

Theses of University Doctoral Dissertation (PhD)

**MARKETING AND MANAGEMENT METHODS IN BASKETBALL SPORTS
IN NORTHERN HUNGARY AND NORTHERN GREAT PLAIN REGION**

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1. Antecedents and aims of the doctoral thesis

There is a wide range of domestic literature related to sports, but the literature on marketing and management methods applied to the operation of Hungarian adult teams in the various ball games does not constitute a complete system such as the sport-based literatures. I would like to research the methods used in the operation of Hungarian adult basketball teams. During my studies, I completed a questionnaire survey in all seven planning and statistical regions, but the focus of the research were the Northern Great Plain and Northern Hungary regions.

Sport has become a global phenomenon for business over the past thirty years. Similarly to the economics of the money world, the processes of a professional sporting world can be applied to the general theses of the economy.

Basically, in addition to the elite sport, in the last 25-30 years, leisure sport, or even recreational sport, has become a top priority in modern societies. So when we analyse for what a club is eligible and what kind of support can a club team build into its own budget, it should be always taken into account that the government subsidies and a variety of sponsorship opportunities not only apply to elite sports, but also leisure sports can benefit from them.

In terms of Hungary it can be said that the Hungarian sport is highly semi-sided, since the support for live sports far outstrips the support for recreational sports. In a separate chapter, I analyse and examine the TAO system existing since 2011, its possibilities and its operation, as basketball is also included in the supported spectacle team sports.

This system also has great potential for basketball sports, but the realization and settlement of these grants places a serious economic burden on the clubs. It is apparent from the various European economic statistics and the literature on the regions that the two Hungarian regions placed at the centre of my investigation are regions with below average economic indicators (*Brouwer, et al. 2008*). It is therefore particularly interesting to examine that with what marketing and management tools the sports clubs in these regions can realize their budget for the competition year. It is also interesting to look at the perception and method of what apparatuses the different sports clubs use for the completion of marketing and management tasks. Knowing the situation in Hungary, it is easy to imagine that sports clubs do not employ professional marketing professionals, but

this would be unthinkable in the life of a Spanish, Italian or French professional basketball club.

For the benefit of consumers, there is a huge struggle between different sports. This competition is manifested in the international, as well as in the Hungarian sports market. Sports companies are companies that want to meet customer needs in the field of sports while earning profits (*András, 2003*).

Satisfaction with these consumer demands is only possible within a planned framework. Without the help of professionals, it is only with good luck that a professional sports association can be properly managed. It is important to note in case of first class clubs that it is essential to think on a good business basis, since we are talking about companies in terms of their business form.

The development of the elite sport in the last three decades has undergone such changes and explosive developments that have become an area of vital importance for many nations in the national economy. In parallel with the sport becoming business, we expect the process from the economic point of view that the state influence, control ceases and continues to operate on a completely market basis. In Hungary, the sport market system does not work that way. The state attempted to decentralize sport financing after the regime change, by giving it the task of local governments. However, the local governments alone were not able to solve this task. Thus, the state could not do anything other than finance more sports through various channels. The latest method of this is using TAO grants for sports clubs and sport associations. I think it will be interesting to see that one of the most popular ball games in the world, which is the most saleable for the media and sponsors around the world, in what way, with the use of what marketing and management tools can it work in Hungary.

1.1. Objectives

My aim was to present international "best-practices" by reviewing secondary researches, which could be a good example of domestic basketball teams, and which serve as a model to be followed for associations in the field of sporting economics, and to improve their competitiveness on the domestic sports market. My aim was to present the problem of brandability through the examination of brand components based on primary research.

The aim of my empirical research was to explore the application of marketing and management methods for basketball associations in Northern Hungary and North Great Plain regions during the management of the club.

During the examination of the sports associations, I had an additional aim to show the effect of regionality and the characteristics of the different regions.

One area of my research was the examination of the student's attitudes and sport-profession opinion of the Faculty of Sports Organizer of Eszterházy Károly University. My aim was to show how the prospective sports experts know and appreciate the situation of the basketball in Hungary and the specific aspects of its management. I examined what elements of the marketing mix and the management tasks they consider necessary in the job market during their future sports management work. My aim was to evaluate how domestic basketball sports clubs and prospective sports experts judge the introduction of the TAO system in the successful operation and management of clubs.

1.2. Question assumptions

During my research, I was looking for answers to the following questions:

- What international good practices are known, which result in the economic stability of associations in basketball sports. With what kind of marketing management work this economic result is achieved?
- How is the management of basketball clubs operating in Northern Hungary and Northern Great Plain going? What marketing and management methods and tools do these clubs use for their success?
- How does the economic performance of the regions affect the operation of sports clubs in certain regions?
- How do the future sports managers (EKE Sports Organizer BSc students) judge the basketball sport and the need to apply marketing management tasks to the domestic sports market?
- What are the most important branding elements that make up the EKF-Eger-Hész basketball team's brand system?
- What is the judgment of the TAO system and its the practical benefits for the operation of basketball clubs?

1.3. Hypotheses

Concerning my research theme, the following hypotheses have been formulated in me:

H1. I assume that the US basketball system can serve as a good practice on the international sports market. I assume that the economic stability of the system are the franchise system and the use of "sight-elements" of the sport.

H2. I assume that the regional management of basketball clubs is different.

H3. Presumably the clubs opposed to traditional marketing communication tools give preference to online tools.

H4. I assume that prospective sports practitioners (EKE Sports Organizer BSc students) are more interested in football sports and its events than in basketball sports.

H5. I assume that the vast majority of basketball teams operating in Hungary do not use a specialist in a separate status, they either involve an external company for this or have an economically qualified member (president, vice-president), and do not employ a specialist in sports marketing and sports management, because the marketing mindset has not yet come into existence, with which sponsorship and merchandising as a marketing mix element would increase the revenue streams of the teams.

H6. I assume that in case of most of the basketball clubs it can be experienced that the TAO system has meant a significant (already essential) aid to stable management and operation, which has been associated with the decline of classic sponsorship.

H7. I assume that among the Hungarian teams the EKF-Eger-Hész presumably has a brand system, and through its potential brand elements the team's brand potential, and, based on the existing brand creators, the main directions of brand development can be determined.

2. Material and method

Structural diagram of research

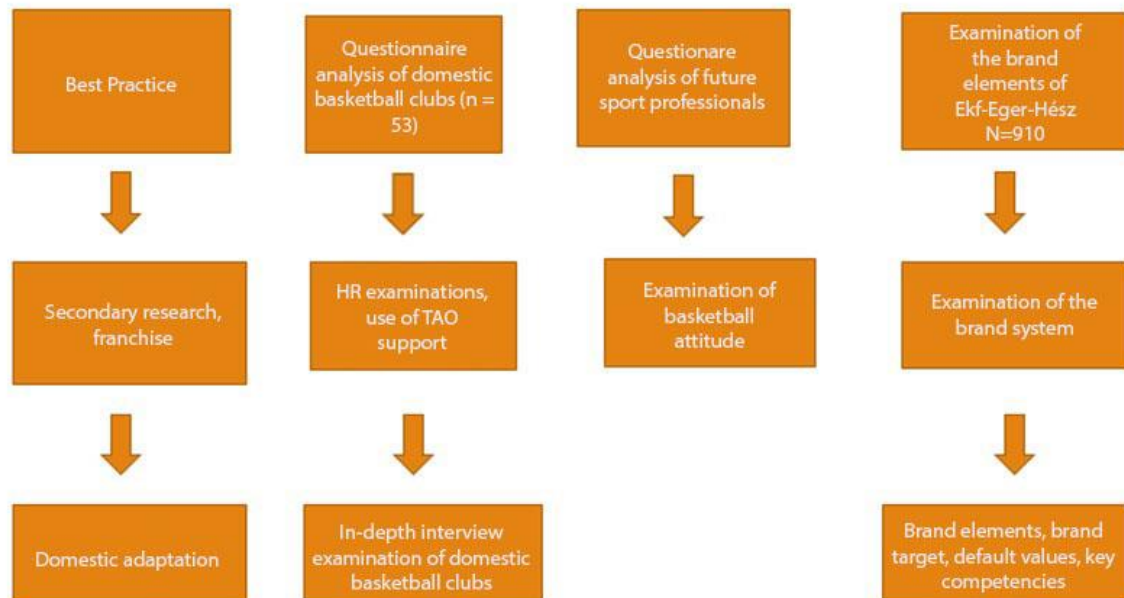


Figure 1: Structural Chart of Research 2011-2016 (own editing)

I have highlighted the research dimensions set out in the objectives focusing on the following areas in a structural diagram.

The methods used in the research were represented on a Gant chart.

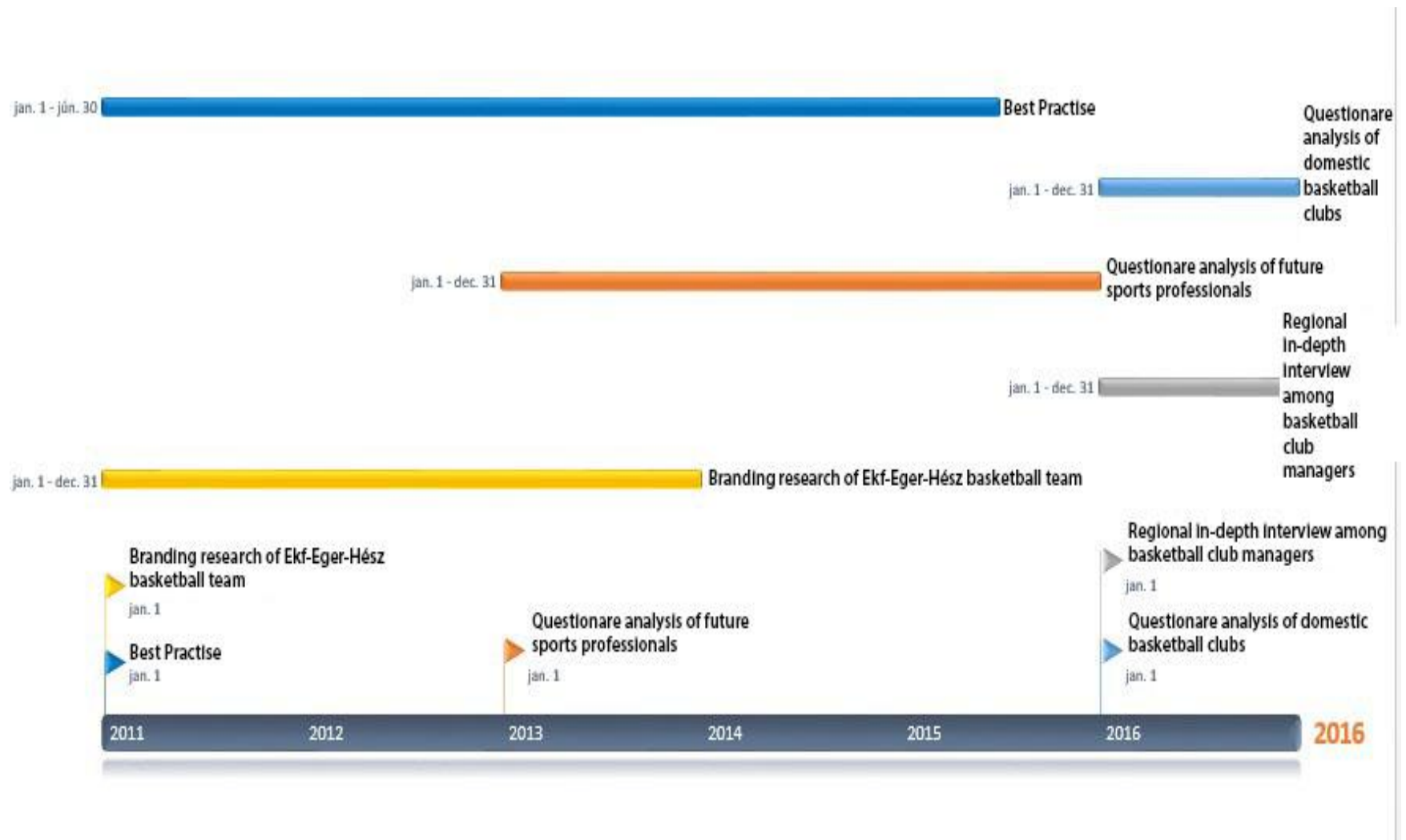


Diagram 1: the Gantt diagram of the research (own editing)

2.1. The criteria for compiling the research

During the selection of research methods I sought to:

- Introduce and analyse a best practice whereby some of its elements can be adapted to the management of domestic basketball teams that can improve the competitiveness of clubs in the domestic sports market.
- The examining of the management of basketball clubs can give the opportunity to carry out regional comparisons and analyses.
- Get a picture of the economic activity of the region and of the correlations of the TAO sources of sports associations.
- Get a picture of the management features of basketball clubs operating in different league classes (NB1/A, NB1/B, NB2).
- That we can examine and analyse the attitudes and opinions of prospective sports practitioners (EKE, Sports Organizer BSc students) regarding basketball and sports marketing and management issues.
- Develop a brand system that can be used to examine the main brand elements of basketball teams and serve as a basis for brand building.

2.2. Presentation of study areas and research methods

2.2.1. Best-practice

To illustrate and analyse US basketball teams as good practices, I used different secondary data. For the description of the US franchise system, I used professional articles and their comparative analysis. To justify the entertainment feature and the function of the sport, I used the rules of the rule book, its modifications and its application practice, as well as the articles and my personal experiences as case studies. I used statistical data for revenue streams of clubs' management.

2.2.2. Questionnaire examination of domestic basketball clubs

I applied questionnaire research among the domestic basketball teams (NB1/A, NB1/B, NB2). The survey was conducted in spring 2016. The questionnaire was sent online

through the National Basketball Association of Hungary, in order to increase the willingness to respond.

The questionnaire consisted of 20 questions. The questionnaire contained both open and closed questions. In the questions, we chose a liqueur rating assessment for the attitude and momentum. For some questions, we have helped responders with response categories.

The questionnaire was processed using SPSS.22.0 statistical software. We calculated average, standard deviation. To test the correlations, the chi2 test was used. The results are shown in a table and graphic manner in the sense of illustration. The liqueur scale result was plotted on a histogram with normal distribution curve.

Sample:

In Hungary, 125 basketball teams (men and women) are registered which play in NB1/A, NB1/B, NB2, which is the population of my survey. Of these, 53 clubs completed the questionnaire, representing 42.4% of the total sample.

The sample distribution by class is shown in the following table:

Table 1: Distribution of domestic sports clubs in the basketball field according to the league system (Own editing)

Classification of the respondent association by league system	Number of teams participating in the championship class (pcs)	Percentage of Teams (%)	Responder (pcs)	Responder (%)
NB1/A	25	20	12	22,6
NB1/B or amateur championship	46	36,8	21	39,6
NB2	54	43,2	20	37,7
Total	125	100	53	100

Of the 125 basketball teams registered in the first 3 classes in Hungary 25 (20%) play in NB1A class, 46 (36.8%) play in NB1/B or Amateur teams and 54 (43.2%) play in NB 2 class. The teams surveyed represent almost the same rate, so in terms of the ratio of the survey, it maps the teams in the first three classes of Hungarian basketball clubs very well.

Table 2: Spatial location of responding domestic sports clubs in the field of basketball by regions. (Own editing

Region	responder (pcs)	responder (%)
North Hungary	5	9,4
Northern Great Plain	4	7,5
Southern Great Plain	6	11,3
Budapest, Central Hungary	20	37,7
Southern Transdanubia	7	13,2
Central Transdanubia	2	3,8
Western Transdanubia	9	17
Total	53	100

Questionnaires returned from all seven regions of Hungary, so we have processed data to examine the regionality. Most of the questionnaires came from the Central Hungarian region, where most of the basketball clubs operate. A total of nine teams from Northern Hungary and the North Great Plain region returned the questionnaire from the two regions that were more closely examined. Since there are few basketball teams in the two regions I have examined, so in order to get to know and explore the topic further, my questionnaire research was completed by an in-depth interview.

2.2.3. Regional experiences of questionnaires and in-depth interviews among prospective sports practitioners

The in-depth interviews with the managers of the teams in Northern Hungary and Northern Great Plain (n = 4) were aimed at, in addition to the questionnaires' evaluations, the correlations of the research to have even more complex lighting. These conversations proved to be extremely useful for analysing the data obtained in the research part of the dissertation, thus giving a more detailed description of the topic of the research.

2.2.4. Questionnaire examination of prospective sports practitioners

I applied questionnaire research among prospective sports practitioners (EKE, Sports Organizer BSc students). I examined their attitudes and sports-related opinions. The questionnaire asked how many of the elements of the marketing mix and the management tasks they consider necessary in the job market during their future sports manager's work. The questionnaire was sent out in paper form in autumn 2013, autumn 2014 and autumn 2015.

The questionnaire consisted of 19 questions. The questionnaire contained both open and closed questions. In the questions, we chose a liqueur rating assessment for the attitude and momentum. For some questions, we have helped responders with response categories.

The questionnaire was processed using SPSS.22.0 statistical software. We calculated average, standard deviation. To test the correlations, the chi2 test was used. The results are shown in a table and graphic manner in the sense of illustration. The liqueur scale result was plotted on a histogram with normal distribution curve.

Sample:

n=257

257 students of sports organizer BSc filled out the questionnaire, representing 80.3% of all 320 students of Eger's sports organizers

Sample:

The gender breakdown of the sample is shown in the table below

Table 3: Distribution of the sample by gender (Own editing)

Gender	responder (pcs)	responder (%)
Male	177	68,9
Female	80	31,1
Total	257	100

2.2.5. Examining the brand creators of EKE-EGER HÉSZ basketball team

The aim of the research was to explore the brand image of EKF-Eger-HÉSZ basketball team, define its brand position, and define further tasks for future branding.

In the autumn of 2012 we organized a research on the examination of the brand elements of the EKF-Eger-HéSZ basketball team. We filled out 910 questionnaires, among college students and Eger residents. The queries were divided into 5 groups: a group of questions asked about the basketball team's recognition, other issues were about the unique image and its existence, and other issues focused on its symbolism, its main attractiveness factors and its quality aspects. The questions had to be evaluated by respondents on a 1 to 5 liqueur scale (where 1 was not at all, 2 slightly, 3 moderately, 4 greatly, 5 fully).

A well-known brand should be built, which should be communicated to the fans in order to make them interest in the team more and visit the games.

3. Results

3.1. Best Practice - Franchise systems

The franchise system first appeared in baseball sports in 1876. The system guaranteed privileges for the franchise teams in the narrower geographically interpreted space (the US member state). This model also contributed to the launch of the first organized tournament in baseball in the United States. It has become the most profitable sport due to organization. That is why other sports started to follow the "business model" that worked well in baseball later on. Business development has made geographic advantages for cities. With the rapid development of sports leagues, the teams of more and more cities have joined the franchise system. The increasing number of teams required a completely business-based model and full compliance with the fixed rules. It is no coincidence that amateur and professional sports in the European pyramid-like sporting structure do not differ sharply from one another, while in the United States there is a sharp limit between amateur and professional sport.

The American sports model, in contrast to the Europeans, is essentially completely closed: in major sports leagues, typically 30-32 teams work, and no ups and downs are not possible. Within the framework provided by the legislator or within the organizational rules of the respective league, the owners of the leagues may decide on how many teams and in which organizations there may be in the league. From this approach, however, there are many other things to do. In the US market, not the individual teams, but the leagues itself mean the real revenue, so the distribution of revenue is much more balanced than in the European sports model, and the leagues themselves are concerned that no team will dominate over a longer period because it involves a reduction in interest in the events of a particular sport (and, consequently, the loss of league-level revenues). As a result, while in the American sports model the companies running the teams have been integrated horizontally (at the league level), a vertical integration in the European sports model is observed: while in the United States the teams work together on the market and the revenue side and fight against each other on the pitch, in Europe virtually club teams are the rivals of each other in all respects (Szemesi, 2015).

These franchisees jointly engage in the economic market so this joint action offers franchises a commercial revenue opportunity.

3.2. Domestic adaptation opportunities

The following good practices should be transposed into the Hungarian system from the franchise system and NBA practices:

- Distribution of merchandising products from basketball clubs to fans
- Opening of own shops within the sports halls
- Establishment and operation of restaurants within the sports halls. Make a multi-hour family program to go basketball matches
- Better use of innovation opportunities (online ticket purchase, Qr code access, stream match watching offer in pay/per view system)
- Set up a colourful program during the matches. By the better utilization of show elements during breaks
- Creating a brand of their own players by clubs
- Develop a standardized quality system.

In our country, in the 1990s, attempts were made to adapt the American system, which was unsuccessful. I think that for successful adaptation, it is essential to increase the visibility of domestic basketball and to build brand, which I examined in the 4th field of my research (Eger-EKF-HÉSZ).

3.3. The results of the questionnaire examination of the domestic basketball clubs

The subject of my research was that how many registered athletes the associations I have examined have.

Table 4: Development of the number of registered athletes (including adults and juniors) (Own editing)

Number of people	responder (pcs)	responder (%)
between 0-100	17	32,1
between 101-500	3	5,7
between 501-1000	33	62,3
Total	53	100

The table shows that associations employing a large number of athletes (501-1000 persons) dominate.

In the light of the data, it can be stated that basketball sports are popular among adults, and even in junior-age athletes. Perhaps the survey also supports the figures that show that the number of certified basketball players in Hungary increased from 29,000 to

48,000 thousand between 2010 to 2014, which is due to the TAO system's replenishment effect (*Net1*). There are some successful basketball destinations in Europe such as France, where we can find more favorable data compared to the ratio of the population. In France, the number of certified basketball players is 436,000 (*Andreff and Szymanski, 2009*). If we compare the French and Hungarian figures to the proportion of the population, it can be concluded that 0.69% of the total population in France is a certified basketball player, while in Hungary the same figure is 0.48%.

In order to increase the domestic basketball supply, it is not enough to stimulate the TAO system financially, but it is also necessary to improve the visibility of domestic basketball and the attitude towards basketball by the public through effective marketing communication. By enhancing the supply and increasing the number of basketball players, we can achieve better results that increase the market value and competitiveness of the sport on the domestic sports market.

Table 5. Development of the number of people working in the basketball associations surveyed. (Own editing)

The number of people working in the association	responder (pcs)	responder (%)
between 0-10	29	54,7
between 11-50	23	43,4
between 51-100	1	1,9
Total	53	100

I also looked at the human resources supply of basketball associations. I also asked the number of sports practitioners working in the associations (coach, masseur, fitness specialist, dietitian, physiotherapist, etc.) and other staff (economist, administrative staff, etc.). The answers reveal that the vast majority of teams, 29 associations (54.7%), work with HR personnel under 10. Then the associations employing 11-50 persons are revealed, 23 teams (43.4%) in the sample, and only one association that is able to produce the wages of 51 to 100 employees. The less than 10-person apparatuses with a sports club is very rare, so in the field of basketball as well, since, in addition to the work of sports professionals, there are many administrative, economic or marketing communication work in the associations.

In the North American (US, Canada) basketball tournament, in case of one team, if we look at the minimum values, 77 people work in different departments. The maximum number of employees is 108 (*Baldwin, 2008*).

The data show that the use of different sports practitioners is considered to be important for good sports performance. and representatives of various fields (exercise theory, nutrition science, rehabilitation, etc.) appear sharply, which work in teamwork to complement and help each other's work.

They employ a lot of people who deal with "product development", sales, entertainment and marketing communications.

Table 6. Modes for employing an economic practitioner in the examined basketball associations. (Own editing)

Methods for employing an economist	responder (pcs)	repsonder (%)
employs economist	30	56,6
uses external company	11	20,8
president, deputy or other person has an economic qualification	7	13,2
done in social charge	5	9,4
Total	53	100

Thirty (56.6%) of the examined clubs employ an economic expert in a job designated for this purpose. 20.8% of the associations (11) outsource an accounting firm to financial and economic tasks. 13.2% of the clubs (7) do not advertise jobs with separate economic positions, but there is a staff member (chairman, vice president, etc.) who has a degree in economics and is also responsible for this task. Of the associations, 5 (9.4%) said that they would take up this position in social charge.

The succesfull economic operation of the clubs is a prerequisite for the emploment of economic professionals, since the TAO, the various proposals, the constant change in management regulations, the changes in the content and form elements of the administration require day-to-day knowledge and professional competence.

It is a fact that in Hungary, the number of employees working in sports is below the Eu average. Thus, it can be said in general that the number of workforces in the field of sport still has a development path for Hungary (*Net2*)

Table 7: the evaluation of the TAO system in the examined parameters. (Own editing)

Evaluation of the importance of TAO support in the various parameters examined (1=not helped at all 2=slightly helped 3=moderately 4=significant help 5=without Tao, it would not have happened)	average	scatter
stable management	4,19	0,878
relization of investments	4,38	1,147
realization of renovations	3,98	1,278
infrastructure development	3,96	1,192
sports equipment purchase	4,28	0,717
sportswear provision	4,23	0,724
vehicle purchase	4,23	1,504
youth development	4,42	0,795
human resource development	4,11	0,974
more education, training opportunities	3,28	1,321

It is clear from the summary table that sports clubs were most likely to have the TAO resource as the main source of support for youth development and investment, since they mostly used their resources for these purposes.

In the following questions, I sought to find out how clubs consider using marketing communication tools, sponsoring, or the fans contact and the sponsors contact (PR). The clubs could evaluate their opinions on a 1-5 liqueur scale, where 1 is not important at all, 2 is slightly important, 3 is moderately important, 4 is important, 5 is very important.

How important do you consider to apply marketing communication tools in the life and work of your association?

Table 8. Considering the use of marketing communication tools. (Own editing)

	responder (pcs)	responder (%)
not important at all	2	3,8
moderately important	1	1,9
important	16	30,2
very important	34	64,2
Total	53	100

After evaluating the questionnaires returned, it can be clearly stated that basketball clubs pay special attention to the role and use of marketing communication tools. Of the 53 teams, 34 (64.2%) considered it very important, while 16 teams (30.2%) considered it important to use different marketing communication tools. All in all a team felt it as having medium importance and two teams surprisingly did not feel important at all.

In the questionnaire I have listed different marketing communication tools. The teams had the task of marking those (they could mark more than one answer) they use. The answers are shown in the figure below.

Table 9: Using marketing communication tools (Own editing)

Marketing communication tools usage	Selected by
National Tv	47
Regional Tv	47
Local Tv	49
National radio	47
Regional radio	47
Local radio	48
National daily newspaper	47
National not daily newspaper	47
Regional newspaper	50
Local newspaper	49
Online magazine	47
Thematic portal	48
Poster	51
Leaflet	49
Direct mail, e-mail	48
Social Web Interfaces (Facebook, Twitter)	53

From the responses, we can conclude that the tools used by all teams (53, 100%) were different social networks (Facebook, twitter, etc.). Compared to traditional marketing communication tools, the use of online tools is of the utmost importance as penetration is increasingly spreading. This is also confirmed by the fact that 47 teams mentioned online magazines and 48 of them mentioned direct mail and email messages, which also confirms the popularity of online marketing communication tools.

In addition to the cost-effectiveness of on-line tools, it is also in its favour that a lot of people are getting information from the internet. Many domestic and international literature and research support this. There are some researches, which justify the growing role and dominance of social media in the field of tourism (Könyves és mtsai 2005, Kerényi-Müller 2010, Kerényi és mtsai 2010, Müller és mtsai 2011 a, Barta és mtsai 2011, Mosonyi és mtsai 2013 a, Mosonyi és mtsai 2013 b, Müller és mtsai 2014, Müller és mtsai 2016), some in the field of recreation (Müller és mtsai 2011 b, Mosonyi és mtsai 2013 a, Boda és mtsai 2015), and some in the field of sports (Borbély-Müller 2008, Müller 2009, Váczi és mtsai 2012, Váczi és mtsai 2015., Müller és mtsai 2013).

Popular marketing communication tools have also proven to be:

- Advertising with a poster (51 mentions)
- Advertising in a regional paper (50 mentions)
- Advertising in local newspapers and local TV (49-49 mentions)

It can be seen that teams see local and regional advertising opportunities as the most important promotional opportunity, which, in addition to cost-effectiveness, provides the target group with access to them. The answers reveal that clubs are trying to use as many tools as possible to achieve their marketing goals.

3.4. Regional experiences of relationship testing

In the responses-regionality of the associations, we could not detect any significant differences, the data differed only in their tendency. Probably because of the fact that there are few elements for the regional breakdown, the 53 teams are divided into seven regions.

Table 10: Presentation of the status of human resources in sports clubs based on their performance in the league class. (Own editing)

How many people work in the sport association (pcs)	0-10 people	11-50 people	51-100 people	Total
NB1A	4	7	1	12
NB1B	9	12	0	21
NB2	17	3	0	20
Total	30	22	1	53

The results of the table show that among the sports clubs of the highest-class teams we find a higher percentage of associations employing human resources between 11 and 50 people. This value is significantly higher than for the other teams playing in the other two classes. (Chi square test = 13.556, $p = 0.001$).

Table 11: Method of employing an economic practitioner based on the performance in the league class. (Own editing)

Economist employment	Employes economist	Uses external company	President, deputy or other person has an economic qualification	Done in social charge
NB1A	8	4	0	0
NB1B	12	4	5	0
NB2	10	3	2	5
Total	30	11	7	5

The vast majority of NB1 A teams use an economist professional with separate status, which was said by 66.6% of respondents. For teams playing in the NB1 B championship class it was only 57.7%, while in case of NB2 teams, 50% of respondents said this, which was significantly lower. (Chi square test = 13.411, $p = 0.034$) It is a common solution to outsource business tasks to an external accounting company, which can be experienced in case of the teams of all championships. For small teams of NB2, either an economic expert or an external company is employed for this task. It is only here that someone is in a social charge.

3.5. Regional results of the questionnaires and in-depth interviews with prospective sports specialists

A total of 257 students completed a questionnaire for the BSc students of the sports organizer of Eszterházy Károly College. There are more male (177 people) respondents (68.5%), women (80 people) account for 31% of the sample, which represents the male dominance of our sport faculties.

Table 12: Frequency of attendance of basketball events by sports-related BSc students. (Own editing)

	responder (person)	responder (%)
Not at all	49	19,1
Rarely	84	32,7
Sometimes	76	29,6
Often	32	12,5
Daily	16	6,2
Total	257	100

From the questionnaire data, it appears that the popularity of basketball sports among students is relatively low. Only 6.2% (16 people) followed day after day basketball events, and 12.5% (32 people) responded that they often watched basketball. Those who sometimes (29.6% - 76 people) or rarely (84 people, 32.7%) look at a basketball events make up 60% of the sample and 19.1% (49 people) are not at all interested in it. In Müller's research of 2009, which examined the leisure time of sports students, he found that 59.2% of students participated in various sports events.

Obviously, the data I have measured also show that in our country, with regard to spectacle sports, basketball cannot count the biggest attendance and fan base. In my opinion, every effort should be made for sports people to promote basketball as one of the most popular sports in the world. Otherwise, the student data reflects the data of all attendance in the matches of the ball games. Based on the 2014/15 championship season, both in football, hockey and handball, there were teams that had a higher average rating of attendance, basketball was only ranked after these sports (Lang, 2015).

Table 13. Development of basketball event follow-up. (Own editing)

	responder (person)	responder (%)
Did not respond	43	16,7
Internet	117	45,5
Television	81	31,5
Personally	16	6,2
Total	257	100

The data in the table shows that only 6.2% of students (16 people) attend live basketball events. Through television broadcasting, 31.5% (81 people) watch the games, while information gained via the Internet was dominated by 45.5% (117 people).

I think the survey also proves that this is why more teams and associations should have a people with marketing qualifications, who would have one of their main tasks to make the average person the fan of the team, and to increase the popularity and the image of basketball. To give a fan motivation to that more people will go out to the venue to cheer, and is willing to buy a ticket to the sports hall and to promote their favorite team live. This is also justified by the fact that in the 2014/15 championship season, compared to the 2013/14 championship season, the on-site visibility index of first-class basketball matches decreased.

The following two figures shows the follow-up frequency of basketball and football sports events, which also shows the popularity of sporting events. Students evaluated their opinions on a 1-5 liqueur scale, where 1 is absolutely not, 2 is rarely, 3 is sometimes, 4 is often, 5 is daily.

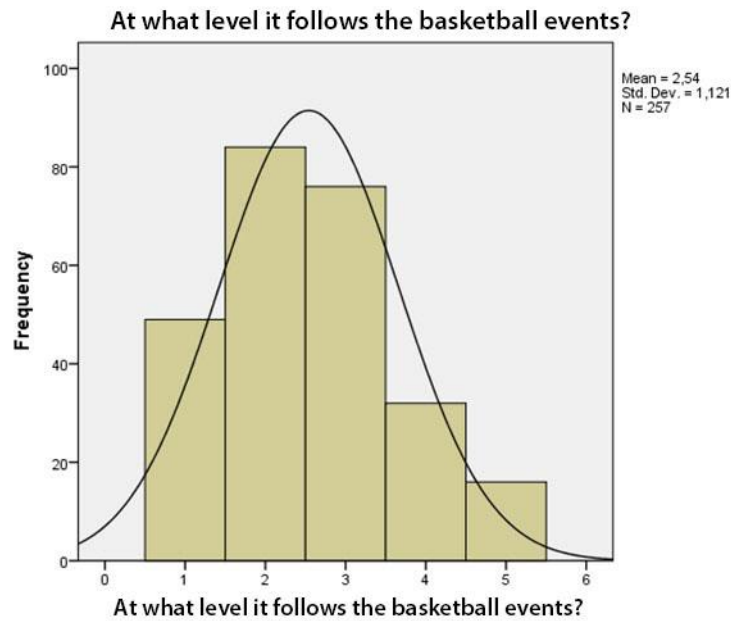


Figure 2. The development of basketball events follow-up. (Own editing)

Students evaluated their opinions on a 1-5 liqueur scale, where 1 is absolutely not, 2 is rarely, 3 is sometimes, 4 is often, 5 is daily.

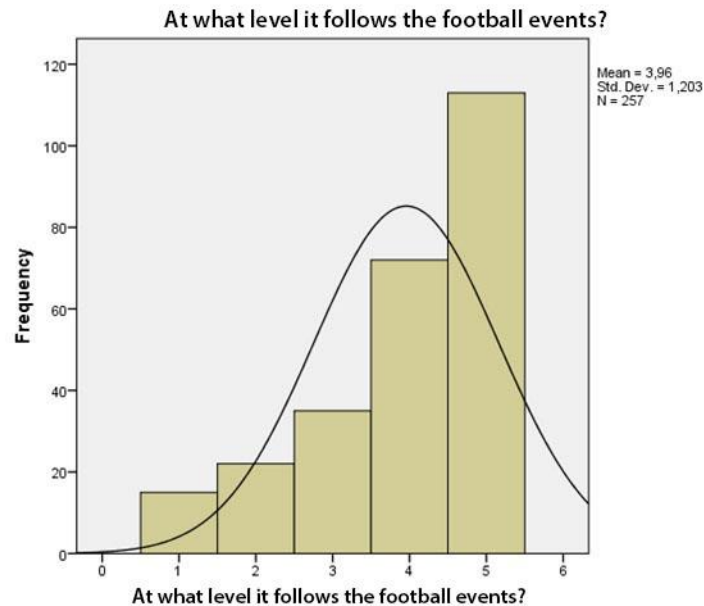


Figure 3: Development of football events follow-up. (Own editing)

While the average of basketball sports follow-up was 2.54 (scattering = 1,121) and the most common value being 2, which meant rarely, the average of football sports follow-

up was 3.96 (scattering = 1,203) the most common was 4, which was often follow-up. There was a significant difference between the values of the two sports ($p = 0.000$).

In the last question of the questionnaire, I wondered how students would consider how much their various marketing and management activities would be used in their future work. We can see the summary table of these.

Which of the following management and marketing tasks will you use during your work?

Table 14. : The frequency of the use of different marketing and management tasks during the prospective work, based on the answers of the sports organizer BSc (EKE) students (Own editing)

Marketing and management tasks	Coordination of people	Management tasks	Organization of sports events	Organization management	Planning, proposal writing	Searching for sponsors	Image building	Resource management	Control
	f̄o/%	f̄o/%	f̄o/%	f̄o/%	f̄o/%	f̄o/%	f̄o/%	f̄o/%	f̄o/%
Did not respond				2/8	1/4	2/8	1/4		
Not at all	1/4	5/1,9	1/4	3/1,2	6/2,3	6/2,3	3/1,2	11/4,3	4/1,6
Slightly	10/3,9	17/6,6	12/4,7	28/10,9	30/11,7	38/14,8	34/13,2	33/12,8	12/4,7
Moderately	70/27,2	82/31,9	55/21,4	81/31,5	76/29,6	75/29,2	74/28,8	88/34,2	56/21,8
Greatly	115/44,7	94/36,3	91/35,4	96/37,4	95/30,7	76/29,6	101/39,3	87/33,9	111/43,2
Fully	61/23,7	59/23,0	98/38,1	47/18,3	49/19,1	60/23,3	44/17,1	38/14,8	74/28,2
Total	257/100	257/100	257/100	257/100	257/100	257/100	257/100	257/100	257/100

Among the responses, the prospective sports organizers considered that the organization of sporting events would be the task they would most often do. 38.1% (98 people) fully agree that they will use this most often. The proportion of checking tasks got 28.2%, who fully agrees, which shows that students also feel importantn the post-work after the tasks completed.

The coordination of people, the management tasks, and searching for sponsors roughly have the same percentage as the fully agree answers.

For me, the 17.1% mark of image building was surprising upon the fully important category, as today it is one of the most important activities or should be in the life of a company, business.

In the highly important category, the highest percentage (44.7) was achieved by coordinating people, which shows that the students are aware that in the sports world success can be only achieved with well coordinated team work. There is no big difference between the answers that shows the relative homogeneity of student responses.

What might be surprising is that the search for sponsorship was absolutely important for 23.3%, and this ratio did not increase much even for the highly important category (29.6%). Today, in Hungary, with the help of the TAO system and through various channels (eg foundations), the state gives significant resources to the spectacle team sports, but the sponsorships are of immense significance for the sport and for this the search for sponsors is an indispensable task.

In a moderately important category, resource management and management tasks were given the most percentages, which shows that for the young university age group the stated economic tasks are not yet considered to be really important tasks.

For the slightly important category, 14.8% of the respondents rated the search for sponsorship, which was the highest in this category.

3.6. Experiences of relationship testing

I found a significant difference between the genders, by answering the question of how much they will need management knowledge in their work. 17.6% of male respondents (31 people) thought that they would fully need management knowledge during their work. By contrast, 32.5% (26 people) of female respondents thought completely that they would need management skills during their future work. The evaluation of management work as an important category in their future work was answered by 41.3% (33 people) of the women, while by 38.1% (67 people) of the men. We can find that women consider the management tasks more important in their later professional work. (Chi2 square test = 14.575, $p = 0.004$)

More research has shown that if a female manager runs a company, or there is a large number of women in the board, those companies appear to be a prosperous company on the market. (Fagan, Menéndez, Ansón 2012)

In assessing marketing and management tasks in their later work the organization of sporting events and competitions we found a difference in the response category with

regard to genders. 50% of women (40 people) considered that they would fully use this element during their later work and 33.8% (27 people) consider it necessary to do so. Only 33% (58) of men think that the task is fully necessary, while 36.4% (64) of men finds it important.

It can be stated that women prefer to organize sporting events and competitions in their later work (Chi2 square test = 15,192, $p = 0,001$).

In the case of basketball events follow-up, we could not show significant results in student responses. However, in the tendency it was true that the male students were in the majority who are on a daily basis or are often interested in basketball events. Presumably it formed as the result, because there is a strong sporting reference in the career choice and leisure activities of sport faculty students, which is displayed regardless of gender in the sample results. In the football events follow-up it can be said that not only it is true in it tendency that men tend to prefer the follow-up of football events. 41.2% of male respondents (73 people) track football with daily frequency, while 29.9% (53 people) often. Women's responses reveal that only 11.3% of them (9 people) watch these events daily and 10% (8 people) who follow them often, which was significantly lower than that of men (chi2 trial = 71.2, $p = 0.000$).

Student responses were also examined in the light of the students' regionality, but we have nowhere to show any significant results. We can therefore say that the set differences in the assessment of the labor market and marketing management tasks do not differ by region.

3.7. Test results of the brand creators of EKF-EGER HÉSZ basketball team

The design of brand and brand elements in tourism is also a top priority, from which more research is being reported. Brand or brand building is an indispensable task for tour operators, which can be part of their competitiveness in the domestic and international tourism market, which is also confirmed by several health tourism research (Mosonyi és mtsai 2013., Kerényi és mtsai 2010, Lengyel 2015 b, Lengyel 2012)

In sport, the uniqueness and creating a unique image for products and services are important, which are confirmed by the latest trends as well (Müller, 2009). I studied the brandability and brand elements of the basketball team in many of my research (Váczi és mtsai 2012, Váczi és mtsai 2015)

Presumably, through the potential of our basketball team's brand elements the team's brand potential can be determined, and based on existing sharp brands creators, the main

directions of brand development. By using the right marketing tools, the team's visibility, audience and appearance in the media can be significantly increased.

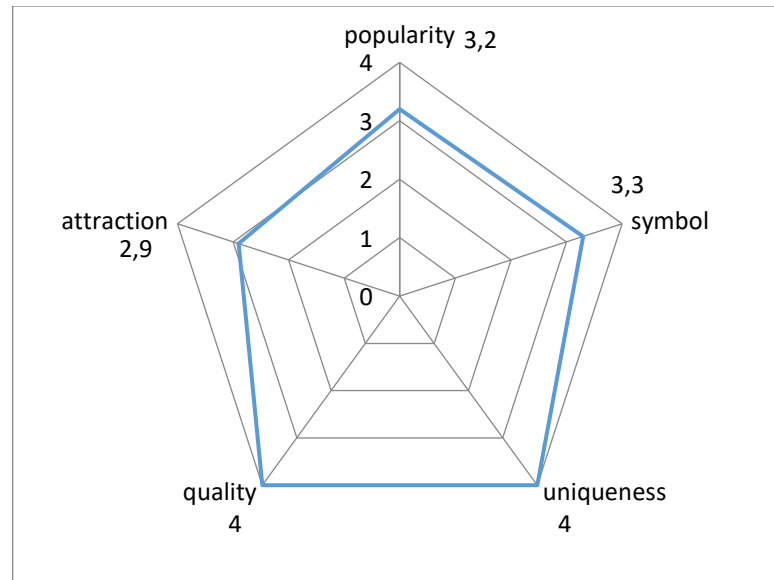


Figure 4: The development of the EKF-Eger-Hész basketball team's brand system based on the average values of its brand creators. (Own editing)

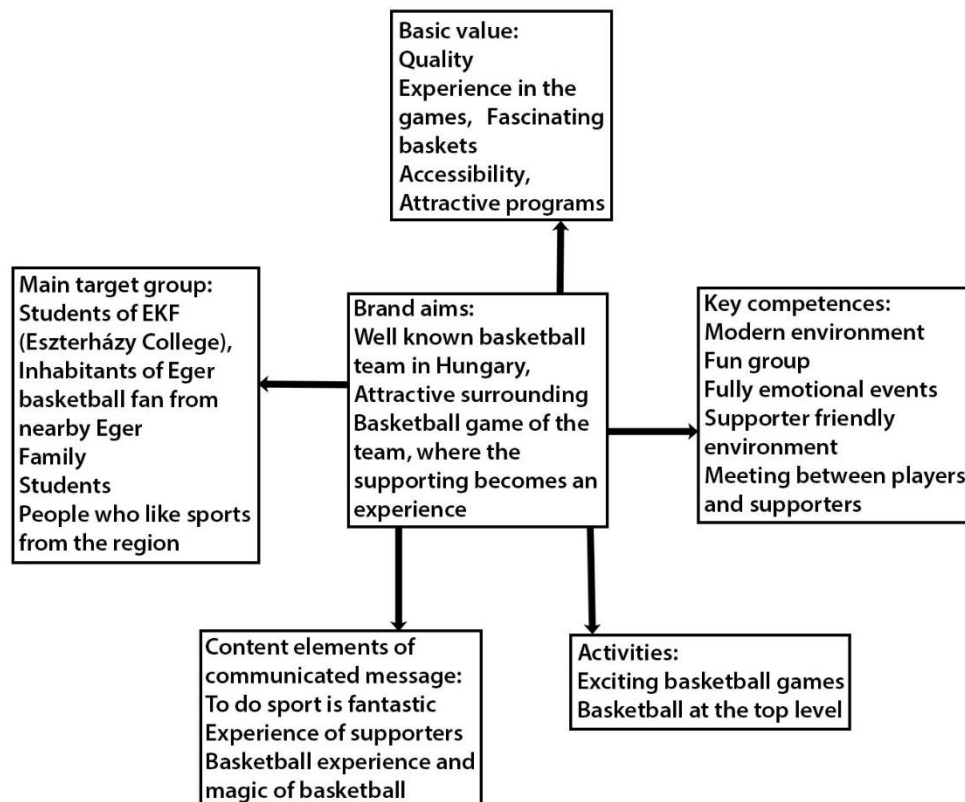


Figure 5: Brand elements of EKF-Eger-HÉSZ basketball team (source: own editing)

The team's brand features include brand goals, core values, activities, key competences, mediated content elements, and major target groups to be taken into account when designing a unique brand and to be dominantly emphasized in marketing communications.

Based on the examinations of the brand creators, it is proven that the team has as evolving brand.

The team itself has own, distinct, identifiable brand elements, but its branding is considered moderate-good considering all brand creators. The team's reputation must be improved through increasing attractiveness and enhancing individuality. Website development and merchandising can be good marketing communication tools for enhancing the objectified elements of a team. With the power of the brand, it increases the fan base, the loyalty of the fans and the number of guests returning to sports events.

I think that with the right marketing work, the team's reputation can be outstanding not only in the city but also in the county and even in the region. It could mean a well-known brand, because of the team's achievements it could have much greater priority among sports clubs in the region.

Brand building and brand element promotion are essential to enhance the visibility of the basketball club, which can establish the increase of merchandising revenue and can mean the success in the domestic adaptation of the franchise system. For this, marketing and management skills are important, which should be incorporated into the sports professional training. The use of sports marketing and sports management professionals is indispensable for clubs to broaden the fan base by brand building, using show features and increasing visibility, and to increase the club's realized business results.

4. New results of the dissertation

- I have defined the brand system's main elements of NB1B basketball team in Northern Hungary, Based on which I created the creators of each brand elements (brand goals, core values, activities, key competences, mediated content elements, major target groups), which can be the basis for brand building.
- I have analysed the management of domestic basketball clubs, their marketing and management tasks and the assessment and use of TAO, which was also analysed in regional and league grouping.
- I have mapped the typical marketing communication tools of the domestic basketball clubs.
- I have examined the professional opinion and judgment of the EKE sports organizers about the management and labour market demands of the basketball clubs in the Northern Hungarian region.
- I have analysed the American franchise system in the NBA Basketball League, with the effects of the crisis, and made a proposal for its national adaptation.

5. The practical usability of results

From the research results I can make the following statements in connection with the hypotheses:

H1. "I assume that the US basketball system can serve as a good practice in the international sports management market. I assume that the system's economic stability can be achieved by using the Franchise system and the "visual elements" of the sport. "- I could verify with my secondary data analysis. Although it responded to the economic crisis sensibly, yet it has realized effective management with efficient management work even during the crisis.

H2. "I assume that the regional management of basketball clubs is different." - This hypothesis was not justified during my research. The management of basketball clubs was primarily influenced by not the regionality, but rather the performance in the league class.

H3. "Probably the clubs prefer online tools to traditional marketing communication tools." - This hypothesis has been proved, since the use of internet social networking sites from marketing communication tools typically appeared in all clubs.

H4. "I assume that prospective sports practitioners (EKE, Sports Organizer BSc) are not primarily interested in basketball events, they rarely follow basketball events but prefer football events having more popularity in our country." - This hypothesis is justified. Due to the popularity of domestic football, the other spectacle team sports', such as basketball, attendance are realized on a lower level.

H5. "I assumed that the vast majority of basketball teams operating in Hungary do not use a specialist in a separate status, they either involve an external company for this or have an economically qualified member (president, vice-president). In addition, they do not employ a specialist in sports marketing and sports management, because the marketing mindset has not yet come into existence, with which sponsorship and merchandising as a marketing mix element would increase the revenue streams of the teams."- The hypothesis was partially justified. Each club used some kind of management professional, however, the human resource specialized in marketing was not used by most clubs.

H6. “I assume that in case of most of the basketball clubs it can be experienced that the TAO system has meant a significant (already essential) aid to stable management and operation, which has been associated with the decline of classic sponsorship.”- The hypothesis has been proven. TAO was an indispensable help for clubs most of all in investment and supply development.

H7. “I assume that among the Hungarian teams the EKF-Eger-Hévíz presumably has a brand system, and through its potential brand elements the team’s brand potential, and, based on the existing brand creators, the main directions of brand development can be determined.”- This hypothesis was partially justified. Its core brand elements have received a favourable opinion that can be further improved by marketing communications and "product development", and is capable of strengthening the brand system.

Suggestions

The elements of the franchise system could be taken over and adapted to the domestic basketball system, which mean the definition of standards that would guarantee a constant quality. Such elements of standards could be:

Merchandising product range, family-friendly programs serving 3 generations, show elements at sporting events, product diversification (food and beverage) with service extension. For the adaptation, the brand building of domestic basketball teams and the increasing of reputations are essential.

We recommend the domestic basketball clubs to use Sport Organization BSc, MSc or Sport Economist MSc professionals, who would be able to increase the club's realized business results through the process of brand building, merchandising revenue and sponsorship.

In the training of a sports practitioner, sports economist and sports organizers, competency development, practice-oriented subjects, internships and project work should be more relevant to improve their employment opportunities in the labour market. By strengthening international internships (Erasmus +), the background for the adaptation of good practices could be created, which could contribute to increasing the competitiveness of domestic sports clubs and increasing the realized business outcomes.

Associations operating on a market basis should prefer the "multi-position" strategy, preparing for the post-TAO economic situation. The associations could realize stable management through service expansion and product diversification.

Brand and brand building is based on the reputation of the teams, which can be cost-effectively reached through the widespread use of social media, the target group and the reputation may be improved, which can be the basis of economic operation and revenue growth.

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7. List of publications related to the thesis



DEBRECENI EGYETEM
EGYETEMI ÉS NEMZETI KÖNYVTÁR



Nyilvántartási szám: DEENK/317/2016.PL
Tárgy: PhD Publikációs Lista

Jelölt: Váczi Péter Tamás
Neptun kód: BZ6PPO
Doktori Iskola: Kerpely Kálmán Doktori Iskola

A PhD értekezés alapjául szolgáló közlemények

Magyar nyelvű tudományos közlemények hazai folyóiratban (5)

1. Müller, A., Bíró, M., Hídvégi, P., **Váczi, P. T.**, Kopkáné Plachy, J., Juhász, I., Hajdú, P., Seres, J.:
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