sports Tourism

The respondent's view is that digital marketing does not does have an impact through the association with the brand.

4.4.5.5 ROMI

The respondent mentions that there are intangible benefits that the organisation has realised. The feeling is that the brand engagement is happening is getting closer to a direct link to the brand story. The organisation is starting to see value in digital marketing.

4.4.6 Other National Sporting Codes

4.4.6.1 Game Attendance and Television Viewership

The communication on the social media platform does have an influence on the next game attendance but when there is no TV coverage, and then the digital marketing platform can be used to feed back to keep the people informed (i.e. Cricket score on the SuperSport Mobile App or twitter).

The SA Rugby respondent also reiterated that it is very difficult to determine and there is no data to support it and the second challenge so far as SA Rugby goes is that the SA Rugby sells the game rights to the Unions and therefore it is the responsibility of the union to sell tickets. He feels that there are not enough resources to engage supporters in the social media space.

4.4.6.2 Marketing Strategy

The organisation does have a marketing and communication strategy that informs the online content. The respondent indicated that other international teams such as Manchester United, Arsenal, Manchester City, Chelsea etc. have in-house digital marketing teams to support their strategy.

He also goes further to mention that his belief is that not one sports organisation in SA has a dedicated social media and digital marketing team while other national teams like Australia and England do have these teams. These teams have resources allocated to digital marketing. A case in point, the Australian social media team will tweet about the score or the wicket falling within three minutes of it happening.

The issue is that digital marketing has not been embraced yet by the administrators who do not see the value of the platform and hence limited budget has been allocated for social media.

Sponsors, being in the corporate world, use digital marketing media extensively but CSA has a much bigger reach and therefore sponsors get more mileage from the delivery of rights clause. His belief is that the football administrators do not realise the strength in knowing exactly who the supporter is, having the data profile of that particular supporter.

The view of the respondent is that even second division team in the English Championship (2nd tier) division have CRM and loyalty programs while the PSL struggles. The respondent goes on further to say that the PSL has the capability to create their own ticketing system because they already have the details of the fans.

4.4.6.3 Traditional Media

The respondent mentioned that the radio space is paid for and the franchises also have their media partner deals while television deal are negotiated with the value pack deals with SuperSport and SABC as media partners generally come free.

The online space comprises bartered deals for ticket giveaways for a number of banner ads through the online news agencies, such as IOL and Media24

4.4.6.4 ROMI

When there is information to be communicated to the public, it is done through social media and the response is immediate. The use of the parameter boards at the games always includes the Facebook and website details.

4.4.7 Conclusion

South African professional football teams have indicated their reluctance in investing marketing and therefore the executive leadership do not provide much

support for digital media marketing. The social media platform has proven to be successful as well as cost effective and yet executive leadership have found no value in the use of the platform for communication purposes. The sponsors, as well as the broadcaster, SuperSport, have utilized this social media platform supported by formalised digital media strategies and the executive leadership. The SA Cricket national team, the Proteas, as well the SA rugby national team, the Springboks, also have communication strategies to support their digital media campaigns.

5 CHAPTER 5: DISCUSSION OF THE RESULTS

5.1 Introduction

This chapter goes into an in-depth review of the results from the interviews conducted with the respondents for the research report. The discussion is centred around the responses that the interviewees provided, based on the questionnaire as detailed in Chapter 3. The review is based on the literature stated in Chapter 2 as well as some new literature.

5.2 Demographic profile of respondents

The research interviews conducted included the professional football teams marketing managers, sporting agents, executives, sponsors marketing managers, football administrators as well as other national sporting codes such as cricket and rugby.

5.3 Successful Digital Media Technologies – Research Question 1

5.3.1 Marketing Strategy

It is very clear from the interviews that all organisations are involved in using digital media to some extent. It is clear from the results that success of these channels depends a lot on the level of engagement from the organisation. The organisations interviewed that stand out with the best social media presence include SuperSport, Castle Lager, SA Rugby and Cricket SA.

The common thread amongst these organisations is the strategic vision and support received from the organisational leadership for digital media activation. In all the interviews, it was mentioned that the resource allocation for social media is limited to a single personnel resource which is quite a contrast when compared to the resource allocated to international sporting agencies.

Evans and Smith (2004) suggest that investing in internet strategies in the promise for successful internet investment requires bold leadership and sporting organisations should not aimlessly pursue this platform. The web and marketing strategy needs to tie in with the wider organisational strategy and the intensity with which the organisation pursues the internet based strategy determines the drivers of its internet strategy (Evans & Smith, 2004). Organisations must first understand the role of online marketing effects on the overall sports marketing plan and the effect it will have with the use of various forms of media (Ioakimidis, 2010). There needs to be a management buy-in and strategic direction that is set by the leadership of the organisation and this must be translated and articulated through the internet marketing strategy. The online communication strategy must be part of the corporate strategy.

SAB Miller has placed much emphasis on digital media marketing and they have clearly placed enough strategic focus to engage consumers in the content. The Castle Lager brand has a comprehensive communication strategy which provides detailed objectives of the digital campaigns and consumer engagement for the two year period using their digital right to the national sporting teams such as Bafana Bafana and the Proteas. The organisation has been exemplary in their dedication and commitment to execution of the digital strategy as shown by the involvement of the executive leadership.

The two sponsors interviewed, as well as SuperSport, have found value in marketing through digital media where the likes of Castle Lager has utilised the digital marketing campaigns is to entrench the product with consumers so that Castle can get the consumer much close to the players as well as making the experience much better with a combination of free public relations and Digital Media. The PSL respondent indicated that the social media channel as the ideal channel where they can “Connects the consumer to the product (football)” by packaging the brand even better and make it a more commercially viable entity. The challenge faced by the administrators is the lack of the leadership vision to see the commercial value associated with digital marketing.

Unknown (2012d) "Arsenal now has a digital matchday programme available for £3 as an iPad app, the same price as the print programme. It has been downloaded an average of 5,000 times per match, compared with sales of 12,500 per match for the print programme."

The response from one the football teams' respondent to the challenges being faced by the clubs is based on the fact that there is reluctance from the executive leadership to investment in marketing let alone in digital media and they do not have a comprehensive understanding and appreciation of the extent to which this channel can improve the brand strength and ultimately, the brand loyalty.

According to Wysocki (2012), the National Basketball Association (NBA) teams have derived commercial value from social media by driving fans to their websites in order to drive ticket sales, merchandise sales, and sponsorship deals which ultimately contributes to the organisation bottom line (Wysocki, 2012)

5.3.2 Social Media

The social media space had a dramatic increase of 122% from 2012 to 2015, with currently more than 11,8-million South African users on Facebook. Social media is a way in which the football teams are getting closer to the fan base which is predominantly internationally based.

"From a marketer's point of view, an equally significant finding is that, of a total of 11,8-million South African users – 22% of the population – 8,8-million access it on their mobile phones. This means that targeting Facebook users is not a matter only of marketing on the Facebook web site – its mobile properties are probably more important."

Unknown (2015a) stated that, according to the research conducted by Fuseware: "The highest growth in the user base is seen in three key economic hubs, namely Johannesburg (55%), Pretoria (49%) and Cape Town (44%).

Interestingly, Nelspruit continues to show high growth, at 40%.” The research goes on to say that the biggest user platform for Facebook is through the smart phone growth has increased from 1,26-million in 2013 to 3,2-million in 2014. BlackBerry has fallen from the top position to second, but dropping only marginally in user numbers, from 2,6-million to 2,4-million. Windows Phone is beginning to emerge from below the radar, rising from 124 000 to 260 000. iOS remains in third place, though, remaining relatively stable at 580 000 users.

All the sporting bodies interviewed have embraced the social media channel as a means to communicate and connect with consumers and fans alike. The football administrators have embraced social media as a means to generally communicate match results and initiate conversations amongst the fans. The PSL administrator indicated that they can “Connect the consumer to the product” which is similar to the sponsor objectives in using digital media. The added advantage with digital marketing is the cost effectiveness associated with it when compared to the more traditional forms of media.

Even though Kaizer Chiefs could not be interviewed, they have their largest presence on Facebook with more than 1.9m followers while the other two teams that were interviewed Mamelodi Sundowns and Orlando Pirates have 274,000 and 505,000 followers respectively. The teams are able to provide exclusive content to the consumer that the consumer is not able to get anywhere else which the team believe that this connects them with the fans.

The varsity football administrators also indicated that they use digital marketing as part of their 360 degree approach that links the fans back to the web and mobile sites where the fans can register and enter competitions to win ticket to the matches. They have intelligently used the digital platform to create some sort of customer relationship management (CRM) system and through this process they can customize message directly aimed at the fans.

5.3.3 Web & Mobile Sites

All respondents in the research have indicated that they use the websites in order to communicate and broadcast team related information such as the football clubs activities, match results, player transfers, etc. The football clubs also confirmed that they use social media platforms to direct fans to the website.

5.3.4 YouTube

YouTube on the other hand has not had the adoption rate in football that other national sports in South Africa have experienced. The SA Cricket YouTube channel has had 1.4 million views over the last years while and SA Rugby BOKTube channel has over 900,000 views. The only PSL teams with YouTube channels are Kaizer Chiefs, Mamelodi Sundowns and Orlando Pirates which have seen very little success. This channel has particularly been an important platform for the teams in monitor conversation about the sporting venue or the brand in general (Wysocki, 2012). The MTN respondent also indicated that some of the challenges faced with YouTube could be attributed to the accessibility of smartphones and the availability of cheaper data.

5.3.5 Mobile Marketing

Mobile advertising seems to be something that the clubs have indicated that they have purposely stayed away from because they believe it to be intrusive to the fans. With the proliferation of Facebook and Twitter, mobile marketing has become somehow irrelevant.

As indicated in the literature review in Chapter 2, Adidas successfully launched a mobile campaign during the 2004 UEFA Champions League which allowed cell phone access to rich brand content related to popular athletes and entertainment related to the champions' league. This was combined with an applet that provided real-time scores which generated more than 60,000 subscribers across Europe (Sultan & Rohm, 2005). The exclusive content

offered through the mobile marketing channel has now been made available on other channels such Facebook, twitter and YouTube.

5.3.6 Video Streaming

SuperSport has been the pioneers of video streaming in South Africa with the football match highlights being made available at half-time as well as at the end of the match. Streaming of live games is also available from the SuperSport website and mobisite for customers with premium bouquet packages. The SABC does not offer any live video streaming as part of their service offering. Due to the unavailability of cheaper data in South Africa, video streaming as in YouTube is not a service that is accessible to the general football fan.

5.3.7 Email Marketing

None of the teams interviewed engage in email marketing besides SA Rugby who have almost 700 digital media releases per annum.

5.3.8 Mobile Apps

The only organisations interviewed with mobile apps include SuperSport, Varsity Football and SA Rugby.

5.3.9 Instagram

Instagram is quite new in the social media space with only a handful of the football teams in PSL having Instagram accounts.

5.4 Level of Impact on Sport Events - Research Question 2

5.4.1 Impact on game attendance or TV viewership

The respondents all agreed that digital media could potential have an impact on game attendance or television viewership but also indicated that it cannot be quantified because of unavailability of the relevant data to support this. The response is that social media does create awareness and brand presence and provide essential information to the consumer which results in building brand loyalty.

5.4.2 Impact on Sports Tourism

Many of the respondents mentioned that they do not feel that digital marketing has an impact on sport tourism; they believe that sports tourism is driven by other emotional factors.

5.4.3 Traditional Media

The combination of public relations and digital marketing has been beneficial for the Castle brand and the respondent indicated that the public relations component is more cost effective but the communication medium mix does differ across the organisations. For example, the PSL administration and Varsity football administrators have chosen different communication mixes in their strategies. The varsity football administrators have a 50/50 split between digital marketing and traditional media while radio and television are still the preferred communication media with the PSL administration.

Television and radio are still the most preferred media of communication amongst the sporting organisations with radio being the most cost effective with a greater level of reach when compared to TV. Many of the PSL teams including the teams interviewed have their own TV programmes on the SuperSport channel which is primarily produced by SuperSport.

Print media, on the other hand, is perceived as the least preferred form of communication medium and it seems that this has been replaced by digital marketing. Outdoor advertising and billboards are even less frequently used except for MTN and SuperSport who currently use this medium.

5.4.4 ROMI

The general response from the respondents is that digital marketing cannot be directly associated to any tangible financial benefits as yet but they believe that the brand value created. The varsity football administrator has a different perspective that digital marketing is more a long term project and the results will get better over time and the return on investment is going to get bigger in the future.

The challenge facing the professional football teams in South Africa has to do with the fact that the teams have never had to market themselves and therefore they do not have the appetite to invest in marketing let alone Digital marketing because of the fact that digital marketing is not measurable and therefore clubs are reluctant to use it.

In the absence of a financial model to measure the benefits of digital marketing the proposal is to measure success based on return on objectives (ROO) in order to measure success. If the digital marketing campaign reaches the objectives, then the benefits have been realised.

Was the momentum maintained after a user liked the page? What do you do about it? What happens during the off season? The benefits are realised but not like they should be but digital media has made it a lot easier to achieve those objectives.

5.5 Conclusion

Digital media marketing in South Africa is still in its infancy with very little literature covered on this topic. The sponsors have found brand value in the use

of digital media while the sporting teams are still not finding value in marketing their brand.

6 CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This Chapter summarises the findings from the research conducted and the results from the research. The chapter also explores the way forward through the recommendations regarding the effective use of the digital media platform in South Africa.

6.2 Conclusions of the study

Digital media marketing in South Africa is still in its infancy with very little literature covered on this topic. The sponsors have found brand value in the use of digital media while the sporting teams are still not finding value in marketing their brand.

6.3 Recommendations

6.1.1 Provide Exclusive Content

The content the football teams, sponsors and the administrators alike provide on the digital media platforms should provide the fans with value and make supporting the team meaningful. The content could include exclusive pictures, news articles, text, video, links, free gifts, tickets, t-shirts, team website, and access to other social media channels. The content should also be exclusive which the consumer cannot find anywhere else. The information and visuals provided over these channels should be unique such as behind the scenes footage or highlights of close proximity to the team. Additionally, within the content, there must be a call to action to the fans. Simply posting news or links will not be effective but creating a reaction will lead to follows, comments, retweets, tweets, and discussion about the brand.

6.1.2 *Link Social Media with Traditional Media*

The objective of the sporting organisation from a marketing perspective is to have your fans consistently talking about your brand. Therefore, wherever your brand is, your social media channels should be present as a means to continue the conversation online. These placements include parameter boards, tickets, posters as well as the television channels. Social media channels and the sporting organisation's website should also promote each other. Every event or promotion should highlight the team's social media channels, specifically the Facebook page and Twitter handle. This is critical in reaching new fans and expanding the brand's following.

6.1.3 *Personalize Fans On Social Media:*

The teams should be authentic and use personalities. Show that the relationships with the audiences via social media are genuine. Provide customer service through answering questions, responding to problems, and merchandise concerns, and related issues. At times, communicate accordingly in the fans preferred language including vernacular and appropriate slang or urban language. It is critical that the soccer teams maintain a consistent plan of communication over social media channels and avoid gaps as it applies to match days, non-match days, in-season, and off-season.

6.1.4 *Develop CRM database*

PSL teams can use social media platforms, applications, and related contests to gather fan information and fan input. It is essential to track which fans interact with individual PSL team's social media and provide applications where fans can sign up or input data such as email, phone numbers, and postal codes. From these efforts, PSL teams can build a database of fan information, and directly contact fans inside and outside of social media to market tickets, merchandise, and related deals. The ability to identify who and where fans are, allows PSL teams to better market to their key audiences.

6.1.5 Fansource/Crowdsource:

Give fans the opportunity for their input to be heard and to make relatively important decisions for the organisation. PSL teams can develop campaigns around allowing the fans to decide on a component of their organisation. These social media initiatives give fans a voice within the decision making process, and closely connects them with teams and players.

6.1.6 Measuring ROMI

The PSL teams can increase the impressions of their messages, and their following by utilising fans and their networks. Providing quality content will lead to re-tweets, likes, and sharing, but teams can go even further with the fan relationship by asking fans to amplify the message through incentives. Teams can ask fans to re-tweet and then the team will follow them on Twitter.

6.1.7 Track, measure, analyse, and adjust:

The teams and sponsor alike can use social media tracking analytics such as BrandsEye to measure and analyse the team's ongoing initiatives. Facebook Insights and Twitter Dashboard Analytics via BrandsEye are especially effective in providing quality data, visuals, and reports. Additionally, the Twitter Dashboard Analytics can provide link tracking as well as Bit.ly Analytics. All of this data can provide measurable insights to social efficiency and ROI to the team. This data can provide foresight to potential times of day to post, type of content to post, and most influential fans.

Once the data has been measured and analysed, it is essential for PSL teams to adjust their social media tactics to provide a more engaging fan experience via social media.

6.4 Suggestions for further research

The digital media marketing is but a component of the communication strategy within the South African professional football community - this channel alone will not solve the marketing crisis experienced. A new study can be initiated to understand the contributing factors surrounding the lack of executive support for the investment in marketing football events. The South African football brand is the most commercially viable sport in the country and the true commercial potential of this sport is not being realised.

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APPENDIX A: INSTRUMENT

1. Are you using digital media for marketing purposes? If you are, which digital media technologies do you use and what impact has this had on marketing activities? How successful has this been?
2. Which consumer groups have been targeted in your marketing initiatives and which communication platforms are most successful and why?
3. What impact has this had on game attendance or television viewership? Support of the team?
4. Do you have a marketing/IT strategy that supports this?
5. Do you have executive support?
6. What other traditional marketing mediums? And which ones do you prefer and why? Which campaigns have been more successful?
7. What impact has this had on sports tourism? i.e. Do fans travelling to games in other provinces?
8. How much do you spend on advertising? What is your return on marketing investment?

APPENDIX B: DIGITAL MEDIA PAGES

1 SAFA WEBSITE



2 SARU WEBSITE (WWW.SARUGBY.CO.ZA)



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Cronje and Fourie to start for Emirates Lions
Johan Ackermann makes two changes to the Emirates Lions' starting XV.

NEWS HEADLINES

The race intensifies in Cape Town and Bloem – Vodacom Super Rugby Round 4 Preview

SARU confirms interest in bidding for RWC 2023

Vodacom Cup kicks off in Kempton Park – Round 1 Preview

Barnard to make her Bok Women's Sevens debut

Bobbies vs Rovers rematch in Cell C Community Cup

UFS-Shimlas move to the top of the FNB Varsity Cup

Three Boks back, 100 up for Kankowski

Cronje and Fourie to start for Emirates Lions

Springbok Sevens looking to freshen things up

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GALLERIES

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2014-12-14



PE Sevens Cup Final...

2014-12-06



Dubai Sevens Cup Final: South Africa v Australia...

2014-11-29



Wales v South Africa...

2014-11-22



Italy v South Africa...

[...More videos](#)

MATCH CENTRE

[FIXTURES](#) [RESULTS](#)

Vodacom Super Rugby
Friday, March 06 2015

08:35 - Chiefs vs Highlanders
Waikato Stadium, Hamilton

10:40 - Brumbies vs Force
GIO Stadium, Canberra

Vodacom Cup

15:00 - Valke vs Blue Bulls
Barnard Stadium, Kempton Park

19:00 - Welwitschias vs Golden Lions
Hage Geingob Stadium, Windhoek

19:00 - Pumas vs Griffons
Mbombela Stadium, Nelspruit

Vodacom Super Rugby
Saturday, March 07 2015

08:35 - Blues vs Emirates Lions
QBE Stadium, Albany, Auckland

10:40 - Reds vs Waratahs
Suncorp Stadium, Brisbane

Cell C Community Cup

15:00 - Ferros vs Despatch
Puma Stadium, Emalahleni

16:00 - Springs vs PE Police
Springs Rugby Club, Springs

16:00 - Old Selbornians vs Rustenburg Impala
Kempton Park, East London

[...More fixtures](#)

TOP PERFORMERS

[MOST POINTS](#) [MOST TRIES](#) [MOST CAPS](#)

PLAYER	T	C	P	D	PTS
Percy Montgomery	25	153	148	6	893
Morné Steyn	8	99	142	8	688
Naas Botha	2	50	50	18	312
Bryan Habana	57	0	0	0	285
Joel Stransky	6	30	47	3	240
Braam van Straaten	2	23	55	0	221
Joost van der Westhuizen	38	0	0	0	190
Jannie De Beer	2	33	27	8	181
Andre Pretorius	2	31	25	8	171
Jaque Fourie	32	0	0	0	160

[...All points scorers](#)

Springboks
Tweets from a list by SARU

College Rovers @collegerovers 26m

Awsome shoot today for all our sponsors & @saclubrugby @JonssonWorkwear @Fidelity_Secure @wokshots @KZNRugbyNews pic.twitter.com/iITsoxVGBD

Retweeted by Cell C Community Cup



Expand

Eben Etzebeth @EbenEtzebeth 1h

2011 still brings back great memories. Thanks for the awesome gift @ikeytigers @varsitycup @Laurenterrras pic.twitter.com/F04Wq7bjXn



Marcell Coetzee

DOB: 08 May 1991

Position: Flank

Province: Sharks

Height: 191

Weight: 106

Tests: 26

Test tries: 6

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3 SOUTH AFRICAN RUGBY TWITTER PAGE (@BOKRUGBY)





SARU

TWEETS 14.4K FOLLOWING 908 FOLLOWERS 246K FAVORITES 79 LISTS 4

Following

South African Rugby 
@bokrugby
The Official Twitter page of the Springboks and all things South African Rugby. Also check out @blitzboks @juniorboks @womenboks and @bokmuseum.
South Africa
sarugby.co.za
Joined May 2009



Tweets Tweets & replies Photos & videos

South African Rugby retweeted
Ampie @Ampie007 · 6h
@Blitzboks @bokrugby @sas_training_za ek dink Lance is voor hulle...
2

South African Rugby retweeted
Springbok Sevens @Blitzboks · 7h
So who's leading the chase? Justine, Branco & Rosko enjoying their workout @sas_training_za #sevens @bokrugby

Who to follow · Refresh · View all

 **Eyewitness News** @ewnup...
Follow

 **City Press Online** @City_Pr...
Follow

 **#KOTW Comrade Naves** @...
Follow

Popular accounts · Find friends

Trends · Change

4 BAFANA BAFANA TWITTER PAGE (@BAFANABAFANA)

The screenshot shows the Twitter profile of Bafana Bafana (@BafanaBafana). The header features a large banner image of three players in yellow and green South African national team jerseys running on a field, with a soccer ball and the text 'SHINE THROUGH' overlaid. The South African national crest and 'THE NEW SA NATIONAL TEAM JERSEY' with a Nike logo are also present. Below the banner is the Bafana Bafana logo, which consists of a stylized bird or wing design. The profile name 'Bafana Bafana' is followed by the handle '@BafanaBafana'. The bio states: 'The official Twitter account for the South African national football team, Bafana Bafana. All news and updates about Bafana.' The location is 'South Africa' and the website is 'safa.net'. The account was joined in September 2010. A button labeled 'Tweet to Bafana Bafana' is visible. The statistics show 9,445 tweets, 533 following, 96K followers, and 1,023 favorites. The 'Tweets' tab is selected, showing a tweet from SAFA.net (@SAFA_net) retweeted by Bafana Bafana, mentioning a friendly match against Diambars of Saly, Senegal, and tagging @DChimhavi. The tweet includes two photos of a soccer match. The 'Who to follow' section lists City Press Online, Eyewitness News, and Gus Silber. The 'Trends' section is also visible.

BafanaBafana

Bafana Bafana @BafanaBafana

The official Twitter account for the South African national football team, Bafana Bafana. All news and updates about Bafana.

South Africa
safa.net
Joined September 2010

[Tweet to Bafana Bafana](#)

30 Followers you know

TWEETS 9,445 FOLLOWING 533 FOLLOWERS 96K FAVORITES 1,023

Tweets Tweets & replies Photos & videos

Bafana Bafana retweeted
SAFA.net @SAFA_net · 4 hrs
Amajita in a friendly match against Diambars of Saly, Senegal
@DChimhavi

Who to follow · Refresh · View all

City Press City Press Online @City_Pr...
Follow

Eyewitness News @ewnup...
Follow

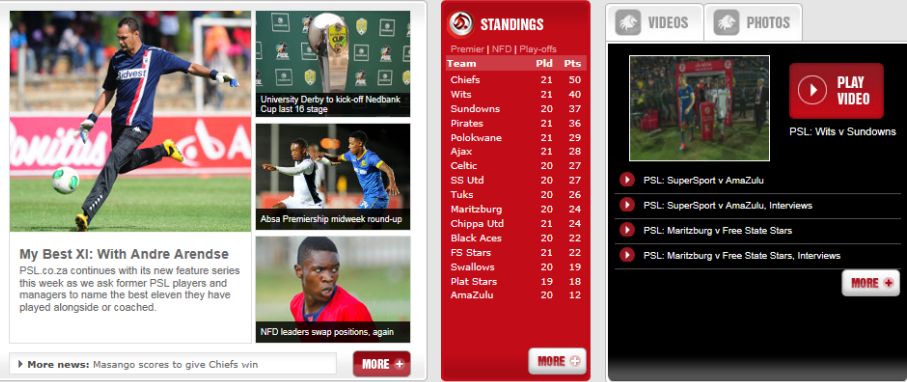
Gus Silber @gussilber
Follow

Popular accounts · Find friends

Trends · Change

5 PSL WEBSITE



STANDINGS

Premier | NFD | Play-offs

Team	Pld	Pts
Chiefs	21	50
Wits	21	40
Sundowns	20	37
Pirates	21	36
Polokwane	21	29
Ajax	21	28
Celtic	20	27
SS Utd	20	27
Tuks	20	26
Maritzburg	20	24
Chippa Utd	21	24
Black Aces	20	22
FS Stars	21	22
Swallows	20	19
Pot Stars	19	18
Amazulu	20	12



FIXTURES

Premier | NFD | Promotion Play-offs | Telkom KO | Nedbank Cup | MTN8

	VS		6 March, 20:00 Bidvest Stadium
	VS		7 March, 15:30 FNB Stadium
	VS		7 March, 18:00 Peter Mokaba Stadium

RESULTS

LIVE

SHARP SHOOTERS

Premier | NFD

Mooketsi Sekola (Free State Stars)	9
Karmil Erasmus (Pirates)	8
Cuthbert Malajila (Sundowns)	8
Lehlohonolo Majoro (Pirates)	8
Lerato Lamola (Bloem Celtic)	8
Puleg Tlola (Polokwane City)	8
Geoffrey Massa (University of Pretoria)	7
Ndumiso Mabena (Platinum Stars)	6
Manda Masango (Chiefs)	6
Dove Wome (SuperSport)	6

PSL FEATURES

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GENERAL NEWS

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LETS GO! »



HAUWENG! »

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6 CASTLE LAGER FACEBOOK PAGE

Castle Lager SA
Food/Drink

265,166 likes

Tebogo Mokobo, Gareth Luyt and 17 others like this.

ABOUT

- The Official Castle Lager Facebook Fan Page
- <http://www.castlelager.co.za/>
- Suggest Edits

APPS

- Online Brewery Tour
- Terms & Conditions
- Superfan BokDay Experience

POSTS TO PAGE

Castle Lager SA with Manelo Manelo Joshua Phinyas and Mapasie Mbedia
9 March at 18:01 · 🌟

Here's to a week full of possibilities. What are some of the tasks you'll tackle this week?

TO THE WEEK AHEAD!

Like · Comment · Share · 109 3 3

Castle Lager SA updated their cover photo.
9 March at 16:57 · 🌟

Castle Lager SA
9 March at 16:48 · 🌟

It was a tightly contested game in Auckland on Saturday morning with the Proteas coming up just short at the end. Congratulations to Cecil Theys for being one of only a few who correctly guessed Pakistan to win this game, the signed Proteas shirt is yours. Please inbox message us your details so we can get in touch.