

Sheffield Hallam University

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Title An examination of the marketing strategy of South China
Football Club in Hong Kong football industry

Name Yuen Ka Shing, Ken

Student No 91206578

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Sheffield Business School

Title

**An examination of the marketing strategy of South China Football Club
in Hong Kong football industry**

FULL NAME

Yuen Ka Shing, Ken

STUDENT No

91206578

Supervisor: **Miss Angela Hon**

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Abstract

Following businessman, Steven Lo Kit-Sang return to South China Football Club as the chairman in 2006, he made his presence felt by contributing to the club winning local trophies and qualifying for the important stage of the Asian Football Confederation Cup. His contribution has had a great impact on the Hong Kong football industry; such as full house attendance record at the Hong Kong Stadium in the AFC semi-final in 2009. "South China Football Club may not be a successful marketing case to get profit, but have made a significant story in marketing."(Ng, 2010) Therefore, this is a great case study to learn from.

Within this study, a review of the relevant literature that informs sports marketing, South China Football Club, Hong Kong football industry and related theories is undertaken. This project will also present conclusions and recommendations to inform the future marketing strategy for SCAAFC and the Hong Kong football industry through a survey of Hong Kong football fans. The author will make a final evaluation and recommendations from 4Ps strategy of South China Football Club, including product, promotion, price and place.

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1. Introduction

This introduction contains the following:

- The context and rationale of this study
- The research question
- The aims and objectives

1.1 The Context and Justification of this Study

“South China Football Club may not be a successful marketing case to get profit, but making the significant story in marketing.” (Ng, 2010)

Mr. Steven Lo Kit-Sang, South China Football Club chairman, returned to SCAAFC in 2006, he made his contribution by winning local trophies and qualifying for the important stage of the Asian Football Confederation Cup. Using his management experience from BMA Entertainment Ltd, he started to promote SCAAFC and build an interest in football to attract fans to watch matches. In 2009, he secured a full house attendance record at the Hong Kong Stadium for the AFC semi-final.

In addition, after completing the bachelor’s honour degree in Events and Leisure Management at Sheffield Hallam University, the author would like to put the knowledge and skills into a career in sports event and marketing, with organizations such as South China Football Club or BMA Sports Marketing.

Therefore, these motivations offered a great incentive to evaluate the marketing strategy of South China Football Club, review the literature surrounding the marketing strategies of

SCAAFC and related theories. This project will also offer an opportunity to inform the future marketing strategy for SCAAFC and Hong Kong football industry.

1.2 The Research Question

“An examination of the marketing strategies of South China Football Club in the Hong Kong football industry”

1.3 The Aims and Objectives

This study has the following aims and objectives:

1. To review the sources that informs sports marketing, South China Football Club, and the Hong Kong football industry.
2. To critically evaluate South China Football Club’s marketing strategy
3. To recommend the best practices for a future marketing strategy for South China Football Club and Hong Kong football industry

2. Literature Review

2.1 Hong Kong Football Industry

“Football” is an extremely popular sport in Hong Kong with many people participating in the sport on a regular basis. There is also huge interest in watching foreign league matches on television. (Scott Wilson Group, 2010)

The history of Hong Kong football can be traced to the late nineteenth century. According to (Southchinafc.com, 2010), Hong Kong Football Club was the first football club to be formed by the British in 1886, and the first local football club was South China. The Hong Kong Football Association was found in 1914 and the First and Second Division leagues came soon after

(HKFA.com, 2010), states the Hong Kong Football Association’s mission and the role of the Hong Kong football industry, “to promote and develop football in Hong Kong, including professional, youth and amateur football, so as to enhance the world ranking and image of Hong Kong football, to provide quality football matches for the people in Hong Kong...”

The 1950s to 1970s was the golden period for Hong Kong’s football industry. It enjoyed high numbers of regular attendance between 15,000 and 20,000. Therefore, teams were able to attract overseas players due to the competitive nature of the league and the financial benefits offered to overseas players. (Scott Wilson Group, 2010)

However, the interest in local football in Hong Kong had decreased in the early of 1990s; there was a significant drop in the number of spectators. Also, a significant decline in football development was observed at the local level and in Asian and FIFA rankings. The consultants (Scott Wilson Group, 2010) briefly described the development of Hong Kong Football Industry from the 1990s to date, “The increase in alternative entertainment to others, the

broadcasting of international football matches, the drop in salaries and status of football players and the lack of any career opportunities...”

2.2 South China Athletic Association Football Club

According to (Southchinafc.com, 2010), South China Athletic Association Football Club was the first local club in Hong Kong’s football industry, being found in 1904, but playing under its present name from 1908. SCAAFFA experienced the worst times in 2003, when the team established and “All-Chinese policy” and foreigner players were released or sold. However, HKFA increased the number of teams from eight to ten and saved this famous club from relegation to the Second Division.

In 2006, a businessman named Mr. Lo Kit Sing, returned to SCAAFFC and took on the role of chairman. His experienced management team, BMA Entertainment Ltd and coaches, contributed to the winning the trophies in domestic football, qualifying for the important stage of the Asian Football Confederation Cup, playing against English Premier League clubs, and attracting more home fans to watch local matches. This is evident in a full house attendance record at the Hong Kong Stadium in AFC semi-finals in 2009. (Southchinafc.com, 2010)

2.3 Marketing in Sports

(Shank, 1999) defined “Sports marketing” as the specific application of marketing principles and process to sport products and to the marketing of non-sports products through the association with sports. In other words, (Wakefield, 2007) believed that “building a highly identified fan base such that fans, sponsors, media, and government pay to promote and support the organization...” (Kaser and Oelkers, 2008) discussed “sports marketing” as “When developing marketing plans for sports and entertainment products, marketers must consider the marketing mix and the core standards of marketing.”

(John, 2006) also explained the conditions of current commercial sports emerging and prospering in North America and Western Europe, due to the existence of market economies in which athletes, team owners, event sponsors and spectators being able to develop. To consider football in marketing, several sources can be examined as follows. First, (John, 2006) notes that British football has increasingly required commercial sponsorship, merchandising and broadcasting revenues as replacements for the relative decline in gate money. Second, in this case, Hong Kong's football industry should have the emergence to develop sports marketing, as "marketing and promotion" is an assessment criteria of the Asian Football Confederation Member Association Assessment. Hong Kong was graded with a low mark, meaning "do not meet the criteria". Therefore, there are needs to improve the governance, leadership, business, facilities, grounds and organization of football in Hong Kong, (Scott Wilson Group, 2010).

2.4 Marketing Strategy

2.4.1 Marketing Mix

(Gilligan and Wilson, 2009) highlighted the importance of selecting the right marketing mix, "each marketer should set up their own classification of marketing activities, emphasizing those important to the operation's success..." (Masterman, 2010) also provided similar information on marketing mix, by explaining that a successful marketing mix can be designed to meet the goals set for the identified target markets, achieve a market position and competitive advantage. The authors also believed that the marketing mix normally consists of the four Ps: product, price, place and promotion. These elements are explained individually as follows:

2.4.2 Product

(Shank, 1999) defined a sports product as “a good, a service, or any combination of the two that is designed to provide benefits to a sport spectator, participant, or sponsor.” (Masterman, 2010) commented on the importance of sports event products, including various components, such as goods, service, information and media, places, people and so on.

Branding

“Branding” is a name, design, symbol, or any combination that a sports organization uses to help differentiate its products from the competition, (Shank, 1999). Shank also believed that building the brand impacts consumer behaviour, by increasing attendance, merchandising sales, or participation in sports.

(Richelieu and Desbordes, 2009) thought that a brand acts as an important asset of a football club with the intangible benefits of the emotions fans experience at the stadium, the sense of belonging to the team. Tangible benefits include the result of the game and the team’s merchandising.

According to the views of (Shank, 1999), the branding process can be shown as follows:

1. Brand awareness: how consumers in the desired target market recognize and remember the brand name.

2. Brand image: how consumers perceive the brand and form a set of beliefs, which, in turn and shape attitudes. This can also be referred to as the “personality of the brand”. Shank expressed that there are some “image drivers”, or factor which can influence a brand image, including product features, price, customer service, packaging, advertising, promotion and so on.

3. Brand equity: how the brand contributes to the value of a product in the marketplace. A high level of brand equity is believed to attract more consumer satisfaction. The result of brand equity can be measured by the revenues of each franchise, including gate receipts, media, merchandise, stadium issues and so on.

4. Brand loyalty: how “loyal fans”, consistently prefer or repeat purchase of the brand over all others in the product category. From the views of Psychologist Robert Passikoff, there are four factors to creating fan loyalty, as set out below:

i) Entertainment value of athletics can act as fan motivation. This is where a number of professional sports are attempting to find interesting and innovative ways to increase the entertainment value for the fans. It also can be considered as one of the perceived values of sports to the community. Furthermore, (Wakefield, 2007, p.102) made a similar point regarding connection to sport, “the individual has an ongoing interest or concern with the sport.”

ii) The acceptance of the game is real and meaningful. (Shank, 1999) believed that game attractiveness is related to attendance and based on the presence of star athletes, team records, and league standings.

iii) Fan bonding, refers to the degree to which fans identify with players and the team. Similar to Robert Passikoff, (Wakefield, 2007) believed that “when a fan develops a deep psychological attachment to the team that goes beyond mere loyalty, identification has occurred.” (Chadwick and Burton, 2008) provided the ideas of “football player branding”, and believed that this term can be evaluated by TOPSTAR — Team, Off-field-life, Physical characteristics, Success, Transferability, Age and Reputation.

iv) The history and tradition of the team. (Wakefield, 2007) also stated that loyalty to a team is a choice from a loyal fan from their personal preferences.

2.4.3 Price

“Price” is a statement of value for a sports product, defined by (Shank, 1999). It also is a function of the value placed on the sports product by consumers. (Masterman, 2010) offered a similar definition, pricing strategies plays an important part in marketing mix, a simple meeting of costs and then profit is probably required.

From the pricing strategies of (Masterman, 2010), prices can be determined according to target market requirements. A high market price due to having a highly valued product is achievable as customers have the ability to pay. For example, Real Madrid FC introduced a “luxury ticket” that ranges from €30 to over €150 per match. Also, lower prices can be applied as part of a penetration strategy.

In other words, pricing can be decided and balanced to correspond to the commercial assets an event has available. A number of variables can be considered, such as the various levels and zones to enable a range of prices that reflects the quality of the view of the pitch. For example, Red MR Asian Challenge Cup, which was held at the Lunar New Year in 2011 at the Hong Kong Stadium, offered different price levels of tickets such as, Suite Level section, Upper Level section and Main Level section, (HKFA.com, 2011).

Season tickets and corporate box tickets are also ways to determine pricing strategies and achieve revenue. (Wakefield, 2007) expressed the importance of these mentioned ways, “Season ticket sales are the financial foundation of any sports team”. J- League is an example, and spectator surveys from 2009, show that 42.4% spectators were season ticket holder. (J-league.or.jp, 2010)

2.4.4 Promotion

(Shank, 1999) defined promotion as involving all form of communication to consumers via one or a combination of promotion mix elements, including advertising, personal selling, sales promotion, public relation and sponsorship.

Alike to (Shank, 1999), (Masterman, 2010) wrote “The promotions component of the marketing mix is also commonly referred to as the communication mix. This consists of the use of tools, such as advertising...public relations, to promote and communicate to the event’s target audiences.”

However, reaching diverse target audiences and planning the promotional tools are becoming increasingly more complex. It is difficult to only communicate with customers in the mass market. There are the demands therefore for the following term, “integrated marketing communication”, which (Shank, 1999) defined as “...carefully integrates and coordinates its many promotional mix elements to deliver a unified message about the organization and its product.” (Masterman, 2010) also believed that this approach can consider the customer first and coordinates all communications for a unified organization-wide message.

According to (Shank, 1999), the combination of tools is known as the promotional mix and consists of the following elements:

Advertising: Shank believed that this element is a form of one way mass communication of a product, service or idea, and paid for by an identified sponsor. It can result in creating and maintaining brand awareness and brand loyalty. In addition, it can affect customer behaviour and attendance at sport events. (Masterman, 2010)

expressed that the media for event advertising can include television, radio, printed press and publication, billboards, so on.

Personal selling

Shank defined this as an interactive form of interpersonal communication designed to build customer relationships and produce sales or sports products, services, or idea. In sports marketing, personal selling is used in a variety of ways, such as securing corporate sponsorships, selling luxury suites or boxes in stadiums etc. In other words, “relationship marketing” is also an important part of personal selling in sports marketing, (Gary, et al., 2005) provided the term “fan relationship marketing” from considering the specificity in football, within football, loyalty levels are assumed to be much important than in conventional industries and this has led to a belief by most clubs that they can take their fans loyalty for granted.

Sales promotion

This is a short term incentive designed to stimulate immediate demand for sports products or services. All forms of sales promotions are designed to increase short term sales, increase brand awareness, broaden distribution channels and remind consumers about the offerings. The tools include premiums, contests and sweepstakes, sampling and coupons. (Jobber, 2007) (Masterman, 2010) also provided a similar view for achieving the above objectives, “... fast sales boost, encourage trial, incite repeat purchase, stimulate purchase of larger amounts and gain more effective distribution.”

Public relations

(Shank, 1999) defined this as “identifies, establishes, and maintains mutually beneficial relationships between the organizations and the various publics.” Sport

marketers can communicate with the internal and external public from a variety of public relation tools, including publicity, new releases, press conference, annual report and others. (Masterman, 2010) believed that public relations can support marketing activities and also act as the tool that disseminates non-promotional information to other target publics.

Sponsorship

This means the investments of a sport entity to support overall organizational objectives, marketing goals and others. (Vale, et al, 2009) also explained the objectives of “sponsorship”, are to influence the choices of consumers’ purchase decisions, increase brand awareness and the public image of the company. In addition, sponsorship can result in perceived differences between the sponsor brand and other brands in the same category of product or service. We can take J- League as an example as sponsorship deals were collectively negotiated in 1991, which ensured that the money could be taken and applied in the needed areas, such broadcasting rights. (Scott Wilson Group, 2010)

2.4.5 Place

(Masterman, 2010) expressed the usage of “place”, as being “where is the product best marketed in order to reach target markets successfully?” Masterman believed that this does not only include distribution channels, such as ticket offices, but also includes the use of websites, ticket agencies and other media, such broadcasting.

The term “distribution channel” also can be explained as a coordinated group of

individuals or organizations that route the sports product to the final consumers, (Shank, 1999). Shank believed that the sports marketer must find alternative ways to deliver this to a widespread audience. Furthermore, it also an important tool to seek new markets in which to sell existing sports products.

Shank expressed another view of “place”, as being the place where the service is consumed, becomes an integral part of the service experience for consumers. This means the stadium experience also plays an important role in distribution and increasing attendance. For example, Manchester United offers a museum to fans, which gives an in-depth and interactive guide to the history of the club, (Manutd.com, 2010). Another author, (Ng, 2010) also believed that the language in the website of Manchester United is a place strategy.

2.5 Marketing Segmentation

(Shank, 1999) described this as identifying groups of consumers based on their customer needs. (Shank, 1999) and (Kaser and Oelkers, 2008) believed that sports marketers can get benefits from understanding different segments by determining which groups of consumers offer the greatest sales opportunities for the organization.

According to the theories of (Shank, 1999) and (Kaser and Oelkers, 2008), the bases of market segmentation can be identified as follows:

Demographic: Shank, Kaser and Oelkers mentioned this as most widely used for segmenting consumer market and the information or techniques for segmenting consumer market. The information could include such variables as age, gender, ethnic background, etc.

Socioeconomic: (Shank, 1999) defined this as “a division of members of a society into a hierarchy of distinct status classes”. Members of society can be mainly segmented into three, including income, education and occupation.

Psychographic: This refers to grouping consumers on the basis of a common lifestyle preferences and personality. This can be used to identify psychographic differences that motivate teams or individuals to attend or not attend sporting events.

Geographic: This can be described as “rooting for the home team” for sports marketers. However, (Kaser and Oelkers, 2008) believed that geographic segmentation can be useful in making broad distinctions among local, regional, national, and international market segments.

Behavioural: Many sports marketers are interested in behavioural segmentation as they can achieve two major objectives, attract more fans and retain them. (Shank, 1999) described those customers based on how much, how often the fans purchase, and how loyal they are to a product or service.

Benefits: (Shank, 1999) stated this as the reason why consumers purchase a product or service or what problem the product solves for the customers. This also means that the usage of benefits segmentation is to meet or satisfy customer needs.

2.6 Targeting

(Eric and Jason, 2008) defined the purpose of “targeting” as finding the best way to

get a product's image in to the minds of consumers to attract them to purchase the product. (Masterman, 2010) also mentioned the importance of targeting, which entails selecting large numbers of target market from target market selection to reduce the wastage of marketing efforts and resources.

(Shank. 1999) provided similar terms for targeting, "is choosing the segments that will allow an organization to most efficiently and effectively attain its marketing goals." Shank thought that sport marketers must make a systematic decision for selecting groups of consumers they wish to target. The decision can be evaluated by sizable, reachable, measurable, and exhibits behavioural variation factors, as follows:

Sizable: The sport marketers must analyze the estimated growth of the market. Shank proved that the size of the potential market is a major fallacy and in fact smaller and differentiated targets should be chosen. The result is that marketers must develop specialized marketing mix to reinforce and reward the target groups.

Reachable: The ability of reaching and exploring the size of potential market should be evaluated. Traditional ways include mass media, such as magazines, newspapers and television. In today's environment, it is suitable to use the Internet to as a communication tool.

Measurable: (Shank, 1999) believed that the ability to measure the size, accessibility, and purchasing power of the potential target market should be considered. Shank recommended that demographic segmentation can assess and measure the targets, to understand which characteristics, such as income, age, gender etc are widespread.

Behavioural variation: It is possible to consider or assess the markets from their

similar behaviour, attitudes, and lifestyles and so on. (Masterman, 2010) also expressed that these variations would prompt different approaches to targeting each segment.

2.7 Positioning

(Gilligan and Wilson, 2009) defined positioning as the process of designing an image and value so that the consumers understand what the company or brand for in relation to its competitors

(Shank, 1999) also provided the definition of positioning as, “fixing your sports entity in the minds of consumers in the target market.” According to the views of Shank, there are three important points that should be considered:

1. The potential target market identified.
2. The perceptions of the target market and how they think and feel about the sports entity.
3. The importance to all sports product, including sports leagues, sports teams, and individual athletes and so on.

Perceptual Maps

From the views of (Shank, 1999), perceptual maps are marketing research techniques to examine positioning. These techniques also provide sport marketers with three types of information:

1. The dimensions or attributes when the consumers use or think about a sports product or service.

2. Where different sports products or services are located within those dimensions.
3. How the product is perceived relative to the competition.

Repositioning

(Gilligan and Wilson, 2009) expressed the need for repositioning, “there is frequently the need to reposition as the market develops, competitors enter or exit, and customers’ expectations and needs change.” (Shank, 1999) also stated similar ideas, as he believed that repositioning is changing the image or perception of the sports entity in the minds of consumers in the target market.

3. Methodology

3.1 Introduction

This project is presented to examine the marketing strategy of South China Football Club in the Hong Kong football industry. In order to undertake accurate and useful research, both secondary research and primary research were undertaken. The secondary research was adopted to find out the existing marketing strategy of South China Football Club. Primary research aimed to understand the views from Hong Kong football fans in examining the marketing strategy of South China Football Club from different sources. (Shank, 2005) believed that both of these sources are useful in understanding consumers.

3.2 Research Design

3.2.1 Secondary Research

(Baker, 2000) believed that the sources of secondary data consist of existing data and common sense to identify and consult these first. (Shank, 2005) also mentioned that secondary data has already been collected but is still related to the research question. In this study, the secondary data of South China Football Club was found on the official website, in books, the website of HKFA, and other sources.

3.2.2 Limitations of Secondary Research

(Shank, 2005) argued that in using secondary research, it is impossible to find data relevant to the problem at hand. The majority of information can be found on the Internet and in books within the study, however, these sources cannot provide solutions to the problems of South China Football Club's marketing strategy of. This is therefore the main reason for producing primary research in this study.

3.2.3 Primary Research

Primary research was conducted by using questionnaires in this study. The author planned to produce a census that asks for the views or opinions from Hong Kong football fans, as this is an accurate tool to examine the marketing strategy. (Baker, 2000) mentioned the advantages of using primary data as, the ideal method of acquiring information about a population, is to conduct a census of that population

3.2.4 The Use of Questionnaires

(Baker, 2000) believed using a sample survey, offered a fairly accurate reflection of opinion at large, despite occasional lapses in predicting the outcomes in elections. (Shank, 2005) also believed that the researcher can find out what information is needed. Therefore, a questionnaire to examine the marketing strategy of South China for Hong Kong football fans was adopted in this study.

3.2.5 Questionnaire Design

The questionnaire is divided into five parts (see appendix one). The first part is aimed to identify whether the respondents are fans of any Hong Kong football teams or not. In other words, it can identify which teams they like, the frequency of attendance at Hong Kong football league games, and whether respondents are members of South China Fan Club or not. The second part of the questionnaire is to obtain basic information from the views of football fans and provide a platform to understand the satisfaction of using marketing mix within Hong Kong's football industry. The respondents need to rate 8 questions regarding the marketing mix of sports marketing. Rating is from "1" to "5": 1 - completely disagree, 2 - disagree, 3 - agree, 4 - mostly, 5 - completely agree. The third part of the questionnaire is to obtain views of fans about the marketing mix more deeply. The questions relate to promotion,

public awareness, price, ticketing, and motivation. The fourth part of the questionnaire is to gather opinions of the members of South China Fan Club and evaluate the effectiveness of the fan club. The final part is produced to ascertain demographic information of the respondent's age and sex. As the majority of Hong Kong football team fans are Chinese, the Chinese version of the questionnaire was translated to them from English version

3.3 Data Collection

3.3.1 Pilot Test

(Shank, 2005) referred to the importance of trailing a questionnaire to determine if there are any problems with the questions. A pilot test was carried out before the actual survey. 4 football fans were invited to undertake this pilot test. They were invited to check the clarity of meaning, spelling, and grouping, understand ability and the length of time of this questionnaire.

3.3.2 Sample Design

(Shank, 2005) believed that a sample is a subset of the population of interest from which data is gathered and will estimate some characteristics of the population. Shank also thought that non-probability sampling is a technique where the sample units are chosen subjectively by the researcher. In this study, all respondents (n=126) were a ratio of all Hong Kong football fans.

3.3.3 Data Collection

An electronic questionnaire was produced within this study process and powered by my3q.com. The survey was conducted from 24/2/2011 to 10/3/2011 and distributed to Hong Kong football forums, such as GoalGoalGoal.com. An email address was provided to the respondents if they had any enquires regarding this questionnaire.

3.3.4 Data Analysis

My3q.com was adopted to provide the electronic questionnaire in this study, which is free and assisted in the conversion of data to Microsoft Excel. My3q.com is powered by Rformation 21st Limited. (my3q.com).It was able to help researchers analyze the quantitative sources.

3.3.5 Data Limitation

Some limitations were found in this electronic questionnaire. The first thing that was noted was that the respondents could not enquire about the questionnaire immediately. However, an email address was provided in the questionnaire if the respondents did have any enquires. The second limitation noted was that this electronic questionnaire could not be categorised into five parts.

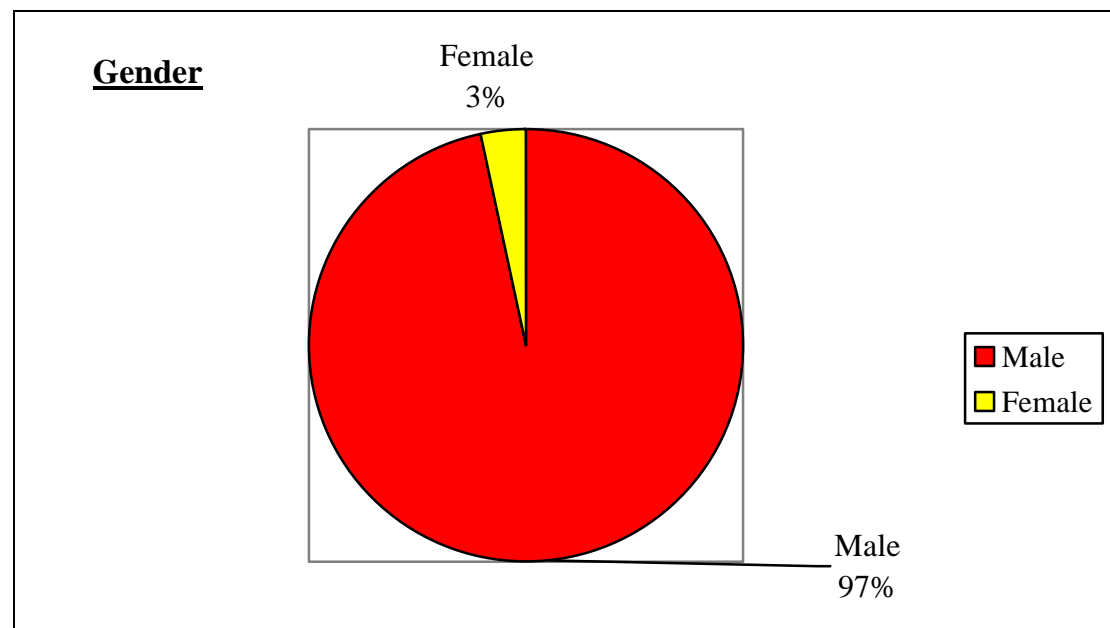
4. Findings and Analysis

In this section, the results and analysis of the research will be presented, including the views of Hong Kong football fans in examining the marketing strategy of South China Football Club and from gathering information from different sources, such as websites. This chapter will also achieve the objectives of the study: 2) to evaluate the marketing strategy of South China Football Club and 3) to recommend the best practices to inform the future marketing strategy for South China Football Club and Hong Kong Football Industry.

4.1 Basic Information

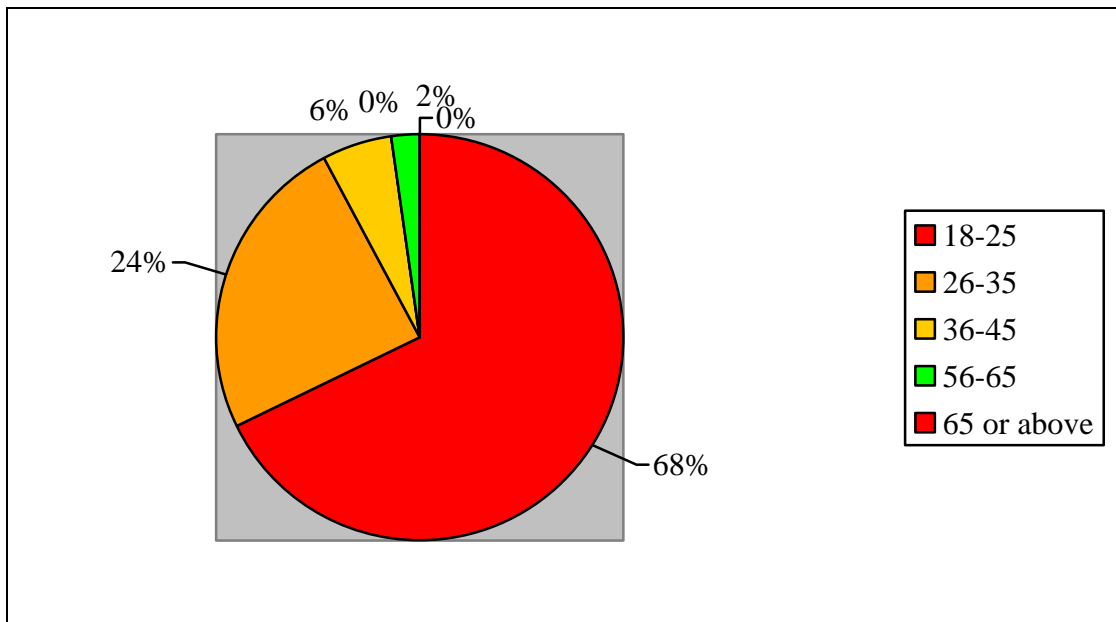
The basic information of the questionnaire can be shown as follows. The survey of this study was conducted with 126 respondents. 98 completed questionnaires were received (response rate= 78%). As can be seen in Table 1, 97% of respondents were male, and 3% were female.

(Table 1: Q23: percentage of gender)

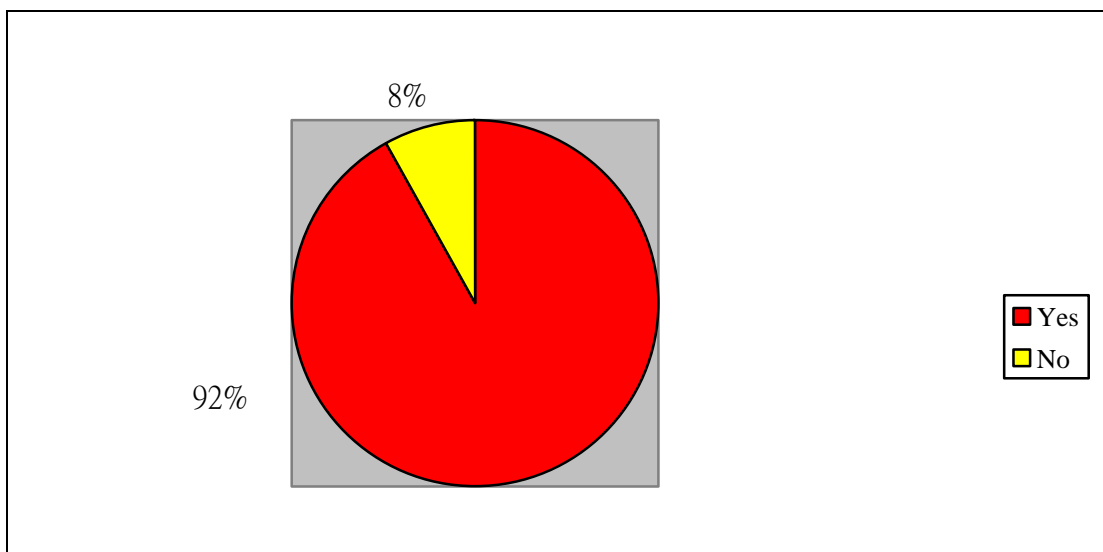


Around 70% of respondents were 18-25 years old, 24% were 26-35 years old. The majority of respondents (92%) are fans of Hong Kong football teams. An analysis of the teams the fans preferred revealed that the most favourite team was South China (49 supporters) followed by Kitchee (24), and then TSW Pegasus (15). (Please refer to Tables 2, 3.1 and 3.2 respectively)

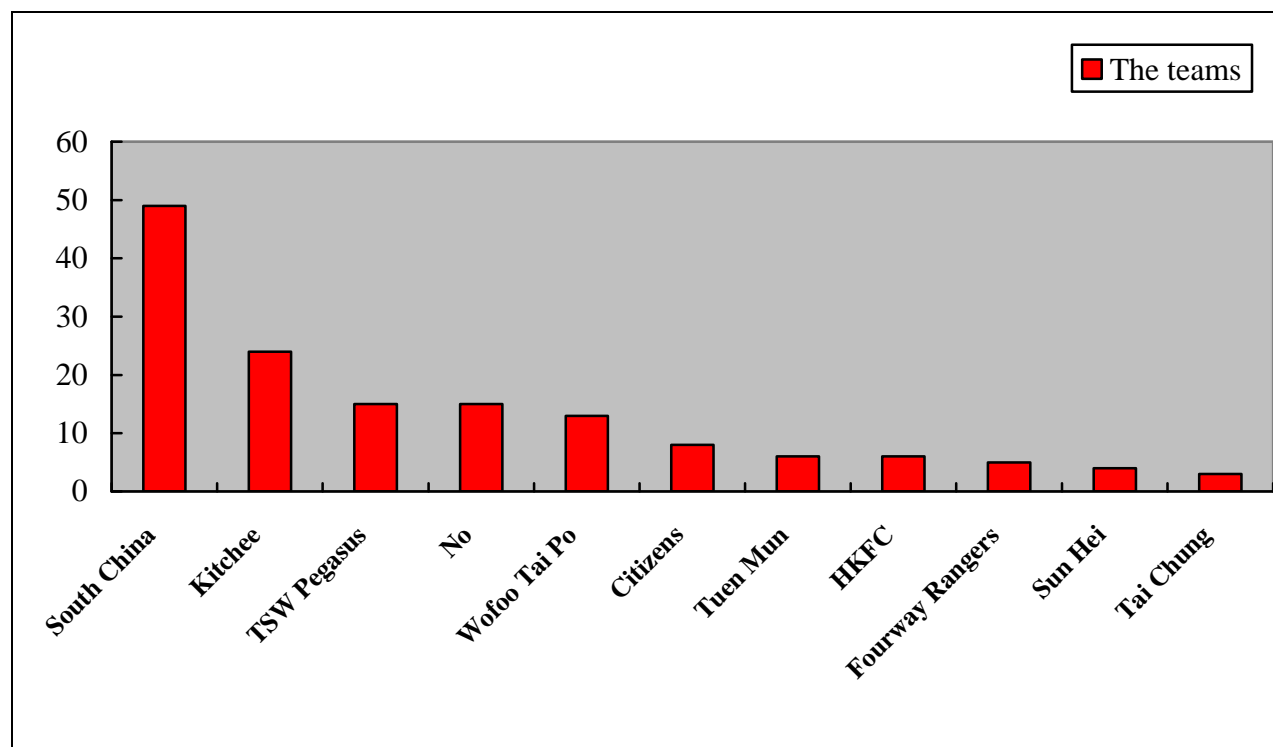
(Table 2: Q24: percentage of age)



(Table 3.1: Q1: the fans of Hong Kong football teams)

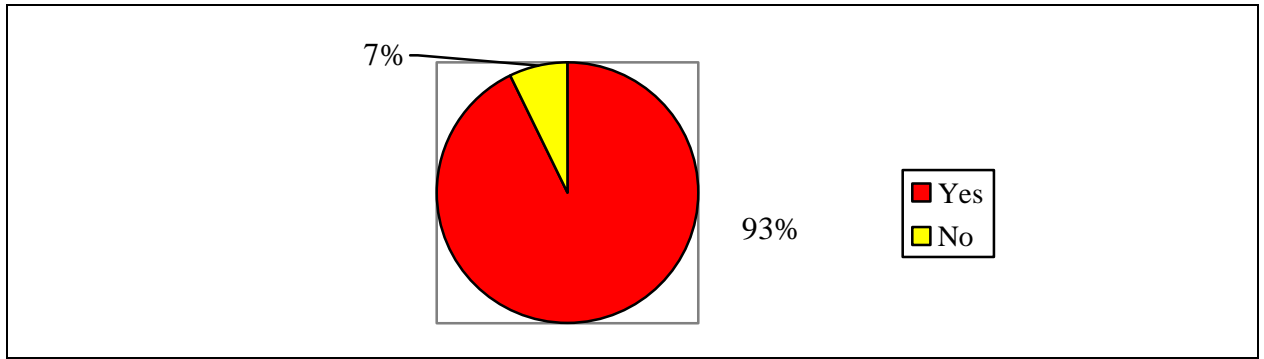


(Table 3.2: Q2: the allocation of fans amongst Hong Kong football teams)

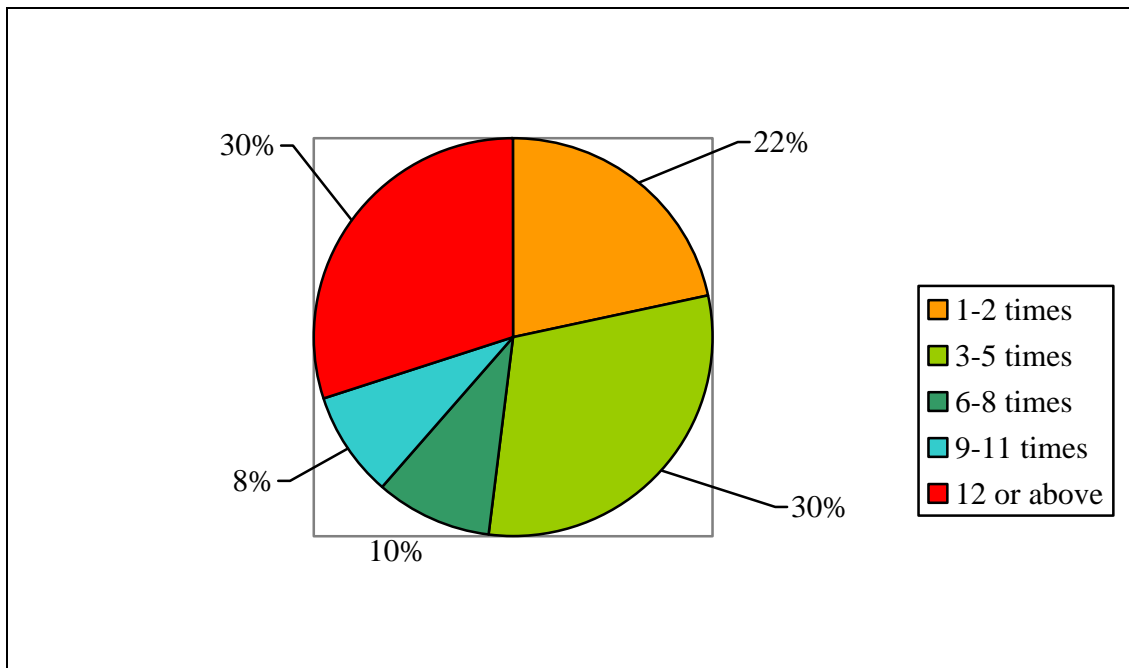


In relation to attendance of the respondents at games, a large proportion (93%) has attended Hong Kong Football league games (all divisions included). Only 7% have not attended matches. 29% of attendees have attended 12 or more games in a year, 29% have attended 3-5 times, and 20% 1-2 times. The respondents can be distributed into 2 categories: members of South China Football Fan Club or non-members of South China Football Fan Club. Only 13% were members of South China Football Fan Club. (These figures are presented in Tables 4.1-5)

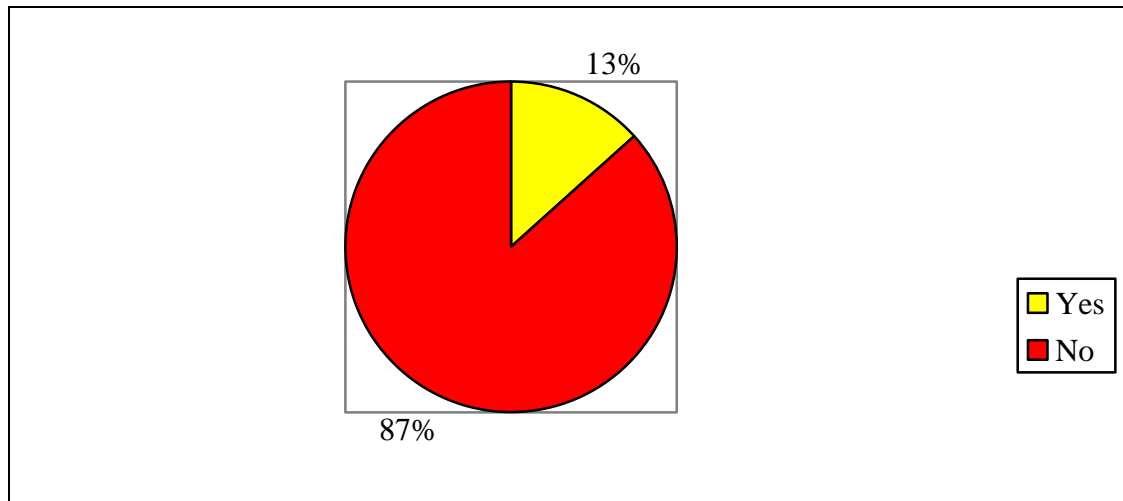
(Table 4.1: Q3: the attendance of fans)



(Table 4.2: Q4: The frequency of attending games)



(Table 5: Q5: member or non-member of South China Football Fan Club)



4.2 Analysing Marketing Strategies from Marketing Mix

The evaluation of the marketing strategies of South China Football Club was undertaken in this study. In order to undertake this evaluation, the primary research and secondary research will be adopted to examine the marketing strategies of South China. According to (Gilligan and Wilson, 2009) the each marketer should set up their own classification of marketing activities for the operation's success. This means that marketing mix can examine the effectiveness of the marketing strategies of South China.

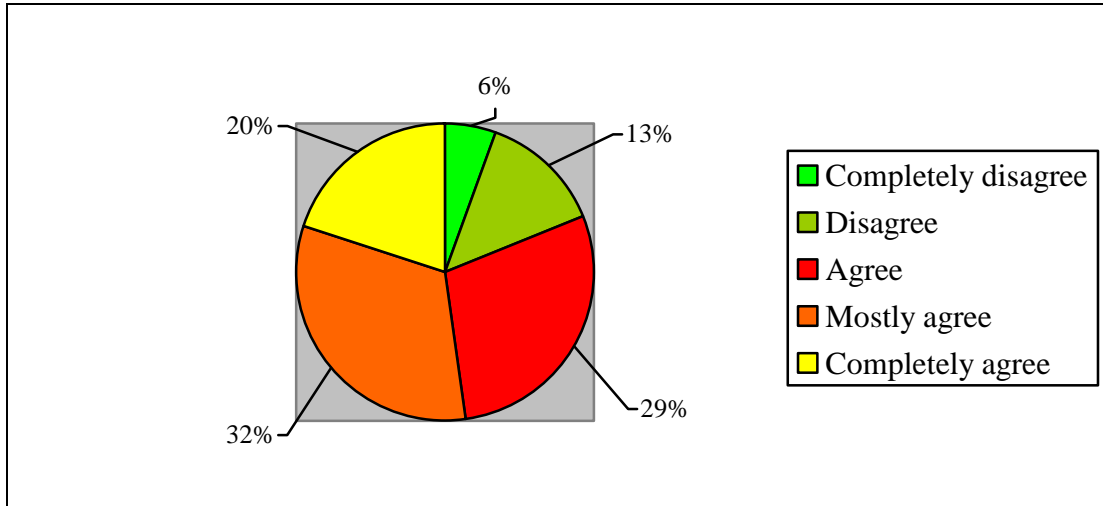
4.2.1 Product

According to the literature review of (Shank, 1999), a sports product is defined as “a good, a service, or any combination of the two that is designed to provide benefits to a sport spectator, participant, or sponsor”. Further, building the brand can benefit from the impact of consumer behaviour, such as increasing attendance, merchandising sales, or participation in sports. Therefore, the product strategies of South China can be evaluated by customer behaviour, goods and service benefits to the consumers. The evaluation of this is undertaken in the following research analysis.

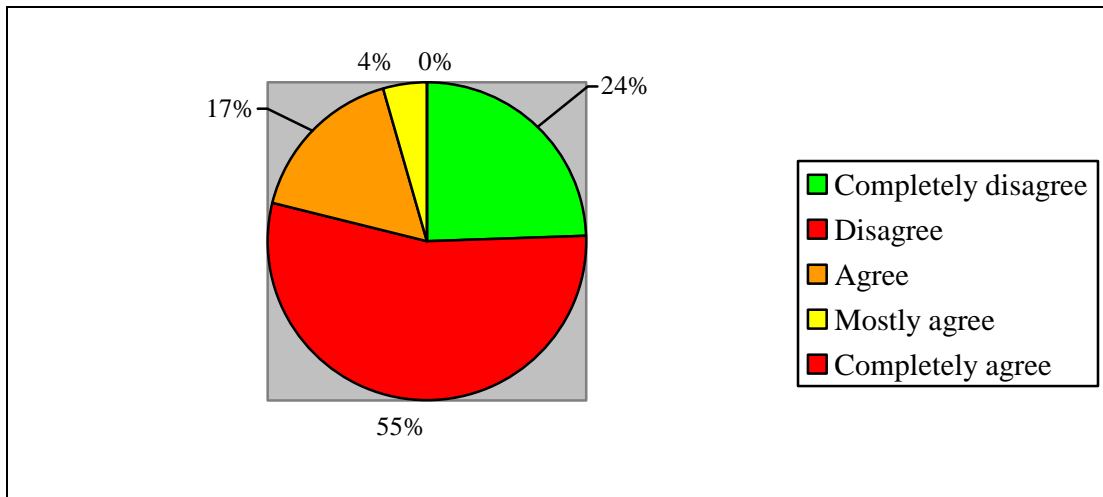
According to the views of (Shank, 1999), the branding process can be divided into branding awareness, brand image, brand equity, and brand loyalty. Brand loyalty can be affected by the entertainment value of athletics, the acceptance of the game, fans identifying with players and the team and the history and tradition of the team. From the results of the questionnaire (found at Table 6), 32% of respondents mostly agreed that team performance can affect motivation for attending Hong Kong football league games. 29% agreed with this, whereas, only 6% completely disagreed. South China won the domestic league championship and matches in 2009-2010 seasons. However, they have never won international championship cups, such AFC Cup, (Southchinaafc.com, 2010). Although South China provided some community training opportunities with different organizations, such as Wan Chai District Council, almost half of the respondents (54%) disagreed that community and grass roots participation from teams was enough, and 24% of respondents completely disagreed (Table 7 refers).

Independent football consultant Frank Nuttall, interviewed by (Chan, 2010), claimed that youth systems and fitness levels, are other ways to improve the game performance of South China, Nuttall believes that the players need to improve their athleticism - their body co-ordination, agility as well as the level of power and speed, for playing consistently at a higher level such as the AFC Cup.

(Table 6: Q6: team performance)

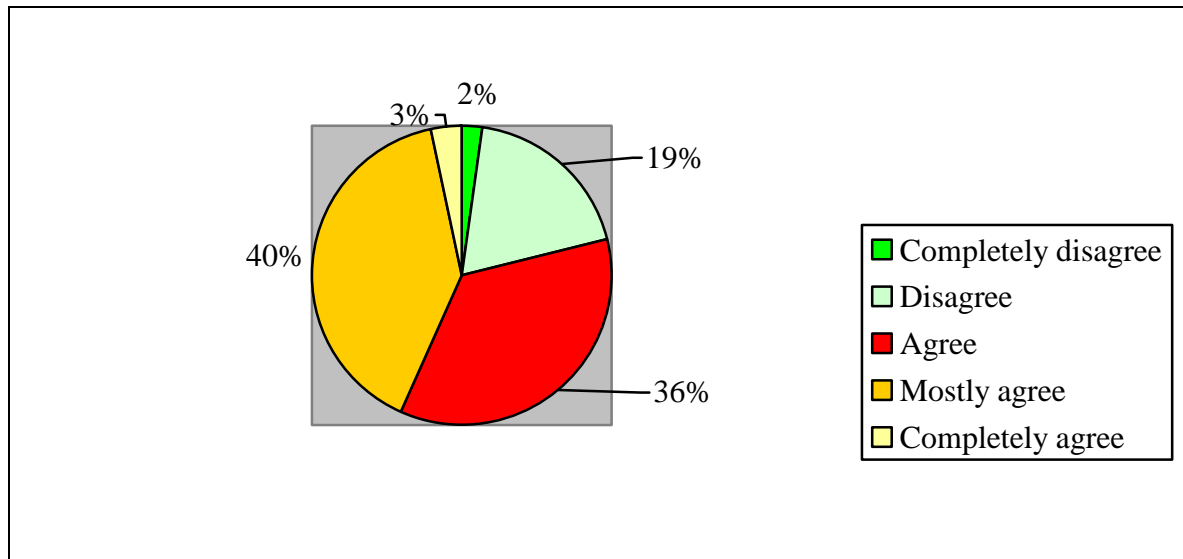


(Table 7: Q7: grass roots)

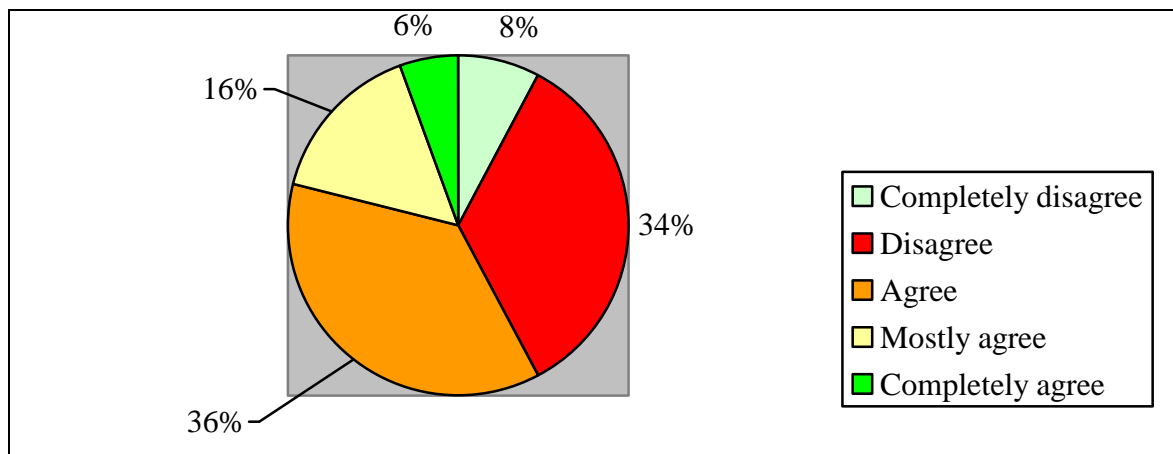


In relation to fan clubs and merchandising of Hong Kong Football League clubs, (Shank, 1999), explained that fans loyalty and merchandising are important factors and to affect the branding of organizations. Table 8 shows that 40% of respondents mostly agreed that fan clubs from Hong Kong Football league teams can create fans loyalty, and around 36% of them agreed with this view. From the findings of merchandising sales, 36% of Hong Kong football fans agreed that the fan club or club merchandise from teams can increase satisfaction for attending matches, whereas, 34% of them disagreed with this(Table 9 refers).

(Table 8: Q8: fan club)

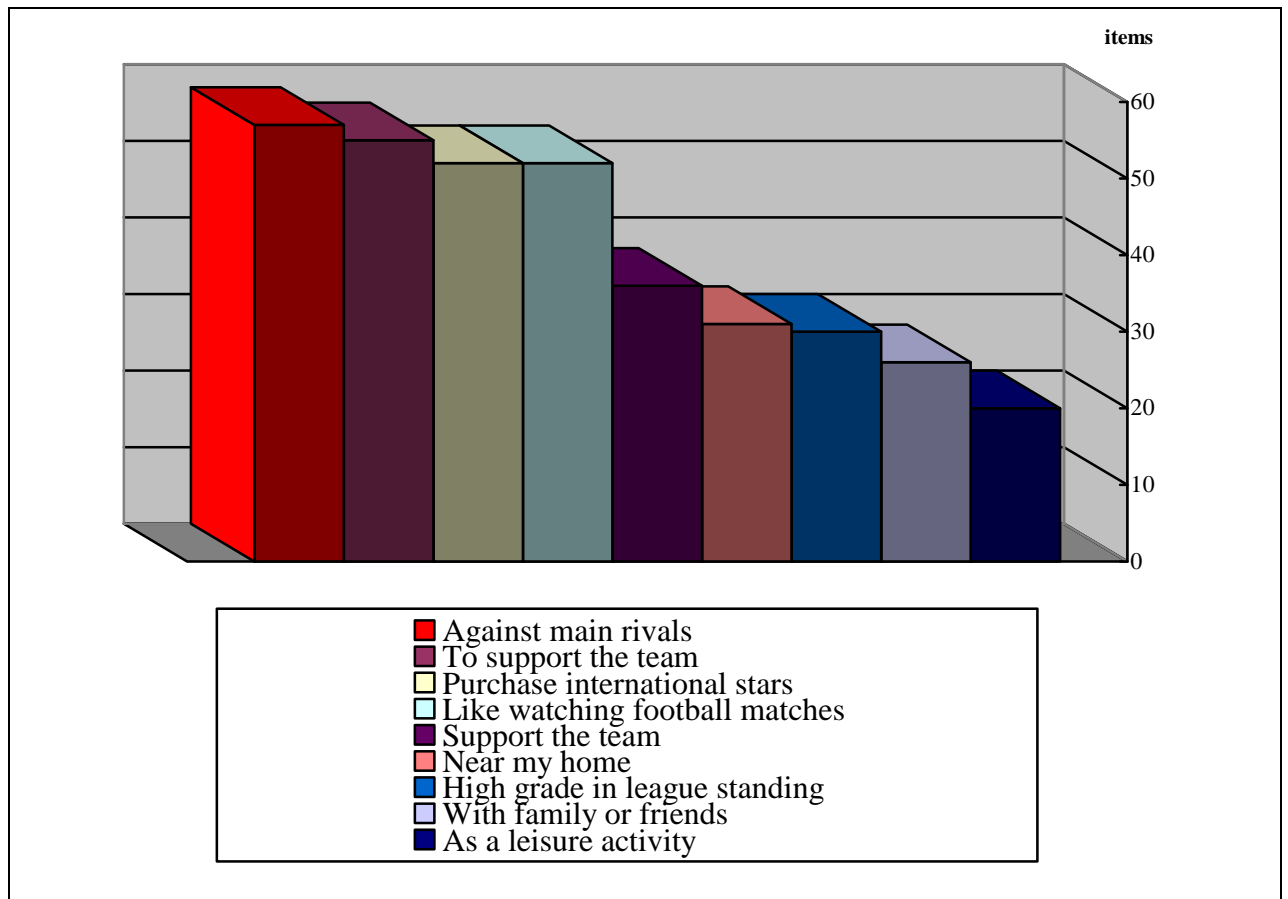


(Table 9: Q9: merchandising)



In order to analyze other product strategies of South China in depth, the motivations for attending and South China Football Fan Club are now discussed. Table 10 shows the most popular reasons for increasing motivation to attend Hong Kong football league games is “against main rivals” (57 items), followed by “ support the team” (55), then “purchase international stars”(52) and then “like watching football matches” (52)

(Table 10: Q19: motivation)



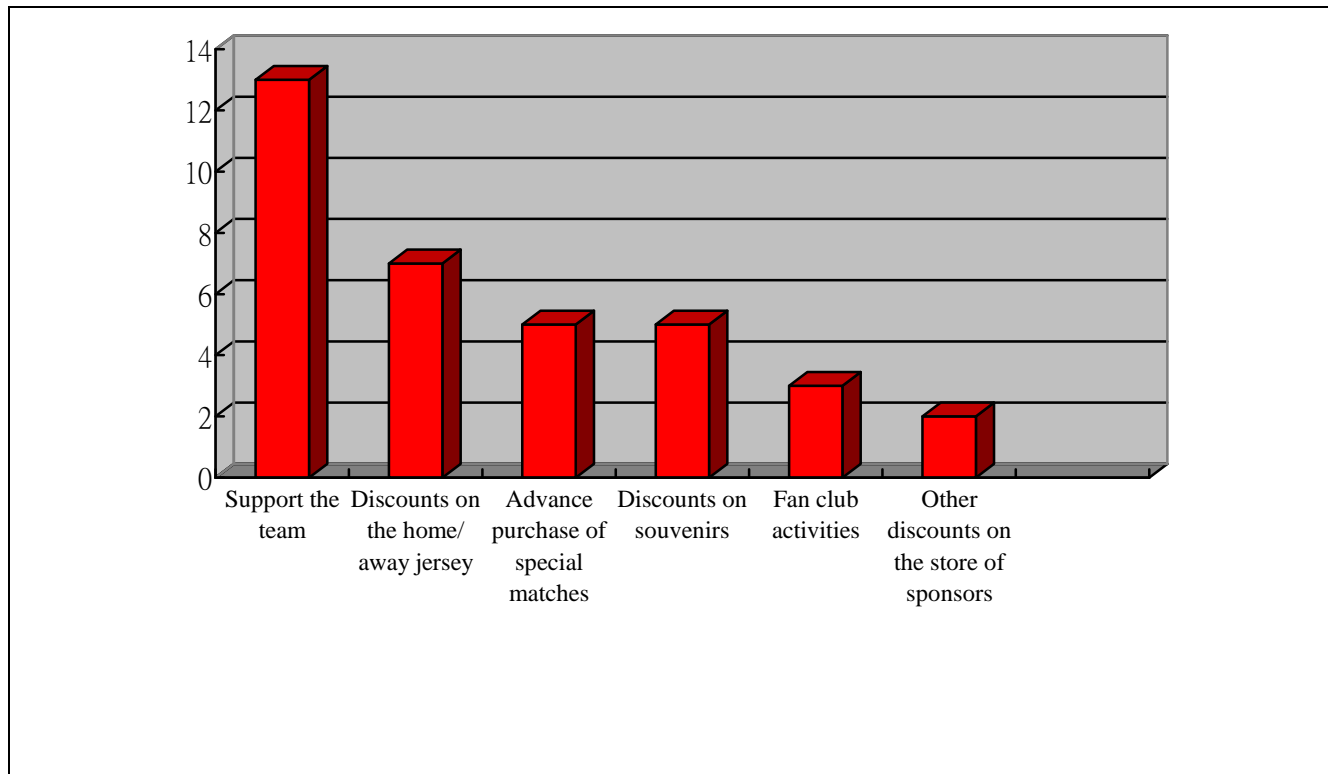
According to attendance figures of (HKFA, 2011), around 10,000 spectators attended the match between South China and Wofoo Tai Po on 29 January, 2011, following South China's signing of international stars, Nicky Butt and Mateja Kezman. This proves that a source of increasing motivation was the signing of international stars. Whereas, the same teams, on 16/1/ 2010, only attracted around 4,000 spectators .Also, "against main rivals" can be compared with other local matches, such as South China against Kitchee, on 11 December, 2010, which attracted more than 4,500 spectators, whereas, South China against Sun Hei, on 7 December 2010, only attracted 517 spectators.

On the other hand, this study found that South China provided discounts and benefits to join the membership of South China Football Fan Club, including discounts on home/ away jersey, fan club activities, advance purchase of tickets for special matches and so on

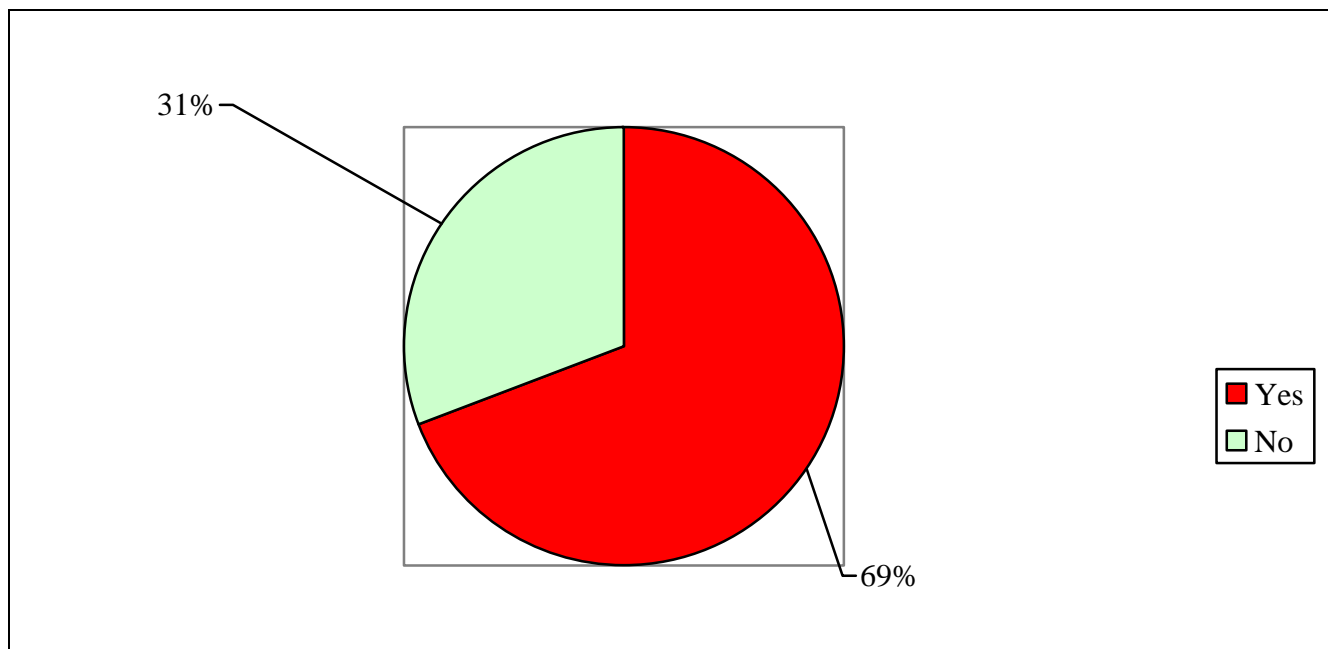
(Southchinaafc.com, 2010). These benefits also act as a consideration in marketing segmentation. (Shank, 1999) stated the usage of benefits segmentation is to meet or satisfy customer needs.

According to the results of the questionnaire, the most popular reasons for taking up membership (Table 11) is to “support the team” (13 items), “discounts on home/ away jersey” (7), and “advance purchase of special matches” and “discounts on souvenirs” (5 items each). Therefore, the majority of members of South China Football Fan Club (69%) have bought Fan Club souvenirs (Table 12 refers). The souvenirs of South China include T-shirts, home/away jerseys, mouse pads, Calbee X South China potato chips etc, (Southchinaafc.com, 2010). To consider fans’ loyalty of South China, 39% of fan club members believed that the most popular factor to increase fan loyalty of South China Football Club is “the history and tradition of the team”, “acceptance of the games” (23%), (Table 13 refers). These figures can be identified to match the literature review mentioned, the factors to create brand or fan loyalty, including entertainment value of athletics, the acceptance of the game, fans identify with players and the team, and the history and tradition of the team, (Shank, 1999).

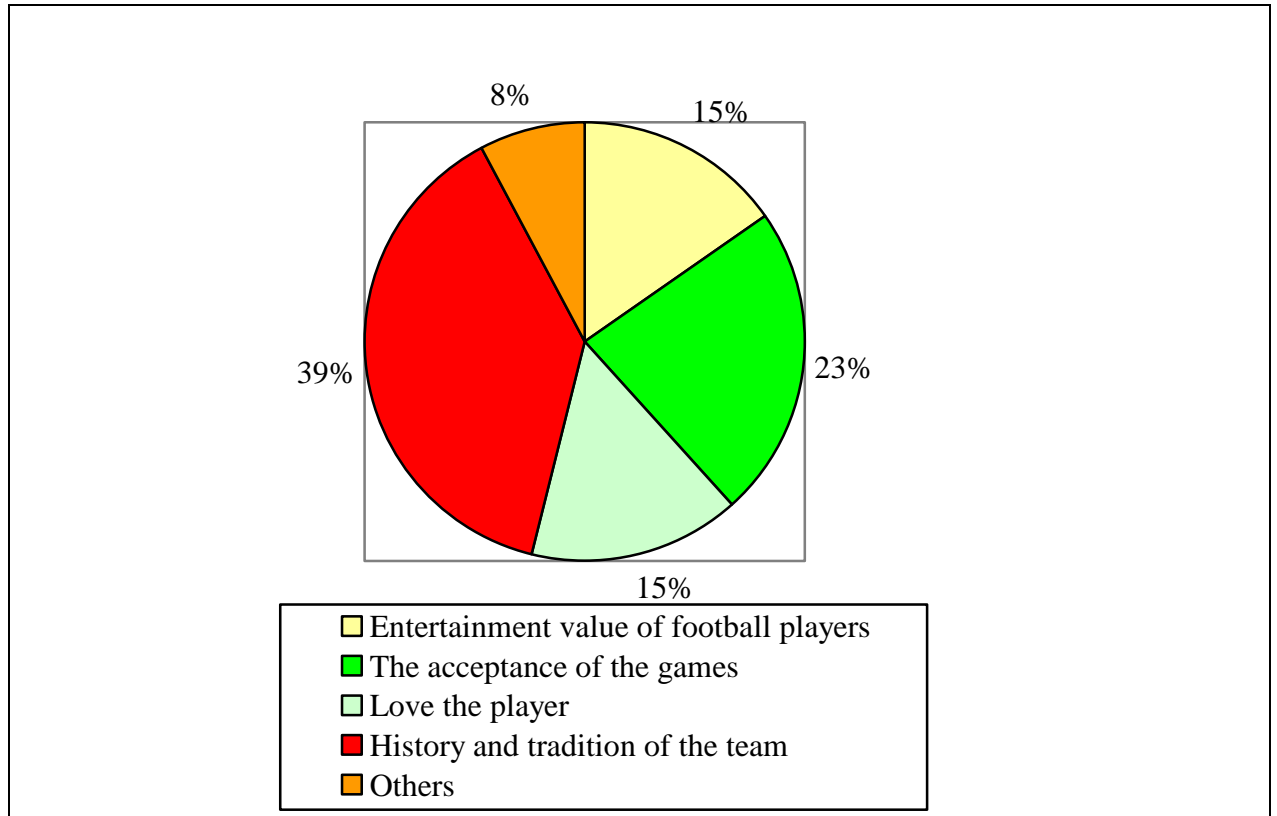
(Table 11: Q20 reasons for membership of SCFFC)



(Table 12: Q21 souvenirs of South China Football Fan Club)



(Table 13: Q22: fan loyalty of South China Football Club)



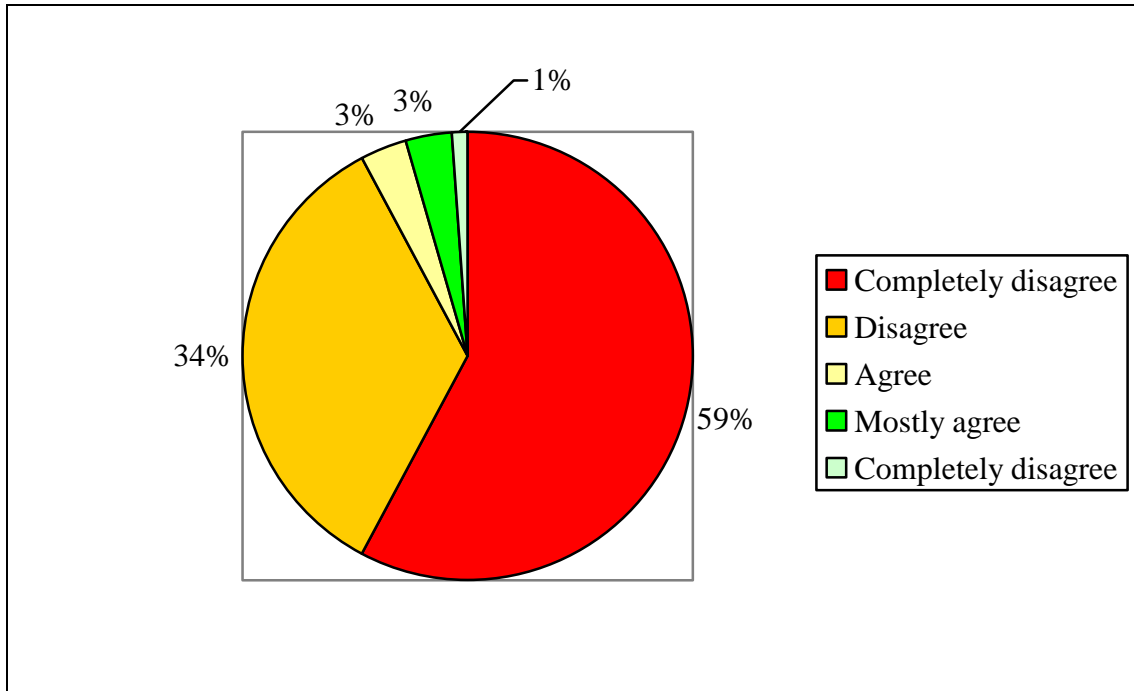
4.2.2 Promotion

The literature review mentioned involves all form of communication to consumers via one or a combination of promotion mix elements, including advertising, personal selling, sales promotion, public relation and sponsorship, (Shank, 1999). Table 14 shows that 58% of football fans completely disagreed “promotion activities for Hong Kong Football league teams are enough”, and 34% disagreed with this point. The research shows that the most popular way to get information about Hong Kong Football league teams is “online marketing tools (including blogs, Facebook, and websites)” with 82 items. This is followed by “sports news”, (77) and then “TV broadcasts”, (42) (Table 15 refers). At Table 16, 38% of

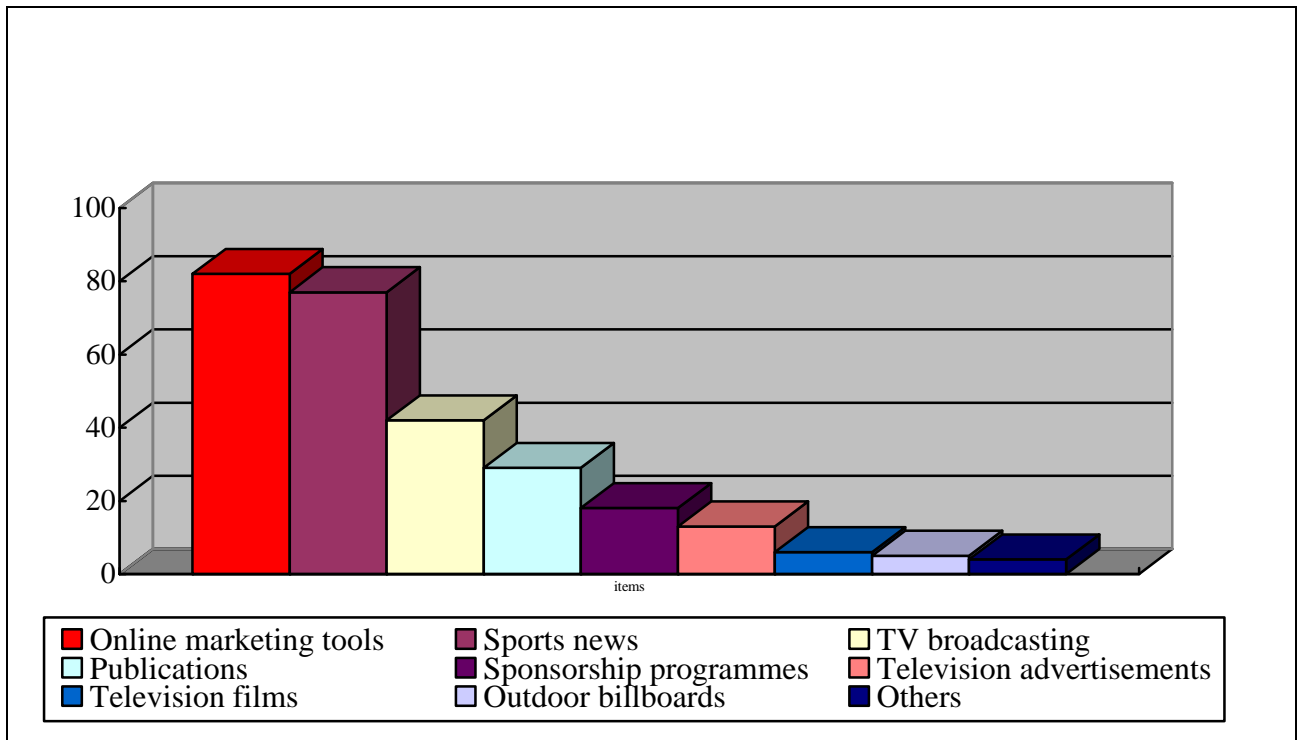
respondents believed that TV broadcasting is the most effective channel in increasing public awareness of Hong Kong Football league teams, with “online marketing tools” (24%) following and then “TV advertisements” (20%). From the research of websites to identify online marketing tools of South China, the following were found: 1) Blog, 2) iPhone Apps/ iPad/ ebook, 3) online-shopping, 4) website, 5) Youtube, Facebook and Twitter, and 6) group buying service, (Ng Bob Lam, 2010). Also, the hit rate of “Yahoo Blog” has shown that the South China’s blog has ranked as number two since March 2011, (hk.blog.yahoo.com, 2011). This seems to match the literature, which refers to reach ability in today’s environment, and therefore the Internet is suitable as a communication tool (Shank, 1999).

We can also see however, that 29 items obtained information about Hong Kong Football league teams from “publications”, 18 from “sponsorship activities”, and only 13 items on “TV advertising”. Sponsorship activities of South China can be classified into four: 1) title sponsorship, 2) celebrity endorsement/ athlete sponsorship, 3) in-kind sponsorship, and 4) cause-related sponsorship, (Ng, 2010).

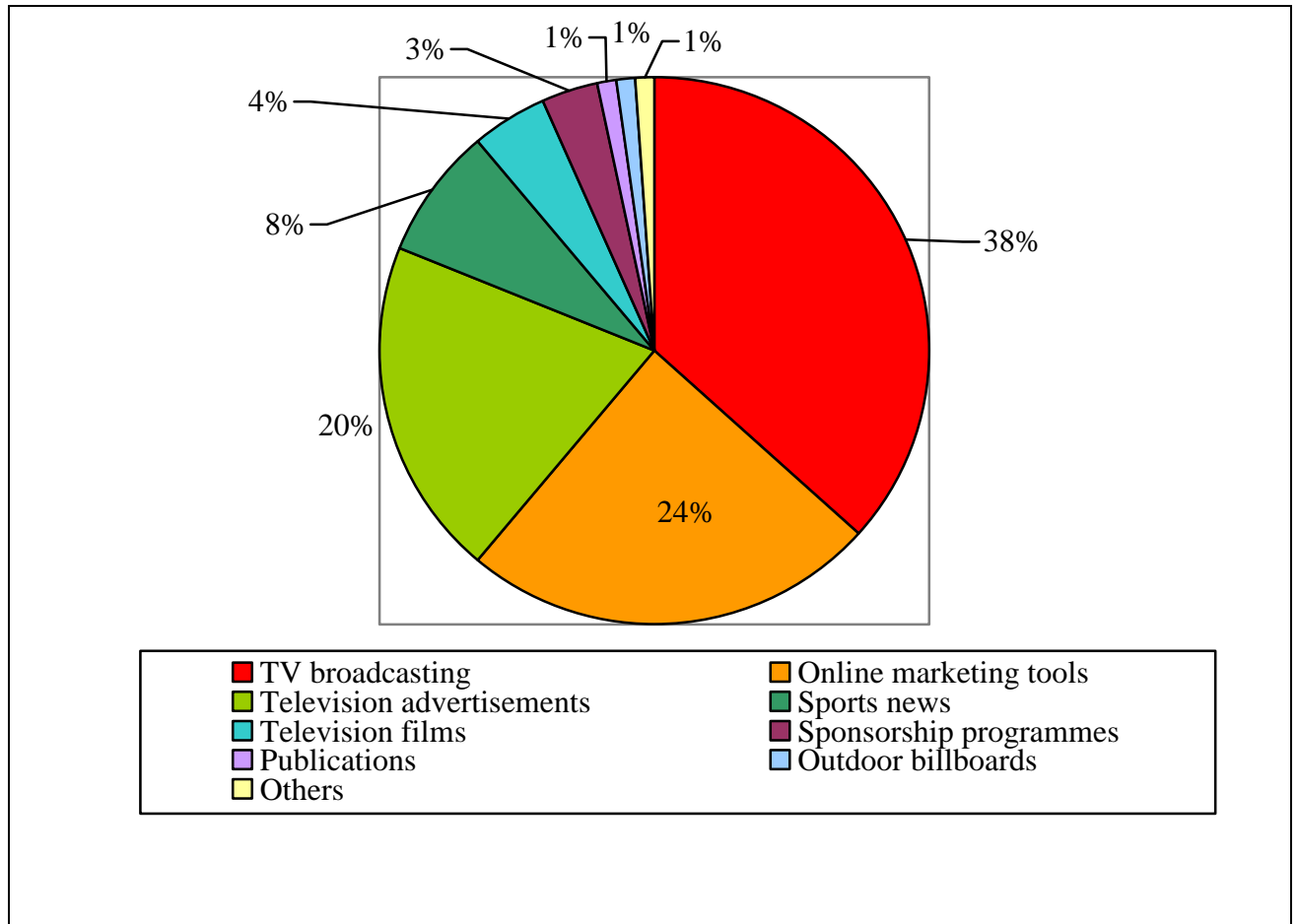
(Table 14:Q12 satisfaction with the provision of promotion activities)



(Table 15: Q14 ways of getting information about HK football league games)



(Table 16: Q15 effective channels)



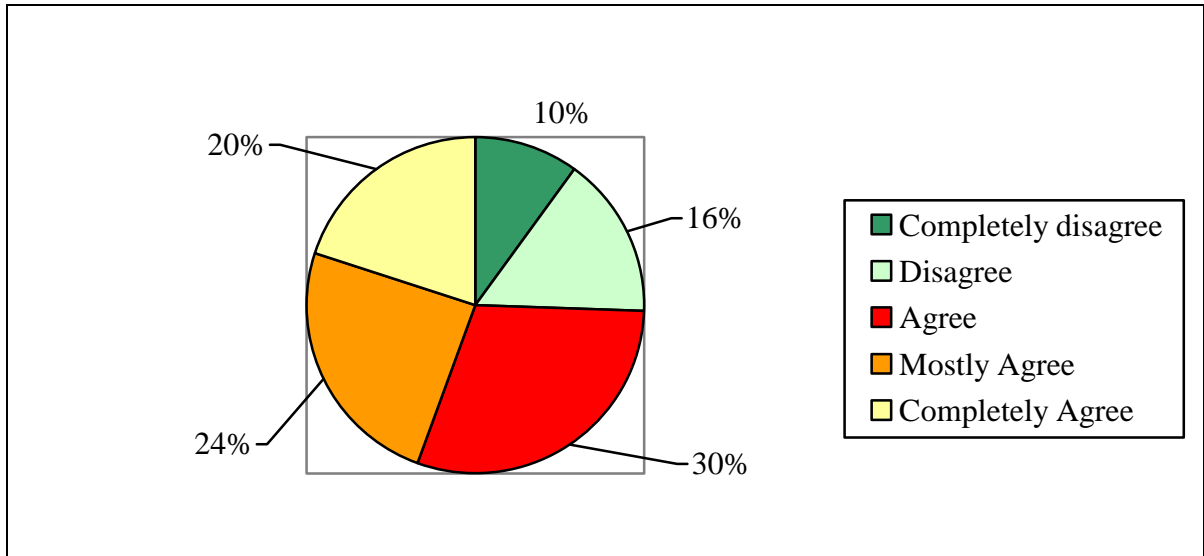
4.2.3 Price

According (Shank, 1999), “Price” is a statement of value for a sports product. (Masterman, 2010) also mentioned that price can be determined from target market requirements, commercial values and level and zones provided. Price also serves as a reference of customers’ behaviour from marketing segmentation, (Shank, 1999) described customers based on how much, how often the fans purchase to offer the greatest sales opportunities for the organization and understand different segments.

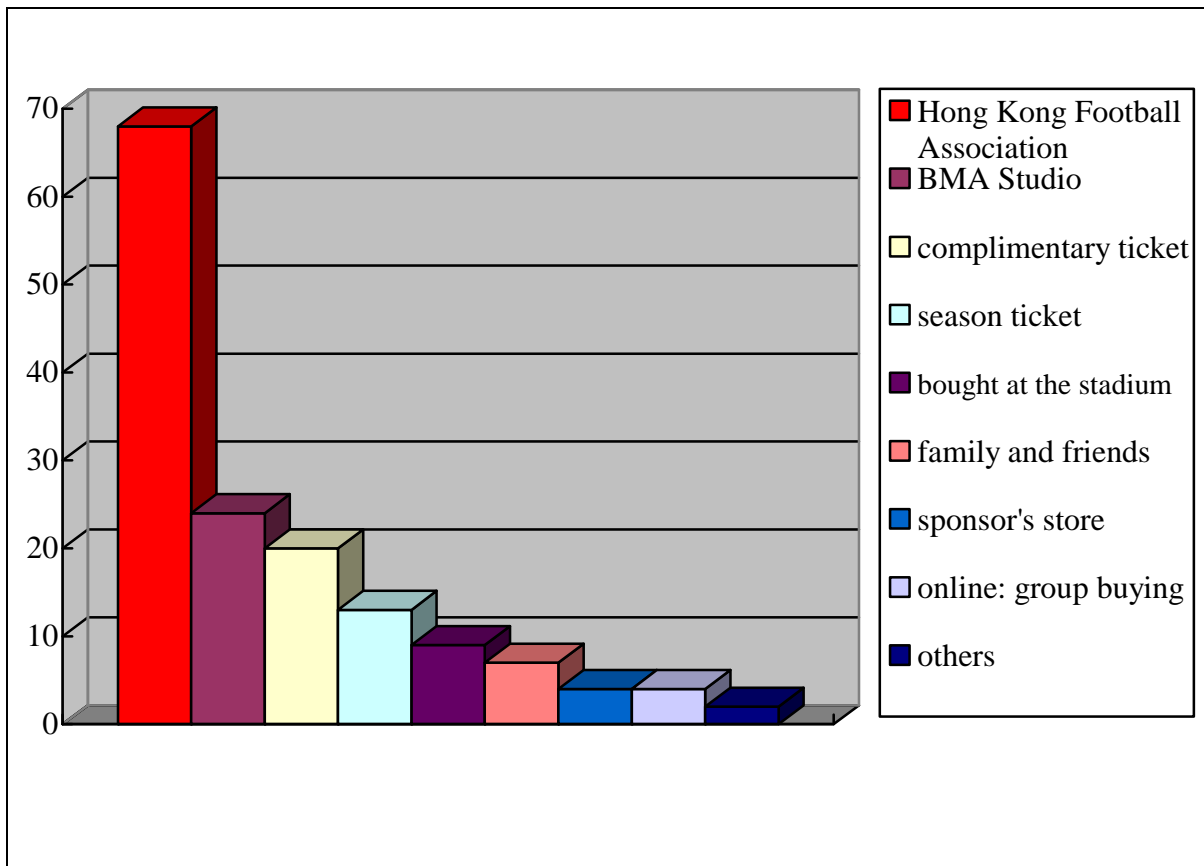
Information from Hong Kong Football Association reveals that tickets of the First Division League can be divided into two types: \$60 (full ticket), and \$20(for student and senior citizens). Tickets can be bought from HKFA, BMA Studio (just for South China matches), stadiums, sponsor stores, and other venues, (HKFA.com, 2011). Table 17 shows that 30% of

respondents agreed that selling venues for tickets can affect the motivation for attending Hong Kong football league games, and 24% mostly agreed with this view. In other words, the majority of football fans obtain tickets for games from stadiums (68 items), with HKFA following, (32 items), and then “complimentary ticket”, (24 items). This can be compared with the J League, where 42.4% of spectators were season ticket holders in 2009 (J-league.or.jp, 2010), whereas, the results of the questionnaire show that only 7 out of 151 items were season ticket holders. (Table 18 refers).

(Table 17: Q10 ticket selling venues affects the motivation for attending Hong Kong football league games)



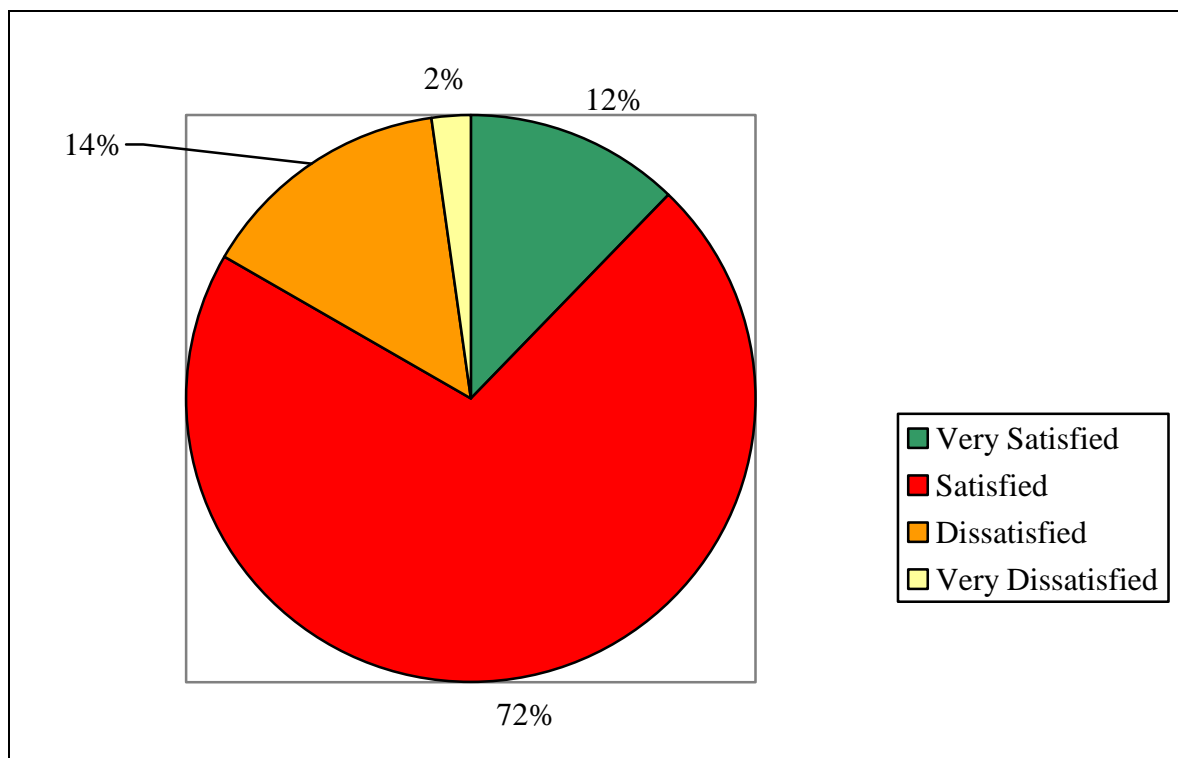
(Table 18: Q16 selling venues for attending Hong Kong football league games)



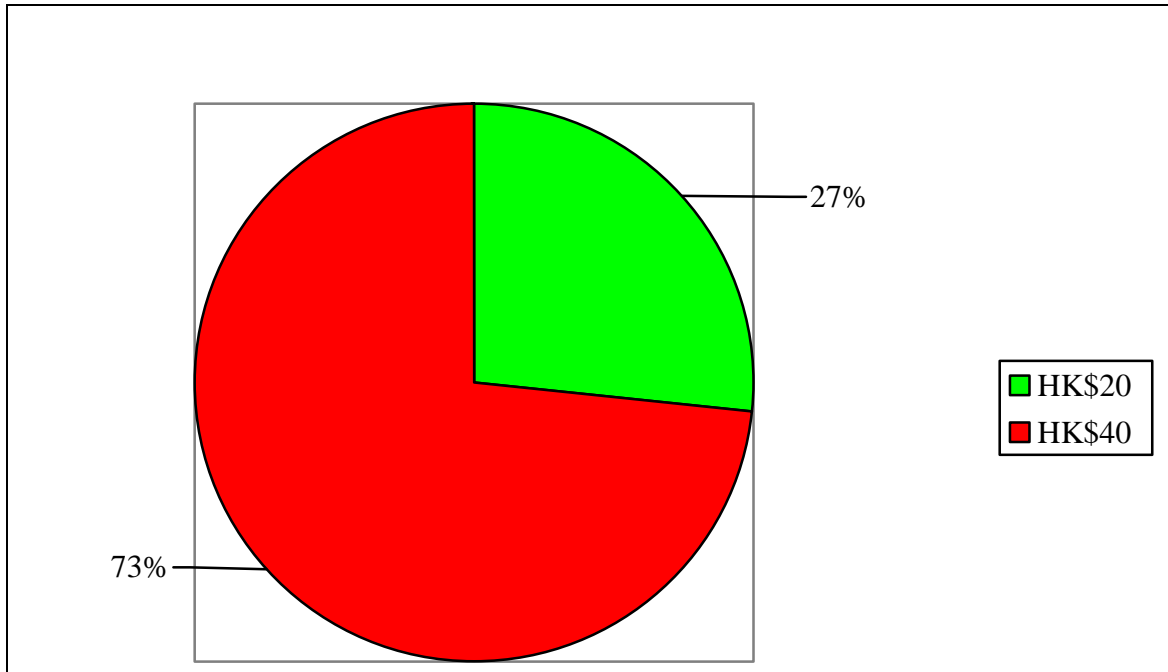
Further, 71% of respondents were very satisfied with ticket prices for Hong Kong football league teams, whereas, only 14% were dissatisfied (Table 19). The majority of the dissatisfied

with respondents (73%) spend \$40 on each game, and only 27% spend a lower price, \$20 (Refer to Table 20). Also, regarding the commercial value, level and zones of First Division League, there is no significant classification in the level and zones when considering price. HKFA offered a free seating service to fans, and only provided VIP seats and Suite Level to VIPs and other \$60 holders, (HKFA, 2011). The last question about price strategy; the price of merchandising, shows 36% of respondents agreed that the price of merchandise from Hong Kong Football league teams can affect the motivation for purchasing merchandise, and nearly, 30% mostly agreed with this view, refer to Table 21.

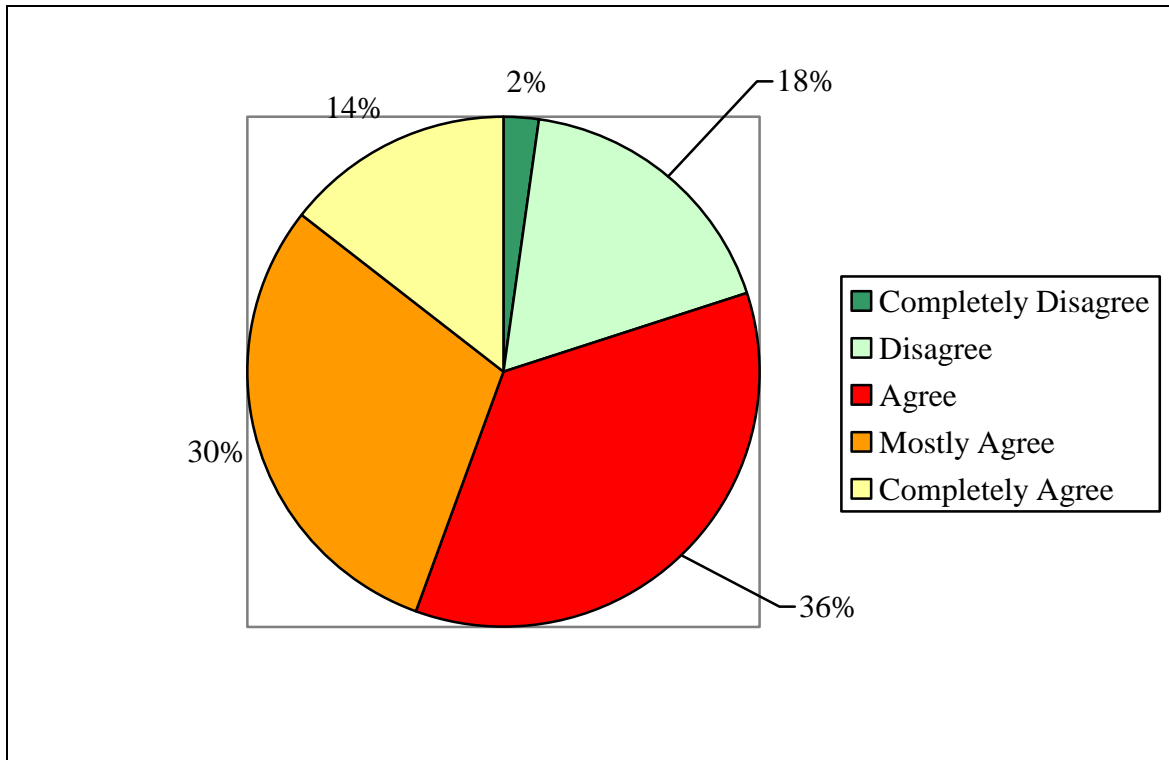
(Table 19: Q17 satisfaction with the prices of tickets for Hong Kong Football League teams)



(Table 20: Q18 amount spent on each game?)



(Table 21: Q11 the price of merchandise)



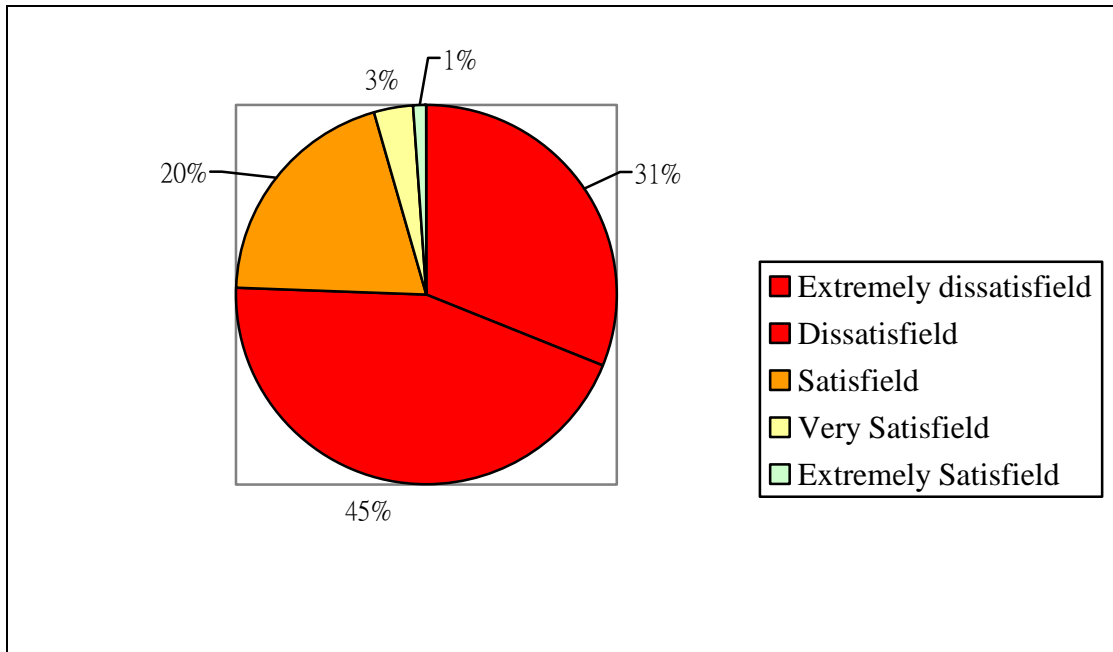
4.2.4 Place

Refer to the literature review of the “place” or “distribution channel”, according to (Masterman, 2010), not only includes distribution channels, such as ticket offices, but also includes the use of websites, ticket agencies and other media, such as broadcasting. (Shank, 1999) believed that the sports marketer must find out alternative ways to deliver this to a widespread audience. However, according to the result of the questionnaire, (Table 22), 45% of respondents were dissatisfied with the distribution channels for Hong Kong Football league teams, and around 30% are extremely dissatisfied. As mentioned before, 30% of respondents agreed that the selling venue for tickets can affect motivation for attending Hong Kong Football League games, and 24% mostly agreed with this view. Furthermore, the majority of

football fans obtained tickets for the games from stadiums (68 items), followed by HKFA, (32 items). This result shows that the place for selling tickets acts as an important role in sports marketing and increasing the motivation for attendance.

Further, 38% of respondents believed that TV broadcasting is the most effective channel in increasing public awareness of Hong Kong Football League teams. However, according to Television Broadcasts Limited (tvb.com, 2011), they only broadcasted 4-5 domestic football matches in one season, including the opening match of the First Division League, Football Association Cup, League Cup and Senior Cup.

(Table 22: Q13 satisfaction with the distribution channel)



5. Conclusion and Recommendations

This section will provide an overall conclusion of the evaluation and recommendations of the marketing strategy of South China Football Club based on the findings and analysis within this study.

5.1 Conclusions

This conclusion will be undertaken in two parts: 1) has achieved the objectives of this study, and 2) has made a final evaluation and identified the advantages and disadvantages of the marketing strategy of South China Football Club. First, the author can achieve the mentioned objectives, including 1) to review the sources that informs sports marketing, South China Football Club, and Hong Kong Football Industry, 2) to critically evaluate the marketing strategy of South China Football Club and 3) to recommend the best practices to inform the future marketing strategy for South China Football Club and Hong Kong football Industry. As this study used knowledgeable literature and theories around sports marketing which provided the learning platform to conduct the research, findings and evaluate the marketing strategy of South China.

In other words, I can make the final evaluation from 4Ps strategy of South China Football Club, including product, promotion, price and place. To conclude the product strategy of South China, the advantages and disadvantages can be identified as follows.

The advantages

- 1) The majority of fans show loyalty to a team through fan club,

membership benefits and the history and tradition of the team

- 2) Fans are satisfied with merchandise sales, and
- 3) Games enjoy high attendance when international stars play, when fans show loyal support to a team, and when games are against with main rivals, such as Kitchee.

However, the disadvantages

- 1) The community and grass roots participation is not sufficient
- 2) The team have not won international cup championships, such AFC Cup,
- 3) Their youth systems need to be improved, and
- 4) Their athleticism - their body co-ordination and agility needs improvement.

Furthermore, the promotion strategy of South China can be concluded as follows South China has done a good job using online marketing tools, and fans respond well; the rating of number two of the hit rate of Yahoo Blog since March, 2011. Fans mainly get club information from sports news and TV broadcasting. However, the fans believed that the promotion activities need to have some improvement as the majority were dissatisfied with provision of activities as evidenced by the conducted questionnaire. Regarding price, South China enjoys fans' satisfaction with match prices and merchandise. Nevertheless, distribution relies on stadiums, HKFA, and complimentary tickets. Finally, the majority of fans were dissatisfied with South China's distribution channels, as evidence by the small amount of TV broadcasting of domestic football matches by local TV broadcasts companies.

The author hopes that the above evaluation and examination of the marketing strategy of South China, can play an important part in a future career in sports event and marketing in future, and also can contribute to South China Football Club, BMA Sports Marketing Limited and the Hong Kong football industry.

5.2 Recommendations

The following serves to recommend about best practices for South China Football Club's and the Hong Kong football industry's future marketing strategy.

5.2.1 Product

The author believes this is the most important strategy to improve the brand name of South China Football Club in Hong Kong, in Asia and internationally. First, it is recommended to improve the community and grass roots participation of South China by:

- 1) Arranging and organizing more interest classes to youths who live in Wan Chai District
- 2) Cooperating with primary and secondary schools within Wan Chai District, which is relevant to the "rooting for the home team" from a geographic perspective
- 3) Building a "Southchinaland", like "Redsland" a team in the J League, Urawa Reds, which provide a venue for the local community and all who love sport, to foster the vitality of the region and its residents and build a rich local community and sporting culture, (Urawa-reds.co.jp, 2011)
- 4) Recruiting volunteers from community organizations to participate in football matches, such as from the tertiary schools which offer courses in sports or leisure management.

Second, South China needs to improve their facilities at their home stadium and upgrade the training ground. This will not only improve their performance, but also can improve the atmosphere, as per, (Richelieu and Desbordes, 2009). The stadium is as an important asset of

a football club, with intangible benefits including the emotions fans experience at the stadium and the sense of belonging to the team. For example, providing mini games (such as shooting games) for the audience can increase the atmosphere of South China games. Further the entertainment value of South China players can be increased by building their public exposure. For example, a boy band, Red Force, grouped from South China players could be a good start (see Appendix 2). Finally, it is necessary to invite more international stars to join the team as it not only upgrades the performance of South China, but also increases the awareness of this team.

5.2.2 Promotion, Place and Price

The author suggests that it is necessary to continue online marketing to promote South China. However, it is recommended to establish an English website to let more fans from around the world learn about the team.

In addition, South China Football Club needs to increase its distribution channels, including tickets agencies, media, broadcasting and so on to reach a wider audience and make it more convenient for people to attend games. Regarding the price of matches and merchandise, it is suggested to maintain the current price, as fans are largely satisfied with this. The last recommendation regarding price for South China is for them to provide some discounted tickets for the low-income families so as to foster community spirit and increase the corporate social responsibility of South China.

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7. Appendices

The appendices consist of:

- 1) The sample of questionnaire
- 2) Chit Chat Daily Plus of South China Football Club

Appendices One (The Sample of questionnaire)

Hello! I am a student from BSc (Hons) in Events and Leisure Management in Sheffield Hallam University, UK, this questionnaire are presented to examine the marketing strategy of South China Football Club, your opinion and participation will assist me to examine this facet deeply. All of your information collected is for research purposes only and will be kept confidential.

If you have any enquires of this questionnaire or examination, please feel free to contact me by email: kenkashing@yahoo.com.hk. Thank you for your support!

您好！我是英國謝菲爾德哈蘭康體文娛及項目管理（榮譽）理學士學位的學生，這份問卷將研究南華足球隊的市場策略，您的意見和參與可令我更深刻了解這方面的研究。所有收集的信息僅用於研究目的，將被保密。

如果您在答題時遇到任何問題或者關於此項研究的任何問題，歡迎電郵至 kenkashing@yahoo.com.hk 與本人聯絡。

謝謝您的支持！

Part A

1. Are you a fan of any Hong Kong Football teams?
Yes/ No (if no, it is no need to answer the following questions)
你是任何香港足球球隊的球迷嗎？是／否 （若否，你將不需要作答以下問題）
2. Are you a fan of any of the below teams?(can choose more than 1)
South China/ Kitchee/ TSW Pegasus/ Citizen/ Fourway Rangers/
Wofoo Tai Po/Sun Hei/Tuen Mun/ Tai Chung/ Hong Kong Football Club/
No
你是以下球會的球迷嗎？（可選多一項）南華／傑志／天水圍飛馬／公民／四海流浪
／新界地產和富大埔／晨曦／屯門／大中／香港足球會／否
3. Have you attended Hong Kong Football League game? (include all division)
Yes/ No (if no, please go to please go to answer question 5)
你曾入場觀看香港足球聯賽嗎？(包括所有組別賽事) 是／否

4. How often do you attend Hong Kong Football League? (a year)
1-2 times/ 3-5times/ 6-8 times/ 9-11 times/ 12 times or above

你入場觀看香港足球聯賽的次數？（一年計）1 – 2次／3 – 5次／6 – 8次／9 – 11次／12次或以上

5. Are you a member of South China Football Fan Club? Yes/No
(If yes, please answer part b, part c and part d)

(If no, please answer part b and part d only)

你是南華足球球迷會的會員嗎？ 是／否

（若是，請答 part B , part C, part D 及 part E）

（若否，請只答 part B , part C 及 part E）

Part B (1 is completely disagree, 2 is disagree, 3 is agree, 4 is mostly agree, 5 is completely agree) (1 為非常不同意，2 為不同意，3 為同意，4 為非常同意，5 為極同意)

6. Team performance can affect your motivation for attending Hong Kong Football League game?
1/ 2/ 3/ 4 /5

球隊表現會影響你觀看香港足球聯賽的意欲嗎？

7. The community and grass root participation from Hong Kong Football League teams are enough?
1/ 2/ 3/ 4 /5

香港足球聯賽球隊在社區及草根的參與是足夠嗎？

8. The fan club from Hong Kong Football League teams can create fans loyalty?
1/ 2/ 3/ 4 /5

香港足球聯賽的球迷會能增加球迷的忠心度嗎？

9. The fan club or club merchandise from Hong Kong Football League teams can increase your satisfaction for attending the matches?
1/ 2/ 3/ 4 /5

香港足球聯賽的球迷會或球會商品能增加你入場觀看賽事的滿意程度嗎？

10. The selling venue of ticket can affect your motivation for attending Hong Kong Football League game?
1/ 2/ 3/ 4 /5

香港足球聯賽球會的銷售地點會影響你觀看香港足球聯賽的意欲嗎？

11. The price of merchandise from Hong Kong Football League teams can affect your motivation for purchasing merchandise?

1/ 2/ 3/ 4/ 5

香港足球聯賽球會的商品價錢會影響你購買球會商品的意欲嗎？

12. Promotion activities from Hong Kong Football League teams are enough?

1/ 2/ 3/ 4/ 5

香港足球聯賽球會的宣傳活動是足夠嗎？

13. Are you satisfied with the distribution channels from Hong Kong Football League teams?

1/ 2/ 3/ 4/ 5

你滿意香港足球聯賽球會的銷售渠道嗎？

Part D

14. How do you get the information of Hong Kong Football League teams? (can choose more than

1)

- A. Online marketing tools (include blogs, facebook, website)
- B. Television film
- C. Television advertisements
- D. Sponsorship programs (e.g. Adidas, Nike)
- E. Publications
- F. Outdoor billboard
- G. Sports news
- H. TV broadcasting
- I. Others: _____

你是怎樣得到香港足球聯賽球會的資料？

網上市場工具（包括博客, facebook, 網站）／電視電影／電視廣告／贊助活動（如 Adidas, Nike）／出版物／室外廣告版／體育新聞／電視直播／其他

（可選多一項）

15. Which channel is the most effective in increasing public awareness of Hong Kong Football League teams?

- A. Online marketing tools (include blogs, facebook, website)
- B. Television film
- C. Television advertisements
- D. Sponsorship programs (e.g. Adidas, Nike)
- E. Publications
- F. Outdoor billboard
- G. Sports news
- H. TV broadcasting
- I. Others: _____

那個渠道是最有效能增加香港足球聯賽球會的公眾知名度

網上市場工具（包括博客, facebook, 網站）／電視電影／電視廣告／贊助活動（如 Adidas, Nike）／出版物／室外廣告版／體育新聞／電視直播／其他

16. How did you get your ticket for the games of Hong Kong Football League teams? (Can choose more than 1)

Hong Kong Football Association/ bma studio/ complimentary ticket/ season ticket/ bought at the stadium/ family and friends/ store of sponsors/ online: group buying/ others: _____

你是怎樣得到香港足球聯賽球會的門票？香港足球總會／bma 博美 studio／贈／季票／球場／家人及朋友／贊助商的店舖／網上購票：如網上團購／其他 （可選多一項）

17. Are you satisfied with the prices of the ticket of Hong Kong Football League teams?

Very Satisfied/ Satisfied/ / Dissatisfied /Very Dissatisfied

(If no, please go to question 18)

你滿意香港足球聯賽球會的門票收費嗎？非常滿意／滿意／不滿意／非常不滿意（如不滿意／非常不滿意，請答 19）

18. How much do you prefer to spend on each game of Hong Kong Football League teams?

\$20/ \$40/ \$60/ \$80/ \$80 or above

你會付款多少在每場香港足球聯賽球會的賽事？\$20/ \$40/ \$60/ \$80/ \$80 或以上

19. How can increase your motivation for attending the matches of Hong Kong Football League teams? (Can choose more than 1)

- High grade in league standing
- Purchase international stars
- To support the player
- To support the team
- Like watching football matches
- As a leisure activity
- With family or friends
- Near my home
- Against with main rivals

怎樣能增加你入場觀看香港足球聯賽球會賽事的意欲？

聯賽排名高／收購國際級球員／支持個別球員／支持個別球隊／喜愛觀看足球賽／是休閒活動／朋友及家人／鄰近家居／對主要對手 （可選多一項）

Part E

20. What is/ are your reason(s) for joining the membership of South China Football Fan Club?

(Can choose more than 1)

- Discounts on the home/ away jersey
- Fan club activities
- Advance purchase of special matches

- Discounts on souvenirs
- Support the team
- Other discounts on the store of sponsors

什麼原因令你加入南華足球球迷會？

主客球衣優惠／球迷會活動／優先訂購特別賽事／紀念品優惠／支持球隊／其他贊助商優惠 (可選多一項)

21. Have you bought any Fan Club souvenirs of South China Football Fan Club?

Yes/ No

你會購買南華足球球迷會的紀念品嗎？是／否

22. Which factors can create the most fan loyalty of South China Football Club?

- Entertainment value of football players
- The acceptance of the games
- Love the player
- History and tradition of the team
- Others: _____

那一項因素最能增加南華足球隊的球迷忠誠度？

足球員的娛樂價值／賽事的接受程度／喜愛個別球員／球會的傳統及歷史／其他

Part E

23. Gender

Male / Female

性別 男／女

24. Age

18-25/ 26-35/ 36-45/ 46-55/ 56-65/ 65 or above

年齡 18-25/ 26-35/ 36-45/ 46-55/ 56-65/ 65 或以上

Appendices Two (Chit Chat Daily Plus of South China Football Club)

bma

REDFORCE 紅色力量



梁偉軒

陳肇麒

文彼得

李威廉

郭建邦

EP收錄電台熱播歌曲
《慧男》、《羅賓》

其他歌曲：
《We are the Best》
《正選》
《南華歌》
《擁南臺之歌》 主唱：大AL

EP即日上市



所有收益，不扣除任何成本，
全數撥捐「保良局足球發展基金」

RED FORCE

南華足球隊五位球員組成的 Red Force (紅色力量)，成員包括：陳肇麒、李威廉、文彼得、郭建邦及梁仲軒。今次 Red Force 推出慈善唱片，藉歌曲宣揚足球運動的健康訊息，推動本地足球發展；更將所有售賣唱片的收入，全數不扣除任何開支，撥捐「保良局足球發展基金」。此足球發展基金全力支持香港足球，希望足球運動於充裕資金及配套下全面發展，例如撥款興建訓練場地、提供專業訓練，讓年青球員接受專業培訓，同時提升香港足球水平，為香港球壇帶來新希望，邁向國際。



出碟推動本地足球

踏入錄音室，五位球員都非常緊張，但他們知道是次灌錄唱片，目的為「保良局足球發展基金」籌募經費，立即接受此挑戰。金牌中鋒陳肇麒表示：「今次能夠為香港足球出一分力，十分榮幸。平日踢球比賽，披荊斬棘，絕對困難。但今次唱歌，我們仍是初哥，不過，我們五位都很有信心，會越唱越好，希望今次球迷踴躍支持，我們可以繼續再出碟，再籌募更多經費去支持香港足球發展。」

與周國賢合唱南華歌

事實證明，五位大男孩聽時球場，球場以外，於錄音室內同樣合拍。

Red Force 初試啼聲，錄製多首歌曲，包括叱咤樂壇流行榜的熱爆歌曲《體男》、勵志歌曲《離賽》、擁有八級鋼琴造詣的梁仲軒獨唱的《正選》，更特別收錄三代南華打氣歌曲——與周國賢合唱的新一代南華歌《We are the BEST》、V仔版本的《南華歌》，以及由大AL 重新主唱的經典南華打氣歌《擁南華之歌》。

Red Force CD

售價 \$50 / 隻
* 球賽當日現場投票籌義賣，所有售賣唱片的收入，全數不扣除任何開支，撥捐「保良局足球發展基金」。



福袋大放送

南華球迷會特別為球迷預備的新年福袋，內裡滿載各式各樣的精美禮品，包括南華球衣、南華打氣毛巾、adidas 購物優惠券、SHISEIDO MEN 男士護膚套裝、Panasonic 利是封、霸王洗頭沐浴套裝、寶礦力 Jelly Lens、美心杏仁佬等等，以及更多意想不到的驚喜，均會隨機放於福袋內。

南華 一遇強越強!



2008年3月9日
南華 2:2 洛杉磯銀河 (美國)
(十二碼 5:4, 總比數 7:6)



2008年5月22日
南華 2:1 祖雲達斯 (意大利)



2009年8月2日
南華 2:0 熱刺 (英格蘭)



2009年9月30日
南華 1:0 尼夫治 (烏茲別克)
(亞協盃八強第二回合)



2009年10月21日
南華 0:1 科威特SC (科威特)
(亞協盃四強第二回合)