Introduction: new directions for marketing in football

The context of international professional football largely evolved during the 1990s. In the past ten years or so, football has moved from being a national culture to real internationalization. This has created a huge business with several dimensions, and thus football has become a unique example of merchandising in sport – the only similar case perhaps being the Olympics, which are also universal but occur less frequently.

The internationalization of sport in the world

Sport has now become globalized, including even the traditional professional American leagues (the so-called ‘closed leagues’). As national markets are small, sport managers in various fields began to realize that the development of their turnover required more globalized politics, but that this would only be possible if the whole world felt involved with sport. The National Baseball Association (NBA) therefore gradually integrated foreign high-level players (see Table I.1), and this made the diffusion of TV rights or NBA products in their countries much easier. For example, 20 per cent of merchandising and 15 per cent of TV rights were sold outside the US in 2004 (source: www.nba.com).
In football, the same tendency was observed and the Bosman and Malaja cases (see Box I.1) contributed to increasing the cosmopolitan character of the biggest European teams (the London clubs Arsenal and Chelsea sometimes play with no British team members!). This has led to a particular ridiculous situation, where some Japanese players are used as a foil to create interest among Japanese consumers (see, for example, Chapter 12 in this book).

### Table I.1
Number of foreign players in the NBA, 1984–2003

<table>
<thead>
<tr>
<th>Season</th>
<th>Number of foreign players</th>
</tr>
</thead>
<tbody>
<tr>
<td>1984–85</td>
<td>1</td>
</tr>
<tr>
<td>1988–89</td>
<td>11</td>
</tr>
<tr>
<td>1992–93</td>
<td>14</td>
</tr>
<tr>
<td>1996–97</td>
<td>27</td>
</tr>
<tr>
<td>2000–2001</td>
<td>36</td>
</tr>
<tr>
<td>2002–2003</td>
<td>65</td>
</tr>
</tbody>
</table>

*Source: Desbordes (2004).*

### Box I.1: Handball goalkeeper Kolpak wins court case (9 May 2003)

Yesterday the Slovakian handball goalkeeper, Maros Kolpak, won a court case at the European Court that will have great consequences for a number of football countries within the EU. Kolpak, who has since 1997 played in the German handball league, has been in dispute for many years with the German handball union, which considered him – unjustly, it now seems – to be a non-EU player.

The German handball league followed the rule that a club was allowed to have under contract a maximum of two players from outside the EU. As a result of Kolpak being considered a non-EU player, his club, TSV Ostringen (later SG Kronau/Ostringen) could not engage another player from outside the EU for years.

Kolpak fought the decision of the German handball league because Slovakia is one of the twenty-four countries that participated, in 1994, in a so-called ‘association agreement’ with the Community. On the basis of this agreement, Kolpak should have the same rights as a player from one of the EU countries.

Since the Bosman judgment of 1995, there has been free movement of workers within the fifteen EU countries. A limitation on the number of professional players from these countries is therefore no longer allowed. Following the verdict of the European Court in the
This globalization has much in common with traditional industries. Nowadays, big clubs such as Real Madrid, Juventus Turin or Manchester United consider their marketing and financial strategies at a world level, and on a theoretical basis the product lifecycle (PLC, Figure I.1) is a very useful tool from industrial economics that helps to direct this global distribution.

Looking at the product lifecycle, it appears that companies try to export their products at the beginning of the decline stage: globalization is a way to curb this decrease in sales.

The sport business in Asia

(Readers are directed to Duchemin (2003) for further information regarding the sport business in Asia.)

The sport business has reached the maturity phase of the lifecycle in the traditional markets of Occidental Europe and North America (Nys, 1999). The slackening of growth in TV rights, sponsoring investments and players’ salaries over the past few years has proved that the market is heading towards saturation or stability. For example, in Europe, we think that it will be a long time before a football club agrees to pay more than the 78 million euros Real Madrid spent on Zinedine Zidane. So what should professional

Kolpak case, the same will now apply for the twenty-four countries that participated in the association agreement with the Community.

In December 2002, the French courts pronounced a comparable verdict in the Malaja judgment. Lilia Malaja, a Polish basketball player in Strasbourg, stated the same legal case as did Kolpak. Now the European Court, the highest legal instrument within Europe, has pronounced an identical verdict, the fifteen EU countries will no longer be allowed to limit the number of professional players from the twenty-four countries involved in the association agreement.

Until now, seventeen countries have fallen under the Bosman judgment – the fifteen EU countries of Austria, Belgium, Denmark, Germany, Finland, France, Great Britain, Greece, Holland, Ireland, Italy, Luxembourg, Portugal, Spain and Sweden – and the two countries from the so-called European Economic Area, Iceland and Norway. After the the Kolpak judgment, the same rights will be extended to the following twenty-four countries: Algeria, Armenia, Azerbaijan, Belarus, Bulgaria, Czech Republic, Estonia, Georgia, Hungary, Kazakhstan, Kyrgyzstan, Latvia, Lithuania, Moldova, Morocco, Poland, Romania, Russia, Slovakia, Slovenia, Tunisia, Turkey, Ukraine and Uzbekistan.

(Source: http://fifpro.org/index.php?mod=one&id=11097)
sports promoters (federations, leagues, clubs, etc.) do to manage the maturity phase of their product?

Three main strategies are possible. The first is a mixed marketing-modification strategy (prizes, advertising, promotions, etc.), but this does not appear to be well-adapted to sport. The second is a product-modification strategy (new attributes, new rules, new sports, new competitions, etc.), although this would be difficult to implement in the short term. However, it is an option. The third strategy – market modification – is the best one in this case. Worldwide, the sport business has to restart its lifecycle and thus increase its income again. How can it do this?

Remembering that

\[
\text{Sales volume} = \text{Number of consumers} \times \text{Utilization rate},
\]

Figure I.1
The product lifecycle
(Source: http://www.fao.org/docrep/W5973E/w5973e0a.gif)
sport business promoters have to think about stretching their market by:

1. Increasing the number of consumers via new marketing targets, such as
   - new populations (women, young children, the disabled, etc.)
   - new geographic territories with high development potential

2. Increasing the utilization rate by
   - multiplying the consumption opportunities
   - improving the consumption level for each opportunity

As European and American markets are becoming increasingly saturated and economic systems more and more global, sport business has to win new markets, particularly in Asian countries, to prolong its development. A geographic opening strategy aimed at South-east Asia could allow the lifecycle of worldwide sport business to begin again, because these markets are:

1. Emergent, with a very high potentiality of commercial development
2. Highly populated (for example, there are 1.3 billion inhabitants in China)
3. Solvent, with increasing levels of purchasing power
4. Passionate about sport, especially football
5. Super-consumers of merchandising and media.

To illustrate this non-exhaustive list of characteristics, we quote David Stern (Commissioner of the NBA):

> The Chinese adolescent has a computer, goes shopping in supermarkets, drinks Sprite and watches NBA games on TV.

Another illustration is provided by the Asian Football Confederation (AFC), which in 2001 had more than 105 million players – around 44 per cent of the total worldwide (Football 2000 Worldwide: FIFA official survey, April 2001). In comparison, although football is considered the ‘king of sports’ in Europe, UEFA has only 52 million players – 50 per cent less than in Asia. There are 7.2 million players in China (0.6 per cent of the population) and 3.3 million in Japan (2.6 per cent), versus 2.9 million in France (4.9 per cent) and 2.5 million in Spain (6.4 per cent). These
figures support what Mohamed Bin Hammam (the President of the AFC) said recently:

We truly believe that the future of world football is to be found in Asia.

Some experts think that Asia represents the future of all sport business.

The major European football clubs’ search for new solvent markets

In Europe, three of the five main football markets are very dependent on television rights (these represent more than 50 per cent of the French, Italian and Spanish professional clubs’ income; see Table I.2). This situation is quite delicate because the broadcasting rights decrease for a couple of months.

Football business has reached the maturity phase of the life-cycle in traditional areas (Europe, South America), and export is one of the few possible development possibilities. Professional clubs are trying to diversify their incomes by finding new potential markets. They have begun to understand the importance of being less dependent on exogenous incomes (difficult-to-estimate incomes, like TV rights when they are negotiated collectively, or ticket incomes when sporting results are not very good) and of developing endogenous incomes (easier-to-estimate incomes, such as from merchandising or sponsorship). To prolong growth, the marketing plans of European football clubs are increasingly including more South-east Asian countries – markets with a high purchasing power, where the population is very passionate about football and the people are super-consumers of merchandise.

So what is the strategy of these clubs? What are they doing to increase their merchandising income in Asia, on the other side of the world?

Table I.2
Breakdown of European football clubs’ income in 2003, by percentage

<table>
<thead>
<tr>
<th></th>
<th>Germany</th>
<th>England</th>
<th>Spain</th>
<th>Italy</th>
<th>France</th>
</tr>
</thead>
<tbody>
<tr>
<td>TV rights</td>
<td>29</td>
<td>31</td>
<td>51</td>
<td>56</td>
<td>56</td>
</tr>
<tr>
<td>Sponsorship &amp; merchandising</td>
<td>44</td>
<td>35</td>
<td>25</td>
<td>25</td>
<td>28</td>
</tr>
<tr>
<td>Tickets &amp; PR</td>
<td>27</td>
<td>34</td>
<td>24</td>
<td>19</td>
<td>16</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>
The main objective is to target and to reach new markets by opening media windows in these countries. This strategy will:

- allow clubs to develop merchandising sales
- increase media rights income (TV and Internet)
- facilitate sponsoring contracts
- reinforce international awareness of the major clubs.

For the past two or three years, there has been an increasing number of Asian players in the different European professional championships, especially in England, Italy and Germany (see Table I.3). By recruiting Asian players, European clubs have attracted the Asian media – especially TV channels. For example, the first games of Lie Tie and Sun Jihai in the English Premier League were broadcast in more than 700 million Chinese homes (La Lettre de l’Economie du Sport, 27 November 2002). Football clubs want to exploit the positive image their Asian players have in

<table>
<thead>
<tr>
<th>Player</th>
<th>Nationality</th>
<th>Club</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hidetoshi Nakata</td>
<td>Japanese</td>
<td>Parma AC</td>
<td>Italy</td>
</tr>
<tr>
<td>Shunshuke Nakamura</td>
<td>Japanese</td>
<td>Reggina</td>
<td>Italy</td>
</tr>
<tr>
<td>Atsushi Yanagisawa</td>
<td>Japanese</td>
<td>Perugia AC</td>
<td>Italy</td>
</tr>
<tr>
<td>Shinji Ono</td>
<td>Japanese</td>
<td>Feyenoord Rotterdam</td>
<td>Netherlands</td>
</tr>
<tr>
<td>Naohiro Takahara</td>
<td>Japanese</td>
<td>Hamburg SV</td>
<td>Germany</td>
</tr>
<tr>
<td>Junichi Inamoto</td>
<td>Japanese</td>
<td>Fulham</td>
<td>England</td>
</tr>
<tr>
<td>Takayuki Suzuki</td>
<td>Japanese</td>
<td>RC Genk</td>
<td>England</td>
</tr>
<tr>
<td>Kazuyuki Toda</td>
<td>Japanese</td>
<td>Tottenham Hotspur</td>
<td>England</td>
</tr>
<tr>
<td>Fan Zhiyi</td>
<td>Chinese</td>
<td>Dundee FC</td>
<td>England</td>
</tr>
<tr>
<td>Sun Jihai</td>
<td>Chinese</td>
<td>Manchester City</td>
<td>England</td>
</tr>
<tr>
<td>Li Tie</td>
<td>Chinese</td>
<td>Everton</td>
<td>England</td>
</tr>
<tr>
<td>Li Weifeng</td>
<td>Chinese</td>
<td>Everton</td>
<td>England</td>
</tr>
<tr>
<td>Qu Bo</td>
<td>Chinese</td>
<td>Tottenham Hotspur</td>
<td>England</td>
</tr>
<tr>
<td>Shao Jiayi</td>
<td>Chinese</td>
<td>Munich 1860</td>
<td>Germany</td>
</tr>
<tr>
<td>Yang Chen</td>
<td>Chinese</td>
<td>Eintracht Frankfort</td>
<td>Germany</td>
</tr>
<tr>
<td>Seol Ki-Hyeon</td>
<td>South-Korean</td>
<td>Anderlecht</td>
<td>Belgium</td>
</tr>
<tr>
<td>Park Ji-Sung</td>
<td>South-Korean</td>
<td>PSV Eindhoven</td>
<td>Netherlands</td>
</tr>
<tr>
<td>Ahn Jung-Hwan*</td>
<td>South-Korean</td>
<td>Perugia AC</td>
<td>Italy</td>
</tr>
</tbody>
</table>

*The marketing potential of Jung-Hwan seems to have been secondary to Italian pride: his club, Perugia AC, dismissed him after his ‘golden goal’ during the match between Italy and Korea in the World Cup, 2002.
China, South Korea and Japan. In the major clubs, all sportsmen are profitable marketing tools and every player is supposed to facilitate commercial relations with a precise market. Thanks to Hidetoshi Nakata, Parma became the second Italian travel destination for Japanese tourists after Rome, and before Florence, Venice, Naples and Milan (see Box I.2).

**Box I.2: Hidetoshi Nakata, a marketing player**

Hidetoshi Nakata, the Japanese international midfielder, arrived in Europe after his recruiting by the Italian club Roma. During the summer of 2001, Nakata was bought by Parma AC for 30 million euros – a record for an Asian sportsman. Even though he initially rarely played whole games, Nakata soon became the best-paid player of his team and the sixth best-paid player in the world (9.36 million euros in 2003; *France Football*, 6 May 2003). With his ‘boy-band’ looks, Nakata has become the most popular player in Japan, with significant media-marketing potential – especially in terms of merchandising (T-shirts, etc.) and Asian TV channels. When Nakata appears on a game list, coverage of the game always interests two or three Japanese broadcasters. Nakata has also had different endorsement contracts with international brands as Nike, Canon, MasterCard, J-Phones, Subaru and Sky Perfect TV.

Today, many clubs are trying to improve their visibility in Asia. They want to develop a strong base of consumers who will spend a great deal of money on caps, shirts or scarves. During the 2002 World Cup, the high purchasing power and the ‘discipline’ of Asian fans generated some incredible merchandising sales (each fan spent 70 euros on buying the national team shirt, which is not the case in Europe). The major football clubs (Juventus Turin, Real Madrid, Manchester United, etc.) have developed fan clubs in Hong Kong, Singapore and Tokyo, and have opened specialist shops in various cities where Asian fans can find all the products relevant to their favourite European club.

As an example, let us focus our attention briefly on Manchester United – the richest football club in the world. Whereas commercial income (sponsorship and merchandising) represents 16 per cent of the French clubs’ global turnover (19 per cent in Italy, 24 per cent in Spain, 27 per cent in Germany and 34 per cent in England), it represents around 43 per cent of Manchester United’s turnover. In an increasingly saturated European market, the club decided to develop different products to reach its estimated 14 million fans throughout the world (over and above the 3.9 million fans in England), especially in Singapore, Hong Kong, Tokyo and
Bangkok. Manchester United has opened several merchandising shops, and is also trying to sell Internet rights on a pay-per-view basis.

To reinforce the attachment of their foreign fans, the major European teams organize occasional international tours that combine sporting games and marketing operations. Whereas they have played in North America for few years, the concept is now extending to Asia. In 2003 the inaugural ‘Peace Tournament’ took place in South Korea, with various European clubs such as Lyon (France), Chelsea (England), PSV Eindhoven (Netherlands) and Roma (Italy) taking part. As another example, Newcastle United signed a marketing alliance with Dalian Shide (China) and participated in the inaugural English Premier League Asian Cup in July 2003 in Malaysia.

In Europe, major professional clubs try to reach their Asian fans all year long, and not only through Asian media. They are developing some interactive services of interest to the target market, allowing fans to follow the season of their favourite players (especially Chinese, Korean and Japanese) – for example, Dundee FC and Borussia Dortmund’s websites have a Chinese version, and PRT Asia Company (based in England) signed a contract with the Chinese Internet portal Sino.com and China Link to provide an interactive premium service for Asian fans of Premier League club Everton and its Chinese international midfielder Li Tie.

Since the arrival of Asian players in the different European championships, football business promoters (federations, leagues and clubs) have realized that such a marketing opening is also a real opportunity to sell media rights in new territories, which might balance the expected decrease in TV rights in Europe. This trend concerns mainly Internet rights: ‘When the pay per view is real in Japan, we think that with 10 per cent of the 40 million Japanese football fans, we will be able to earn in one day what we earn in Spain in one year’ said a Real Madrid manager in 2002 (Roger, 2002). Moreover, Asian broadcasters are increasingly buying European football TV rights:

- China Central Television signed a deal with ESPN (the international rights holder) for the live rights to thirty-one English Premier League games for the 2002–2003 season. The Premier League is the third most popular foreign league behind Serie A and Bundesliga.

- Hong-Kong free-to-air channel Television Broadcasts Ltd, acquired broadcast rights to Serie A, which is the second most popular league in Hong Kong, behind the Premier League.
By extending their visibility in new solvent markets, European football clubs hope that they may also reinforce sponsorship income. Many companies could be interested, especially international brands which want to increase their awareness or to improve their image in Asia. Following finalization of the deal between Reebok and Liverpool in 2003, Reebok’s CEO Martin Coles declared that: ‘Our goal is to build Liverpool FC into the premier football brand in the world. Much of this focus will be towards Asia, which Liverpool toured in 2001 and is planning to visit again’. Sponsorship of European football clubs is also of interest to some Asian brands – for example, the mobile phone manufacturer Kejian agreed to sponsor Everton, although its products are only available in the Chinese market.

This introduction illustrates how football has become a worldwide sport. The uncertain future of TV rights has been a major factor in the ‘Asian temptation’, because the continent could prove to be a new Eldorado for broadcasters. Figure I.2 illustrates the explosion of TV rights in European football between 1991 and 2001.

The financial difficulties of broadcasters since 2000 (ITV Digital in England, Canal+ in France, Stream and Telepiu in Italy) in reaching profitability reinforced their desire to export football throughout the world. The Internet will make segmentation almost infinite for marketers.

**The structure of the book**

Football is played all over the world, and universal marketing tools are necessary in order for it to be profitable. However, it is interesting to wonder whether marketing is the same in every

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**Figure I.2**
The increase in TV rights in European football between 1991 and 2001
(Source: Eurostaf and KirchMedia)
country or whether there are cultural differences that imply the need to adapt the marketing policies of the clubs and leagues. This is the key question of this book, which gathers seventeen contributions from first-class researchers involved in soccer marketing in Europe, North America, South America and Asia. A detailed description of the structure of the book follows.

Part 1: Marketing football in Europe

It is logical to begin the book with a large section concerning the development of soccer marketing in Europe, as Europe has always been the region of the world where this sport has had the most important place in the field of sport, and in sport marketing in general. England invented football, and it became a professional sport very early on (the beginning of the twentieth century in France; even earlier in England). Part 1 therefore contains ten chapters and is divided in three sub-parts.

Sub-part A, ‘The general state of football marketing in Europe’, contains two chapters that deal with UEFA and TV rights. Chapter 1 concerns the marketing of the UEFA Champions League. In 1992 the European Cup was transformed into the UEFA Champions League (UCL), around which a new marketing strategy and brand identity were developed and implemented by UEFA in partnership with TEAM Marketing. This chapter analyses the phenomena that completely transformed the approach of national and European competitions.

Chapter 2 concentrates on journalism as an instrument in promoting TV sports rights. The nature of TV sports broadcasting has changed dramatically in recent years, and today TV channels will pay expensive fees to broadcast the most attractive events. The focus of the chapter is on football, and it raises the following question: what consequences do sports media rights – and in particular football rights – have for broadcast journalism regarding sports?

Sub-part B deals with the ‘Big Five’ market. Managers use this expression when they talk about England, Germany, France, Italy and Spain, which are the five biggest markets in the economics of football in Europe. Each chapter was written by a native specialist of each country. Chapter 3 describes the original model of financial control that has been implemented in France since the 1990s. Its declared aim is to ensure that clubs which begin the championship will be able to finish it without having to file for bankruptcy – which would, of course, distort the competition. Today this consists more of coming up with a business plan than strictly controlling bankruptcy. If clubs’ accounts are not in accordance with what was agreed, they are punished seriously – for example,
by being relegated. The key point of this chapter is to discuss whether this model can be exported all over Europe, considering the increasing power of the G14 (an organization of European football clubs founded in 2000, initially by fourteen members, with another four clubs added in 2002).

Chapter 4 deals with co-marketing (cooperative marketing) activities. These are often carried out in other industries, and they can be very useful for soccer managers. Co-marketing is different from sponsorship because the partners play a more active role rather than simply being financial contributors. The co-marketing concept has been applied in many cases by Italian football clubs of different sizes; some of the examples in this chapter have been chosen for their originality or significance.

Chapter 5 discusses a market research technique that managers may use to support decision-making processes concerning the transformation of football stadiums into multipurpose recreational facilities. Paolo Guenzi analyses the prospects of transforming stadiums into multipurpose leisure centres which provide a wide range of services. A resumé of empirical research based on conjoint analysis and applied to the biggest clubs in Italy ends the chapter.

Chapter 6 gives an overview of the developments in the German football market over the last decade. Like other national football leagues, the German Bundesliga has had to cope with tremendous financial changes. With regard to the financial situation, the media, and especially the TV market, have had a major impact on the German football market. Hence, dealing with German football from a marketing perspective requires a special focus on broadcasting rights.

Chapter 7 discusses marketing management in large and complex clubs. According to Jaime Gil-Lafuente, the stake in some games is sometimes over a million euros. However, these huge financial changes have not been reflected in the management of clubs, which is often still amateur, with presidents that do not consider the club as a business but rather as a toy that can be replaced easily when broken. Among big clubs, such as the FC Barcelona, the balance between sporting and economical results is difficult to achieve because of the significant pressure of media, and also of political and social groups. This chapter gives an overview of the management of this famous club, where ‘socios’ have played an important role since its creation.

Having studied the five biggest areas in Europe, Sub-part C then considers whether there is still a place for ‘small’ countries in the European soccer market and gives an overview of activities in football marketing in countries that are not part of the ‘Big Five’ – such as Portugal, Ireland and Finland. It is interesting to discover whether a relatively small market can still develop a real marketing
strategy, or whether such markets are dominated by the influence of their neighbours.

Chapter 8 uses tools from economic theory and applies them to football marketing. The authors analyse the role of sponsorship in the Portuguese First Division (known since 2002 as the Superliga, or Super League) with a two-step process (DEA – Data Envelopment Analysis, a Tobit model), before making managerial recommendations.

Chapter 9 begins by underlining that the domestic game in the Republic of Ireland is played at a semi-professional level, with English clubs attracting pre-elite players aiming to pursue a professional career in football. Anne Bourke explains the role of the Football Association of Ireland (FAI) in governing and promoting the game at all levels (seniors, juniors, colleges, youths, schoolboys/girls and women). However, over the years many Irish players have achieved great success with English clubs and consequently English clubs continue to have a strong fan base in Ireland. This has implications for the status, reputation and development of the domestic game.

Chapter 10 is unusual in that it focuses more on grass-roots football than on professional football. As Finland is one of the smaller football countries, the Football Association of Finland (FAF) has a great passion to develop not only football itself but also the resources available for all kinds of quantitative and qualitative growth. This chapter underlines the importance of the production process of positive football experiences, which can ensure not only football success in the future but also (and especially) all the relevant resources – especially volunteers. At the end of the chapter, the results of five years’ (1999–2004) of systematic marketing and running the All Stars Programme are presented.

Part 2: The development of dedicated football marketing in the rest of the world

Having studied the importance of European strategies in Part 1, Part 2 deals with some alternative strategies that have been developed in North America, South America and Asia. As noted earlier in the Introduction, spreading football throughout the world is seen as being key to extending its product lifecycle. However, although football is incredibly popular in poorer parts of the world, such as Africa or South America, economic structure is crucial in order to develop financially viable professional football.

Chapter 11 discusses the fact that, although Brazil is considered ‘the country of football’, football as a business has developed at a very slow rate compared to that in Europe since the 1990s. This is
why new sports laws were created in 1993 to bring more professionalism to Brazilian sport management. This chapter analyses the evolution of Brazilian sport legislation and the reality of Brazilian football clubs by focusing on an original example, Atlético-PR, and how this club from Paraná State has developed its management, becoming the first strategic model in Brazilian football.

Chapter 12 concerns three main topics. The first is the J. League and the 2002 World Cup, which have resurrected Japanese football as a more sustainable business. The second concerns the 2002 World Cup legacy – excellent football facilities that will support the further continuous development of Japanese football. The third topic concerns the internationalization of Japanese football: Japanese footballers are going to play in Europe while European clubs come to Asia in order to develop their business and also to enhance their popularity in this emerging market.

Chapter 13 concerns the marketing of soccer in the USA. Even though the USA is the primary sport market, its consumers have never shown a big interest in the most popular sport in the world – football. This chapter is interesting because it shows that implementing a marketing strategy is not sufficient to succeed; the role of demand is fundamental. This chapter examines the past successes and failures of professional soccer in the United States, specifically focusing on Major League Soccer (MLS) and the Women’s United Soccer Association (WUSA) as the most recent examples of successful and unsuccessful US professional soccer leagues. The leagues’ marketing strategies and plans are then examined through the lenses of exchange theory, cause-related marketing (CRM) and strategic philanthropy.

Chapter 14 also focuses on the development of soccer in the United States. Using secondary data (websites, academic and professional publications) as well as interviews conducted with two general managers of US professional soccer teams, it presents how professional soccer is marketed in the US. The discussion shows that US professional soccer leagues have to be far more aggressive in their marketing efforts than is seen throughout much of the world of soccer.

Chapter 15 highlights the reasons for past failures and provides some guidelines regarding the long-term growth of soccer in Canada. Obviously, the lack of infrastructure (playing facilities, coaches and referees) and the absence of quality ownership are the two main reasons behind the past failure of soccer in Canada. However, overall, several intrinsic and extrinsic factors explain the problems associated with the diffusion and adoption processes of soccer in the country: the nature and rules of the game, as well as its history (intrinsic); political factors, the weak promotion of the
game, the lack of local stars, the absence of financial means, geography and weather (extrinsic).

Chapter 16 illustrates the existing relationship between marketing and football in Argentina. In order to do this, it discusses theoretical questions related to marketing, such as providing elements of a sociological nature that contribute to understanding football as a social sport and a showbusiness sport, and also its actors and followers as consumer agents in Argentina.

Chapter 17 examines the relationship between sponsorship marketing and professional football in South Korea. Sponsorship marketing contributed to the success of FIFA 2002 Korea and Japan, and the chapter highlights some of the key official FIFA partners, such as KT, Hyundai and POSCO. Unofficial sponsors, also known as ‘Ambush’ marketers, such as SK Telecom, Nike, and Samsung, also achieved notable success. The chapter discusses the lessons to be learned for official as well as unofficial sponsors, and then goes on to look into the impact of corporate sponsorship on the Korean professional football league and teams.

References


