

UDC 796.332:659.126

JEL Classification: L83, M31

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## MARKETING TOOLS AND BRANDING IN PROFESSIONAL FOOTBALL CLUB ACTIVITIES

*The need to strengthen the use of the marketing concept in the organization of football clubs is substantiated in the article. It is shown that Ukrainian football clubs should use modern marketing tools more effectively starting with conducting relevant research, based on which the offer of new services types for consumers should increase. It is also necessary to improve the pricing policy, improve the branding process and a set of communication measures and distribution channels, etc., which focus the activities of football clubs as much as possible to meet the needs of sports organizations, fans and sponsors, which should lead to commercial success.*

Key words: football business, marketing in football, professional football club, marketing complex in football business, communication activity of football clubs, branding in football.

**DOI: 10.15276/mdt.3.2.2019.4**

**Statement of the problem in general form and its connection with important scientific or practical tasks.** Football has long ceased to be just a game. Now, it is a profitable business which success largely depends on the financial conditions of the club. Ukrainian football can hardly be called profitable. The most of Ukrainian clubs keep in competitions due to sponsor's injections, because they hardly receive money from their activity. In the world, however, viewers bring much more money to the club's budget than oligarchs, patrons, sponsors. For example, one third of the revenue of a successful European team is money earned in the day of the match. Football fans watch matches, purchase tickets, subscriptions and production with club symbolic, etc. The market of football services constantly develops in accordance with increase of the amount of fans. The situation in Ukraine is not only different, but also over the past 4 years has worsened in three times, which is directly proportional to the average deterioration of life in the country. Thus, in 2017 Premier League matches were visited by an average of only 4,268 persons. For comparison, the best ratings in a time of independence were in the 2012/2013 season – 12,602 fans.

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The leaders of Ukrainian clubs cannot (do not want) engage in crisis management and turn their faces to their target audience. Exiting this situation is in the application of the general marketing concept in increasing the demand for sporting events in general and in football in particular.

**Analysis of the latest research and publications, which initiated the solution of this problem and on which the author relies.** Sports marketing is the term that came to us from the United States (it was first mentioned in 1978 in the publication “Advertising Age”). USA has brought us both the phenomena and the sensations that are inherent to it: pragmatism, the desire to identify in conditions of fierce competition, the search for non-standard paths, etc. Sports marketing is actively investigated since the beginning of the 21st century. The experts of this scientific direction are V.A. Iyoshin [1], G. Aronov [2], D. Beach [3], André W. Bühler, G. Nufer [4], V. Galkin [5], S. Devis, M. Dunn [6], V. Zolotarev [7], L. Kozyn [8], B. Mullin, S. Hardi, U. Satton [9], B. Pitts, Stotlar D. [10], S. Razumovsky [11], O. Stepanova [12], P. Ternier [13], T. Tishchenko [14], who focus on marketing in sport in their works as the driving force in the development of this industry. The situation is complicated by the lack of literature and scientific works about the marketing activities of professional sports clubs. The book “Sports Marketing” by T. Schaaf [15] is widely known, but it was published in Russia in 1998 and has not been reprinted since. Today it can be considered somewhat outdated. The rest of the work in this area has not gained popularity among professionals, as they are considered to be simply a revised version of the above mentioned work. The work of B. Mullin, S. Hardi and U. Satton “Sport Marketing” [9], as well as B. Pitts and D. Stollar “Fundamentals of Sports Marketing” [10] in fact, are the only academic textbooks on this issue. These authors consider sports marketing at a common angle: how to use sport for marketing purposes.

G. Aronov notes that, unlike other types of entrepreneurial activity, in the field of sport, the categories of supply and demand have their own characteristics, due to the social orientation and the implementation of cultural and educational functions. In turn, the level of demand for goods and physical education services depends not only on their quality, but also on consumers' behavior and their preparedness – physical, which implies the possibility of choosing the appropriate physical education classes, taking into account the level of physical development, and the theoretical, which implies the availability of knowledge regarding the types of sports and sports services [2].

S. Razumovsky considers individual-oriented and anthropocentric marketing approaches to physical education, the basis of which is the focus on personal development and the realization of the individual capabilities of consumers of sports services [11].

P. Ternier argues that one of the features of the current situation in the sports market is the active use of interactive tools, the effectiveness of which depends on the degree of individualization [13].

L. Kozyn's opinion coincides with him, who believes that in the relations between manufacturers of sports products and their consumers there is an objective need to implement a complex client-oriented approach aimed at creating long-term and mutually beneficial relations [8].

T. Tishchenko emphasizes the importance of the system of knowledge about sports marketing as a prerequisite for effective work of specialists in the field of sports [13].

I. Yavlenin identified such tasks of sports marketing as: interest and impressions of the viewer (fan) by the drama of a sports spectacle, provoking an emotional burst; the involvement of sponsors, the creation of an associative link between brand of professional club and brand of manufacturer; creation of informational reasons, cooperation with mass media and cultural organizations [15].

Consequently, most authors suggest looking at sports marketing not just as a variation

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or modification of traditional marketing, but as a very special, near-autonomous form of marketing combining the unique characteristics of sports with fundamental marketing techniques [4].

The sharp deterioration of the situation in this industry requires significant attention to the marketing components: relevant research, marketing mix, communication tools, etc., which can be proposed for immediate correction of the situation in the football area of the country. Therefore, research on this topic is very relevant today.

**Formulation of the purpose of the article (statement of the problem).** The main objective of paper is to investigate the existing audience of the average professional football club (PFC) of Ukraine, to determine the factors that influence the consumer choice of fans when visiting matches and to suggest ways to solve problems associated with a decrease in interest in local football.

**Statement of the main material of the research with full justification of the scientific results obtained.** Modern sport, more than ever, “thinks” about the fan, formulates loyalty in him and the opinion that the fan is the main sponsor of the club. Now the concept the more fans at the team, the higher its capitalization is clearly traced. The sponsors choose the most popular teams, and the broadcasters render their matches in the primetime. In the modern sense, marketing in the field of sports represents a powerful and well-integrated technology of socio-cultural innovations, an important component of the general culture and spiritual life of modern society [17]. Football clubs usually receive three main types of income: income directly from the stadium; income from television broadcasts; income from commercial activity. This money is received by selling the rights to their brand.

Modern football clubs are successful joint-stock companies which general capital doesn't concede to the leading technical brands. For example, according to “Forbes” rating, the value of “Manchester United” is 3.69 billion dollars. “Barcelona” is ranked second with a rating of 3.66 billion dollars. “Real Madrid” ranked third: its value, according to the rating is 3.58 billion dollars [18]. The main tendencies of European football concern increase of the share of sold subscriptions; reconstruction of stadiums; increasing the level of comfort and service; introduction of *fan relation management* (FRM) systems and fan cards; active work on attracting fans to the stadium; development of club press and club TV channels; activity on match day; the emphasis on the safety of the fans at the stadium. Such business goals are achieved through the FRM-system as: increasing the attendance of home matches, attracting new fans, increasing the loyalty of existing fans, increasing the club's income by organizing work with fans. FRM-system consists of club cards, websites, ticket system, forums of fans, booking tickets, online stores, internet TV, accounting system.

Modern football leaders are interested not so much in sociodemographic segmentation as the behavioral characteristics of fans, based on which it will be possible to develop tools to stimulate tickets sales for the match, considering how much the club's fans are satisfied with its image, how well their expectations are justified, what aspects of the club's affairs the fans are paying attention first, and the *Fan Lifetime Value* (the value of the life cycle of the fan), which may take decades. The value of a fan's life cycle is the first stage in assessing customer satisfaction and loyalty. It consists of the items indicated in figure 1.

Since the concept of “life-long loyalty” is destroyed in football today, even if the fan does not cease to support the native team, he can change his audience's interests and club management should change marketing accordingly. The twentieth century turned football into a part of mass culture and business called professional sports. Today, European football is a capital-intensive industry with its rules, laws and methods of earning money, but Ukrainian football has recently lost its positions. Ukraine's national football team is ranked fourth in the top ten FIFA ranking, while the best Ukrainian clubs (“Shakhtar” and “Dynamo Kyiv”) rank

17th and 25th in the overall UEFA club rankings respectively. The profit of Ukrainian clubs from participation in Euro Cup competitions in the season 2016/2017 year is shown in figure 2.

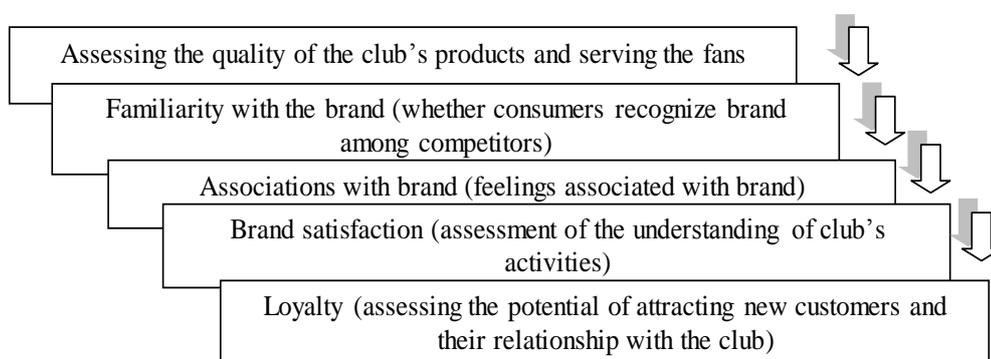


Figure 1 – Assessment of customer loyalty to the club

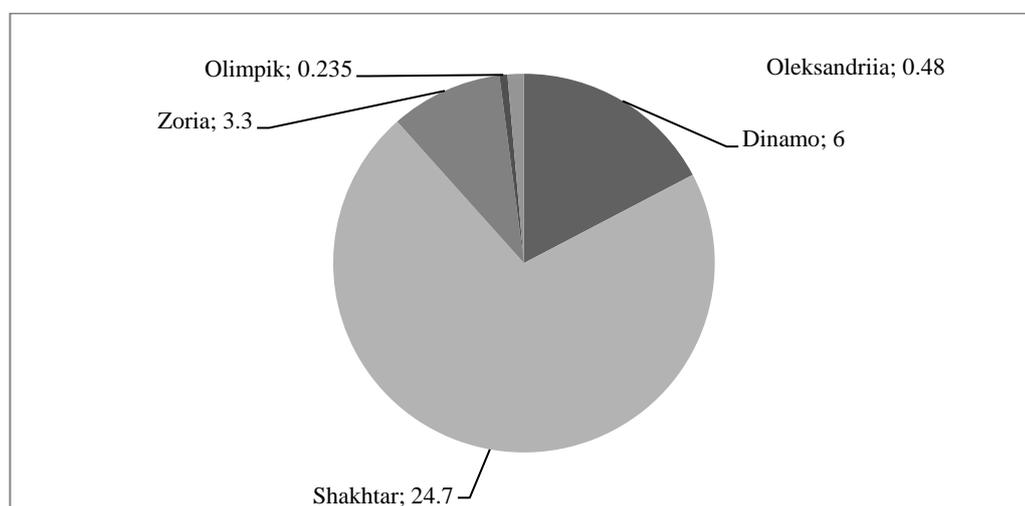
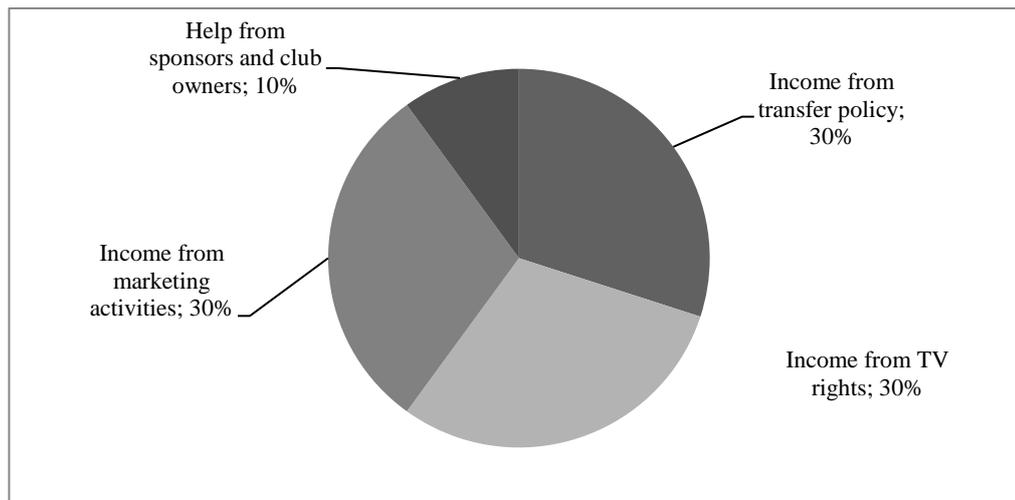


Figure 2 – The profit of Ukrainian clubs from participation in Euro Cup competitions in the 2017/2018 season, million euros

Ukrainian football is not profitable at this time. This is due to the difficult economic and political situation in the country. Heads of clubs cannot allocate a large amount of money for marketing activities, and therefore the effectiveness of promotion tools that use commands is rather low. Distribution of bonus money for participation in European Cup tournaments of the five best teams of the past season is depicted in figure 3.

It is noticeable that at the level of income which can't be predicted clubs can't allocate 30% of funds for marketing activity as UEFA offers because of a high possibility of losses execution. There is still no uniform television pool in the championship of Ukraine – centralization of the marketing rights of teams at the championship. The Championship of Ukraine still lacks a single *television pool* – the centralization of the marketing rights of the Championship teams. It allows the subject, which owns him to negotiate on behalf of the clubs, to search for a uniform sponsor, get a much bigger profit and go to the international market. UEFA has developed a system of budget formation that can be successfully applied to the clubs of the Ukrainian Premier League.



*Figure 3 – Formation of club budget by recommendations of UEFA and FIFA*

Such a system can completely change the approach to the formation of clubs budgets, which in most are subsidized completely. Consequently, the decline of Ukrainian professional football forces clubs to develop marketing strategies aimed at obtaining additional profit.

We will consider the professional football club (PFC), for example, PFC “Sumy”, the most typical representative of teams of the average regional centers. As a commercial enterprise, it is the main team of the city. It is based on the “Yuvileiniy” Stadium, which accommodates 25,830 fans. Each organization (enterprise) has certain advantages on the market and it has disadvantages. SWOT-analysis allows identifying the strengths and weaknesses that require the greatest attention and efforts from the company. Before the beginning of the SWOT-analysis one should concentrate on the probable threats and opportunities faced by the subject of economic activity. After that, it is necessary to find out what threats are the most probable and what risks they can cause. The last require the greatest attention and concentration of efforts for the purpose of their elimination [20].

We conducted an analysis of the football club competitiveness to determine its main characteristics for the further construction of the hypotheses and job objectives of marketing research (Table 1). Apply the method of quantitative analysis. We choose three factors. We use the confidence coefficient to assess the probable nature of the factors influence of the external and internal environment (changes boundary is from 1 to 5), as well as the rules of their combination to calculate the integrated assessment of the impact of the whole complex of factors: 5 – complete confirmation of the possibility of implementing the option for availability of this characteristic; 1 – the influence of this characteristic on the possibility of option realization is uncertain (Table 2). The results are checked with the Table 3.

As a result of the conducted analysis, we can conclude that at the moment the situation in which the enterprise is located is characterized by uncertainty as to the correspondence of the internal capabilities of the enterprise development to external, since the average value is 2.92. We have the situation with more “for” than “against”. The marketing research of the audience of the sports club of the typical Ukrainian city was aimed at identifying and solving a specific problem of the club’s activity – increasing the occupancy of the stadium by at least 30%. According to a study by ProceWaterhouseCoopers, 93% of sport industry leaders consider sporting events to be a catalyst for positive change in their organization, but emphasize the importance of timely planning and preparation for the use of sport facilities after the end of the competition [21].

Table 1 – SWOT analysis of PFC “Sumy”

Strengths	<ol style="list-style-type: none"> <li>1. PFC “Sumy” is the only team in Sumy.</li> <li>2. The popularity of football in the country and city.</li> <li>3. A large number of loyal fans.</li> <li>4. New investor.</li> <li>5. Good stadium in the city center.</li> <li>6. Infrastructure at the stadium, which allows to provide a higher service to fans.</li> </ol>	Market opportunities	<ol style="list-style-type: none"> <li>1. Development and implementation of a marketing program to increase the attendance of matches.</li> <li>2. Advertising of visiting matches (media and BTL-activity in the city).</li> <li>3. Regular meetings with fans.</li> <li>4. Regular open team trainings not only for the press, but also for fans.</li> <li>5. Increase in the number of ticket sales and subscriptions.</li> </ol>
Weaknesses	<ol style="list-style-type: none"> <li>1. Weak advertising of PFC “Sumy” matches.</li> <li>2. Lack of constant work with team fans.</li> <li>3. Dirty seats at the stadium.</li> <li>4. The state of the lawn of the football field is not satisfactory.</li> <li>5. Unthinkable price ticket policy, lack of proper differentiation in the price of tickets</li> </ol>	Market threats	<ol style="list-style-type: none"> <li>1. Due to negative results, mass-media often pressures PFC that causes nervousness among the players and coaching staff.</li> <li>2. Due to the crisis and vague results of the club, financial support may be reduced.</li> <li>3. Leading players may leave the team in case of downgrading</li> </ol>

Table 2 – Quantitative SWOT analysis for PFC “Sumy”

		Market opportunities			Market threats			Average value
		1	2	3	1	2	3	
Strengths	1	3	2	5	3	3	3	3.17
	2	5	3	5	2	3	3	3.5
	3	5	5	5	2	3	3	3.83
Weaknesses	1	3	4	3	4	3	3	3.33
	2	2	2	1	1	3	2	1.83
	3	1	2	3	2	2	1	1.83
Average value		3.17	3	3.67	2.33	2.83	2.5	2.92

Table 3 – Table for decision-making on the correspondence of internal opportunities of development of the subject of economic activity to the external and the possibility of corresponding direction realization

The value of the appropriate factor of confidence	Conclusion on the conformity of internal capabilities of the subject of economic activity to external capabilities
Average value = 1	Complete confidence in the absence of internal capabilities of the subject of economic activity in accordance with external. It is impossible to implement the direction, the conditions are absent.
$1 < \text{Average value} \leq 2$	More “against” than “for” regarding the correspondence of internal capabilities of the subject of external economic activity and the realization of the direction.
$2 < \text{Average value} \leq 3$	More “for” than “against” the conformity of internal opportunities of development of the subject of economic activity outside and implementation of the direction.

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3 < Average value < 4	Internal capabilities of the subject of economic activity are likely to be external. There are conditions for implementing the direction.
Average value = 4	Complete confidence in accordance of internal capabilities of the subject of economic activity with external. There are all conditions for implementing the direction. Complete confidence in the success

Stadium is an important part of the club's success. There is a problem with the effective work of this sport facility in Sumy, so when creating the questionnaire for market research, great attention was paid to the factors associated with the stadium. The main methods of marketing research were the Internet survey of respondents through the ability to find out the opinion of the existing audience of the club. In general, there are no specific algorithms for conducting specialized marketing research in sports, and in particular in football, so we offer our version of an online survey that is best suited to the situation. We have created an application form in one of the most convenient services – Google Forms. The high efficiency of the method of interviewing on the Internet is due to the fact that it has good communicative properties and maximally “brings together” respondent and interviewer. In addition, the Internet allows to reduce the time spent on passing the questionnaire on the chain “interviewer → respondent → completed questionnaire → entering questionnaire into the database → analysis of questionnaire → presentation of results in graphical form”. The poll was conducted in the official community of the PFC “Sumy” in the social network. The group has 7750 people. The working hypothesis sounds like: “*Fans stopped going to football because of low awareness and overall dissatisfaction with the level of service delivery*”. We also consider it appropriate to check with similar research in the field of football marketing conducted by the laboratory “Biletolohiia” at the Center “Management in gaming sport”. In their study “Marketing Strategies for Football Clubs in Europe” experts highlight 13 key group factors that influence the decision of fans to attend football matches: ticket/subscription programs; ticket sales organization; improvement of the stadium; logistics; catering; matchday activity; promotion; activity in a digital environment; work with fans; security; atmosphere in the arena; league activity; sports result [22].

The results of the research show that: 1) 10% of the respondents visited the matches of PFC “Sumy” only one time, 21% – 2-3 times, 9% – 4-6 times, 27% more often, and 33% of respondents generally ignored the matches of the club; 2) the average occupancy of home matches is low which is explained by the low level of game that the team demonstrates and the ignorance of potential fans; 3) PFC cannot provide a general feeling of a holiday in the city on the day of the match, because, according to a team of authors under the guidance of experts in the field of sports marketing, D. Bich and S. Chadvik, the perception of a sports product by the consumer is largely depend on the environment, in particular sports facilities [3]; 4) the most significant factor was the safety of the tribunes, the most insignificant – the availability of places for fast food; 5) about 50% of respondents agree to buy football attributes, but it is difficult: you have to either wait for a club match or call the representatives of the club dealing with the attributes; 6) about 41% of respondents are not ready to pay for a ticket more than 20 hryvnias, however, 23% of respondents are not at all price sensitive, it is more important for them to be in comfort when viewing a match; 7) about 54% of the respondents receive news about PFC “Sumy” through the club's pages in social networks, 18% from friends, and 15% of respondents do not receive information about the club in general, which indicates the consumer's ignorance; 8) the introduction of modern FRM systems requires a database of fans information (the databases are very expensive and difficult to create, but the local fans in most cases agree to

provide their data; 9) it should be noted the high level of education among the fans (33% of those surveyed have higher education, 38% - incomplete higher), which destroys the stereotype that sporting events are of interest only to people with a low level of education; 10) target audience is young people aged 21-30 (54%) and 31-40 (28%) years who are engaged in sports and have an active lifestyle; but it should be noted that now a large number of fans (men aged 40 and over who remember the football history of the city) are not registered in social networks; women make up 20% of the respondents, which is a fairly decent percentage; 33% of fans have a salary of more than 5,000 hryvnias, so at an existing low ticket price, they are not sensitive to costs.

The main result is that such clubs as PFC "Sumy", in the majority, do not know who is their target audience. These Ukrainian clubs do not want to engage in crisis management and return to their target audience, because then it is necessary to develop a separate marketing program for each buyer [23], which is difficult task but quite realistic with the help of the Internet.

The globalization of world processes and the development of modern technologies link the commercial success of football clubs with the use of marketing tools. Sports marketing inevitably includes the concept of marketing-mix [15]. Marketing mix is defined as a combination of elements of the marketing complex, under the popular name "4P": product – commodity policy of the football club; price – the price policy of a football club; place – the distribution policy of the football club; promotion – club communication policy [12].

Personality is the main system-building component in the field of physical culture and sports [1]. Spectators can be divided into individuals and legal entities – sponsors. Sponsor of sports event usually puts money into the association of his company with the brand of a football club or its players. Sponsors are negotiating on behalf of their companies to create sales programs that could awaken the enthusiasm of retailers by tapping into consumers' sports arenas and creating a good mood for corporate employees [24]. PFC's goal is to develop a set of activities that help attract spectators and sponsors, such as turning the club into brand; receiving from the sporting event an income for sponsor and for club; accentuated interaction with various cultural organizations, creation of the "effect of presence".

Owners of a professional football should use the tools of remarketing: work with fans – creating a portrait of the target consumer; activity in social networks, especially in the day of the match (pre-match advertising), conduct of events with fans; informing the fan through BTL and ATL. PFC should rely on the latest technologies in promotion of brands in its marketing strategy, which, in the first place, are intended to bring the interaction of the club and the fan to a new level. For example, the use of mobile apps that allow the club to communicate with its fans on a regular basis, as well as the introduction of a club card method, which allows ticket holders to receive certain bonuses and discounts on a regular basis, not just on the day of matches. Let's consider ways to improve the classical "4P" of the marketing complex in the field of football activity based on the results of our study.

*Marketing commodity policy.* Sports products are the means of implementing a sporting event, such as tickets, subscriptions, club cards, rights to TV/radio broadcasts, promotional and sponsorship packages and so on [6]. We propose the following measures: the introduction of the function of printing the surname on the game form of PFC "Sumy"; creation the official online store of PFC; change of the technical sponsor to the Ukrainian manufacturer, which will make sports ammunition with the PFK brand more accessible; the introduction of the official mascot; the introduction of a range of toys to promote the club among children. Particular attention in commodity policy should be devoted to the creation of fan cards and club subscriptions, which will allow not only to receive personal data about fans for use in FRM-systems, but also create additional loyalty to the club: subscriptions for adults and children; fan

cards (school, student, regular and for people of retirement age); electronic tickets.

*Marketing pricing policy.* The price policy of a football club should be stable. The most effective price method for the market of sports attributes is based on the target profit rate. The price risks for a typical PFC are given in Table 4.

Table 4 – Factors of price risk for PFC “Sumy”

Factors of price risk	Weight of factor (W <sub>i</sub> )	Ball (B <sub>i</sub> )
The emergence of a new club in the city	0.11	7
Decrease the percentage of ticket revenue	0.16	5
Inflation processes in the country	0.16	4
Tax risks	0.1	2
Tickets forgery by speculators	0.14	6
Change in the tastes of fans	0.15	5
Purchasing power	0.09	6
Changing the main shareholder	0.09	5

For each risk factor we assign a certain score (B<sub>i</sub>) from 1 to 10. Each criterion we give weight (W<sub>i</sub>), which identifies the fraction of the influence of the factor in the total size. These are indicators that are constantly changing under the influence of external circumstances by analogy with the weighting factors of product quality indicators. In our case, they are determined by pairwise comparisons of expert opinions, although other methods may be used. The sum of weights is 1. As a result, the size of the price risk for PFC “Sumy” is determined by the sum of the products of the ball of each factor to its corresponding weight:

$$R = \sum_{i=1}^n B_i \cdot W_i \quad (1)$$

$$R = 0.11 \cdot 7 + 0.16 \cdot 5 + 0.16 \cdot 4 + 0.10 \cdot 2 + 0.14 \cdot 6 + 0.15 \cdot 5 + 0.09 \cdot 6 + 0.09 \cdot 5 = 4.99. \quad (2)$$

The scale of the boundaries of price risk areas is presented in Table 5.

Thus, the value of R=4.99 corresponds to the high risk area. This suggests that the PFC is very close to the critical risk area. First of all, due to inflationary processes, the purchasing power of the fans has decreased. We offer a list of measures to reduce price risks (Table 6).

Table 5 – The scale of the boundaries of price risk areas

Zones of risk	Risk free	Minimal	High risk	Critical risk	Catastrophic risk
Limit of risk areas (R)	0	0.1-2.5	2.6-5.0	5.1-7.5	7.6-10

Table 6 – Measures to reduce the negative impact of risks

Factor of price risk	Methods of reducing risk
The emergence of a new club in the city	- Continuous monitoring of the local market; - creating FRM system.
Decrease the percentage of ticket revenue	Implementation of season tickets and club cards.
Tax risks	There was a negative image in the media like “Owner – not paying taxes”. It is necessary to inform the media that it is rumors and show tax reports.

Continue Tabl 6

Tickets forgery by speculators	Creating signs that can not be falsified.
Change in the tastes of fans	Creating “Sumy – more than team” relationships so that fans feel like a part of a big football family.
Purchasing power	Conducting marketing researches on sales of attributes, tickets, sponsorship products, etc.

*Marketing distribution policy.* Distribution policy involves the development of systems and sales channels used by the football club for implementation: tickets and season tickets and products with a brand image of the club and souvenirs. In order to maximize PFC incomes it is necessary: to consolidate goals and objectives of sales policy with the policy of other functional units; calculate demand for products and tickets, forecast demand in subsequent periods, evaluate the desired results and methods of implementing measures that will provide them; determine the length of the distribution channel by comparing all the advantages and disadvantages of direct and indirect sales channels, as well as weighing strengths and opportunities in organizing the sales channel and performing all intermediary functions; to choose intermediaries who are successful in selling sports products and booking.

*Marketing communication policy.* PFC’s marketing communication policy is to create measures aimed at awareness of consumers, sales and marketing intermediaries, contact audiences, as well as the general public about products and their commodity producers, stimulating demand for products with a view to promoting it on the market. The bulk of the audience of sports clubs is formed by fans – representatives of different age and social groups. The concept of positioning the club should meet the needs of a number of target groups. However, fans are not the only one target audience of the club. For the effective existence of PFC it is necessary to position itself as more than a team, it will have a large number of supporters, including those who are neutralize to football: cultural leaders, politicians and businessmen – potential investors. A big problem is the fact that middle clubs like PFC, in most, do not know who their target audience is.

In addition to traditional marketing communications tools, the introduction of effective FRM systems and the implementation of relevant fan-projects – integrated marketing communications tools that immediately manage both a huge array of information and almost all types of marketing communications are proposed. If we talk about the current scale of using such systems in sports clubs around the world, the coverage will be very impressive. Such systems are used by almost all clubs of the English Football Premier League, including Manchester United, Arsenal, Chelsi, Liverpool, Manchester City, many clubs of Championships (Coventry City, Lester City, Watford and others). They are supported by clubs of other European championships, such as Barcelona, Real Madrid, Bavariia, Pari Sen-Zhermen [25].

The media plan in football is usually developed for the entire season with corrections on the second round of the championship. In Table 7 the components of the media plan for the season 2016/2017 for PFC “Sumy” prepared by authors are presented.

Table 7 – The cost of marketing communications as a percentage of their total

Communication channel	Instrument	Expenses (UAH)	Weight of expenses (%)
Advertising	TV Advertising	36,750	13.85
	Advertising on the radio	56,840	21.42
	Press	6,650	2.51
	Social networks	20,000	7.54

Continue Tabl 7

	Outdoor advertising	81,000	30.53
PR	Press conferences	14,000	5.28
Sales promotion	Tickets lottery	100	0.04
Direct marketing	FRM system	50,000	18.84
<b>Sum</b>		<b>265,340</b>	<b>100%</b>

Unfortunately, not using these recommendations on communication marketing policy led to the fact that in autumn 2018 on the match of 1/16 Cup of Ukraine between PFC “Sumy” and the popular team of the higher league “Carpathians” (Lviv) came only one thousand fans, although according to statistics, such matches were collected to 10 thousand people in Sumy.

The synergistic effect of communication policy according to [14] consists in combining the means of communication influence and calculating the interaction of marketing tools by the formula:

$$E = \prod_{i=1}^n C_j^m, \quad (3)$$

where n – the number of instruments influencing the action of the i-th element of the marketing complex; m – index of degree which ranges from +1 to -1 depending on the direction of action of the j-th instrument of i-element and, accordingly, increases or decreases it;  $C_j$  - coefficient characterizing the influence of the j-th instrument on the i-th instrument. To calculate the synergistic effect we will use an expert method. Output data for calculations is shown in Table 8.

Table 8 – Situational analysis of communication tools

	Advertising	PR	Sales promotion	Direct marketing
Direction of action	+1	+1	+1	+1
Coefficient	1.26	1.13	1.02	1.21

The synergistic effect from the use of the complex of marketing communications is 1.75. Consequently, with the simultaneous application of all these instruments, profits will increase in 1.75 times.

**Conclusions from this research and prospects for further developments in this area.** Today’s sports in general and football in particular are becoming more and more commercialized, and football clubs not only make money for their managers and football players, but also must be profitable. Marketing researches of the typical professional football club of Ukraine have been carried out. Marketing tool improvement will help to return fans to the stadiums. For this purpose, the appropriate marketing mix should be used: the football products and services will be diversified, pricing policy will be improved, complex of communication measures and distribution channels in the field of football will be expanded. It is substantiated that priority actions include the creation of a portrait of the target consumer; activity in social networks; conducting various encouragement of fans; creation of a general holiday atmosphere in the city on the day of the match; informing the fan through BTL and ATL; implementation of FRM systems, etc.

Overall, the results of a study conducted by the football business indicate that the marketing activities of the typical Ukrainian football clubs can be improved in line with the

trends of world football, which are as attractive as possible to sponsors, fans and the public as a whole, and should lead first to their break-even, and in the future to commercial success.

Further researches should focus on increasing the role of the internet in football marketing, particularly in social networks, branding and rebranding features in the field of professional football clubs, as well as communication activities aimed at both individual supporters and sponsors as well as sports organizations in general.

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**Маркетингові інструменти та брендінг в діяльності професійного футбольного клубу.**

*У статті обґрунтовано необхідність підсилення використання концепції маркетингу в організації діяльності футбольних клубів. Доведено, що українські футбольні клуби повинні більш результативно використовувати сучасні маркетингові інструменти, починаючи з проведення відповідних досліджень, на підставі яких має збільшитися пропозиція нових видів послуг для споживачів, вдосконалювати цінову політику, покращувати процес брендуння та комплекс комунікаційних заходів й каналів розподілу тощо, які максимально зорієнтують діяльність футбольних клубів на задоволення потреб спортивних організацій, вболівальників та спонсорів, що має привести до комерційного успіху.*

Ключові слова: футбольний бізнес, маркетинг у футболі, професійний футбольний клуб, комплекс маркетингу у футбольному бізнесі, комунікаційна діяльність футбольних клубів, брендуння у футболі.

*Received to the editor April 16, 2019.*