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*Oleksandr Onopko, Svitlana Polkovnychenko, Mykhailo Khomienok***IMPLEMENTATION OF THE MARKETING COMPLEX
IN THE FOOTBALL CLUB***Олександр Онопко, Світлана Полковниченко, Михайло Хоменок***РЕАЛІЗАЦІЯ КОМПЛЕКСУ МАРКЕТИНГУ У ФУТБОЛЬНОМУ КЛУБІ***Александр Онопко, Светлана Полковниченко, Михаил Хоменок***РЕАЛИЗАЦИЯ КОМПЛЕКСА МАРКЕТИНГА В ФУТБОЛЬНОМ КЛУБЕ**

The article adapts the marketing complex (product, price, place, promotion, people, process) to the football club. The components of the marketing mix of Football Club "Desna" are evaluated. Communications (online and offline) of FC "Desna" are studied. In order to make effective decisions regarding the use of the marketing complex in the activities of Football Club "Desna" SWOT-analysis is conducted. The main directions of improvement of realization of the marketing complex of FC "Desna" are generalized and substantiated. It is proposed to plan communications complex through annual compilation of a media plan developed on the basis of the SMM-strategy of the club.

Keywords: football club "Desna"; marketing of football club; marketing complex; product; price; place; promotion; people; process.

Table: 5. References: 16.

У статті здійснено адаптацію комплексу маркетингу (product, price, place, promotion, people, process) до футбольного клубу. Проведено оцінювання компонентів маркетинг-міксу футбольного клубу «Десна». Досліджено комунікації (онлайн та офлайн) ФК «Десна». З метою прийняття ефективних рішень щодо використання комплексу маркетингу в діяльності футбольного клубу «Десна» проведено SWOT-аналіз. Узагальнено та обґрунтовано основні напрямки вдосконалення реалізації комплексу маркетингу ФК «Десна». Запропоновано планувати комплекс комунікацій шляхом щорічного складання медіа-плану, розробленого на основі SMM-стратегії клубу.

Ключові слова: футбольний клуб «Десна»; маркетинг футбольного клубу; комплекс маркетингу; товар; ціна; місце; просування; люди; процес.

Табл.: 5. Бібл.: 16.

В статье осуществлено адаптацию комплекса маркетинга (product, price, place, promotion, People, process) в футбольный клуб. Проведена оценка компонентов маркетинг-микса футбольного клуба «Десна». Исследованы коммуникации (онлайн и офлайн) ФК «Десна». С целью принятия эффективных решений по использованию комплекса маркетинга в деятельности футбольного клуба «Десна» проведен SWOT-анализ. Обобщены и обоснованы основные направления совершенствования реализации комплекса маркетинга ФК «Десна». Предложено планировать комплекс коммуникаций путем ежегодного составления медиа-плана, разработанного на основе SMM-стратегии клуба.

Ключевые слова: футбольный клуб «Десна», маркетинг футбольного клуба, комплекс маркетинга, товар, цена, место, продвижение, люди, процесс.

Табл.: 5. Библ.: 16.

JEL Classification: M31

Target setting. The largest and most popular sport in the world is football, which today has become a lucrative area of investment and high profit gains. With rapid development of scientific and technological progress and intensification of competition, those football clubs that clearly focus on the needs of potential consumers and use various tools of the marketing complex in their activity are successfully developing.

As FC "Desna" (Chernihiv) makes its first appearance in Ukrainian Premier League (and within a very short time became a worthy contender for its grands) and the problem of marketing orientation of its activity is currently of decent relevance, we have chosen this football club for the research.

Actual scientific researches and issues analysis. The theoretical experience of scientists on the application and adaptation of the marketing complex in the activities of sports organizations is still in inception. It is possible to distinguish only some works, in particular, by L. Kozyn [2], S. Lysenchuk [3], M. Masliukivskiy [4; 5], O. Teletov [14]. In particular, in the article by L. Kozyn, the model of formation of loyal behavior of the consumer of a sports product is developed; directions of marketing measures aimed at implementation of this model are proposed. In the article by S. Lysenchuk, marketing system in professional football is modeled; marketing activity of the organizers of football competitions, as well as marketing

ГАЛУЗЕВИЙ АСПЕКТ РОЗВИТКУ НАЦІОНАЛЬНОГО ГОСПОДАРСТВА

activity of professional football clubs are analyzed. In the works by M. Masliukivskiyi the essence and role of marketing activities in functioning of the football club are highlighted; their components and functions, methods and tools are analyzed; ways to promote the football brand are revealed. In the work by O. Teletov the need to strengthen the use of the concept of marketing in organization of activities of football clubs is substantiated; it is proved that Ukrainian football clubs should make more effective use of modern marketing tools: conducting research, improving pricing policy, improving branding process and complex of communication measures and distribution channels.

Uninvestigated parts of general matters defining. At the same time, insufficient attention is paid to the study of marketing activities of professional football clubs in domestic scientific researches. Among the issues that need further research, we can highlight the problems of adapting the marketing complex to sports.

The research objective. The purpose of the article is to study the peculiarities of implementation of the marketing complex in the activities of Football Club “Desna” and substantiate the ways to improve its use.

The statement of basic materials. Based on the study of scientific researches on marketing in football, we have determined that football marketing is any activity to create a product, its promotion and sale, related to sporting events and their participants. This activity, as well as marketing in general, cannot do without the marketing complex, which in scientific works is understood as “a set of marketing tools and methods used by an enterprise to achieve its market goals” [8, p. 20], namely – 4P (product, price, place, promotion). At the same time, it is worth agreeing with M. Sheremetyev [11] that for marketing in sports the most optimal model is 6P, which, in addition to the listed elements, includes people and process.

The main components of the marketing complex in relation to the football club are shown in table 1.

Table 1

Adaptation of the marketing complex to a football club

Components of the marketing complex	The essence of the components of the marketing complex	The main features of the components of the marketing complex
1	2	3
Product	product policy of a football club that is associated with planning and implementation of measures forming competitive advantage and creation of such characteristics for own product that provide constant demand for it and allow to satisfy customer needs and earn profit	The main product of a football club is a sporting event. As a sporting event is not itself material, a club makes its sales through tickets, season tickets, club cards, broadcast rights and sponsorship packages. Additional products include: football club accessories, souvenirs, prints.
Price	a club's pricing policy, which is a set of pricing measures and should comply with such principles as: stability; relevance to the target audience; adjustments before the new season based on past results	Sports clubs that have a strong brand image can set higher prices for their products and services.
Place	a club's distribution policy aimed at developing systems and channels of sales of tickets (stadium ticket offices, club website, electronic sales system), club attributes and souvenirs (pre-game club tent system, branded sections in shopping centers, club shops, club website, sports bars)	The location factor affects delivery of goods to the consumer and, accordingly, convenience of purchase and consumption.

ГАЛУЗЕВИЙ АСПЕКТ РОЗВИТКУ НАЦІОНАЛЬНОГО ГОСПОДАРСТВА

The end of the table 1

1	2	3
Promotion	a club's communication policy that provides information to existing and potential fans, sponsors, the media in order to promote a sporting event and create positive image of the club.	The complex of marketing communications includes: advertising (media, television, radio, outdoor, print, online advertising); direct marketing (telemarketing, e-mail, sms); PR (press conferences, briefings, community service); sales promotion (discounts, bonuses, promotions, competitions, sweepstakes)
People	these are staff of a football club who provide the service directly; staff to assist them; customers who consume the product; other customers affecting consumption conditions.	The marketing element that is of particular importance in service industry where production is inseparable from consumption. According to the concept of marketing, the end consumer is recognized as the central subject of marketing relations and actions.
Process	is the path the service provided to the consumer passes. First of all, these are the production processes associated with provision of the service. This is the buyer's activity of choosing a product or service.	Delivery of service to the consumer requires a certain sequence of actions.

Source: compiled by the authors based on the data [4; 5; 6; 9; 10; 12; 13; 16].

In our opinion, the main task of the marketing complex of a football club is to ensure its sustainable competitive advantages, as well as the sports goods related to it, in the sports industry market.

“Desna” is Ukrainian professional football club from Chernihiv, having a 60-year history, which is playing in Ukrainian Premier League this season and offers customers its main product - a football match. We conducted analysis of the marketing complex of FC “Desna”, the results of which are systematized and presented in table 2.

Table 2

Sports marketing complex of FC “Desna”

Sports marketing complex components	Features for FC “Desna”
Product	The main product is a football match, related products are souvenirs, clothing and other accessories with club image.
Price	The club has flexible pricing policy, season tickets are used.
Place	The home games are held at Yuri Gagarin Stadium in Chernihiv (the official name is SE “Olympic Training and Sports Center “Chernihiv”), which meets the average standards. Related products are sold only during the match.
Promotion	External advertisement placing in the form of posters with match announcements; informing the media about the club's activities; distribution of press releases and photo materials, conferences and presentations; distribution of information materials; communication at fan forums; maintaining loyalty; sale of season tickets and souvenirs; discount programs; initiation of interviews and articles about the club: its history, players, coaches, executive staff, sponsors, etc.; development and training of players as “stars” of interest to the mass media; holding entertainment events at the stadium with live music, competitions, prizes among fans before each home match of the club and during the break.
People	Work with fans is done through a fan club, the Internet, social networks. Work with other categories of viewers is done through media, website, social networks. The main sponsors and partners of the club are: PariMatch, Nike, Sportarena.com, Чeline web portal, website “EaC: events and comments”, Chernihiv city council, Chernihiv regional council, Desna Aqua Sport swimming and health complex, etc.
Process	Not all stages of the client's path can be traced to use sports marketing complex

Source: created by the authors.

ГАЛУЗЕВИЙ АСПЕКТ РОЗВИТКУ НАЦІОНАЛЬНОГО ГОСПОДАРСТВА

Here are some explanations for Table 2. A football match as a product of a club is, above all, an emotion. The better a team is, the more people watch it and attend its matches. After 23 matches FC “Desna” ranks fourth in Ukrainian Championship and shows a decent game. On average, 3545 people came to the “Desna” match in the 2019-2020 season. This is by 24.3 % more compared to the previous season of 2018-2019, when an average of 2852 people came to the team’s match [15]. The average attendance of home matches is slightly higher – 3920 people, which makes it possible to fill the stadium of 12060 spectators capacity by only 32.5%. Compared to the previous season, the attendance of home games increased by 20%. “Desna” ranks fourth in the Premier League teams in terms of attendance of all matches and fifth of home matches [15].

In addition to emotions, FC “Desna”, like any other club, sells products with club symbols: T-shirts, magnets, key chains, cups, caps, football roses (scarves), etc. One can buy these attributes either at the club’s website or directly at the stadium on match days in special tents [9].

Club ticket prices are moderate (the average cost of tickets for home matches is UAH 60) and can only increase for important, star-studded matches against other popular clubs (average ticket price for attending matches with “Dynamo” (Kyiv), “Shakhtar” (Donetsk) or “Zorya” can reach UAH 100, since such matches always sell out) [9].

The pricing policy of club attributes is quite affordable for consumers. Prices are kept at the level of similar products without club symbols, which becomes a significant competitive advantage, because in most cases consumers have to overpay for the brand or logo. All products are branded and bear the club logo [9].

The main place of contact of Football Club “Desna” with its customers is Yuri Gagarin Stadium, which is located near the City Park of Culture and Recreation. However, the club uses other venues, including the HOLLYWOOD shopping center, to communicate with the fans.

All communications of FC “Desna” can be divided into online and offline (Table 3).

Table 3

Communication channels of FC “Desna”

Online	Offline
The website of the football club (http://www.desna.football/), which contains a large number of sections and useful information for visitors (upcoming matches, news, club shop and standings), as well as links to all the social networks of the club.	Print media.
Communication through messengers (Telegram, Facebook, Instagram, Viber).	Advertising in route taxis, on boards along the football field during official matches, on uniform of football club players.
Internet media.	Articles in the media.
Facebook page, Instagram page (providing information on team, players, staff, sports and other club life news).	Participation in television broadcasts (both on national channels and on the regional channel “Dytynets”).
YouTube channel.	Distribution of handouts
Signing contracts with “Football 1” / “Football 2” – “Media Group Ukraine”.	Participation in social events and support of young players.

Source: created by the authors.

FC “Desna” has certain reputation and image in the Internet and every year tries to become better and gain new audience. The best status among online media has the Instagram page. Posts are regular and quickly gain feedback from the target audience.

Facebook page is a rather successful one. At the moment the page features serial posts about the state of the players, club news and match photos. At the same time, due to not regular videos, the number of followers on the YouTube channel is increasing very slowly.

ГАЛУЗЕВИЙ АСПЕКТ РОЗВИТКУ НАЦІОНАЛЬНОГО ГОСПОДАРСТВА

In the Telegram-chat of club's fans (DesnaFC fan) there are representatives of the club's management, so fans have an opportunity to get to know important information firsthand. However, the number of subscribers in the chat is not enough for effective communication.

For the purpose of the study the authors conducted a survey on the knowledge and publicity of Football Club "Desna" (Chernihiv). The survey covered 86 persons, including 48 men and 38 women. In percentage terms 55.8% and 44.2% respectively. 64 respondents aged 19 to 25, representing 74.4% of the total number of respondents. 52 persons said they were interested in football, while the rest (39.5%) said no. Two persons have not heard about FC "Desna" (Chernihiv), i.e. 2.3% of all respondents. 40 persons do not follow the club news at all (47.6%), 12 respondents follow Facebook and 12 YouTube (14.3%), 36 follow Instagram (42.9%), 8 persons follow the official website of the club (9.5%) and only 6 persons follow Telegram (7.1%). Slightly more than half of the polled – 44 persons (51.2%) have attended at least one match of the club. Only 4.7% of the respondents attend each match of the team (4 persons), at least 10 matches a year are visited by another 2 persons (2.3%), from 5 to 9 matches a year are attended by 4 persons (4.7%), from 3 to 5 matches a year – 12 persons (14%), 1-2 matches a year – 22 persons (25.6%), and almost half of those polled (42 persons – 48.8%) do not attend club matches at all. It is interesting to note that 44.2% of respondents or 38 persons watch FC "Desna" (Chernihiv) matches online, either on TV or on the Internet. Only 20 respondents (23.3%) have products with the club logo or club attribute. 73.8% of respondents are satisfied by the club's pricing policy, while 26.2% consider the prices too high.

Considering the results of the study, it should be noted that FC "Desna", like many others, faces the problem of attracting and increasing the number of fans. Use of marketing promotion methods can help to develop and increase interest in its activity.

The main roles in football have the players. It is they who create the show that audiences attend. However, the football club is not only players, but also large staff: from coaching staff to administrator. In addition, the club has its own president. In this regard, it is worth noting that in the recent history of FC "Desna", the position of club's president has been predominantly occupied by people with dubious reputation, whose personalities are full of rumors and speculations, which unambiguously does not benefit the club.

Sponsors and partners play an important role in sports marketing. In 2019, FC "Desna" gained a new title sponsor, Parimatch, that the club's future achievements one can connect to [7]. In addition, "Desna" cooperates with both technical and media partners, collaborates with state-owned enterprises, particularly, with Chernihiv trolleybus department, which provides additional runs of trolleybuses after the game.

In order to make effective decisions regarding the use of the marketing complex in the activities of Football Club "Desna" we conducted SWOT analysis. In this regard, we compile a list of weaknesses and strengths of FC Desna that characterize its internal environment. At the same time, it is important for the management to identify and overcome those weaknesses that make its competitive advantages invisible. To assess the external environment of the club, we analyze the opportunities and threats. The football club needs to find such internal forces that would allow it to effectively exploit opportunities and resist threats. To this end, it is important to investigate the relationship and interdependence of internal and external factors. Based on the investigation carried out, we compile the SWOT matrix (Table 4).

Table 4

FC "Desna" SWOT analysis matrix

	Opportunities (O): - development of new markets; - extension of product range; - improvement of management; - improvement of pricing policy; - reinforcement of the team composition with qualitative players; - capability to take direct shots of football players' training; - improvement of image in the market; - high profitability; - development of media structures; - development of youth teams	Threats (T): - change in the preferences of consumers of sports products; - choice of cheaper services by consumers (watching matches on TV); - decrease in demand for sports products due to decline in living standards and household income; - increase in level of teams of Ukrainian Championship; - FC downgrades; - appearance of a large number of competitors; - competition in provision of entertainment services, - strengthening of inflationary processes; - instability of exchange rates; - change of tax legislation; - macroeconomic instability in the country; - worsening of the political situation
Strengths (S): - availability of the website; - convenient location of the stadium and convenient transport infrastructure; - providing spectators with public transport on match days; - high qualification of football players; - motivated staff; - unique services; - affordable prices for goods and services; - well-established system of implementation of services; - consumer loyalty; - formed image in the market; - sufficient popularity of sports products among consumers; - development of media structures; - availability of children's academy; - social responsibility of the club	Expansion of product range fostered by fan loyalty and competitive pricing policy. Development of media structures due to high activity of the club in social networks. Opportunity to train strong players at own academy, which will not only save but also make money in the future.	Decrease in purchasing power can affect the club's pricing policy. Thanks to strong players, downgrades can be avoided.
Weaknesses (W): - lack of specialized professionals; - part-time employment of some specialists that work several days a week; - insufficient motivation due to absence of local competitors; - insufficient advertising; - lack of analysis of consumer information; - lack of own stadium; - outdated infrastructure; - negative reputation of the club's president	Too much attention from controlling bodies due to reputation of the management, which can also affect reputation of the club. Inability to improve the stadium because it is not the property of the club.	The outdated stadium infrastructure needs renovation. In the absence of consumer analysis, the club may conduct ineffective marketing policy.

Source: created by the authors.

ГАЛУЗЕВИЙ АСПЕКТ РОЗВИТКУ НАЦІОНАЛЬНОГО ГОСПОДАРСТВА

In order to develop a strategy, it is important to consider all paired combinations at the intersection of the fields. In particular, study of the relationship between strengths and opportunities (intersection of S&O fields) will enable to form a strategy aimed at maximizing returns. And the combinations that are in the W&O field must be taken into account when developing a strategy aimed at overcoming the weaknesses of the football club based on the use of all opportunities. Using the combination of S&T, the football club must propose a strategy to overcome threats with the help of strengths. Development of a strategy to overcome weaknesses and threats should be based on taking into account the paired combinations of the W&T field.

In order to expand the consumer base, increase the fans' interest in the players, and in "Desna" football matches themselves accordingly, we suggest the main directions of improving the implementation of the marketing complex of FC "Desna", which are shown in Table 5.

Table 5

*The main directions of improving the implementation
of the marketing complex of FC "Desna"*

Sports marketing complex components	Ways to improve the implementation of the marketing complex
Product	- to introduce a fan card, which will allow to receive privileges when buying souvenirs, entering and leaving the stadium. Herewith, it is mandatory to provide with personal information of the buyer, which will allow to use feedback effectively
Price	- to use discount and bonus system for different categories of fans and especially for young people (students, schoolchildren, athletes)
Place	- provide facilities for families with children to encourage fans to bring their families to the stadiums
Promotion	- to connect of high-speed Wi-Fi at the stadium, which will allow fans to use the Internet directly during the competition and may have a positive effect on their perception of the sports product; - to study and gain experience in the implementation of the latest innovative technologies at the stadiums of European countries, through which the fans could communicate with the players and the club staff, look into the dressing rooms before the game, ask questions to the players after the match, etc.; - to hold competitions before the match and during the halftime; - to involve of celebrities in speeches or communication with fans between halftimes of a football match; - to introduce a show before the match, to present each player of the team separately; - to organize e-mail communication about match dates; - to organize entertainment programs for children and adults during the halftime; - to launch the FC "Desna" application for mobile devices
People	- to create an environment and a favorable climate for investing, attracting more viewers, sponsors and cooperation with the media;
Process	- to maintain contact with consumers of the sports product at all stages of the service provision

Source: proposed by the authors taking into account the questionnaire.

Marketing activities of a football club should be based on planning of a complex of communications, which provides continuous link with fans and maintains their commitment.

Stages of communication planning of the football club (identification of target audience; determination of communication goals and desired response; choice of appeal; choice of means of dissemination of information; choice of properties characterizing the source of appeal; collection of information received through feedback channels [1, p. 484]), is the basis for creating a media plan. When drawing up a media plan, it is important to choose those communication channels in which the fan is present, as well as to study what information is of interest to the consumer.

Creating a media plan involves formation of the SMM strategy for the club, which is required to unite all channels of communication with fans. SMM (social media marketing) includes: communication strategy, choice of content and frequency of its writing, design style, tone of communication. It is important for a football club to understand when to use specific communication channels, what information to convey, and how often to repeat it.

By following the established media plan, the football club will be able to attract new fans and increase matches attendance, improve communication and increase loyalty and commitment to the club. And this will allow to achieve better financial indicators and stable performance in general.

Conclusions. The conducted study showed that the activities of Football Club “Desna” (Chernihiv) are based on the active use of the marketing complex. The club has certain achievements in each of the components of the marketing mix. In particular, the product policy of the club is aimed at producing a football match as the main product as well as souvenirs with club symbols. In pursuing the pricing policy, the club takes into account capabilities of its fans, stating reasonable prices for goods and services. At the same time, flexibility of the pricing policy is manifested at the matches of “Desna” against the popular clubs of Ukrainian Football Premier League, when the demand for tickets is growing. Close contact with the fans is provided by the infrastructure of Chernihiv, namely the stadium and the shopping center. The club's communication policy is based on the use of the official website, social networks (Facebook, Instagram, Telegram-chat), as well as print media, and interaction of club representatives with fans during football matches.

The SWOT analysis of the activities of Football Club “Desna” revealed the strengths and weaknesses, as well as threats and opportunities. Among the advantages are lack of competitors in the region, active work with consumers, among the disadvantages are lack of its own infrastructure, the club's fragile reputation.

It is important for FC “Desna” to introduce the most up-to-date innovative technologies in different directions of its marketing activity, as well as traditional tools of attracting viewers. In order to continuously connect with fans, retain and increase their commitment, it is important to plan a communication complex, which requires the preparation of annual media plan on the basis of the enterprise SMM strategy.

In addition, the club needs to focus its efforts on constantly informing about its activities, players, successes, etc. Activities should be aimed at both potential visitors and those who have already attended the matches. For that purpose, the club should expand its participation in city events, both sports and social ones, which will increase interest in players and stimulate the desire to attend matches.

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ГАЛУЗЕВИЙ АСПЕКТ РОЗВИТКУ НАЦІОНАЛЬНОГО ГОСПОДАРСТВА

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