INFLUENCE OF BRANDING AND CONSULTANCY SERVICES ON SPORTS DEVELOPMENT IN NIGERIA

BY

Yakubu Nkom BITYONG
B.Sc. (Ed) - PHE (UNIMAID) 1989; M.Sc. - SPORTS MGT, (ABU ZARIA) 1998
(PhD/EDUC/5905/2010-2011)

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DECLARATION

I declare that the work in this Dissertation entitled Influence of Branding and Consultancy Services on Sports Development in Nigeria, has been carried out by me in the Department of Physical and Health Education. The information derived from the literature has been duly acknowledged in the text and a list of references provided. No part of this dissertation was previously presented for another degree at this or any other institution.

YAKUBU NKOM BITYONG …… Date…. ……

CERTIFICATION

This dissertation entitled, INFLUENCE OF BRANDING AND CONSULTANCY SERVICES ON SPORTS DEVELOPMENT IN NIGERIA, by YAKUBU NKOM BITYONG, meets the regulations governing the award of the degree of Doctor of Philosophy in Sports Management of the Ahmadu Bello University, Zaria and is approved for its contribution to knowledge and literary presentation.

Prof. A. I. Kabido……..... Date……
Chairman, Supervisory Committee

Prof. (Mrs) F. B. Adeyanju …….…… Date……
Member, Supervisory Committee

Dr. E. J. Chom ……..…… …….. Date……..
Member, Supervisory Committee

Prof. (Mrs) P. N. Ogwu …… Date……
Head of Department

Prof. H. Zoaka ……. Date…….……..
Dean, School of Postgraduate Studies

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DEDICATION

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LIST OF ABBREVIATIONS

CAC: Corporate Affairs Commission---------- 2

DSTV: Digital Satellite Television---------- 42

FCT: Federal Capital Territory---------- 4

FEAD: Federations and Elite Athletes---------- 70

FGN: Federal Government of Nigeria---------- 43

FIFA: Federation International Football Associations---------- 22

FM: Frequency Modulation---------- 42

GDP: Gross Domestic Product---------- 48

HRM: Human Resource Management---------- 69

ICT: Information and Communication Technology---------- 42

LPGA: Ladies Professional Golfers Association---------- 31

MIS: Marketing Information System---------- 33

MMP: Marketing Management Process---------- 34

NAFDAC: National Agency for Food, Drugs Administration and Control---------- 86

NEPAD: New Partnership for Development---------- 70

NSC: National Sports Commission---------- 69

NSF: National Sports Festival---------- 6

NUGA: Nigerian University Games Association---------- 88

NPFL: Nigerian Professional Football League---------- 43

PhD: Doctorate of Philosophy---------- 155

PPP: public Private Partnership---------- 63

RAs: Research Assistants---------- 19

SPSS: Statistics Package for Social Sciences---------- 96

SWOT: Strengths, Weaknesses, Opportunities and Threats---------- 33

USA: United States of America---------- 2

OPERATIONAL DEFINITION OF TERMS

The following terms are defined as used in this study.

BRANDING: Refers to the use of images, portraits and logos of sports entities by companies to sell products or services.

BRANDING EXPERTS; Specialists or professionals involved in branding activities.

CONSULTANCY SERVICES: These are processes that include guidance and counseling, feasibility studies, design and construction and supervision of activities towards the development of sports.

SPORTS DEVELOPMENT: Refers to the positive outcome of the efforts and initiatives of improving the standard of sports.

INDICES OF SPORTS DEVELOPMENT: These are the criteria for measuring sports development and these include; construction and management of sporting facilities, funding and financial management in sports, organizational structure and personnel management, performance of sports personalities, selection and specialisation in sports by athletes and the capacity of states to host the National Sports Festival in Nigeria.

SPORTS PERSONALITIES: These are individuals actively involved in sporting activities in one way or another. These are Coaches, Athletes and Sports Managers

JURORS: These are professionals who vetted the instrument (questionnaire) used in this study.

ABSTRACT

This dissertation was a perceptional study in which the influence of branding and consultancy services on sports development in Nigeria was investigated. The indices were; Construction and management of sporting facilities, Funding and financial management, Performance of coaches, athletes and sports managers, Sports organizational structure and personnel management and Hosting of the National Sports Festival. Related literature was reviewed. From a population of 7,441 made up of coaches, athletes and sports managers, 372 respondents were sampled for the study. A set of questionnaire designed by the researcher, vetted by supervisors and jurors and tested through a pilot study, was used to solicit the opinion of respondents. The data generated was analysed using descriptive statistics (one-tailed t-test) to test the major and first six sub-hypotheses while the Pearson Product Moment was used to test the sub-hypothesis on the correlation between the influence of branding and consultancy services on the indices of sports development in Nigeria. Results revealed that branding and consultancy services influence funding and financial management, performances of coaches, athletes and sports managers as well as selection and specialization in sports by athletes in Nigeria. However there is no significant influence of branding and consultancy services on the construction and management of sporting facilities, organisational structure and personnel management in sports and hosting of the National Sports Festival in Nigeria. It was recommended that National Policy on Sports should be reviewed in order to inculcate new methods and strategies towards enhancing sports development initiatives in the country while branding experts and sports consultants should intensify regular training and retraining programmes for coaches, athletes and sports managers to update their knowledge and skills. For further studies, it would be of academic interest to investigate why sports fans in Nigeria prefer foreign clubs and athletes to their home based counterparts.

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background to the Study

This research was aimed at investigating the influence of branding and consultancy services on the development of sports in Nigeria. It has been observed by this researcher that Nigeria is a sports loving country. This is demonstrated by the fact that Nigerians always forget about their ethnic, religious, political and socio-economic differences and unite in solidarity to support individuals, clubs or teams representing the country in international competitions. Sports have proved to be a uniting force for Nigerians over the years and many youngsters in the country continuously get involved in various sports with the desire to earning a living. Many Nigerian sports men and women have become professionals, heroes and legends in their respective sports. Any intellectual or physical initiatives, efforts and activities (including branding and consultancy services) geared towards improving the standards of sports in Nigeria therefore, is a right step in the right direction as it will go a long way to enhance sports development in the country..

Smith (2000) defined branding as a technique in which businesses utilise the images or portraits of well known personalities as a marketing strategy to enhance the sale of their products or services. It also refers to the act of giving a particular name and image to goods, events and services so that people will be attracted to patronise them. Branding includes the use of a wide variety of sports products by companies like Adidas, Puma, Nike and Reebok who are well-known producers and manufacturers of wears and other sports goods. These and other smaller companies manufacture and sell products bearing the logos, portraits and images of popular sports personalities. Marketers use branding as a strategy to advertise and make favourable impact to sell their products or services to the targeted customers.

Sheth and Parvatiyar (2005) reported that in the United States of America (USA), the names and logos of sports organisations, sports personalities and sporting events are known as 'Intellectual Property'. These names and logos must be registered with the U.S. Patent and Trademark Office. Once registered, such names and logos become brands (trademarks) of the organisations which registered them. Under the United State's Federal Trademark Act of 1946 (commonly referred to as the Lanham Act), a brand, also known as a trade mark, is defined as any word, name, symbol, device or combination thereof adopted and used by a manufacturer or merchant to identify his goods and distinguish them from those manufactured or sold by others.

Ballantyn and Varey (2006) reported that branded uniforms create a sense of togetherness as well as apartness as they define who is a supporter of a particular brand and who is not. The act of using, wearing, or displaying branded products, indicates to others that the user is a supporter of a particular sports entity. Sports fans may not be able to play like or even have access to their sports heroes, but having branded products enables them to possess images or portraits of such heroes and have the privilege of affiliating with others who share similar interests. In any case, branding helps sports fans to express with pride their club sentiments and fraternal feelings and it provides a sense of belonging through solidarity.

In Nigeria, Okafor (2008) explained that the registration of brands is done at the Corporate Affairs Commission (CAC) and any unregistered production, re-production, counterfeiting, copying or imitation in commerce of a registered brand, are prohibited by law Companies that do not pay for the rights of brands are barred from manufacturing or advertising products bearing such brands. Application for registration must include the logo, portrait or image of the brand as well as a written description of the brand for easy identification of the goods and services for which the registration is sought. However, sports organisations could transfer the right of use of their names, marks, portraits and logos to companies to be used in packaging products for sale.

The concept of branding in sports marketing in Nigeria according to Okafor (2008) was first coined in 1978 in Lagos, by a firm called 'Advertising Age' which described branding as the activities of marketers who use sports as a promotional vehicle towards attracting consumers to their products and services. From that time, the use of images, names and photographs of sports personalities to advertise beverages, cars and a whole range of other products and services, was clearly noticed all over the country on television, radio and in the print media. He argued that most consumers have vested interest and are more drawn to their favourite teams and sports personalities than they are to company products.

Consultancy on the other hand, is defined by Barrow (2007) as the provision of expert advice to an individual or organisation towards the attainment of a project or programme. It is a process of providing advisory services or guidance to students, researchers, athletes, government agencies or some other professional and business clients. The process of consultancy may involve some degree of measurement, technical analysis, data processing and designing of plans and strategies as well as general services rendered by registered individuals, corporate organisations or government agencies. Consultancy services could be commercial or non commercial and the process crucially depends on a high degree of intellectual input from the professional to the client, with the aim of achieving targets and fulfilling aspirations. This process requires confidentiality and trust since it focuses on addressing the specific needs of the client by applying existing knowledge and skills.

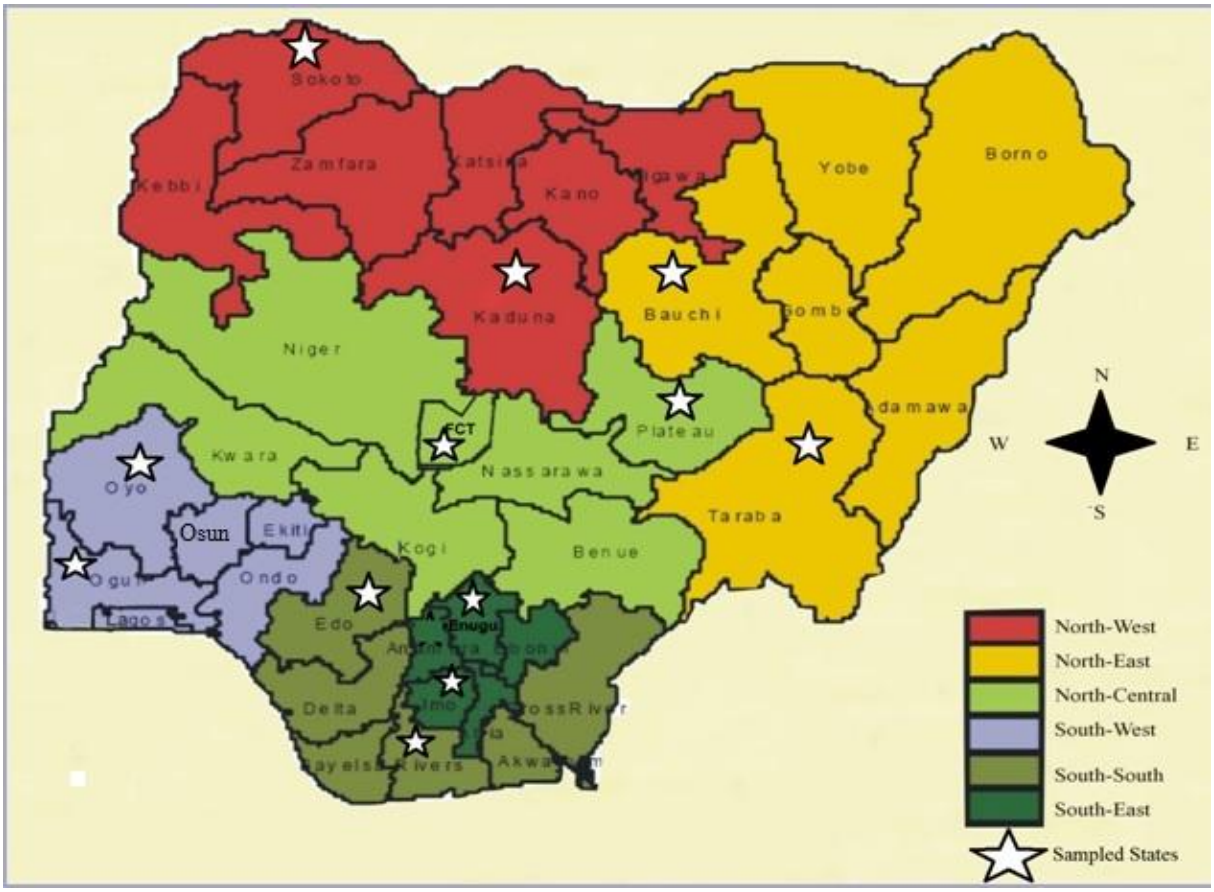
From the Latin word 'consultare' meaning to discuss, Wright (2004) explained that a consultant is a person who interacts with individuals and groups to provide professional or expert advice in a particular area such as; Business, Accountancy, Environment and Waste Management, Tax Law, Human Resource Development, Marketing, Security, Food production, Immigration, Medicine, Sports, Public Policy, Administration, Communication, Architecture and Engineering. He stated that one clear advantage of consultancy services is that clients have access to deeper levels of expertise and information.

Slack and Bentz (2006) described a consultant as an experienced individual who is trained to analyse and advise a client to make the best choice from possible alternatives. The consultant diplomatically exerts influence over an individual, group or organisation but without direct authority to implement changes. There are two categories of consultants; internal and external. The internal consultants are those who operate permanently within an organisation while the external consultants are those engaged from outside. Making use of both categories creates the basis for solid planning, execution, supervision and evaluation of projects and programmes.

Emielu (2000) reported that Nigeria is a country located in West Africa and lies between latitude 4^{o}N and 14^{o}N and between longitude 3^{o}E and 15^{o}E. The country has a total land area of 923,700 square kilometres. Nigeria is made up of 36 states with Abuja as the Federal Capital. The National Population Commission (2008) reported that based on the 2006 census, the country has a population of 140, 431,790 with a national growth rate of 3.2 per cent. This population is made up of more than 250 ethnic nationalities comprising over 4,000 languages and dialects. The country is divided into six geopolitical zones with each of the zones having a cluster of states as follows;

1. South-South has six states; Cross River, Akwa Ibom, Bayelsa, Rivers, Delta and Edo.
2. South-East is made up of five states; Abia, Imo, Anambra, Enugu and Ebonyi,
3. South-West comprises six states; Lagos, Oyo, Ogun, Ondo, Osun and Ekiti
4. North-East has six states; Borno, Yobe, Adamawa, Taraba, Gombe and Bauchi.
5. North-West comprises seven states namely; Kaduna, Katsina, Kebbi, Zamfara, Sokoto, Kano and Jigawa
6. North Central comprises six states; Kogi, Kwara, Niger, Benue, Plateau, Nassarawa and Abuja, the FCT.

Fig. 1: Map of Nigeria indicating the 36 States and the Federal Capital Territory (FCT).



Source: www.mapsofworld.com/nigeria/

Adedoja (2009) explained that in Nigeria, sports development started with informal competitive sports which had their origin in villages and among ethnic groups and were used for entertainment during recreational past-time activities. This humble beginning subsequently developed into a prominent phenomenon that could no longer be ignored in the socio-political and economic life of the nation. Missionaries introduced formal sports in Nigeria and in the course of history both formal and traditional sports have evolved to be widely accepted and practiced. Formal sports organisations started around 1910 with the introduction of Empire Day competitions, which were organized on inter-schools basis. Though most of the sports were alien to Nigerians, they were welcomed because they served the common goal of recreation, entertainment, social mobilization and the promotion of unity in diversity. The establishment of Mission schools in different parts of Nigeria assisted in the development of these sports and the introduction of new ones. Since then, many individuals,

public institutions and private organisations have been making sundry contributions towards sports development in the country.

The researcher observed that in Nigeria; the drive by companies to use sports brands to boost the sale of their products, the behaviour of consumers towards branded products and the need for branding as a marketing strategy that can match the demand of sports consumers with company products, have become quite complex. Also, transactions in different spheres of human endeavours (sports inclusive) are increasingly becoming sophisticated, thereby, justifying the need for consultancy services. As a result of these observations, the researcher investigated the influence of branding and consultancy services on selected indices of sports development in Nigeria. In this regard, the indices selected are; Construction and Management of Sporting Facilities, Funding and Financial Management, Sports Organisational Structure and Personnel Management, Performance of Coaches, Athletes and Managers, Selection and Specialisation in Sports by Athletes and Hosting of the National Sports Festival (NSF).

1.2 Theoretical Framework

This study was based on two major theories reflecting the two major dependent variables of 'branding' and 'consultancy' namely; Service Logic Theory of Branding and Strategic Consultancy Management Theory.

1.2.1 The Service Logic Theory of Branding

According to Gronroos and Gummesson (2001) the service logic theory of branding refers to the mutual interaction between producers of brands and consumers towards the overall marketing success. The service logic theory was propounded by the Nordic School of Thought in the late 1960s. Since then, the use of the theory for branding in sports marketing has become an internationally accepted as well as a widely practised phenomenon. In Europe,

research into two kinds of service based marketing started to develop in the early 1970s. The first originated from the Nordic countries and was goods and products oriented while the other one started from France and was customer friendly. Proponents of the service logic theory of branding took a standpoint that, branding was needed as a new marketing perspective that will excite customers.

Shedding light on this theory, Gummesson (2004) stressed that, customer preferences were influenced by a number of systematic and inter-related factors such as proximity, quality of content, marketing environment and product quality. These factors provide an atmosphere for interaction between marketers and customers. The service logic theory of branding is a practical demonstration of a symbiotic relationship between marketers and consumers. This means that both marketers and their customers interface in the market processes where they mutually contribute to and benefit from one another. Branding experts should know this and be able to create values and benefits for customers in the marketing process.

In their contribution on the service logic theory of branding, Vargo and Lusch (2005) suggested that branding could be a business function on its own and successful sports marketing must be the responsibility of the sports branding experts. Experts that utilise this theory provide knowledge, skills and motivation to handle interactions with customers in a marketing fashion. Similarly, a good marketer creates a conducive atmosphere through branding that enhances the quality of interaction to influence customers' perception and interest and to enable them find value for their money.

1.2.2 Strategic Consultancy Management Theory.

Selznick (2001) reported that the Strategic Consultancy Management Theory was propounded by the Classical School of Thought in the early 1970s. It refers to the practice in which consultants interact with and help organisations to improve their performance through the development of various strategies. Applying this theory enables organisations to benefit

from the services of consultants in so many ways via professional and technical expertise. As a result of their exposure and experience with organisations, consulting firms are aware of the best practices in the industry. In this theory, three essential questions usually asked by both consultants and clients are; Where are we now? Where do we want to be? How do we get there?

Commenting on this theory, Witcher, Craigen, Culligan and Harvey (2001) stressed that applying the strategic consultancy management theory depends on the circumstances facing each organisation. The Classical School of Thought is of the view that, this theory is the most accepted and deployed theory for consultancy services in many countries. In this theory, the responsibilities of the consultant include making an environmental scan which highlights all pertinent aspects that affect an organisation. Such a scan helps to uncover areas of strength and weaknesses in addition to revealing areas in which expansion is needful. The strategic management consultant screens all options for an organization in order to select the most suitable, feasible and acceptable. For instance, in processing a contract, applying this theory helps the organisation to determine whether a particular contract will be awarded on the basis of selective tendering or through the advertised public bidding process.

Patton (2001) stressed that in this theory, the task begins with the formulation of a mission statement which outlines the targets of an organisation. The consulting firm specifies the scope of activities which the organisation wishes to undertake and sets time lines for completion of tasks. In this process, methodologies are clearly stated, strategies and procedures for evaluation are earmarked and feedback mechanisms are articulated. The use of the strategic consultancy management theory squarely depends on the size of an organisation and the business environment. For instance, a global/transnational organisation may employ a more structured strategic management model, due to its size, scope of operations and need to encompass all stakeholders' views and requirements. It is in contrast to the entrepreneurial

approach utilised by Small and Medium Enterprises (SMEs) due to their comparatively smaller sizes, restricted scope of operations and meagre resources.

Gratton, Shibli and Coleman (2005) explained that in strategic consultancy management theory, consultancy options are evaluated using the following three key criteria for success; suitability, feasibility and acceptability.

(a) Suitability (Is it reasonable to work it out?)

Suitability deals with the overall rationale of the strategy. The key point to consider is whether or not the consultants' strategy will smoothly address the key issues and the needs underlined by the organisation. The strategic consultant should provide answers to questions such as; Does it make economic sense? Will the organization be on a vintage position? Will it be suitable in terms of environment and capabilities?

(b) Feasibility (Can it be made to work?)

Feasibility is concerned with determining whether or not the resources required for full implementation of the consultants plans and strategies are available. If not, can they be developed or improvised? Resources include; funding, man-power, general equipment and information. Strategic consultants must be able to forecast resource deployment especially cash flow and predict whether or not the organisation will be able to meet up with time, satisfy specifications for quality and be able to break even.

(c) Acceptability (Will it be valued or appreciated?)

Acceptability is concerned with the expectations of the identified stakeholders such as; shareholders, employees, community leaders, pressure groups, customers, managers, coaches, athletes, fans and the general public. The expected performance out-comes are in two categories; returns and risks. Returns have to do with financial and non financial benefits expected by stakeholders at the end of each programme or project. For instance, shareholders would expect increase in their wealth through

improved share value, employees would expect improvement in their welfare packages, sponsors and donors would expect better value for their money while coaches, athletes and fans/supporters would look forward to winning laurels. Risks deal with the probability and consequences of financial and non financial failures of a strategy. The outcome of risks determines the possibility of continuity or severance of transactions between consultants and their clients.

From the foregoing, the researcher has observed that four principles are commonly in operation in both the service logic theory of branding and the strategic consultancy management theory. These principles are;

(a) mutual interaction among the principal actors,

(b) practice requires expertise,

(c) knowledge of the operational environment

(d) target for value or profit on investment.

These principles are vivid and transcend the transactions between sports branding experts and consumers as well as between sports consultants and their clients. The two theories were selected as the basis for this study because the four common principles they possess are relevant towards understanding the influence of branding and consultancy services on sports development in Nigeria. These principles could be used by branding experts and sports consultants in Nigeria to generate activities and services which will enhance the capacity of coaches, athletes and sports managers, thereby influencing sports development in the country.

1.3 Statement of the Problem

Influence of branding and consultancy services on sports development in Nigeria is the main thrust of this study.

1.3.1 Branding.

Langerd and Eiglier (2001) viewed branding as a marketing approach that is geared towards facilitating interactions with customers in the consumption process. They narrated that in France, the foundations for incorporating branding within the scope of marketing services were laid in the early 1980s. During the same period in North America, branding jobs were made available to organisational staff through internal marketing strategies. Marketers were able to use branding to boost sales of existing products and enter new markets by using the logos, portraits and images of popular sports entities.

According to Booms and Bitner (2001), branding was incorporated in China as an additional marketing strategy to existing orthodox practices in order to augment the marketing mix. In sports, fans/supporters of a particular athlete or team will more likely purchase the products that have the logos, jersey numbers, names and colours of such athlete or team than the products of unbranded players or teams. Similarly, they pointed out that, trends come and go at irregular intervals so that what is hot fashion and latest today can be outdated, old fashion or obsolete tomorrow. This is so because society is dynamic.

In their contribution, Prahalad and Ramaswamy (2004) observed that regardless of the sophistication and effectiveness of the branding programme of a sporting organisation, teams that win tend to sell the most branded merchandise. Also, companies such as Adidas, Nike, Reebok and Puma etc, seem to have established a niche in the branding market, thereby setting the pace for products from other companies to follow. As a result of this, the branding experts of these companies keep employing strategies to outwit each other in the branding business to attract and retain customers.

It has been observed by this researcher that in Nigeria, sports fans especially in Football are more affiliated to foreign based players and teams than those in the domestic league. This may be as a result of the intensive media coverage and the use of foreign based sports personalities for branding programmes which make them more popular in the country than their home based counterparts. Similarly this researcher has noted that marketing agents in Nigeria now prefer to use the portraits, logos and images of celebrities in the film and music industries than those of sports personalities to brand and advertise their products. This could be attributed to the rapid growth and increase in the activities of Nolly Wood as a film industry in the country.

1.3.2 Consultancy Services.

Bitner (2002) disclosed that the workability and effectiveness of consultancy services differ from one organisation to another depending on the peculiarities of each organisation. Services provided through consultancy include; technical assistance, development of coaching skills, drawing of road maps for implementation, designing strategies for development and general improvement strategies in organisational operations.. Strategic consultants often bring their own proprietary to bear in the identification of problems, choice of procedures for implementation and evaluation which serve as the basis for effective and efficient performance of tasks.

Bryson (2005) explained that in practice, a consultant may be hired as an Interim Manager and is expected to bring a combination of specialist expertise and experience to bear on the assignment. Some consultants are employed indirectly by the client via a consultancy firm that recruits consultants on a part time basis. In such circumstances, the firm itself does not usually have consulting expertise but works rather like an employment agency for different professionals.

Slack and Bentz (2006), shared a similar view with Bryson by stating that sometimes, consultants form a consortium in order to deliver services to their clients. In a building

construction for instance, architects, building engineers, quantity surveyors, mechanical and electrical engineers could form themselves into one unified body to work towards delivering such a project. The slight difference in the two opinions is that while Bryson explained that a firm gets the job and recruits professionals to handle different aspects, Slack and Bentz maintained that professionals voluntarily come together to form a union (consortium) to do the job.

This researcher has observed that consultancy has been in practice in Nigeria for some time now in many facets of human endeavour especially by universities and it is fast becoming prevalent in more government and private businesses. However, sports consultancy is still in its infancy in the country and there seems to be poor patronage of consultancy services in sports. This could be due to lack of awareness about the services rendered by sports consultants in the country. Also, sports consultancy seems to be more prevalent in the southern states than in the Northern parts of Nigeria. This might be the reason behind the success and rapid development of the sports sector in states like Lagos, Edo, Delta and Rivers and the dismal performance noticeable in the Northern states. The cost implication for engaging consultants and the general apathy towards sports in some parts of Nigeria might also be responsible for the disparity in consultancy services in parts of the country.

This research was conducted in order to determine the perception of respondents about the influence of branding and consultancy services on sports development in Nigeria. Specifically, the perception of respondents about the following selected indices of sports development were investigated in the study; Construction and Management of Sporting Facilities, Funding and Financial Management in sports, Sports Organisational Structure and Personnel Management, Performance of Coaches, Athletes and Sports Managers, Selection and Specialisation in Sports by Athletes and Hosting of the National Sports Festival (NSF). The researcher is of the view that if branding and consultancy services have any influence on sports development in Nigeria, carrying out this research becomes very relevant.

1.4 Purpose of the Study

The purpose of this study was to;

1. Determine the perception of respondents about the influence of branding and consultancy services on sports development in Nigeria.
2. Find out the perception of respondents about the influence of branding and consultancy services on the construction and management of sporting facilities in Nigeria.
3. Find out the perception of respondents about the influence of branding and consultancy services on the Funding and financial management in sports in Nigeria.
4. Find out the perception of respondents about the influence of branding and consultancy services on the Organisational structure and personnel management in sports in Nigeria.
5. Find out the perception of respondents about the influence of branding and consultancy services on the Performance of Coaches, Athletes and Sports Managers.
6. Find out the perception of respondents about the influence of branding and consultancy services on the Selection and specialisation in sports by athletes in Nigeria.
7. Find out the perception of respondents about the influence of branding and consultancy services on the Hosting of the National Sports Festival in Nigeria.
8. Establish the correlation between the influence of branding and consultancy services on the indices of sports development in Nigeria.

1.5 Research Questions

This study was guided by the following research questions:

1. Is sports development influenced by branding and consultancy services in Nigeria?
2. Do branding and consultancy services have influence on the construction and management of sporting facilities in Nigeria?
3. Do branding and consultancy services influence funding and financial management in sports in Nigeria?
4. Do branding and consultancy services influence the organisational structure and personnel management in sports in Nigeria?
5. Do branding and consultancy services influence the performance of coaches, athletes and sports managers in Nigeria?
6. Do branding and consultancy services have influence on the selection and specialisation in sports by Athletes in Nigeria?
7. Is the quality of hosting of the National Sports Festival enhanced through branding and consultancy services in Nigeria?
8. Is there any correlation between the influence of branding and consultancy services on the indices of sports development in Nigeria?

1.6 Research Hypotheses

The following null hypotheses were postulated for this study:

Major Hypothesis

There is no significant influence of branding and consultancy services on sports development in Nigeria.

Sub-Hypotheses

1. There is no significant influence of branding and consultancy services on the construction and management of sporting facilities in Nigeria.
2. There is no significant influence of branding and consultancy services on funding and financial management in sports in Nigeria.
3. There is no significant influence of branding and consultancy services on the organisational structure and personnel management in sports in Nigeria.
4. There is no significant influence of branding and consultancy services on the performance of coaches, athletes and sports managers in Nigeria.
5. There is no significant influence of branding and consultancy services on selection and specialisation in sports by athletes in Nigeria.
6. There is no significant influence of branding and consultancy services on the hosting of the National Sports Festival in Nigeria.
7. There is no significant correlation between the influence of branding and consultancy services on the indices of sports development in Nigeria.

1.7 Basic Assumptions

This study was based on the following assumptions;

1. Branding and consultancy services influence sports development in Nigeria.
2. Branding and consultancy services influence the construction and management of sporting facilities in Nigeria.
3. Funding and financial management are influenced through branding and consultancy services in sports in Nigeria.
4. The organisational structure and personnel management in sports are influenced by branding and consultancy services in Nigeria.
5. The performances of coaches, athletes and sports managers are influenced by branding and consultancy services in sports in Nigeria.
6. Selection and specialisation in sports in Nigeria is influenced through branding and consultancy services.
7. Branding and consultancy services influence the quality of hosting of the National Sports Festival in Nigeria.
8. There is significant correlation between the influence of branding and consultancy services on the indices of sports development in Nigeria.

1.8 Significance of the Study

The importance of this study cannot be overemphasised due to the fact that many individuals and groups stand to derive knowledge and lessons from it. Those to benefit from this study include sports men and women, coaches, fans, teams, clubs, associations, federations, students and lecturers.

Since the study aimed at finding out the perceived influence of branding and consultancy services on the development of sports in Nigeria with regards to different indices of sports development, it is a guide for prospective sports branding agents and potential sports

consultants. Also to benefit from the findings of this study are State Sports Councils, Ministries for Youth and Sports Development and the National Sports Commission also.

Similarly, states which are prospective hosts of the National Sports Festival would derive lots of information from the study of the phenomena of branding and consultancy services and their influence on sports development in Nigeria. By and large, the findings from this study could be used by government, branding experts and sports consultants to strategically improve on the efforts and initiatives towards sports development in Nigeria.

This study is a meaningful contribution to the increasing knowledge and literature on sports marketing especially branding as well as consultancy services in sports. It would be a good reference material for students and researchers. This study is quite significant because it highlighted current trends on branding and consultancy as practised in the sports sector. The study also highlighted other factors related to sports development which can be used for planning and policy formulation by sports administrators and for future research works.

1.9 Delimitation of the Study

This study was concerned with finding out the perception of respondents about the influence of branding and consultancy services on sports development in Nigeria. The study was restricted to branding and consultancy services only as practised in the sports sector. Therefore, investigations did not reflect branding and consultancy services as practised in other fields of human endeavour except those mentioned in the review of related literature that have been compiled and published by earlier researchers and authors.

The study was also restricted in scope to only the selected indices of sports development which are contained in the research questions and hypotheses and for which the influence of branding and consultancy services was investigated. Specifically, the indices of sports development selected for this study are; Construction and Management of Sporting

Facilities, Funding and Financial Management, Sports Organizational Structure and Personnel Management, Performance of Coaches, Athletes and Managers, Selection and Specialisation in Sports by Athletes as well as Hosting of the National Sports Festival.

The study included; athletes, coaches, managers such as State Directors, Deputy Directors and Assistant Directors of Sports, State Sports Association Chairmen and Organizing Secretaries as well as Chairmen and Technical Directors of Sports Federations.

The study was restricted in geographical scope to Nigeria only. In this regard, all the six geo-political zones in Nigeria; the South- South, South-East and South-West as well as the North-East, North-West and North-Central, were covered in the study.

1.10 Limitations of the Study

It was the desire of the researcher to have investigated the influence of branding and consultancy services on the support given by sports fans in sports in Nigeria. However, identifying the fans and getting their total number across the country was not possible. Therefore, the researcher excluded the support from sports fans from the indices of sports development and excluded sports fans from the population and sample of the study.

Another limitation was the security situation in the North Eastern states of Nigeria at the time of administering the questionnaire which made it difficult for the researcher to physically visit Bauchi and Taraba States to administer the research instrument. As a result, the questionnaire was sent by email to the Research Assistants (RAs) in the two states who down loaded, printed and distributed copies of the questionnaire to respondents. These Research Assistants were trained through documented guide/instructions sent to their emails and further explanation through the mobile telephone conversations. Movement was a big challenge for the Research Assistants in Bauchi and Taraba States and that fact accounted for low retrieval of the distributed questionnaire from those two states.

CHAPTER TWO

2.0 REVIEW OF RELATED LITERATURE

This study investigated the influence of branding and consultancy services on sports development in Nigeria. Related works were reviewed under the following sub-headings:

2.1 Concept and Platforms of Branding in Sports.

2.2 Historical Background and Current Trends of Branding in Sports.

2.3 Branding as a Marketing Strategy and Sports Consumer Behaviour in Nigeria.

2.4 Problems and Prospects of Sports Branding in Nigeria.

2.5 Concept and History of Consultancy Services.

2.6 Dimensions and Approaches to Consultancy in Nigeria.

2.7 Importance and Indices of Sports Development.

2.8 Empirical Studies

2.9 Summary

2.1 Concept and Platforms of Branding in Sports

2.1.1 Concept of Branding in Sports

Mick and Calus (2002) asserted that understanding the concept of branding is a highly strategic facet of the marketing mix that serves to create and maintain the image of a particular product in the market. Strategic management initiatives can use branding to achieve a range of socio-economic goals. Creating a brand concept is a complex process with numerous elements which involve; packaging, advertising, pricing and customer service. The element that needs close attention in order to produce a good branding package in sports is the financial price which has a favourable image to give on a global coverage.

In their contribution, Kerr and Johnson (2005) stated that branding is about people and their relationship to favourite sports entities. Whether it is a developed nation trying to prioritise its sports branding initiatives or a third-world struggling to stabilise its political and economic situation and reverse long-held perceptions about its nation, all places face the problems of deciding how and where to spend their resources. If a nation decides to invest in sports, it needs to understand the branding possibilities and select which one will suit the marketing needs of its citizens. Global brand managers make use of marketing strategies that are standardized across all national markets. However branding must contextualize the sports market as a global event and each sport must market itself as an international brand with a different marketing strategy and a distinct marketing mix based on the consumer environment and socio-cultural considerations.

Leeds and Allmen (2008) identified three steps towards understanding, developing and administering a good brand concept that is globally accepted. These steps include;

(a) **Identifying Consumer Needs.** At this initial stage of concept building, experts must identify recurring customer needs and determine how the brand can bring both functional and emotional benefits to these customers. These can be done by sourcing for the opinion of brand users within communities. If the views of consumers and other opinion leaders in the community are utilised, it would go a long way to establish and stabilise the brand markets.

(b) **Communicating the Brand Identity.** The second step is to communicate the brand's identity to the employees of the organisation and consumers through the media. Efforts to communicate brand identity and drive the message should be taken including collaboration with powerful media partners. An effective branding strategy requires a platform or medium that can best communicate its identity and assets to the target markets. By so doing, many benefits could be identified and sustained by showcasing the spirit of patriotism shown by fans through good documentaries in the

media houses. This step includes a multitude of both traditional and modern measures of publicising the brand identity. These methods include; fliers, posters, banners, bill boards, advocacy town hall meetings, radio and television, branded wears like T-shirts, P-caps, bangles, handkerchiefs, belts, wristbands, towels etc.

(c) Tracking Brand Success and Determining the Movement of Branding Decisions.

The third and final step is to track and determine the direction of the movement of branding decisions using either the top-bottom or the bottom-top approach. At this stage, the methods for tracking the success of the brand globally and monitoring customers' responses are established. This step also involves building unique, individualised and peculiar country based strategies that reflect branding decisions. International brand development experts are of the view that strategies and dynamics of selling the brand concept must be customized by the country where the brand concept originates.

2.1.2 Platforms for Branding in Sports

According to Norman (2003) an organisation has three platforms it can use if it chooses a sports initiative to brand its products. These are; Event Platform, Team Platform and Place Platform. These platforms are modern innovations intended to offer a range of possibilities for emerging sports markets as follows:

(a) **Event Platform**

Norman (2003) asserted that hosting a sporting event is the current best platform for the practice of sports branding. Some developed nations are utilising hosting opportunities as windows to boost their economies, promote their cultures, project their ideologies and display their technologies. Hosting a sporting event such as the Olympics or the Federation International of Football Associations (FIFA) World Cup, may be a life time opportunity which helps countries to reposition their sports initiatives. Events such as a professional golf

tournament, a marathon or an athletics meet may be hosted by a nation annually which can be used for branding. The magnitude of the sporting event determines the intensity of the branding programme.

One clear advantage of the event platform for branding according Miller (2005) is that, it is an opportunity for countries to invest in infrastructure that are designed to benefit the country after the event. Sporting events can also serve as avenues for uniting the residents of the host community with strong bonds of solidarity and other socio-economic impacts, However, the negative side of using an event platform for branding is noticed when host communities are ignorant of the gains derivable from such events. As a result, rather than serving as a uniting front, it becomes a problem to the government and people of the host country. Countries require careful consideration of hosting opportunities by carrying out thorough analysis of their strengths and weaknesses as well as advantages and disadvantages derivable from hosting sporting events. This is to avoid waste of resources by nations hosting international events.

Kranhold and Fong (2009) reported that the Chinese government used the 2008 Olympic event to wrestle with massive pollution problems, accommodation nightmares and behavioural issues. Hosting the Olympic Games also helped China to project their ideological reputation as an authoritarian government. The successful staging of the Olympics indicated a significant progress in showcasing a global sports brand by China by helping the Chinese government to jumpstart a reinvention in the lives of their youngsters in sports. China presented the world with the hosting slogan, 'Impossible is Nothing' which made many to believe that there was more to the Chinese attempts to brand their nation beyond the Olympic Games. The Chinese used the Olympics as a window to showcase their departure from a third-world country to a powerful, technology based economy. In doing so, they spent about $40bn to construct new sports facilities including the famous Olympic Stadium known as the 'bird nest'. They engaged over ten thousand youths as volunteers who were trained and

posted to all competition venues to assist and guide visitors during the games. These initiatives helped them to package the ideology of the Chinese people positively to the rest of the world. Soon after the Olympic event, junior programmes were introduced in a wide range of sporting activities to inculcate the spirit of the 'Chinese Excellence' in their budding talents which is as a good step towards the development of sports in the country.

(b) **Team Platform**

Berry and Parasuraman (2001) narrated that in the earlier part of the 20th century it was considered an asset to have a well-known sports team. However, until the rise of radio and television with the increasing emphasis on sports branding and tourism in the later part of the same century, that the position of a sports team became one of the central elements of a nation's branding programme. The construction of stadiums, providing other infrastructures and incentives are part of the overall branding benefits for owning a team.

According to the Xinhua General News Service (2006) the Brazilian national soccer team has become a major platform for the country to transmit its culture to potential investors, tourists and residents. During the 2006 World Cup, the Brazilian Soccer Federation launched the Culture Cup (Copa de Cultura), using the team as the springboard to showcase Brazilian art, film, and other aspects of its culture. The Culture Cup also borrowed the star power from former national team player, Pele, who was symbolic of the Brazilian athleticism, grace, and samba beat. In this example, the Brazilians are capitalising on the visibility and reach of their national soccer team to brand and inform potential markets about its country and culture.

Similarly, Dovi (2006) stated that the Ghana national soccer team, the Black Stars, which were noted for their style and playing ability in the 2006 World Cup, is another example of using team platform for branding. Ghanaians were glued to their television sets as the entire country stopped to watch the team playing against teams like Brazil, the Czech Republic, Italy, and the United States. The country was on many media channels in the globe

with millions of people asking questions about it. As a result of their World Cup efforts, Ghana experienced a visibility bounce courtesy of the performance of the Black Stars. The Black Stars' impact definitely meant more revenue for the country, more infrastructural expansion and improved conditions of service for the citizenry. The 2006 Soccer World Cup gave Ghana a taste of the economic power of team platform branding in sports.

Scott (2006) explained the concept of the team branding platform using the New York Yankees in the United States and Manchester United Football Club in England as examples. Each of these teams has helped in building their national brands through their global reach. Manchester United has become a global brand with approximately 75 million fans worldwide thereby bringing visibility, income and star power back to the city. Other soccer teams like; Chelsea and Arsenal in England, Barcelona and Real Madrid in Spain, Bayern Munich and Borrussia Dortmund in Germany, to mention a few, have followed a similar strategy and are busy creating global appeal through star power and team ideology.

Kang and Fowler (2009) explained that there are two different types of team platforms used in sports branding; the privately owned teams that are controlled by individuals or corporate organizations and the public teams that are sponsored by government and controlled by public servants. In each case, it is often the task of the people involved to cooperate and provide a friendly environment for teams through building facilities, participating in marketing campaigns and facilitating harmonious relationships. In many cases, teams transcend ownership and become magnets for tourism, investment havens and other business attractions.

(c) Place Platform.

According to Norman (2003) place platform is the newest of all branding platforms and still in its early stages of development. It involves a holistic integration of sports into the branding design. The current and probably hottest user of this platform is the newly industrialised emirate of Dubai. Dubai's transition from an oil-reliant trade economy in the

middle of the desert to a world class tourist destination is one of the most impressive in recent place branding history.

In their contribution, Khalaf and Wallis (2005) revealed that in an attempt to protect itself against the inevitable depletion of its oil reserves, combining its aggressive real estate development with state-of-the-art entertainment and leisure activities, Dubai has seen the number of its visitors explode from 500,000 in 1995 to 6.7 million within a decade. The emirate's early success in the tourism industry has stimulated its most ambitious project, a $5.7bn development called 'Dubai Land'. This includes the Dubai Sports City that was designed and targeted to help increase the number of annual visitors to fifteen million by 2010. Perhaps the most innovative component of Dubai Land is the Dubai Sports City designed on more than 50 million square feet. This $2.5bn project represents an unprecedented marriage between sports branding and place. Sports have always been a central connector in communities and have been institutionalised as a primary place brand building platform. Like a town where an automobile manufacturing plant defines its identity and the Dubai Sports City has defined a place sports brand.

In another comment, Khalaf and Wallis (2005) described Dubai's Sports City as "a city within a city". Over the last decade, Dubai became a premiere host of events such as the Dubai Desert Classic, the Dubai Tennis Championships, Dubai Rugby Sevens, and many international automobile and horse races. Managing these events is valuable for testing the brand concept of the Dubai Sports City and provides evidence to potential residents, tourists and investors that Dubai is capable of serving the world's sports community. Dubai has been able to raise the stakes in the competitive place branding platform, become the sports capital city of the Middle East and perhaps the world's centre for sports. Designed to capitalise on the branding power of sports and attract a large group of sports fans and participants, Dubai Sports City is redefining the relationship between sports and place platform branding and how the two are interwoven.

From the foregoing, the researcher has observed that the three platforms for branding could influence the construction of sporting facilities, enhance the capacity of states to host sporting events in Nigeria and signal new developments and innovations in sports branding in the country. The researcher is of the view that countries that are less endowed with resources could draw lessons from the Dubai story to brand their sports. Nigeria has its own history, cultural values and ideology that can be branded despite the low resource levels, numerous needs, problems and challenges. The three platforms for branding could serve as a blueprint towards laying the foundation for effective sports branding using the three platforms for a robust sports development programme in Nigeria.

2.2. Historical Background and Current Trends of Branding in Sports

2.2.1 Historical Background of Branding in Sports

According to Jackson and Hokohitu (2002) efforts of branding in sports have been made over the decades, with some countries experiencing sustained success and others only making temporary recognition. There is arguably, no better example of the potential power of the relationship between sports and branding than New Zealand. In the early 20th century, New Zealand branded its national rugby team as 'All Blacks'. This team travelled frequently to take on and beat the best of the British Isles. In wearing their ominous black uniforms with silver fern logo and conducting their fearsome haka opening game ritual based on the Maori culture, they began to invent a brand for this far-away English colony. The All Blacks team put a face on its country which became an integral part of its identity. The team was not only a winner but symbolised the independent, adventuresome and rugged lifestyle of citizens of the country.

Hope (2002) disclosed that sports have always transmitted emotional energy and qualities of competition and dedication into brands than all other endeavours. The use of sports for branding by countries has been characterised by spectacular results. For example,

the Scandinavian countries have branded skiing, the Dutch speed skating and the Japanese sumo wrestling have all recorded huge successes in branding their cherished values. In India and Pakistan, cricket has become not only the dominant sport but has overshadowed the home country of England in importance and crowd appeal.

Macharia (2005) reported that a lot of countries have had their sporting achievements which they have used to create brands in one way or another. Kenya became known as 'a running empire' since the 1960s, and its great runners have continued to dominate the long distance races at the Olympics and other world events. However, while the Kenyans have benefited from their stars returning to their homeland and investing in the country, they are yet to fully capitalise on the power of the branding appeal of their international runners. In contrast to Kenya, Norway has integrated their winter sports expertise into producing not only sports stars but also clothing fabrics and tourist attractions.

Menez (2005) disclosed that the United States and the United Kingdom took the financial risks to build massive stadiums with public money since the beginning of the 1940s. This scenario has been repeated in cities all over the globe and the result is a boom of massive sports facilities. Similarly, many teams and clubs built new stadiums or made significant renovations and upgraded existing ones. These are very huge investments in sports and going by the global interest and competition, more countries are willing to invest lots of money on sports because of the opportunities of job creation, poverty alleviation and the overall positive impact on the purchasing power of the people.

2.2.2 Current Trends of Branding in Sports

Kim and Chung (1997) presented a picture in which nations are presently focusing on attracting foreign investment through sports tournaments with their sports branding concepts. Sports brands are now sending out emissaries to distribute their sports. Jamaica is a country that has capitalised on distribution of a sports brand by turning an improbable appearance at

the 1988 Calgary Winter Olympics into a valuable sports branding asset. The brand concept was driven by the perspective of a bobsled team from a tropical climate and was an example of the innovation that a country needs to stand out. Although the Jamaicans finished in last place in that Olympic event, the country benefitted tremendously from the branding opportunities offered by the games. The recent victories achieved by Jamaica in which they currently have the fastest man on earth in Usein Bolt and many more world class sprinters, is a testimonial to their effective branding programme.

Rein, Kotler and Shields (2006) explained that the strategy of sports giants such as the United States, England, China and Germany that constructed premier educational and technology based sports training institutions is being copied by lower cost competitors who are embracing the language, technology, skills, and the capacity to brand. Many countries are working and as a result, are becoming tourists' destinations or economic power houses on the basis of these strategies. Through branding programmes in sports, nations are gradually establishing universal appeal and acceptance by moving their brands from their traditional home countries to other parts of the world. For instance, Basketball which originated from the United States, have made major inroads in Europe, Asia and Africa. Similarly, the originally European and South American based Soccer has invaded the whole world and has stirred up major commitments even in the poorest countries. Whether it is a Formula-1 car racer zooming around an exotic track in Malaysia, a Chinese table tennis star emerging on the international scene, a Kenyan marathoner cruising to the finishing line or a Nigerian soccer star scoring a spectacular goal, sports brands are everywhere and are being consumed by an ever-growing free spending public. In today's environment, countries like India, Japan, South Africa, China and the Philippines are competing in the sports economy and are busy providing state-of-the-art technological services that were previously found only in the first world countries of the West. Many of these new developments have become global trends in

branding. However, it is necessary for countries to develop new ideas and perspectives continuously in order to survive in the sports market.

David (2006) explained that those nations that desire to excel in sports branding are busy addressing three critical issues; (i) formulating the brand concept, (ii) infrastructural development and (iii) effective distribution network.

(a) Formulating the Brand Concept.

Each nation is formulating its unique sports brand concept and making sure that it is an attractive potential market having a long term effect. In any case, the concept must reflect the nation's ideology, goals and the content it can reasonably deliver. In this regard, it is more likely that Thailand would select a concept built around golf and Cuba would select its concept around boxing because of their historical association to these sports. America and China with large resources have restructured their heritage through elaborate branding plans in almost all sports and have become major players in the global sports market. However, for a country with lean resources, it would be a difficult task to compete successfully in a wide range of sports with countries like the United States and China. It would be more effective and efficient for smaller nations to select and develop a niche in those areas peculiar to them.

. David (2006) cited Australia as a good example of a country that is sustaining a strong brand of a 12-month outdoor culture and adventure with vigorous sporting activities. As a warm weather country with most of the population on the ocean, the Australians have centred their branding plan on becoming world class swimmers, divers, water polo players, and surfers. Their location has made Australia not only a force in water sports on the global stage but also a premier tourist destination for people planning to engage in these sports. The Australian case demonstrates the fact that a country's good branding concept should take into consideration the population, climate and relevance of the selected sports to citizens as well as the ideology of the nation.

(b) Infrastructure

A second element of a good sports brand according to David (2006) is the understanding and willingness to embark on solid infrastructural development. In this context, infrastructure includes provision of sporting facilities with an organisational structure to identify and groom talents for sports brands at all levels. The most successful countries in branding have very strong youth sporting programmes. Many of them begin with the school grade level through systematic coaching as well as strong parental and community involvement. Such countries also provide sporting facilities that are age-based and consistent with building strong sports brands.

(c) Distribution

David (2006) further explained that after developing the concept and providing the infrastructure, sports brands must be launched into the market. For example, countries can capitalise on the coverage of the news media whether print or electronic to articulate and make public their branding plans. The social media; websites, podcasts, blogs, you tube, twitter, face book etc, provide easier means for sports branding agents to reach out to their targeted audience and communicate their vision, goals and relevance to a global market.

In his contribution, Guregian (2006) reported that South Korea is a nation that is benefiting from developing infrastructure to support its sports brands and has recently become a dominant country in women's professional golf. The combination of a culture that promotes hard work and career development led to the surprise victories by the 1998 Ladies Professional Golf Association (LPGA) Championship and the US Women's Open. These victories have helped to stimulate South Korean women's interest in the sport and are currently developing a global identity for this emerging nation. The results have been impressive. At one point during the 2006 LPGA season, four of the top ten money winners on the LPGA Tour were South Koreans and 11 were among the 30 highest ranking golfers in the world.

Guregian (2006) further reported that countries such as Canada and Japan are busy building extensive infrastructure for their branded sports. In other cases, despite the lack of ideal facilities and equipment, the instinct of sports branding permeates the culture. In developing countries especially around Africa, kids play soccer on any available spaces using balls that are made of gum tree juice or fibres. Whether they are institutionally or culturally driven, countries are presently having understanding of the youth development process through strong political will of governments and cooperation from private individuals and organisations, schools, parents and the young people themselves.

Kaszuba (2006) suggested that in order to develop and sustain a brand that is driven by sports, there is need for careful planning and strategic implementation. There had been instances in which athletes or teams from relatively obscured countries unexpectedly emerged winners of gold medals in the Olympics and World Championships. Such instances are brand forming moments which are invaluable in launching potential sports brands for such countries. Currently, athletes or sports teams propel the names of their countries into worldwide media attention, generating momentary global visibility than many tourist or business attractions can provide.

This researcher has observed that Nigeria has many talents and potentials in sports like soccer, athletics, swimming, combat sports and racket games but most of the young talented athletes lack relevant facilities to train and improve their sports skills. Some of them have had to move to developed countries in search of modern facilities to develop their skills while others had to change or switch over to less expensive sports due to lack of modern training facilities. It would be more profitable for the country to develop infrastructure in the specific sports where talents abound. The nation's rebranding agents could take advantage of the sporting potentials of Nigeria's athletes to provide infrastructure for sports. Also, this researcher feels that the task for sports managers in the country is to capitalise on branding opportunities when they occur. For instance, in football at the moment, Nigeria is the African

Champions in the senior category, second best in the Women World U-20, World Champions in the U-17 and is adjudged the best nation in this category having won it four times. These are moments that branding experts and sports administrators could utilise to project the country's image and ideology positively which could lead to sports development in Nigeria..

2.3. Branding as a Marketing Strategy and Sports Consumer Behaviour

2.3.1 Branding as a Marketing Strategy

Rapudu (2002) asserted that a good branding strategy has to begin with an understanding of the environment before other associated features. It is all about knowing where you are, deciding where you want to go and determining how to get there. This is in tandem with the questions earlier raised by Selznick (2001). Knowing where you are requires proper knowledge of the market and consumers behaviours. It also requires careful research and development of a Marketing Information System (MIS) that supplies timely, accurate and usable data to decision makers. A good programme of branding relies on the MIS for planning and reinforcement. Sports marketers need to understand their industry, select the most effective strategies for enhancing their trade and identify the best way of reaching out to their consumers. The MIS involves many components in the organisation including selection of an acceptable brand (logo or image), promotional activities, advertisement and public relations strategies. Implementing this marketing strategy includes careful analysis of the Strength, Weaknesses, Opportunities and Threats (SWOT) to the brand's market. In order to be effective, sports branding experts must have all-round knowledge of the organisation and the consumer environment as well as pay close attention to details of the business which are based on accurate information about the environment, the organisational mission and the core competencies needed to accomplish the mission. In addition, sports marketing experts need to be sure that the theory and concept they are using for the sports branding projects are realistic, easy to understand and widely accepted.

Quirk and Fort (2002), disclosed that people do have strong brand preferences even when they have never bought the branded products. Such preferences or brand images are based upon cultural, social and personal factors as well as commercial stimuli like advertising, public relations and prominence of distribution. Thus, even with non-routine but highly relational purchasing situations in the industrial sector where decisions are taken by technical personnel, brand image is remarkable and important in the choice process. This is not only based on experience, but can also be based upon long-standing perceptions.

Levitt (2003) revealed that successful brand strategies are those which enhance the creation and maintenance of a good image or personality. This is achieved when branding experts encourage customers to perceive the attributes they aspire to as being strongly associated with the brand. These attributes may be real and objective such as quality and value for money or abstract like youthfulness. The personality of the brand is a function of its rational characteristics but this has to be augmented and communicated to consumers through advertising, design, packaging, effective distribution and display. These strategies help to position the brand's personality in the consumers mind, generate confidence and create a suitable purchasing environment.

Batson (2005) postulated that marketing strategies in sports can be conceptualised in models and theories. One of such models is called the 'Marketing Management Process' (MMP). This is a step-by-step strategy and a steady process of designing and implementing the marketing programme. This model is normally used to develop a marketing plan which is integrated into an organization's larger strategic plan that includes finance, asset management, resource allocation and personnel management among other elements. The MMP is the backbone of the entire marketing plan and it is segmented in stages. One key rule about this model is that it emphasizes inter-dependence at all stages. The MMP strategically has the following stages;

i. Analysing the market and organizational needs.

ii. Clarifying the mission and objectives.

iii. Developing the marketing mix and plan.

iv. Integrating the branding plan into the implementation of the marketing strategy

v. Monitoring and Evaluating all elements of the process.

In his comment, Alexander (2005) argued that the idea of branding as a marketing strategy has meaning only in the context of challenges or obstacles to be overcome. This awareness stimulates creativity through constant reassessment of both means and ends in the light of prevailing marketing circumstances. Most talented branding experts would agree that comprehensive analysis is impossible for complex branding problems in sports. He suggested that the formulation and implementation of branding strategies should occur side-by-side rather than sequentially. This is because strategies are built on assumptions which can be tested ultimately through implementation and should be overhauled thereafter.

Alexander (2005) further argued that while much research and creative thoughts are being devoted to generating alternative strategies, too little work has been done on what influences the quality of decision making and the effectiveness with which strategies are implemented. For instance, in retrospect, the collapse of many companies could have been avoided if there had been conscious efforts to pay more attention to the risks associated with their investments. Alexander's framework addressed this issue by identifying eleven factors that should be properly tackled in the process of strategic formulation and implementation of branding as a marketing strategy. These factors are; Time; Opposing forces; Political will; Perception; Holistic effects; Adding value; Incentives; Learning capabilities; Opportunity cost; Risk management and Style. He argued further that this principle is based on the idea of evolution differentiation, selection, amplification and repetition. The principle is based on the

survival of the fittest. The fittest marketing strategy is employed after trial and error to run the organization in its current market.

In his contribution, David (2006) recommended that the development of strategy should no longer be a mere analytical exercise, but highly creative with the aim of conceiving and executing an innovation which creates competitive distinction that thrills customers. He introduced a sine wave approach that amplifies the strategic thinking of all participants in the development and execution of the marketing strategies. This strategy can be used at the corporate level for every function in the organisation as well as in mergers, acquisitions, divestitures, and turnarounds.

Branch (2006) argued that branding is a microcosm of the entire marketing efforts. Therefore, putting too much emphasis on branding as a marketing strategy might add only a little value and it may impede on other marketing processes except where organizational strategies are diversified and taken holistically.. Branding as a strategy should be seen as laying the foundation for marketing by a sporting organisation and doing so requires strategists to think simultaneously about desired marketing objectives, the best approach and the resources needed for implementation. This requires a balanced frame of mind that understands the boundary between means and ends. Strategic thinking and identification of the needs of sports consumers take place within the gambit of organisational capacity and sports marketing dynamics.

Dickie (2006) used the term 'strategic convergence' to explain the scope of the strategies being used by rival branding experts in different circumstances. He lamented that branding strategists converge more than they should, because the more successful ones are imitated by firms that do not understand that the strategic branding process involves designing a strategy that suits specific situations. The marketing strategies that sports organizations might wish to pursue in any country are limited by the range of feasible approaches for implementation. There are few approaches that will not only be technically and administratively

possible, but also satisfactory to stakeholders and such approaches are usually determined by the availability of resources.

2.3.2 Branding and Sports Consumer Behaviour

Frangos (2004) reported that the 1970s witnessed the rise of sports marketing oriented firms. From the beginning of capitalism, it was assumed that the key requirement of business success was a product of high technical quality. At that time if you produced a product that worked well and was durable, it was assumed that you would have no difficulty selling them at a profit. This was called 'production orientation' and it was generally true that good products were sold without stressful efforts. Those moments are best encapsulated in the saying "build a better mouse trap and the world will beat the path to your door". Over time, increased awareness resulted in consumers' taste preferences and it is obvious that products no longer sell as easily as they had been. The solution has been to concentrate on developing new strategies of branding, advertising and promotions by marketers to stimulate buyers.

Clifford and Cavanagh (2005) suggested that to generate sales in a competitive environment, a brand has to be packaged well for convenience and the customer needs to know the features and quality of the branded product. It should be designed to facilitate ease of use. Another way to augment the brand is to enhance its value by guaranteeing its performance. By and large, brand experts should concern themselves with anything that could be done to build customer choice, patronage and loyalty.

Clifford and Cavanagh (2005) suggested the following four criteria as being very important in the process of developing effective brands to attract consumers;

(a) Product Quality is Number One. Overwhelmingly the most important determinant of brand strength is its perceived quality. Brands with perceived high quality most times earn more than double the returns on investment than sales of low quality brands. Good quality generates higher margins in two ways. First, quality boosts

marketable shares, which results in lower unit cost through economies of scale and the second is that, by creating a differential advantage, quality attracts higher relative price.

(b) Offer Superior Service. Building superior service is perhaps the most sustainable differential advantage to get the attention of consumers. While branded products are easily copied by competitors, service is not so easily copied because it depends on the culture of the organisation, the training and attitudes of its employees. Service providers, who deal with complaints fast and generously, hold onto the vast majority of customers. Prompt positive response to customers' complains is a superior strategy that influences brand loyalty by customers.

(c) Get There First. One of the most common means of capturing consumer attention towards any brand is going into a market first. This does not mean being technologically first, but rather being first into the mind of the customer. It is much easier to build a strong brand in the customers' mind and in the market when the brand has no established competitors. Pioneering brands earn more than one-third higher returns on investment than late entrants on the average.

(d) Look for Uniqueness. In building brands that sell well, one principle is to invest in markets which are highly differentiated or where distinction can be created. Where markets are strongly differentiated with each segments competing for attention, both niche brands and big power brands can potentially earn very high returns on investment because they are perceived as unique with high quality.

In his contribution to knowledge of branding and consumer behaviour, Yoon (2006) reported that a group of Harvard Professors led by Theodore Levitt in the early 1970s revealed that, weak sales orientation brought the markets backward. Instead of producing before trying to sell to the consumers, businesses should start with the consumer by first finding out what they want. Consequently, the customer should become the driving force

behind all strategic business decisions. This marketing dispensation was re-formulated and re-packaged under numerous names and marketing philosophies including branding, promotion, orientation and advertorial for consumer intimacy.

Frank (2007) argued that brands are usually created before advertising. This is often misunderstood because advertising is generally much more visible than the brand factor which creates the differential advantage. For example, Emirates, British Air, Ethiopia and Virgin Atlantic Airlines existed first as strong brands before embarking on some attractive advertising. The basis for the popularity of these brands is not the adverts but the superior customer service provided by the cabin staff. However, advertising helps to communicate and properly position the brands. He pointed out that it is quite striking on record the fact that 'Marks and Spencer' has historically done little or no advertising but it is Britain's strongest brand. This is a good basis for understanding how successful brands are created and why customers are not irrational in choosing them.

According to Noil and Zimbalist (2007) it is good to consider the sports consumer within the larger context of general consumer behaviour. There are various factors that help to explain how people get involved and become committed to sports. These factors include; presence of significant others such as family members, peers, athletes and coaches; social and cultural norms; social class structure; race and gender considerations; environmental conditions; behaviour of firms in the sport industry and sport opportunism. Involvement of individuals in sports as consumers has different characteristics and levels and it is determined by such factors like self-concept, stage in life, family cycle, physical characteristics, learning opportunities, perception, motivation and attitudes. Three factors lead to consumer decision making; cognitive, behavioural and affective involvement of consumers in the branding process. All these factors involve the acquisition of sports knowledge, attitudes, feelings and emotions characterised by level of commitment, frequency, duration and intensity that a consumer exhibits towards a sporting activity. In practical terms, it is connected to the

willingness of an individual to expend money, time and energy in support of his chosen sport personality or team.

In his comment, Olowoyo (2008) stated that every day, an individual makes hundreds of decisions on countless products and advertisement messages competing for attention. Branding experts work by facilitating and making more alternatives for consumers to choose from. To make life bearable and to simplify this decision making process, some individuals look for short-cuts by buying brands that have proved satisfactory in the past particularly with low involvement purchases. For instance, when people ask for Coca-Cola as their chosen brand, they don't feel too disappointed when they are offered Pepsi.

This researcher has observed that sports marketers in Nigeria are striving to understand the dynamics of sports and the ever changing needs of consumers of sports brands. The marketer needs to clearly understand the level of involvement or extent of commitment of consumers. This will help them to exploit sports branding opportunities to the fullest and select the best marketing strategies that will match the needs and aspirations of potential consumers.

2.4 Problems and Prospects of Sports Branding in Nigeria.

2.4.1 Problems of Sports Branding in Nigeria

Lado and Willson (2004) revealed that there are three major problems of sports branding especially in a developing economy like Nigeria as follows;

(a) Sports Marketing Myopia. As a sports marketing strategy, branding ideally is one of the activities usually designed to meet the needs of sports consumers. In Nigeria, the industry has been guilty of what is known as 'marketing myopia' which is a lack of foresight on branding ventures and strategies. There are many observable symptoms of sports marketing myopia which include; wrong focus on production and sale of products, goods and other company services rather than identifying and practically

satisfying the needs of sports consumers and their markets. Also, there is a short-sighted and improper focus and quick return on investment such as sponsorship, instead of long term investment in research and relationship marketing. Other symptoms of marketing myopia are the use of corporate signage often at the expense of building a large data base around small groups, families and individuals and there is a slow growth of sports marketing profession in Nigeria. For instance, most Nigerian sports marketers learned their skills without formal training for their job. In Nigeria, sports marketers are called 'promoters' and are poorly paid while their counterparts in developed countries are regarded as 'press agents' and they earn better emoluments.

(b) **Inadequate Sports Marketing Research.** This is a major problem for sports branding in Nigeria. The most important issue here is the need for sports marketers to invest in well designed researches that include qualitative methodology such as in-depth interviews and well arranged surveys. Research neglect exists at both professional and amateur levels and no society can grow beyond the level of its research. This applies quite directly to sports. Through Research, weaknesses in existing practice are exposed and strategies for opening up new horizons are revealed.

(c) **Poor Sales Techniques for Brands.** They argued that, although many sports fans have equated sales and promotions with marketing, few have invested in the sales efforts. For quite sometimes now, sales have been driven by quota and commissions mentalities, with little emphasis on training and tactics for the larger marketing strategy. There are also looming environmental, socio-cultural and economic threats.

In his contribution, Ayo (2008) identified ambush marketing, organisational weakness and poor application of sports theories as three other problems bedevilling sports branding in Nigeria.

(i) Ambush Marketing. He described the practice of ambush marketing as 'black marketing' in which adverts from unregistered corporations create counterfeit images

of sponsored brands without any recourse to officially registered logos or symbols reserved for a sponsor. The sports branding industry needs to be incorporated in the general copy rights legislation in Nigeria in order to check this level of piracy known as ambush marketing.

(ii) Organisational Weaknesses. He maintained that branding is seriously affected by organisational weaknesses in Nigeria. Factors such as shortage of qualified staff, inadequate funding and poor managerial skills have always hindered the success of sports marketing. In Nigeria, there is an unclear sense of direction about sports branding which stifles creativity in sports marketing in the country.

(iii) Poor Application of Sports Theories. In Nigeria, theories of sports marketing tend to undergo short periods of popularity, brief moments of survivorship and exhibit biasness. Similarly, some sporting organizations adopt marketing theories that are either too narrow in scope to build a complete corporate branding strategy or too general and vague to be applicable to specific marketing situations in the country. Sports organizations have been applying foreign theories rather than developing local and indigenous contents for the Nigerian sports consumers.

2.4.2 Prospects of Sports Branding in Nigeria

Olowoyo (2008) summarised the prospects of branding in sports in Nigeria into five as follows;

(a) The Interactive Digital Revolution. Information and Communication Technology (ICT) has enhanced sports marketing at a larger interactive dimension from the 1970s when network television executives, wielded enormous influence over sports schedules. Recently, the cellular phone has turned millions of sports loving Nigerians into celebrity callers on radio stations in many states of the Federation. Super Sports Channels on DSTV, Brila FM in Lagos, Abuja, Kaduna and Onitsha plus other radio and television

stations across the country have continued to influence player trade and sports brands through their sports call-in programmes.

Sports web sites on the Internet are on the increase. The Nigeria Professional Football League (NPFL) launched a site known as, 'superbowl.com' in1997. This site has generated uncountable interactions among sports lovers. Since 1998, a million people per day on the average are logging on to an experience regarded as total exploration of sports. Sports marketers should take advantage of this medium to open up new horizons and break new grounds for sports branding in Nigeria (www.superbowl.com, 1997).

(b) **The Rise of Sports Malls.** Although sports consumers have the Internet and other media on which to personally hook up and obtain information easier and faster, there is need for hands on shopping in a new phenomenon known as the 'sports shopping malls'. Prototypes of the sports malls concept can be found in special arenas and in the shopping malls built many years ago.

(c) **The Drive Towards Branding.** One purpose of the sports marketing is to promote a sort of product brand. At the moment, there are giant developments that are consolidating on a range of sports consumption needs of Nigerians. Thus, the new drive towards brand marketing explains a great deal of the industry's positive future.

(d) **Some Signs of Promise.** Despite lingering sports marketing myopia in the country, the last ten years have exhibited many encouraging signs of professional approach towards sports marketing. A greater number of formal organisations are providing information, training and professional identity to men and women in the field of sports. Leaders have started to publicly discuss their marketing plans and strategies. He suggested that there is the need for the Federal Government of Nigeria (FGN) to set up a special committee to specifically conduct investigative study into sports marketing, branding and promotional activities that will improve the situation.

(e) **Sports Promotion.**

In spite of widespread media attention in which sports teams get featured daily in the newspapers, on the radio and on television, promoting sports is not as easy as hard ware or any industrial product. The media serve as a double-edged sword. In 1997, the Chicago Sun Times and the Chicago Tribune published 6,259 articles mentioning Michael Jordan was mentioned in 4,173 articles, twice the number of times Bill Clinton, the elected President was mentioned. In Nigeria, all radio and television news have a sports segment and each news paper or magazine dedicates some pages for sports news. This is in addition to some dailies and other periodicals that publish only sports news. All these portray a good future for sports branding in Nigeria if this is sustained.

According to Adedoja (2009) the right combination of strategies that would make the sports initiatives effective is contained in the programme of vision 20:2020. The meaning of this vision is that Nigeria is expected to be among the 20 most industrialised nations by the year 2020. This is especially critical since the vision is a long term planning strategy vital to the success of sports ventures. He lamented that in Nigeria today, there is competition for money and prominence among the traditional brand producing sectors like tourism, the hospitality industry, music, film and product business ventures that reduce emphasis on the sports sector. In addition, there are competing needs for infrastructure, education, health care, environmental concerns and other issues that are considered important to Nigeria's welfare. The sports branding programme is inevitably going to vie with all other legitimate concerns thereby forcing sports branding experts to be on their toes and use good strategies to sort out their priorities.

Supporting Adedoja's position, Haruna (2010) disclosed that since the Yar'adua administration packaged and launched a holistic rebranding programme for the country, every sector has been yearning for government's attention. Therefore, orthodox branding strategies would be short-lived in the near future and so constant adjustments and review for

improvement in the Nigerian sports market are necessary. In view of the dynamism in the Nigerian society, the sports branding project is a suitable component that should either serve as the centrepiece or remain as a valuable supplement to the nation's rebranding agenda.

Ayo (2008) stated that the continuous exploits by Nigeria's elite athletes in many sports abroad, is a good pointer and the right indicator of better things to come for branding in sports. Finding the right marketing strategy is not easy especially in a rapidly changing environment. However, for a bright future in sports branding in Nigeria, there is need for constant scanning of the environment in search of trends and clues about the future. Trends like population growth, demographic shifts, a reservoir of sports talents and consumers' taste, are Nigeria's strong assets for real predictive positive impact on sports branding.

This researcher has noted that branding innovations in the sports sector in Nigeria are important avenues for the creation of markets that have the capacity to attract investors and tourists, generate employment for our teeming youths, reducing poverty, check insecurity as well as boost the economy. There are good prospects for sports branding in Nigeria in sight. Therefore, successful sports brands in the future need to embrace the feasible strategies of sports marketing in order to harness the benefits derivable through sports which include physical, social, mental, emotional and economic improvements in the society. This will lay a good foundation for sports development in the country.

2.5. Concept and History of Consultancy Services.

2.5.1 Concept of Consultancy Services

Zamor (2003) described consultancy as a strategic professional activity which provides overall direction to an enterprise through utilisation of expert knowledge and skills. There is a strategic alignment between the organization and its environment. Consultancy is beneficial when the actions of the consulting firm are consistent with the expectations of the organisation which in turn are in tandem with the market environment. This leads to those

managerial decisions and actions that determine the long term performance of a business enterprise. It involves formulating and implementing strategies that will help in aligning the organisation and its environment to achieve organisational goals. Consultancy services are given based on the nature of the individual or organisation, the complexity of the problem or project and the willingness of those involved to adapt to changes and attain new heights.

According to McFarland (2004) consultancy is a field that deals with the major intended and emergent initiatives taken by chief executives on behalf of stakeholders in an organisation. This involves the utilisation of resources to enhance the performance of organisations. The concept of consultancy is evaluated in line with the performance of the organisation especially the level of attainment of the set objectives. He advocated that a good consultancy strategy needs to start with stakeholders expectations and then use a modified balanced score card which carries the interest of all stakeholders along for assessment after implementation.

Commenting on the concept of sports consultancy, Dovi (2006) explained that it is a process that involves planning, implementation and appraisal of the sports needs, programmes and projects. It helps to regulate and control the industry as well as all individuals and groups involved in sports. It also guides in identifying and assessing competitors by setting targets and formulating strategies to meet and solve all existing and potential needs and problems of sports organisations. Strategically, sports consultancy is not only about the consultants but also about other stakeholders such as athletes, coaches, fans, spectators, supporters, sports clubs, teams, sports administrators as well as the general public. Through consultancy, each sports strategy is assessed to determine how it has been implemented and whether it has succeeded or needs to be reviewed and or modified for improvement. Sometimes there is need to completely overhaul or replace a strategy with a new one to meet prevailing

circumstances such as new technology, new competitors, a new economic environment, a new social, financial and or political environment.

2.5.2 History of Consultancy Services

International Report (2005) revealed that after the World War II, a number of management consulting firms were formed, bringing about a rigorous analytical approach to the study of consultancy. Work carried out at McKinsey Boston Consulting Group, Booz Allen Hamilton and the Harvard Business School during the 1960s and 1970s developed the tools and approaches that defined the new field and set the ground work for many consulting firms to follow. In 1983, Harvard Business School impacted more on the industry and as a result, Monitor Group was founded by six professors to carry out consultancy services.

A consultancy trend which arose in the early part of the 21st century was the spin-off or separation of the consulting and accounting units of the large diversified professional advisory firms most notably among them was Deloitte. Some of these firms began operation as accounting and audit departments of organizations. Management consulting was a new innovation that expanded the scope of work for these departments in their organisations. After a number of highly publicised scandals over accounting practices, these firms began divestiture of their management-consulting units to tighter regulatory scrutiny. In many parts of the world this trend has since developed to the extent that consulting firms have established their management consulting arms (International Report, 2005).

According to Roberts (2006) consultancy started and developed as a unique field of study in 1886. The first known consulting firm was founded by Professor Arthur D. Little and was incorporated in 1909. It originally started as Technical Research but later became a general management consulting firm. Another consulting firm known as Booz Allen Hamilton, was founded in 1914 by Edwin G. Booz as a management consultancy service provider and the first to serve both private and government clients. The first major string of

growth in the consulting industry was triggered by the Glass Steagall Banking Act in the 1930s which was basically to advice on finance and strategy in organisations. From the 1950s onwards, consultants expanded their activities considerably in the United States, opened offices in Europe and later in Asia and South America

The Economist (2006) disclosed that, the concept of consultancy experienced significant growth in the 1980s and 1990s, gaining considerable importance with a perceived significant relationship to the Gross Domestic Product (GDP) of many nations. In 1980 there were only about fifty consulting firms with a little more than 1,000 professionally trained consultants worldwide, but by early 1990s there were more than 300 such firms. The initial wave of growth of consultancy in the early 1980s was driven by demand for strategy in organisational management. The span of growth in the 1990s was driven by both strategy and ICT. In the second half of the 1990s the big accounting firms entered the ICT consulting segment. The accounting consultancy firms at that time were always offering advice and counseling in addition to their traditional services. However, from the late 1990s onwards, these activities became increasingly important in relation to the maturing market of accounting and auditing. By the mid-1990s these firms had outgrown those service providers focusing on corporate strategy in organisations. The industry stagnated in 2001 but recovered, with a current trend towards a clearer segmentation of consulting firms.

Schimel (2007) reported that traditionally, the consultancy industry charged on the basis of time and materials. Billing for staff consultants was based upon the hours worked plus out-of-pocket expenses such as travel costs. During the late 1990s and early 2000s, there was a shift to more result-based approaches either by using fixed bids for defined deliverables or some form of result-based pricing in which the firm would be paid in fractions based on the value delivered. Consultancy has grown fast with growth rates of the industry exceeding 20% between the 1980s and 1990s and as a business service, consultancy remains highly cyclical and linked to overall economic conditions.

This researcher has observed that in Nigeria, sectors in which consultancy services have been established and are currently being widely practiced include; Organizational Operations and Management, Industrial Engineering, Information and Computer Technology, Organizational Administration and Development, Advocacy and Enlightenment, Architectural Design, Medicine, Religion, Health, Education, Arts, Entertainment and Event Management. However, the practice of providing consultancy services in sports is still in its infancy in the country and this justifies the need for this study.

2.6. Dimensions and Approaches to Sports Consultancy.

2.6.1 Dimensions of Sports Consultancy

Zamor (2003) revealed that the practice of Sports consultancy has assumed different dimensions and levels. Many people render services they regard as consultancy even without having attended the required professional training to qualify as consultants. The dimensions of sports consultancy today range from simple guidance and counseling services to include conducting feasibility studies for projects, design and construction, supervision, appraisals and feedback.

(a) Guidance and Counseling.

This is the first dimension and it occurs at lower and amateur levels of sports such as community and elementary school sports. This is the level at which advice is given to potential athletes in order to enable them choose their careers based on some qualities they possess and other personal, family and environmental factors. At this stage, he explained that the athletes are guided to select specific sports they are interested in and also sports in which they manifest some potential talents. Advantages of consultancy at the level of guidance and counselling include; promoting quicker acquisition of skills which leads to reduction of risks and injuries, the enhancement of team work and development of tactics. Similarly, guidance

and counselling helps the youngsters to have focus as they learn to set targets and strive towards achieving same.

Lawler and Jenkins (2004) indicated that at the guidance and counselling stage, parents, teachers, games masters, coaches and talent scouts serve as the consultants. At this level, the athletes are free to ask questions and also to undergo trials in different sporting activities in order to facilitate the selection of sports. Skills may be crude at this stage but through proper guidance and counselling, these skills gradually become refined because athletes are guided on the need to train hard and endure the hazards involved in their chosen sports. This stage requires guidance that is predominantly technical and psychological. The technical dimension is similar to the instructional phase which takes place during the physical education lessons where students are introduced to the basic/rudimentary skills of running, jumping, throwing, dribbling, passing and shooting. Psychological counselling at this level has to do with the general encouragement given to the youngsters to believe in themselves and strive to attain greater height in sports. Life stories and film slides showing how elite athletes made it to stardom, serve as useful tools for morale boosting to the upcoming athletes. Also team work and team spirit are inculcated at this stage.

(b) Feasibility Studies.

In their comment, Ashworth and Hogg (2000) asserted that sound professional advice is very important at this stage because results from feasibility studies determine whether or not projects should proceed. It is at this stage that project managers examine both workability and viability of a project before further action. Feasibility studies have to do with possibility of technical execution of projects and can only be completed after some site investigation and discussion between the owners of the project and consultants. Unless the project is deemed to be feasible in every respect, it might probably not proceed. The investigation work should be sufficiently thorough including taking note of the fees and other logistics involved, particularly so that the project does not get abandoned at a later stage.

Commenting on feasibility studies, Trench (2001) explained that at this stage of the project, consultants carry out a detailed risk analysis of the proposed scheme and the various options that are under consideration. Risk is an inherent part of every project and while a development may be determined as feasible, such a decision is reliant on assumptions and predictions relating to uncertainties that exist. Project management involves a professional approach to the identification, assessment and management of all risks. It does not rely solely on instinct, which may be subject to feelings of optimism, pessimism or other elements of bias. Opportunity for value management is provided at the feasibility stage of consultancy.

In his opinion, Janssens (2003) stressed that the architect and the building client need to establish the client's requirement and distinguish between wants and essential needs at this stage. The consultant needs to frequently find out how much the client is prepared to spend and reconciles the two major factors of cost and quantity which are so closely related. At this stage the consultant will also need to identify site restrictions such as preservation orders and any probable planning conditions. At the feasibility stage of a project, a consulting firm should design a tendering procedure and time table for completion. In a building project, the quantity surveyor can render valuable service by supplying cost information based on the actual cost of previous buildings of similar design, make allowance for such factors as differences in location, site conditions, market conditions and quality of work, and so arrive at a provisional estimate on a comparative or interpolation basis. Land surveyors, Quantity surveyors and planning experts serve as the consultants at this level.

(c) Design and Construction

Ashworth and Hogg (2000) reported that this is the dimension in which consultants design and build projects. At this stage, consultants sometimes constitute themselves into a specialized form of group known as 'consortium' made up of professionals from architecture and building engineers. The responsibility for design as well as construction is entrusted to

the consulting consortium. Consultancy based systems make it essential for collaboration in the design and construction of projects. It is necessary to evolve procedures which will allow competition among consultants offering different services. This involves two separate stages. First, a competition to find the consultant who can best satisfy the functional, aesthetic and economic needs and second, a period of negotiation with the selected consultant using data especially prices derived from the first stage. Quantity surveyors can offer various services in connection with consultant based contracts at the pre-contract, bidding/tendering and contract award stages. Architects also provide essential services of preliminary designs at this stage base on information from the feasibility studies.

Commenting on design and construction, Trench (2001) advised that contingencies must be included to provide for the unknown. He disclosed that design and construct contracts have been employed for a wide range of projects including housing, schools, stadia, hospitals, general installations and factories. A number of consultants may be invited by an organisation to submit proposals for a complete development scheme. In such cases, the consultants may use their own design team to prepare the scheme within the agreed terms and specifications. Subsequently, the successful consultants are required to collaborate with the relevant departmental staff of the organisation. This form of approach is particularly favoured where special factors such as the use of building systems are in operation.

Janssens (2003) provided more information on the operation of design and construct contracts by disclosing that in 1993, it was estimated that about 25% of building contracts were based on the principle of design and construct. In order to maintain sound financial control of consultant designed projects, one typical approach is to allow one consulting firm that have adequate resources and experience to undertake the project. Briefs submitted to consultants by organizations are often skeletal. For instance, in a stadium project, the client indicates the capacity required only. Thus, such firms use their knowledge, experience and initiatives to work out the details. The brief is accompanied by all relevant documents like

surveys, consents, statutory requirement plans, site analysis and preliminary drawings. The consultant determines the practicability of the project including dimensions, surface markings and finishing details.

(d) Supervision, Appraisal and Feedback.

At this stage, Zamor (2003), recommended that adequate supervision is needed for either new construction, reconstruction, renovation or upgrading of a project. Consultants in this dimension could call for alteration and repair work to ensure that the builders comply with the contract particulars, materials, specification and all other relevant statutory requirements. In the absence of such supervision, inferior materials, poor workmanship and omission of important details could occur. This can result in subsequent trouble and extra cost for the building owner.

In his comment, Seeley (2004) suggested that subject to the selected method of procurement, the consultant who serves as the project supervisor should make sure that the design of the works is as accurate as possible prior to tendering. During the execution period the project supervisor will need to have regular meetings with the consultants, contractor and subcontractors. Progress of the work must be monitored, controlled, recorded and communicated to the client periodically. During this period any potential delays and or impediments are identified and their effects on the completion schedule and the budget will need to be monitored. Although one of the consultants may be responsible for quality control, the project supervisor must be careful about substandard or unfinished work. Some problems may need to be discussed and the consent of the client sought to bring the project to a successful conclusion.

Riefenstahl (2008) commented that appraisal and feedback are the final stages in the supervision of a project by consultants. At this stage, the supervising consultant ensures that all checks have been carried out satisfactorily, the accounts have been properly agreed and

that the necessary drawings and manuals have been supplied to the client. The project consultant will need to also advise on the current legislation affecting the running of the project, on grants, taxation changes and allowances. It is necessary for the consultant to arbitrate between clients and contractors in order to safeguard the client's interest. In addition, the client should be issued with a report to identify that responsibilities of all parties have been satisfactorily discharged. This will assist in any future capital works that the client might undertake. In the final assessment, attention has to be paid to aesthetics as well as financial details. Supervision helps to control cost and reduce wastage of resources on the project.

2.6.2 Approaches to Consultancy

McFarland (2004) presented two major approaches to consultancy which are; the 'expert or predictive approach' and the 'facilitative approach'. In the expert or predictive approach, the consultant takes the role of a specialist and provides expert advice or assistance to the client while in the facilitative approach the consultant focuses more on the process of interactive consultation between with the client. In both approaches, consultants generally have specialised tasks that require high internal coordination such as the implementation of information technology for the benefit of clients.

Seeley (2004) explained an approach in which many consulting firms are organised in a matrix structure with one axis operating as a multipurpose business consulting group which reflects strategy, operation, technology, executive leadership, process improvement, talent identification and management. The second axis is industry focused and it touches on sectors like oil and gas, retail, stock exchange and automotive. Through these approaches, consultants occupy one or more cells in the matrix. These approaches are mostly practised by corporations which set up their own internal consulting groups, hiring internal management consultants either from within the corporation or from external firms. One advantage of

internal consulting groups is that they are often formed around a number of practice areas which commonly include: organisational development, process management, information technology, design services, training and development.

Mullin (2006) argued that despite consistently attracting growing revenues, the two approaches to consultancy presented by Seely (2004) above, also consistently attract significant amounts of criticisms from clients and other stakeholders. Any approach to consultancy that emphasises the use of internal consultants, have its own merit. However, a close examination shows that such approaches contain gaps and inconsistencies that may prevent positive outcomes or results in the future if not properly tackled. Organisations that engage consultants internally may save some money but are sometimes criticised for overreliance on management fads and a failure to develop plans that are executable by the clients. The vacuum created by the inabilities of internal consultants, do not bring about the expected improvements in organizations and may result in substantial damages to existing businesses.

Mullin (2006) identified some weaknesses in the approach by consulting firms who approach consultancy through the application of orthodox principles that do not meet the yearnings and aspirations of modern day transactions. Sometimes, such firms make empty promises which they cannot deliver and they charge high fees. They lack the experience upon which to base their advice. Such consulting firms bring weak innovations instead of offering genuine and well-packaged strategies and plans that are relevant to the peculiar needs of clients. Similarly, some consultants fail to prioritise their obligations, placing their own interests before those of the clients. By the end of an engagement between the client and such consulting firms, there is often a breach of expectation in which the consultants fail to monitor the project for a period of time thereby wasting all efforts and creating room for misunderstanding.

Commenting on this issue, Riefenstahl (2008) argued that, one major disadvantage of engaging internal consultants is that they may not have objectivity as the external consulting firms. An internal consultant also may not bring to the table best practices from other corporations due to close door practices by most organisations. Moreover, internal consultants may face corporate politics in an organisation which makes it difficult to accurately measure their true costs and benefits. When financial times get tough, internal consulting groups that have not effectively demonstrated economic value, are likely to face size reduction or redeployment. However, one way to mitigate this situation is to co-opt experienced persons into the group or to proactively provide relevant training to internal consultants.

In his contribution, Anyebe (2011) revealed that there are some potential benefits derived from employing internal consultants. On objectivity, he disagreed with Riefenstahl (2008) by arguing that if properly managed and empowered, internal consulting groups could evaluate projects in the light of the corporation's strategic objectives. The internal consultant spends less time on a project due to familiarity with the corporate procedures that guide a project through to implementation. Internal consultants maintain relationships that provide opportunities to keep certain corporate information confidential. The time and material costs of internal consultants are significantly less than those of external consultants operating in the same capacity. Internal consulting positions can be used to promote and develop potential future managers of the organisation. This would ensure better delivery of quality services and best overall operating relationships.

This researcher has observed that patronage of consultancy services in Nigeria leaves much to be desired. This is likely because of wrong perception, low level of development and absence of basic career training on consultancy in the universities and other institutions of higher learning. The researcher has also observed that Nigeria lacks strong enforcement of relevant regulatory legislation for consultancy as a profession in some fields like health, medicine, business, construction and sports which could give room to all manner of quackery

and sharp practices by untrained persons and non professionals who operate as consultants. This can retard development in such sectors. The influence of consultancy services on sports development in Nigeria is one of the variables investigated in this study.

2.7 Importance and Indices of Sports Development

2.7.1 Importance of Sports Development

Schimel (2001) explained that Sports development is the totality of efforts, initiatives and strategies put in place by government, groups and individuals towards improving the standards of sporting activities. In Nigeria, the National Policy on Sports laid the basis for sports development by identifying the philosophy, vision, mission, values and objectives of sports in the country. The National Sports Commission (2009) presented information at http://sportscommisions.gov.ng/nsc emphasising that sports developmental efforts may appear cumbersome especially when considering the fact that investing in sports programmes is financially demanding or capital intensive. These challenges notwithstanding, sports have provided communities with many tangible benefits. Sports stimulate emotional warmth between the participants and the audiences. Sports have over the years symbolised the energy, vigour and strength of an emerging nation more than museums and other cultural attractions.

In their comment, Brown, Chalib and Mules (2002) stressed that the configuration of the worldwide television networks, the social networks on the internet and wireless networks, have exploded and in the process, sports development is benefitting a lot. Sports have constantly received widespread media coverage which generates valuable visibility that can easily attract tourists and investors. Irrespective of day or night, fans can see or hear about their favourite teams no matter where they are in the world. In many countries, the development of sports serves as a central platform rather than a supplement to the overall development initiatives.

Kerr and Johnson (2005) revealed that ancient Greece has the Olympics as one of their major defining attributes and the Coliseum in Rome still stands as a symbol of the sports and entertainment culture of the Roman civilisation. Recently, many nations have begun to use sports strategically to promote their ideologies. Indianapolis transformed from an industrial city into a tourist and business attraction haven by building sports facilities and hosting sporting events. Similarly, the town of Bargo decided to become Australia's 'cycling town' in an attempt to reverse its historically negative image. Also, the Sydney Olympics impacted positively on the lifestyles of Australians. Sports development initiatives have also impacted positively on the cities of Birmingham, Manchester and Sheffield in England.

In his contribution, Kammerer (2006) highlighted the effects of sports development on the improvement of towns, cities and nations and the important contribution of the sports sector to the understanding of the concept of development generally. It is strategic that many countries are busy using sports as a vehicle for poverty reduction and a tool for combating youth restiveness. The idea of merely winning championships and medals is not enough in sports today because successful sports development initiatives in any nation require a coordinated and coherent master plan towards infrastructural development, economic improvement and human resource and capacity enhancement.

Commenting on the benefits of sports in the society, Rosentraub (2007) stated that, sports provide the right environment for a variety of fun and excitement for individuals and groups. Moreover, sports competitions foster common bonding and create avenues for people from different backgrounds to relate friendly, exchange ideas and share their experiences. Sporting activities help participants to manage stress and acquire healthy ways to reduce tension. Sports have often been an integral part of a nation's identity and a medium for transmitting its cultural values.

Mshelia (2008) affirmed that Sports have become part of the larger global economy and are ignored only at the expense of any nation that is seeking development. However, he lamented that despite the positive angles of sports development, sports have also been used unfortunately as an instrument of political oppression by some individuals and governments around the globe. Sports sometimes are used to settle scores between individuals, groups, communities and nations. The activities of hooligans, who go to any length to fight, maim, kill and destroy in the name of supporting their teams or protesting against perceived injustice to their teams, are very worrisome. As a result, any sports development initiatives should consciously incorporate strategies that will minimise if not completely erradicate these negative tendencies.

Information at http://sportscommissions.gov.ng/nsc presented by the National Sports Commission (2009) identified the philosophy, vision, mission, values and objectives of sports in the National Policy on Sports in the country as follows;

(a) **Philosophy.** To encourage participation in Sports as avenue for enhancement of health, exhibition of innate physical attributes expression of talents, skills and alleviation of poverty.

(b) **Vision.** To establish a technically efficient institution equipped with the desired professional manpower, resources, right equipment and well maintained facilities for sports development and participation.

(c) **Mission.** To develop the sports sector to a world class level where it would provide continuous improvement of quality of life for the entire citizenry to the extent that Nigeria would be recognised as one of the leading sporting countries in the world.

(d) **Value.** The Policy seeks to promote the following values; fair play, social justice, equality, self reliance and discipline.

(e) **Objectives.** The National Sports Policy seeks to;

(i) Develop sports to become an instrument of national unity.

(ii) Utilise achievements in sports to boost Nigeria's image in the comity of nations.

(iii) Develop Athletes, Coaches, Technical Officials, Sports Scientists, Sports Medicine Practitioners and Administrators to be among the best in the world.

(iv) Attract major international sporting events to Nigeria and exploit their benefits for tourism and the economy.

(v) Create enabling environment for sports goods manufacturing industries.

(vi) Use sports as an avenue to minimize anti-social behaviour.

(vii) Promote sport as a means to generate employment and create wealth.

(viii) Give opportunity to the physically challenged persons to participate in sports.

(ix) Encourage private sector investment in all segments of sports.

(x) Ensure utilisation of Information Technology to collate sports data for effective planning and dissemination of information.

(xi) Encourage the provision of recreational and sporting facilities by the three tiers of government.

(xii) Ensure adequate and proper funding of sports at all levels.

(xiii) Promote School and Institutional Sports development and competitions at all three tiers of Government.

(xiv) Ensure that Sports is an integral part of the curriculum of Educational Institutions at all levels (Nursery, Primary, Secondary and Tertiary).

(xv) Encourage mass participation in sports and recreation with a view to using exercise for the improvement of the general health and fitness of citizens.

The philosophy, mission, vision, value and objectives of sports, capture the essence and need for all hands to be on deck to support the sports development efforts by government in Nigeria.

2.7.2 Indices of Sports Development

Sports development has many indices and some have been carefully selected and reviewed in this study as follows; Construction and Management of Sporting Facilities, Funding and Financial Management, Sports Organizational Structure and Personnel Management, Performance of Coaches, Athletes and Sports Managers, Selection and Specialisation in Sports by Athletes and Hosting of the National Sports Festival (NSF).

(a) Construction and Management of Sporting Facilities

According to Mullin (2006) the first factor to consider while planning for construction of sporting facilities which is quite critical to its success is the number and proximity of prospective users. Other important factors to consider are; the appropriateness of the buildings, safety of structure, attractiveness/aesthetics of the design features, availability of staff, density of competitors, parking convenience, proximity to public transport, availability of utilities and security arrangements. Similarly, the historical value, heritage issues, native title legislation, assessment of environmental impact, meteorological conditions, planning restrictions, zoning regulations and road use impact, are usually considered. These features form the basis for feasibility studies while proposing the construction of a sporting facility.

In another comment, Mullin (2006) stated that after the design and construction, the day-to-day management of a sporting facility requires a trained personality with a variety of skills such that can cope with the routine of an office system and the changing circumstances of a multipurpose operation. Sports managers must pay attention to the utilisation and

maintenance details of sporting facilities. Since employees are often the mirror of the organisation, particular attention must be given to the selection of facility staff and officers who should be courteous and sensitive to customer needs.

In their contribution, Frosdick and Walley (2007) revealed that health and safety are essential features in the construction and management of sporting facilities which must be controlled tightly to minimise the risk of injury. Negligence is an issue to be continually addressed in order to avoid liability that could lead to legal action or litigation against the facility operators or the organisation. It is also important to put in place and closely monitor policies that help prevent breaches of standard and safety codes, which may attract a penalty. Like the other components of facility management, auxiliary services like food outlets and shops must be carefully planned and administered with the convenience of users in mind. Organisational procedures for income and expenditure arising from facility utilisation, often help to clearly define operations leading to profitability of specific services such as the swimming pool, indoor sports hall or conference room.

Farmer (2009) explained that Sporting facilities range from world standard sports stadiums to community, club or private facilities such as courts, halls, pools, gymnasiums and arenas for various indoor games. During construction, both training and competition facilities should be provided for teams. The construction and management of sporting facilities involves the co-ordination of the physical setting and provision of services associated with the user's needs. Facility planning and design concentrates on the architectural and engineering aspects while facility management touches on real estate and equipment maintenance, safety, rentals, lease and all other auxiliary services thereto. Maintenance of the facilities for safety, suitability and conduciveness are key issues in facility management. Coaches and athletes need to have access to appropriate pre and post training equipment and amenities such as weights and showers in changing rooms. Managing sporting facilities necessitates employing staff who can undertake a number of activities such as cleaning, grounds-keeping, equipment

maintenance including those who can handle essential facilities such as lighting and plumbing. The major task for sports managers, whose organisations lease sporting facilities to private managers, is to find appropriate lessees and negotiate the utilisation and maintenance of such facilities under favourable terms and conditions.

According to the National Sports Commission (2009) facilities are major determinants of sports development in Nigeria because they provide standard settings for fitness, recreation, competitions and they influence public participation in sports. In order to facilitate and encourage mass participation in sports in the country therefore, government shall in conjunction with stakeholders; provide standard facilities and equipment for sports at National, State and Local Government levels and ensure availability of sporting facilities in schools and communities. Also, government shall engage the services of trained and competent facility managers for all stadia and other sporting facilities in their respective areas. The Nigerian government shall continue to encourage the construction, development, management and maintenance of sporting infrastructure through the Public-Private Partnership (PPP) arrangement.

The researcher has observed that the overall success in constructing and managing sporting facilities can be achieved through careful maintenance, routine renovation, keeping a satisfactory inventory and updating status of facilities.. The researcher has observed that government constructs most sporting facilities in Nigeria but managing them well is an issue. There is a poor maintenance culture with poor record keeping for government owned sporting facilities in Nigeria. The practice of leasing out stadiums and other sporting facilities to private managers is still in its infancy in the country.

(b) Funding and Financial Management

In a World Bank Report (1997) Federation International Football Association (FIFA) stated that, funding and financial management constitute the basis for accounting reports

involving the basic but essential information about the records of cash flow and bank reconciliations. In this report, FIFA postulated that money is literally the bottom line for profit seeking sporting franchises and some leisure based businesses. The report maintained that despite the fact that sports clubs and associations do not have the complexities of some commercial ventures, they have no excuse for poor records of funding and financial mismanagement. All financial records of a sporting organisation do not have to be complex, but they should be accurate, consistent and reported regularly. It is also important that all monetary matters be dealt with in accordance with the financial regulations. The particular format that a sports organisation's financial recording system takes depends on the status and size of the organisation, its nature and range of programmes, services and activities.

Smith (2006) disclosed that, money is not everything, but it is the deciding factor in the success of many organisations and that there had been several suggestions as to how funding and financial management should be approached in sporting organisations. There are several sources and channels through which sporting organisations raise funds ranging from donations and sponsorships to investments, ticketing and sale of branded items. Each sporting organisation can target maximising income within clear guide lines for fund raising activities and procedures for proper financial management.

Leeds and Allmen (2008) disclosed that the financial wealth of a sporting organisation is a direct factor responsible for its good or poor performance and can be diagnosed in the same way as in other organisations. Wealth is calculated by comparing the difference between the total asset value including cash and the total liabilities including debts at a particular time. In other words what is owned is contrasted with what is owed. Profit is calculated by identifying the difference between total earned income for a period and the total expenses incurred by the organisation. Compiling and presenting financial records is one of the most important tasks in the administration of a sporting organisation. Therefore, it is important for funding sources

and financial management procedures to be clearly defined in the organisation's constitution or by-laws.

In another contribution, Leeds and Allmen (2008) explained that the whole point of keeping financial records is to monitor the organisation's performance and provide a summary of its financial transactions. For small sporting organisations, there are few financial transactions having cash receipts and cash payments as the only details to consider in calculating overall funding and financial performance during a given period. However, big organisations particularly profit seeking enterprises like leisure centres and professional sports clubs are faced with a large number of daily transactions. In each of these situations, transactions are recorded on a daily basis and summed up into ledgers which in turn are compiled to form trial balances used as the basis for preparing financial statements.

In his contribution, Adedoja (2009) observed that overhead costs associated with funding of sports programmes are relatively high and such continue to hinder sports development in Nigeria. Just as it is with all other human endeavours, funding and sponsorship are vital requirements for sports development at all levels. Funding of sports has been in the hands of government for too long in Nigeria. There is every need for the private sector to be involved. The duty of government is to provide facilities and create an enabling environment for sports to thrive through well articulated sports policies and programmes. Multi-national and large scale financial organisations such as banks, petrochemical industries, communication outfits and philanthropists should step in and sponsor sports competitions at all levels. Involving the private sector will help in the rapid development of sports in the country through prompt funding of competitions. This will help to checkmate the late release of funds to teams/clubs which has been the practice due to bureaucratic bottlenecks in the public service. enhance early and adequate preparations for competitions and help improve the performance of teams/clubs in international competitions. Funding of sports programmes by the private sector

is investment and it will reduce the chances of financial mismanagement by enhancing transparency and accountability in sports in Nigeria.

The National Policy on Sports as presented by the National Sports Commission (2009) stated that, the NSC, its agencies and affiliates shall among other things;

(i) Encourage private sector and national sporting bodies to develop collaborative relationships which can realize the economic value and viability of funding sport programmes such as camping, training and competitions.

(ii) Offer incentives that would encourage financial assistance from the private sector for sports programmes.

(iii) Undertake fund raising programmes to enhance financing of sporting activities.

(iv) Encourage the private sector to identify with specific sports with a view to enhancing funding of programmes and activities of such sports.

(v) Enable the private sector to contribute to development of sports as a way of discharging their corporate social responsibilities to the host communities.

(vi) Work closely with NEPAD Nigeria and the National Planning Commission to effectively utilize foreign aid available to the institution of sports by the United Nations under Article 57/7 with the recognition of NEPAD Africa and her programmes in member countries.

(c) Organizational Structure and Personnel Management in Sports

Quirk and Fort (2002) described the term 'Organisational Structure' as the pattern of roles and functions within an organisation. The way and manner the roles and functions are outlined is essential if the organisation is to fulfil its purpose. However, the way in which the organisations are patterned or structured is to some extent a matter of choice and convenience. The conservative traditions of many sporting bodies are manifested in their organisational structures and personnel management. Most sports clubs and associations are

organised around the conventional roles of President, Secretary and Treasurer, supported by committees which implement executive decisions.

In their contribution, Pinchot and Pinchot (2003) explained that the tasks or responsibilities that need to be undertaken and the relationship between those performing such tasks are displayed on organisational charts. On the chart, the number of people reporting directly to a particular manager or supervisor constitutes that individual's span of control. For example, the Head Coach in a football department is responsible for supervising the activities of Assistant Coaches and the Fitness Coordinator has a span of control of some Assistants. The span of control depends upon the jobs being done and how much responsibility has been given to each person. Bureaucratic structures are quite weak in sports settings and any rigid hierarchy should be replaced by an underlying operational philosophy that emphasises information flow and freedom of communication.

The activities in personnel management as summarised by the UK Sport (2004) include; assessing, forecasting and examining the needs, demand and supply for staff as well as formulating a job through analysis, description and specifications. The activities also involve recruitment through advertising, interview and selection of qualified candidates, drawing up conditions of employment and organising orientation or induction for newly recruited staff. Also important in the process of personnel management are the issues of staff motivation through promotion, welfare and fringe benefits, training and development, industrial relations, disciplinary measures, retirement and terminal benefits. In sports, personnel management revolves around the contribution made by officials, employees, members and athletes to the success of the club or association. An organisation with a high profile of personnel management would produce job satisfaction, low resignation and high productivity.

Larson (2006) identified some key areas of concern in effective personnel management as; proper staff induction, identification of low performance areas, outlining work procedures, improved customer service through extensive training schedules, rewards and incentives to stimulate greater staff efforts. Other areas include; thorough description and promotion of safety programmes, staff education on organisational policies, processes for staff assessment/evaluation, monitoring for punctuality, checking truancy and planning to avoid skill shortages through replacement policies. Good personnel management is both persons-centred and goal-oriented. The best personnel programme provides for employee support, welfare and counselling towards growth and capacity development. It also involves the design of efficient work practices, setting precise work standards, clear performance bench marks and training activities to enhance productivity. Moreover it seeks out as much employee involvement as possible and is more collaborative than directive.

Harow (2006) revealed that a good personnel management includes high staff morale and commitment, less truancy and high level of punctuality. Traditionally, sporting clubs have relied on the enthusiasm and dedication of employees as such there is need for good personnel management systems to be put in today's highly competitive commercial sports industry. It is essential to implement a solidly designed people friendly staffing policy and programme. He concurred with the UK Sport Report (2004) that staff morale and high levels of performance can be sustained through the design of appropriate staff appraisal, staff support, training and development programmes.

In his comment, Xingwei (2006) submitted that there is no one best way to structure a sporting organisation. However, it is important to ensure efficiency, adaptability and flexibility. He explained that sports organisations have two broad categories of personnel which are; the stirrers whose primary concern is to set the policy framework and strategic direction and the rowers whose primary duty is to deliver the service to the customer or client. The stirrers are the managers, executives or main committee members while the rowers are

the sub-committee members who take responsibility for putting on an event like creating a fixture or organising a fund raising activity. Sporting clubs and associations, like all other organisations, must have some sort of structure if their programmes are to be carried out rationally with a good degree of efficiency. The aim of the structure is to ensure that things actually happen at the right time and place, and that the event or activity offers value and entertainment.

Osborne and Gaebler (2007) revealed that personnel management is also known as Human Resource Management (HRM) and it is concerned with the overall management of people and the development of their skills and abilities, so that they can contribute fully to the organisation's mission. It is the productive utilisation of people towards achieving the objectives of the organisation and the satisfaction of individual employee needs. Personnel management is a pivotal component of any organisation's planning system and should be aligned with the corporate mission and vision. Each organisation has a mission or purpose to accomplish and the mission determines the structure, roles and functions needed within the organisation while also indicating formal lines of relationships. When people work together harmoniously, they can achieve things that will be impossible if left for individuals working alone. For instance, in a sporting organisation, no one person is likely to be able to perform the full range of tasks needed such as being the secretary, treasurer, coach, scout/recruitment manager and fitness adviser. Therefore division of labour to different individuals and groups as well as team work is necessary even in small organisations.

Information available at http://sportscommissions.gov.ng/nsc, revealed that in Nigeria, sports administration at the federal level is through the National Sports Commission (NSC). The promulgation of Decree 34 of 1971 formalised and legalised the NSC as the apex Federal Government agency to control, regulate and organize sports in Nigeria. In 1975, the NSC was elevated to the status of a Ministry with a Cabinet Minister. However, the promulgation of Decree 7 of 1991 placed the National Sports Commission as a Parastatal under the Ministry

of Youth and Sports. In 1995, the National Sports Commission was scrapped and the administration of sports reverted back to the Ministry of Sports and Social Development. By December 2006, the Obasanjo Administration again reverted to the National Sports Commission with the Honourable Minister as Chairman of the Commission. Prior to this development, the Ministry had recognised 34 National Sports Federations. The oscillation of the administration of sports between the Federal Ministry of Sports and the National Sports Commission was a major factor that militated against the development of Sports in Nigeria.

According to the National Sports Commission (2009), organisational charts in Nigeria are known as 'organograms'. The NSC presently has the Honourable Minister/Chairman as its political head and Chief Executive, while the Director General is the administrative head and accounting officer. The Commission is currently structured into six departments as follows:-

(a) National Sports Federations and Elite Athletes Department (FEAD) comprises Sports Federations Division, Coaching Division and Elite Athletes Division.

(b) Grassroot Sports Department is made up of International, Military/Para-military Sports Division. Schools/Collegiate Division and Zonal Offices Affairs Division

(c) Sports Planning, Research and Documentation Department has Sports Planning, Research and Documentation, Marketing and Procurement Divisions.

(d) Sports Medicine Department comprises Clinical Services, Psychology and Physiology, Doping Control and Pharmacy Divisions.

(e) Facilities and Stadia Management Department is in charge of Utilization, Management and Maintenance Division as well as Engineering Services Division.

(f) Human Resources Management and Finance Department controls Appointments, Promotion and Discipline, Training and Staff Welfare, Finance/Accounts and Budgeting Divisions

The Commission also has the following Six Units;

(a) Internal Audit (b) Legal (c) Protocol (d) Reforms (e) Security (f) ICT.

Each Department is headed by a Director, each Division is headed by a Deputy Director and each Unit is headed by an Assistant Director. Each of these Departments, Divisions and Units has its statury functions.

This researcher has observed that at the state level in Nigeria, the sports organisational structures are not as elaborate as that of the national level and each state has its own structure. An example is on figure 2

Fig. 2: Organogram of Sports Department of Kaduna State Ministry of Youth and Sports.

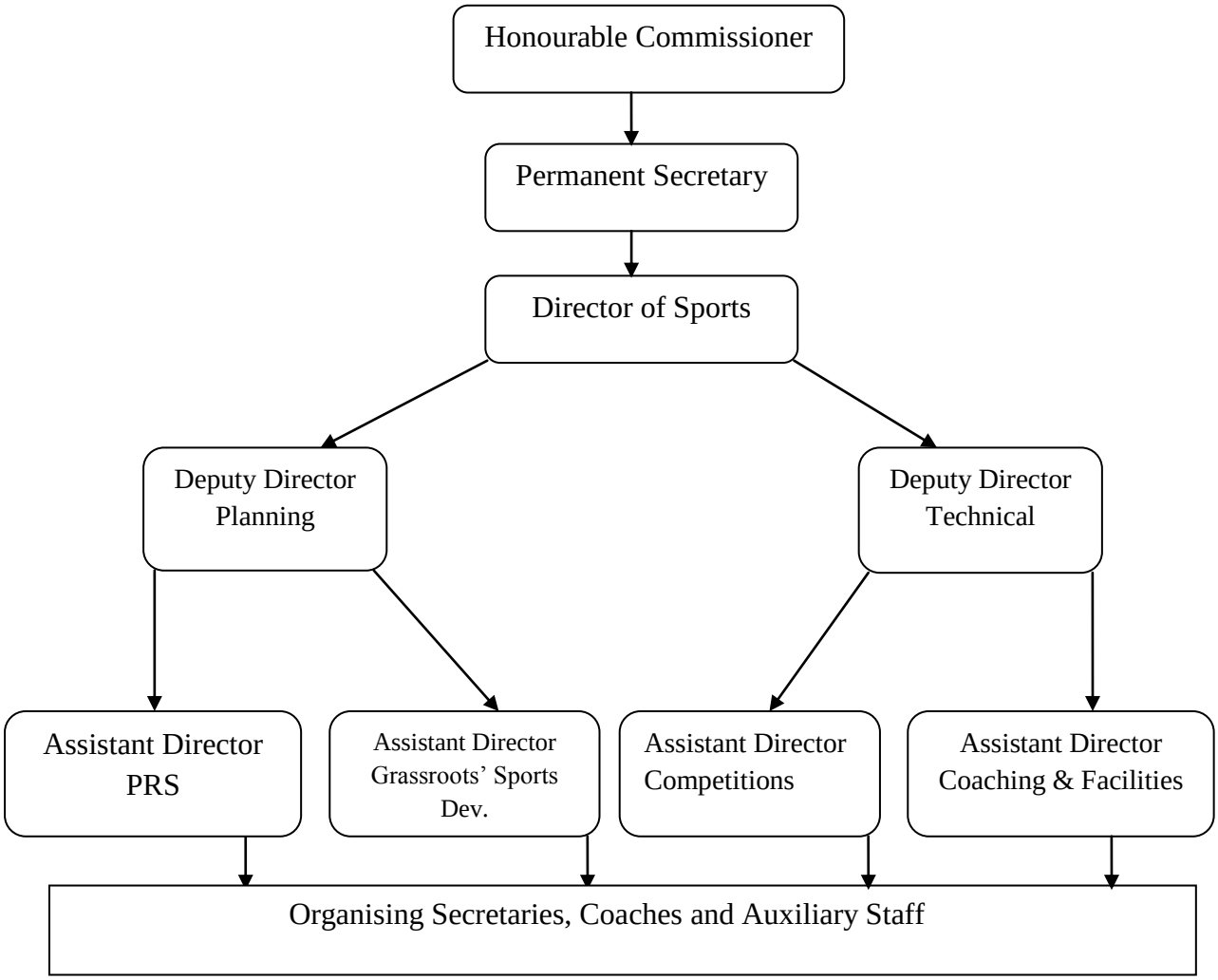


Figure 2 above shows the organogram (structure) of the Sports Department of the Kaduna State Ministry of Youth and Sports.

This researcher has also observed that other states in Nigeria have their own organisational structures and personnel management for sports administration based on their traditional styles. The researcher has also noted with dismay that in Nigeria, sometimes, the wrong hands (non professionals) are employed or appointed to take charge of sports administration. This could be counter-productive and detrimental to the development of the sports sector.

(d) Performance of Coaches, Athletes and Sports Managers

Smith and Stewart (1999) revealed that sports have reached some unprecedented heights in many countries today. The adoption of the win-at-all-cost approach practised in many sports circles, is a clear indication that sports have attained some sophisticated dimensions. Coaches, athletes and sports managers are becoming more productive than ever before because technology is bringing about improvement and accuracy at all levels of sports. Sporting organisations are embracing the dogma of effective performance initiatives because in the near future leisure centres, recreational services, clubs and associations will experience an unprecedented level of demand.

Morgan (2000) stressed that there is good and satisfactory performance just as there is poor and unsatisfactory performance in sports. The resultant outcomes of the efforts made by coaches, athletes and managers in any sports organization, are the best indicators of their performance. A profit oriented sports outfit will be happy to declare financial profit as its satisfactory performance while a professional club will celebrate good performance by the number of trophies and medals it won within a competition season. An amateur team coach or manager will want to see his team qualifying for a higher league while individual athletes will be glad to see their skills improved, break existing records, set new records and win prizes and awards. Performance in sports is all about improvement in output as well as achieving countable feats. Performance has three elements which are; Physical quality,

Consistency and Sustainability. Physical quality relates to the actual, tangible or visible performance of an organisation. Consistency of performance refers to the ability of an organisation to regularly deliver services that are adoptable, dependable and reliable and that are the same or at least of a comparable quality each time they are measured. Sustainability of performance refers to the longevity of faith customers have in the organisation where their confidence and competence should get to the extent that they associate with the organisation over a long period of time. These qualities are attained through conduciveness of facilities, ensuring standard of officiating, proper coordination of personnel and visible results.

In his contribution, Dewar (2002) explained that good performance in sports is a product of team work achieved in a process where a group of people voluntarily meet to identify, analyse and solve problems in their work area. Such people implement and monitor solutions by continuously applying improvement principles using the appropriate tools. The key to performance is to harness the energy, enthusiasm and expertise of athletes and coaches by managing them intelligently. Whenever there is a problem of poor performance, 80% of the time the cause will be the system and 20% of the time will be the coaches, athletes and managers. In other words, athletes, coaches and managers often have their hands tied by the system. This is typical when the system interferes with the selection of athletes and training schedules for competitions presented by coaches.

According to Noil and Zimbalist (2007) performance must improve incrementally and constantly and achieved through efficient and effective day-to-day training and practice. The following are inter-related principles of performance in sports whose precise usage depends on the peculiarities of the organisation, commitment of athletes and the expertise of their coaches and managers;

(i) People Focused. Performance is improved in organisations by understanding, recognising and accurately reflecting the needs of the people around in the

specification and delivery of services. Services must be directed, changed, modified or enhanced whenever the need arises in order to improve performance. Managers and coaches design various persuasive techniques to push services that enable athletes achieve better results through a variety of tactics and activities. Activities should be time related, measurable and cost effective and there should be clear identification of roles by indicating who is responsible for implementing what.

(ii) Active Management and good Leadership. Active management and purposeful leadership with a performance enhancing policy driven by experience are essential for the success of each sporting organisation. A fundamental strategy involves the leadership's preparedness to commit the organisation's resources to good use. The manager's leadership roles in performance are; developing a vision for the future, setting specific performance goals, establishing the budget and supervising implementation for quality performance. Good managers lead by examples to establish quality performance by providing the needed conducive working environment through consistently motivating staff, coaches and athletes.

(iii) Involvement of Athletes and Coaches. The third principle for achieving good performance is to ensure that athletes and coaches are involved through continuous consultation. It is essential for all of them to be involved in the decision process because no administrator or manager can possibly have a complete understanding to be able to control all factors. Hence, athletes and coaches should be involved to provide valuable information concerning aspects that need improvement. Involving athletes and coaches makes them to feel happy and motivated and it promotes job satisfaction.

(iv) Process Analysis. This principle of performance is aimed at decreasing and eventually eliminating inefficiencies that produce poor results. Examples of inefficiency or waste can be found in the form of unnecessary meetings, deceitful

handling of paper work, lost opportunities and sloppiness. Process analysis also helps organisations can identify and reward athletes, coaches and managers based on results or outcomes of their efforts. Similarly, organisations make use of process analysis for performance to establish priorities and pave the way for continuous improvement.

(v) Brainstorming. This principle is a tool that involves meeting with people and sharing ideas or proffering solutions to problems identified during the process analysis. Since performance is about continuous improvement, brainstorming helps in generating ideas that are essential. However, brainstorming is often misunderstood, misused and commonly mistaken for a mere verbal interchange' that is loose and informal. In reality, it is a formal and structured process through which questions like what tasks should be done and how such tasks should be carried out are asked. The main feature of brainstorming is free generation of ideas from all participants. Brainstorming as a principle of sports performance enhances speed, creativity, lateral thinking, good judgement, sound decisions, variation and quality. All ideas collated through the brainstorming session should be documented for reference purpose.

(vi) Imagineering. Imagineering is a performance principle that involves a style that helps organisations to compare new ideas with the existing situation. It involves four steps; listing and ranking of ideas generated from the brainstorming session, defining implementation procedures, prioritising activities and determining evaluation strategies. A form of gap analysis is completed when the difference between the new ideas and reality are calculated. The principle of Imagineering is used to highlight weaknesses and inefficiencies in a process thereby providing the catalyst that illustrates how the process would look if it was running perfectly.

(vii) Team Work. This principle is a participation strategy that is designed to improve performance by bringing all persons involved in the same work process together in a

formal but innovative way. In a practical example, a club may emphasise team work to combat the problem of decreasing player participation or general poor performance of a team. In this case, the data from the club may simply show decline in number or quality of membership resulting in draught of medals or trophies. The team's leadership such as the captain, club secretary or team manager, may coordinate, collate and specify potential causes and nature of the problems and recommends solutions to the club management committee which ultimately makes policy decisions to improve performance.

According to Robert and Dye (2009) one way of achieving high quality performance is to understand and utilise the philosophies, principles and management tools that are result oriented. Performance in sports has processes that need to be carefully followed because qualitative performance revolves around streamlining and continuously improving such processes. One guiding premise of developing and maintaining qualitative performance is to create channels and sources for money to sponsor the activities of sports organizations. For instance, the more a football club progresses in the Challenge Cup from one stage to another, the more money it gets into its treasury. Performance centres on each player, coach and manager doing his job properly and satisfactorily. For performance to be effectively sustained over a long time, sports organizations must fashion out and implement strategic policies uncompromisingly through creativity, resourcefulness, coordinated training, coherent planning and programming of all organisational activities.

The National Sports Policy of Nigeria as presented by the National Sports Commission (2009) stated that government shall give priority to training and development of technical and administrative personnel to enable them improve their skills and efficiency in the implementation of sports programmes. Towards this end:

(i) Government shall at all levels through the appropriate sports Agencies establish a programme for training of athletes, coaches, managers and referees/umpires.

(ii) The National Sports Commission shall give specific attention to acquiring and developing resource materials such as manuals, coaching kits and electronic aids that will assist in improving knowledge and advancing the technical skills of sports coaches and athletes.

(iii) National Sport Federations in collaboration with the National Institute for Sports (NIS) shall, develop a long term training programme that will enable athletes win laurels at international competitions.

(iv) Sports Federations shall institute cohesive training programmes/courses for Coaches to develop their competences.

(v) Sports Federations shall encourage their Technical Officials to undergo periodic training that will qualify them to officiate at international competitions.

(vi) All relevant Sports Agencies shall give opportunities to Sport Science and Sport Medicine Practitioners to participate in international seminars, conferences and short service courses to enhance their proficiency.

(e) Selection and Specialisation in Sports by Athletes.

(i) Meaning and Objectives of Selection and Specialisation in Sports.

Lord (2000) reported that, selection and specialisation in sports, refers to the exclusive participation in one sport by young athletes.. Many athletes and teams, in an effort to win and/or improve their performance, avoid other sports early in life. These athletes essentially become specialists, and ultimately lose the benefits of playing a variety of sports. Some School or College Sports administrators ensure all students have the opportunity to participate in a variety of physical education activities and intramurals. The stunning success of high profile athletes such as tennis stars Venus and Serena Williams, golfer Tiger Woods, and basketball's Michael Jordan and a host of soccer stars, many feel that emulating the

achievement of these elite athletes is a booster for early selection and specialisation in sports The goal of sports selection and specialisation at an early age is to optimize the opportunities to develop athletic skills in one sport to enhance the chances of competing at the next level. Having fun and developing lifelong interest in athletic activities doesn't appear to be a goal of many. There is no doubt that structured practice and training time plays an important role in athletic development and enhances selection and specialisation of young athletes in sports.

(ii) **The Good and Ugly Sides of Selection and Specialisation in Sports.**

Hill and Hansen (1988).argued that the odds against selection and specialisation in sports by young athletes, are numerous. First, selection and specialisation often conflicts with the educational mission of schools whose goal is to provide athletic programmes that lead to the greatest personal growth of the students. Multi- sports athletes tend to get better grades, and are often the most active and productive athletes in the school. An athlete who participates in team and individual sports gains the value of exposure to different coaches with different philosophies, strategies, and personalities which are important and beneficial for his all-round development. Finally, by participating in multiple sports, athletes gain the opportunity to learn transferable athletic skills, such as the football players who learn balance and agility from wrestling.

Hill and Hansen (1988) in a study disclosed that over 63% of athletic directors agreed to recommendations favouring diversification of athletes throughout their early athletic programmes. Suggestions as to what can be done include rewarding students who participate in multiple sports and ensuring the athletic departments advise athletes as to the risks associated with exclusive selection and specialisation in one sport. The obvious benefit is that of having quality athletes on all teams, enhancing the possibilities of winning. The downside of this situation is the accumulation of stress this amount of participation can have on the athlete. In response to this, some states such as Washington and New Jersey moved to

prohibit athletic participation in two sports at the same time. Most countries do not have a policy toward selection and specialization in sports by athletes.

Bloch, (2002), reported that over the past 40 years, there has been a significant change in the direction of amateur sports in the United States. Way back participating in several sports (baseball, basketball, football, or track) was the goal of many high school athletes. High school sports were the pinnacle for most, with a few going on to college careers. There were no travel teams, and there were limited opportunities outside of high school sports except for summer leagues. Opportunities for sports selection and specialisation were few and far between and it was usually the athlete's choice, not that of the parents or coaches. There was a lot more unstructured time to play ball. It was carefree play because there were no parents or coaches to guide play.

Information at http://www.philly.com/philly/blogs/sportsdoc/sports-Specialisation (2001) maintained that in spite of the many common negative outcomes of early sports selection and specialisation, sports diversification at a young age is advantageous. However, intense training in a single sport to the exclusion of others should be delayed until late adolescence to optimise success and minimise risk for injury and psychological stress. Early selection and specialisation in sports leads to depression and a lot of athletes choose not to talk about it because of the stigma that it can carry. There is need to keep an eye on those athletes who achieve elite status because some of them are facing difficult issues and they find it hard to ask for help. Transition from stardom to regular life is difficult for such athletes as such sports should emphasise fun especially for children and adolescents, realising that elite status is gained by very few.

The rewards of early selection and specialisation in sports may be early climb to a high performance level in the sports and it depends on one's chosen sport. In gymnastics, research outcomes support early selection and specialisation during childhood due to flexibility requirement. In other Olympic type and indeed most sports, studies support intensive and

focussed training starting in late adolescent so as to enhance selection and specialisation in sports for youthful athletes. While sports specialisation is likely to achieve an early elite status, beginning the focus and intensity in a single sport in late adolescent may be helpful for many athletes and help contribute to their own success in sports. Good communication and understanding between the young athletes, their parents and the coach about goals, expectations and motivation, optimises the outcomes for a healthy and successful choice of sporting career. (http://www.philly.com/philly/blogs/sportsdoc/sports-Specialisation, 2009).

(iii) The Right Age for Selection and Specialisation in Sports.

Lord (2000) reported that nowadays, more and more athletes choose to specialise in one sport even before high school, hoping to achieve elite status. Many of today's amateur athletes bypass school sponsored programmes completely. Some young athletes even leave home as teenagers to live in distant cities with sponsoring families or agents to compete in highly competitive teams. When kids commit or are committed to sports selection and specialisation, they enter a different arena where decisions are made by adult, not them.

In his contribution on this issue, Bloch (2002) indicated that it remains a matter of debate whether intense training in a single sport, to the exclusion of others must begin at an early age and if so, when? The age for decision on selection and specialization in sports really depends on what sports the athletes participate in. The amount of time it takes to acquire elite-level skill is another factor. Some studies suggested that 10,000 hours over 10 years are needed for elite status. Also, training should begin around age 5. Elite gymnasts, divers, and figure skaters have taken that path. However, many feel that early selection and specialisation in sports rob young athletes from their childhood, inflict too many injuries and make them miss out on a lot of fun in middle and high school. Needless to say, while there may be some similarities in background between sports and music, there are many differences in their training of a world class musician and a world class athlete. One of the main goals of sports

selection and specialisation at an early age is to improve performance in a particular sport. Three main risks of early selection and specialisation in youth sports are; increase psychological stress on the athlete; potential increase in rate of injury and possible increase in burn-out and drop-out rates.

(f) Hosting of the National Sports Festival.

Information available at (www.nigeriasportsfestival.org) revealed that the National Sports Festival (NSF) was conceived as a socio-psychological strategy to bond the decimated psyche of the Nigerian nation which was traumatised by the civil war. Until the end of the Nigerian civil war in 1970, conscious efforts had not been made to have an all inclusive national multi-sport competition by way of a festival. Rather, since the days of the Empire Day celebrations in Nigeria, what transpired then was that athletics and other games were selected and organised in some competitions by schools and organisations. Principal among these competitions were; the Manuwa Adebayo Cup, Principal Cup and All Nigeria Open Athletics Championship.

According to the National Sports Commission (2009), in order to arrest the drift towards inter-tribal crises occasioned by the civil war from 1967 to 1970 and most essentially to checkmate the declining standard of sports in the country, the Federal Government introduced a biennial multi-sports competition involving the then 12 states of the federation, referred to as the National Sports Festival. This sports fiesta was one of the bye-products of the 3Rs (Reconstruction, Rehabilitation, Reconciliation) enunciated as a way of re-uniting the country. There was emphasis on national integration especially among the Nigerian youths from all parts of the country. The founding fathers of the NSF had the following twin objectives;

(i) Promoting mass participation in amateur sports from the grass-root level throughout the country with a view to discovering hidden talents.

(ii) Promoting healthy and keen competition amongst the participants from all the states of the federation under a climate of sportsmanship and friendly interaction, thereby enhancing and strengthening unity among the different ethnic groups.

With these objectives in mind, the body saddled with the responsibility of actualising this national policy under Dr. Jerry Enyeazu, the then National Director of Sports in Nigeria, got working and came up with the frame work of organising the first National Sports Festival. Case studies of similar programmes in some countries like East Germany and others were undertaken with a view of adopting relevant and acceptable modalities to the Nigerian situation. Indeed, the festival was said to have been modelled after the Germans 'Spatakiad Games' where youths gathered every 2 years to compete among themselves in various sports. So far, 18 editions of the National Sports Festival have been staged with each contributing to the promotion of the spirit of the games towards national development. The National Sports Festival has been hosted by different cities and states since inception as indicated on table 2.1 below.

Table 2.1: Presentation of Hosts of the National Sports Festival from Inception to Date.

S/N	HOST	YEAR
1	LAGOS	1973
2	LAGOS	1975
3	KADUNA	1977
4	IBADAN	1979
5	BENIN	1981
6	ILORIN	1985

7	PORT HARCOURT	1988
8	LAGOS	1989
9	BAUCHI	1991
10	BENUE	1996
11	IMO	1998
12	BAUCHI	2000
13	EDO	2002
14	ABUJA	2004
15	OGUN	2006
16	KADUNA	2009
17	PORT-HARCOURT	2011
18	LAGOS	2012

Source: www.nigeriasportsfestival.org

Table 2.1 above indicates that the National Sports Festival started in 1973 in Lagos and has held every two years till date, except in few instances due to inability of host states to complete preparations as at when due. The table also indicates that Lagos has hosted the NSF four times being the highest followed by Port Harcourt, Benin (Edo) and Kaduna who have hosted the fiesta twice each.

This researcher has observed that, hosting of sports competitions has become a key index for sports development in Nigeria. The National Sports Festival is a competition that emphasises identification of talents and national unity among Nigerian youths. The 'hosting

to win' syndrome is observed to be one of the main factors behind sharp practices like purchase of medals, poaching of athletes and match fixing scandals by host states in any competition. This ugly trend has been rearing its head in the National Sports Festival and if it is not checked, the objective of discovery of talents in the National Sports Festival would be defeated and this will hamper or retard sports development in the country.

2.8 Empirical Studies

To the best knowledge of this researcher, no research work has been identified in Nigeria or elsewhere on the perception of sports personalities about the influence of branding and consultancy services on sports development in Nigeria except few studies which are closely related to this work in one way or the other as presented here below.

2.8.1 Brand Popularity, Country Image and Market Share

Kim and Chung (1997) in this study, used a 75 item questionnaire and a total of 11,200 respondents who were students chosen from 4 South East Asian Universities to determine brand popularity, country image and market share. Using factor analysis statistical method, they discovered that there are three pronged approaches to developing an effective branding strategy namely, determine which audience to focus on, determine what message your brand should convey and determine what creates the brand. They also discovered that a brand must have a clear audience focus, value focus and tone of voice focus with which to deliver its message.

The study also revealed that competition among brands has become more complicated as the number of brands originating from foreign countries increase. They identified two concepts (brand popularity and image of country of origin) as being key variables for the long term success of brands or firms in global markets. The study also discovered that majority of the respondents do not know all the manufacturers of even their favorite brands, with females

being more brand loyal than males. This research went further to observe that majority of the first choice brands in the markets are from multinational companies. The result of the study showed that marketing power lies with the brand name companies and not with actual manufacturers.

This study portrayed the fact that consumers are more susceptible to names rather than quality. On the strength of these findings, the study recommended that corporate bodies should intensify promotional campaigns on the company more than on the individual brands (institutional as against brand advertising).

2.8.2 Corporate Perception of Sports Sponsorship Selection Process in Nigeria.

In a PhD Dissertation research work in Ahmadu Bello University Zaria, Tanglang (2003) reported that as a result of the expansion of the sports industry, investing in sports have become a hot cake for government agencies and corporate organisations in developed countries around the globe. The study revealed that in Nigeria, the question of investment in sports has been relatively left in the hands of government. However, the study revealed that there is a growing body of evidence suggesting that there are presently 68 corporations involved in national sports sponsorship in Nigeria. These corporations contribute positive economic values to the country through the provision of sporting facilities and sponsorship of competitions. This research concluded that the quantum of resources required and the approach to implement branding programmes in sports, vary from one country to another.

This study reviewed a research report conducted by the Sport Industry Research in 2004 in the United Kingdom, in which data from 16 studies on the economic impact of sporting events in the United Kingdom was synthesised. In this report, the consensus finding was that cities received a substantial increase in economic activity as a result of hosting their sporting events. The study presented reasons for discontinuing sports sponsorships by corporate organisations as; inability to achieve objectives, competition from new partners,

negative attitudes of sporting events organisers, inadequate budgets, increased sponsorship costs and little or no value or returns on investment.

The researcher recommended among other things that each country should study and identify its peculiar needs and potentials and encourage private investors to bring their business skills to bear as they invest in facilities and sponsor competitions**.**

2.8.3 Management Consultancy in Small Firms.

This study was conducted by Christensen and Klyver (2006) with the aim of exploring the dynamics of the management consulting process for small firms as an outcome of interactive processes. Explorative method was used based on a summary sketch of an interactive research project in which small firms and their interactions with management consultants were studied in a three year perspective. The theoretical framework employed was based on the industrial network theory. The study observed that clients are co-producers of the consulting process and are creating room for consulting in which the consultant, as well as the client, allow themselves to experiment with their professional foundations. Based on the findings, the researcher recommended that it is important that both clients and consultants accept the consulting process as a co-productive process, and that they find a way to work out the expectation gap at the beginning of the process.

2.8.4 Branding and Consumer Behaviours

An interest group, 'Beyond Marketing Thought', working in collaboration with Consumer Protection Council of Nigeria and the National Agency for Food, Drug Administration and Control (NAFDAC) conducted a study in 2007, on branding and consumer behaviours in institutions of higher learning in South East Nigeria. In this study, Senior Staff were categorized into Academic and Non Academic from two institutions per

state in the area. The total population was 2,054 and comprised; Academic (1,426) and Senior Non-Academic (628). From this number, 420 respondents were sampled for the study.

The study found out that the most effective branding entails; a memorable brand name, a simple slogan combined with an instantly recognisable and unique logo. Colour was also identified as a critical element in developing a branding strategy. The study recommended that a firm needs to be wise in considering what they called psychology of colour when designing their marketing materials because colours not only enhance the appearance of the item, they also influence customer behaviour. The colour of a brand may make or mar the branding strategy because effects of colours differ from individual to individual and from culture to culture.

2.8.5 Impact of Branding on Consumer Choice of Sports Wears.

Smith and Ogbuji (2009) in this study analysed a number of shop-bot consumers who selected various sports wears from 33 retailers over 69 days. The population of study was a total of 5787.made up of men and women from two different American cities. The population elements were categorised into two (2) strata namely, seasoned (2,950) and occasional (2,837) consumers. Out of this population a sample size of three hundred and seventy four (374) was drawn using the probability sampling technique and distributed amongst the categories of consumers proportionally. A set of questionnaire with two sections on selected sports wears was administered to the respondents by hand.

The research found that although each retailer offered homogenous products, brand was an important determinant of consumer's choice. The study further revealed that, the three most heavily branded retailers held a price advantage over more generic retailers in head to head price comparisons and that consumers used brand as a proxy for retailer credibility in the non-contractible aspect of the products and service bundles such as shipping reliability.

The study recommended among other things that firms should focus more attention on the company name and packaging but should also integrate brand name and brand mark as a supportive element in fashioning an effective branding strategy for competition. More emphasis should equally be laid on institutional acceptability rather than brand advertising.

2.8.6 The Perception of Selected Stakeholders on the Utilization of Sports Promotional Strategies by Corporate Organisations during NUGA Competitions in Nigeria.

In this study, Abeku (2012) used a questionnaire containing two sections with a total of fifty four (54) items to solicit information from the respondents. The researcher reported that an organisation's ability to respond to customers' needs is gauged by promptness and responsiveness. When an organisation respects its customers' needs, a bond is formed. The ability of an organisation to foster a fraternity attitude to their customers via individualised attention and mindfulness of details should not be compromised. The study also revealed that advertising personal selling helps in promoting sponsorship and public relations. These were identified as significant strategies used by corporate organisations to promote their products and services during NUGA competitions in Nigeria. The study revealed that a significant difference exists in the respondents' perceptions on advertising and promotional strategies by corporate organisations to promote their products and services during NUGA competitions in Nigeria.

The researcher recommended that corporate organisations should use electronic media such as televisions, radio as well as the social media like face book, twitter, you tube etc to complement the print media in advertising their products and services during NUGA competitions. Also, corporate organisations should employ the services of experts whenever they want to use personal selling strategies to promote their products and services during NUGA competitions in Nigeria.

2.9 Summary

The review of related literature was based on the variables being investigated in this study. In this regards, branding and consultancy services took the first stage. Specifically for branding, related works on the concept, importance and platforms of branding, historical background and common trends, branding as a marketing strategy and sports consumer behaviour were reviewed. For consultancy services, issues such as; concept and history of consultancy, dimensions and approaches to consultancy in Nigeria, problems and prospects of consultancy services in sports in Nigeria were reviewed.

Also, works related to the importance of sports development and selected indices of sports development were reviewed. The selected indices reviewed included, construction and management of sporting facilities, funding and financial management, performance of coaches, athletes and sports managers, organizational structure and personnel management, selection and specialisation in sports by athletes and hosting of the National Sports Festival.

Finally, six empirical studies closely related and touching on different aspects of this study were reviewed and presented in this chapter.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

This chapter dealt with; Research Design, Population, Sample and Sampling techniques, Instrumentation, Procedure for data collection and the Statistical Techniques used in this study.

3.1 Research Design

The ex-post facto research design was adopted in accordance with Koleoso (2009) who explained that a design is an ex-post facto when the researcher comes on the score, nature has already implemented a treatment, either through differences in environments in which subjects find themselves, differences in inheritance or through the combination of these two factors. Thus, the researcher arrives after the fact (ex-post facto) that the treatment has been imposed on the subjects. Based on this, the study specifically examined peoples' perception about the influence of branding and consultancy services on selected indices of sports development in Nigeria.

3.2 Population

The population for this study comprised subjects from two major groups as follows;

3.2.1 From the 36 States and the FCT Sports Councils and Associations.

(a) Sports managers made up of the following; 37 Directors of sports, 74 Deputy Directors (2 in each State) and 148 Assistant Directors (from an average of 4 in each state) making a total of 259.

(b) Chief Coach of each sport from an average of 30 sports in each state and the FCT making a total of 1,110

(c) Chairmen of Sports Associations from an average of 30 sports in each state and the FCT making a total of 1,110.

(d) Organising Secretaries of Sports Associations from an average of 30 sports per state and the FCT making a total of 1,110.

(e) Athletes (registered and placed on allowances) from an average of 100 per state and the FCT making a total of 3,700.

This gives a sub-total population of **7,739** from the states.

3.2.2 From the National Sports Commission and Federations

(a) Chairmen of the 34 National Sports Federations

(b) Secretaries of the 34 National Sports Federations

(c) Technical Directors of the 34 National Sports Federations.

This gives the second sub-total population of **102** from the Federations.

From the foregoing, the population for this study was made up of 7,339 from the states sports councils and associations and 102 from the federations under the National Sports Commission making a grand total of **7,441.**

3.3 Sample and Sampling Techniques

The sampling technique (simple random) described by Koleoso (2009) was used to determine the samples and sample sizes from the population in this study. First, the 'lucky dip' otherwise known as the 'blind ballot' technique of random sampling was employed. In this technique, the names of the states were written on pieces of paper and pooled into six different containers each representing one geo-political zone. Using this technique, the names of two states were randomly picked from each container (one after the other) without

replacement, making a total of twelve sampled states for the study. The states selected from the respective zones for the study were as follows;

1. North West Zone - Kaduna and Sokoto States
2. North Central Zone - Plateau State and the FCT
3. North East Zone - Bauchi and Taraba States
4. South West Zone - Oyo and Ogun States
5. South South Zone - Edo and Rivers States
6. South East Zone - Enugu and Imo States.

Relying on the suggestion by Patton (1990) which was upheld by Nachmias and Nachmias (2009), that, a researcher could pick 5 out of every 100 from the total population, the sample was determined thus, (7,441/ 100 X 5 = **372**). The sample size therefore was **372** being an average of 31 respondents per each of the twelve selected states for the study.

3.4 Instrumentation

3.4.1 Questionnaire

The instrument used in this study was a set of questionnaire self designed by the researcher. The questionnaire was designed to solicit information from respondents based on their perception of the influence of branding and consultancy services on sports development in Nigeria. The questionnaire had seven major sections lettered A - G. Section A contained six (6) items aimed at obtaining the bio data information of respondents. Each of sections B – G was used to test the first six sub-hypotheses on the selected indices of sports development for the study and the aggregate score from all these sections was used to test the major hypothesis. Each of Sections B – G contained eight (8) items making a total of forty eight (48). The first four (1-4) items in each section were used to examine the influence of branding while the last four (5-8) were used to test the influence of consultancy services on the selected

indices of sports development in Nigeria. Altogether, (from sections A to G), the instrument contained a total of fifty four (54) items.

In section A of the instrument, respondents were required to tick ( ) the option that best described their bio data with regards to age, highest academic qualification, gender, their status in sports, sports affiliation and the geo-political zone in Nigeria they were located. For sections B – G, respondents were required to indicate by a tick ( ) whether they Strongly Agreed (SA), Agreed (A), were Undecided (UD), Disagreed (D) or Strongly Disagreed (SD) to each of the statements.

3.4.2 Validation of the Instrument

The instrument used in this study which was a set of self designed questionnaire, was validated at two levels. First, it was vetted by the supervisors of the researcher and vetted by Jurors who are specialists and professionals drawn from the fields of Physical Education, Sports Management, Research, Statistics and Business Studies. Through this process, the quality of the instrument was enhanced because comments and suggestions from the supervisors and jurors helped to improve the statements on the instrument which were specifically meant to determine its face and content validity.

3.4.3 Pilot Study/Reliability.

A pilot study was conducted by the researcher using the instrument in order to further test the validity of the instrument, establish its internal consistency and also determine its capability in the attainment of the study's objectives.

The pilot study was conducted in Lagos State in the South-west and Kano State in the North-West of Nigeria. Lagos and Kano States were selected from their respective geo-political zones because of the high commercial activities that have been in the two states for a long time. Moreover these two states have concentration of consulting firms that render

consultancy services in different fields and have strong sports followership. Using the simple random technique, twenty five (25) respondents were selected from each of the two states, making a total of fifty (50) respondents for the pilot study. The data from the pilot study were collated and analysed to determine the reliability co-efficient of the instrument.

3.4.4 Result of the Pilot Study.

The result of the pilot study established the reliability and internal consistency of the items within the instrument. Out of the fifty (50) copies of the instrument administered in both Lagos and Kano States, a total of forty two (42) representing eighty four percent (84%) were correctly completed and retrieved. The data collected were analysed using the Statistical Package for Social Sciences (SPSS) (version 17). The Cronbach's Alpha, Spearman-Brown Coefficient, the Guttman Split-Half Coefficient and the Interclass Correlation Coefficient were the statistics used to establish the reliability coefficient and internal consistency index of the instrument.

The reliability index of 0.851 was obtained for the Cronbach's Alpha. The Spearman-Brown Equal Length Coefficient yielded an index of 0.884 while the Guttman Split-Half Coefficient yielded 0.878. The internal consistency coefficient measure for the intra-class for the items within the instrument was 0.898. These observed reliability coefficients can all be approximated to 1 respectively which is consistent with Ugodulunwa and Ugwuanyi, (1999) who maintained that the closer to 1 the reliability of an instrument is, the more reliable the instrument. By these coefficients therefore, the instrument was considered reliable and internally consistent for the study and studies of this nature where the same conditions prevail.

3.5 Procedure for Data Collection

A total of three hundred and seventy two (372) copies of the questionnaire were produced and administered on the respondents for this study. The researcher

reached out to the respondents in their respective places of work in the 12 states selected for the study. To facilitate this, the researcher engaged the services of trained and experienced Research Assistants (RAs) who were guided in administering and retrieving the completed questionnaire from respondents.

Out of the 372 copies of the questionnaire administered, a total of 302 (81.2%) were retrieved, correctly completed and used in the study, 16 (4.3%) were retrieved but wrongly completed and could not be used for this study while 54 (14.5%) were not retrieved. The number of questionnaire retrieved, duly completed and used in this study from each of the 12 sampled states are as follows;

1. Kaduna State - 30
2. Sokoto State - 28
3. Plateau State - 26
4. The FCT - 28
5. Taraba State - 15
6. Bauchi State - 20
7. Oyo State - 25
8. Ogun State - 26
9. Edo State - 30
10. Rivers State - 23
11. Enugu State - 27
12. Imo State - 24

Total - 302

3.6 Statistical Techniques

The data collated from the 302 retrieved copies of the questionnaire, was coded and analysed using the inferential Statistics Package for Social Sciences (SPSS). Specifically, the one sample t-test was used to test the major hypothesis and the first six sub-hypotheses covering the influence of branding and consultancy services on the indices of sports development. According to Oyejola and Adebayo (2004) the one sample t-test enables the determination of a mean value in an observed situation in a perceptional study. Nachmias and Nachmias (2009) also reported that a one tailed test is used where the hypothesis predicts a one directional outcome. Therefore, the one sample t-test statistic was relevant in this study because each of the hypotheses revealed a one directional outcome (whether or not branding and consultancy services significantly influence sports development in Nigeria).

The Pearson Product Moment Correlation Coefficient was employed to evaluate the magnitude of the correlation between the influence of branding and consultancy services on each of the indices of sports development in Nigeria that were used in the study. The scores were ranked to determine which of the two variables (branding and consultancy services) influenced the indices of sports development more. All the hypotheses were tested for acceptance or otherwise at significant level of 0.05 tolerance.

CHAPTER FOUR

4.0 RESULT OF DATA ANALYSIS AND DISCUSSION

4.1 Result of Data Analysis on Demographic Characteristics of Respondents.

4.1.1 Classification of Respondents by their Demographic Characteristics

The respondents' demographic information in section A of the instrument were analyzed and presented on a table and then illustrated using charts and graphs as follows:

Table 4.1.1 Classification of Respondents by their Demographic Characteristics

Variable	Variable Options	Frequency	Percentage
Age Range	Below 30 years	64	21.2
	30-39 years	122	40.4
	40-49 years	84	27.8
	50-59 years	32	10.6
	Total	**302**	**100.0**
Qualification	Primary	29	9.6
	Secondary	73	24.2
	OND/NCE	90	29.8
	HND/First degree	69	22.8
	Post graduate	41	13.6
	Total	**302**	**100.0**
Gender	Male	194	64.2
	Female	108	35.8
	Total	**302**	**100.0**
Status in Sports	Coach	82	27.2
	Athlete	162	53.6
	Manager/Administrator	58	19.2
	Total	**302**	**100.0**
Sports Affiliation	Athletics	74	24.5
	Ball games	93	30.8
	Combat sports	46	15.2
	Racket games	40	13.2
	Others	49	16.2
	Total	**302**	**100.0**
Geo-political Zone	North West (Sokoto, Kaduna)	58	19.2
	North Central (Abuja, Plateau)	55	18.2
	North East (Bauchi, Taraba)	34	11.3
	South South (Edo, Rivers)	53	17.5
	South East (Enugu, Imo)	51	16.9
	South West (Oyo, Ogun)	51	16.9
	Total	**302**	**100.0**

4.1.2 Classification of Respondents by Age Range.

The data from respondents on their age range was analysed and presented graphically on figure 2.

Fig. 2: A Pie Chart Showing Classification of Respondents by age range.

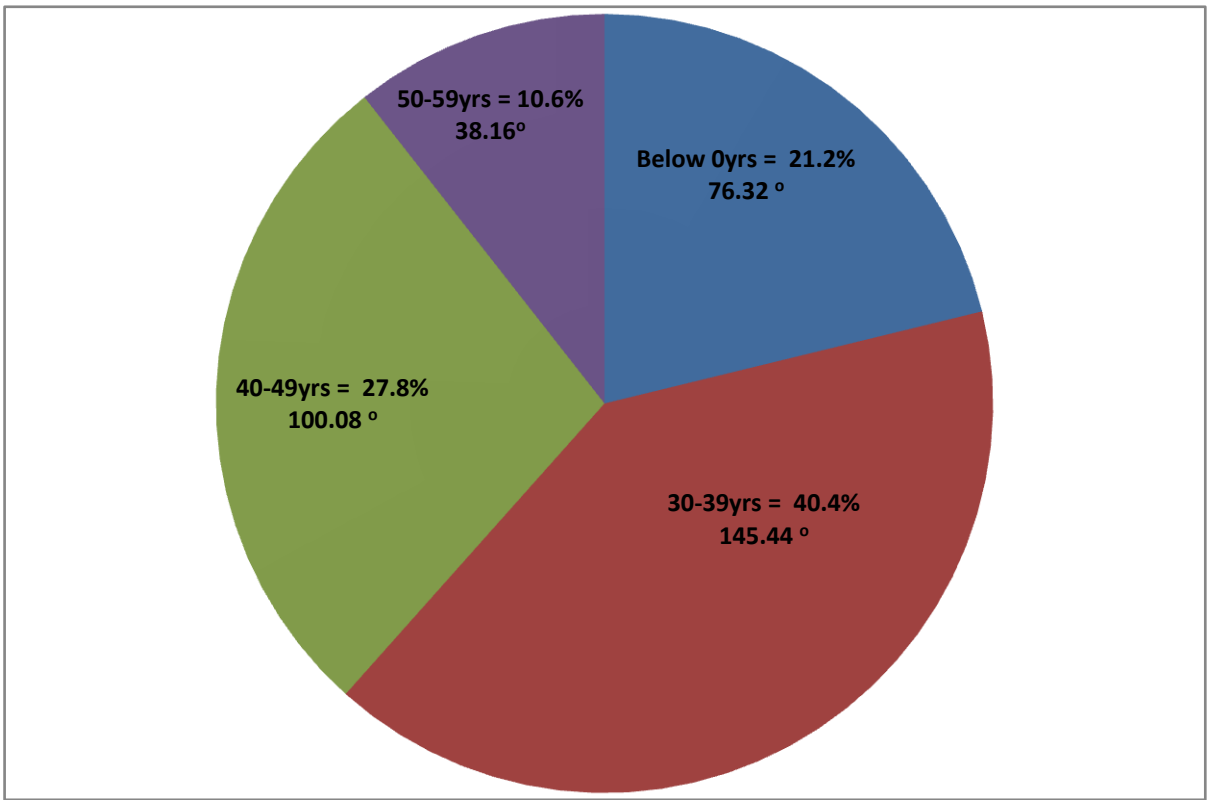


Table 4.1.1 and figure 2 above indicate that respondents below 30 years were 64 (21.2%) and occupy 76.32 degrees on the pie chart while those within the range of 30-39 years (40.4%) occupying 145.44 degrees. The age range 40-49 years were 84 (27.8%) of the total respondents and occupy 100.08 degrees. Only 32 {10.6%) of the respondents occupying 38.16 degrees of the pie chart were 50-59 years. Going by this data, it could be said that respondents were in the right age bracket to be able to supply the needed information about their perception on the influence of branding and consultancy services on sports development in Nigeria.

4.1.3 Classification of Respondents by Highest Educational Qualification.

The data for the qualification of respondents was analysed and graphically illustrated on figure 3 below.

Fig. 3: A Bar Chart Showing the Classification of Respondents by Highest Educational Qualification

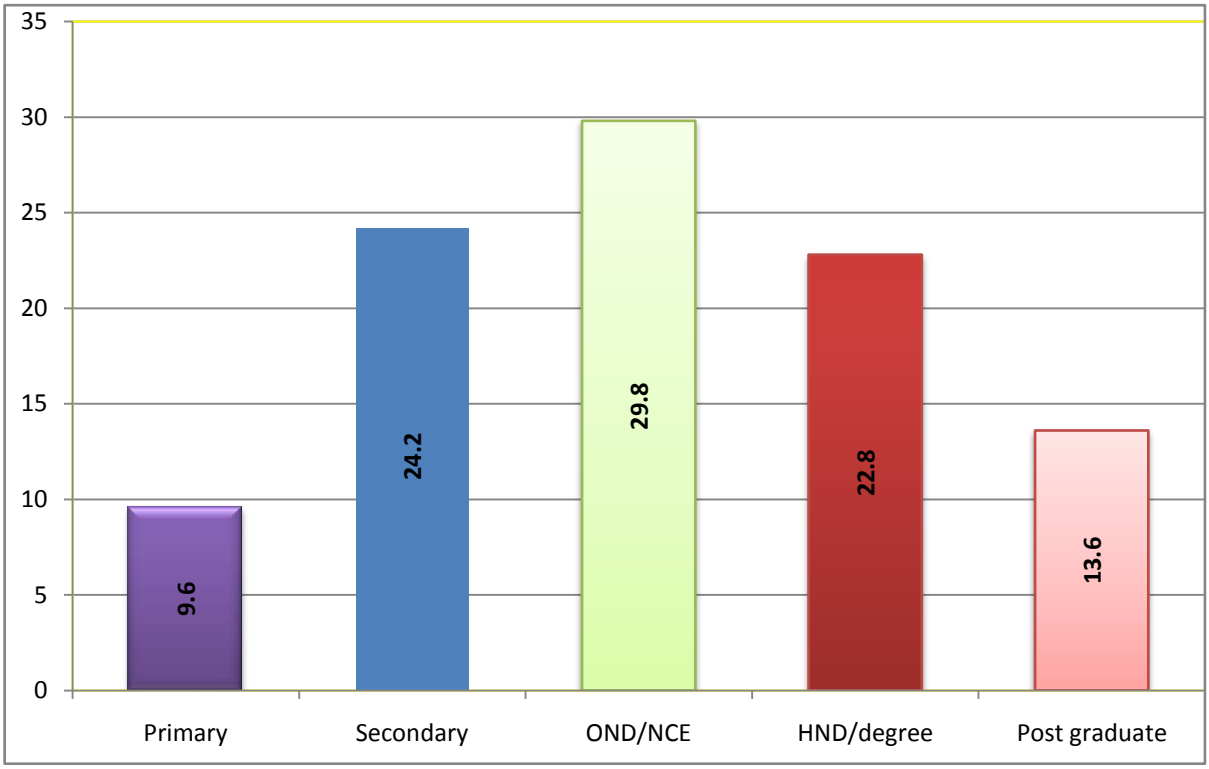


Table 4.1.1 and Figure 3 reveal that out of the total respondents, 73 (24.2%) have Secondary School Certificates while 90 (29.8%) of respondents had either the Ordinary National Diploma (OND) or the Nigeria Certificate in Education (NCE) as their highest educational qualifications. Respondents with Higher National Diploma or University degrees were 69 (22.8%) while 41 (13.6%) of the total respondents have Post Graduate qualifications. Only 29 (9.6%) of the respondents were with the Primary school certificates. Going by these qualifications, it would be expected that the respondents would be in a position to provide the required valid information on how branding and consultancy services influence sports development in the country.

(3) Distribution of Respondents by Gender

The data for gender distribution was analysed and graphically presented on figure 4.

Fig 4: Gender Distribution of Respondents.

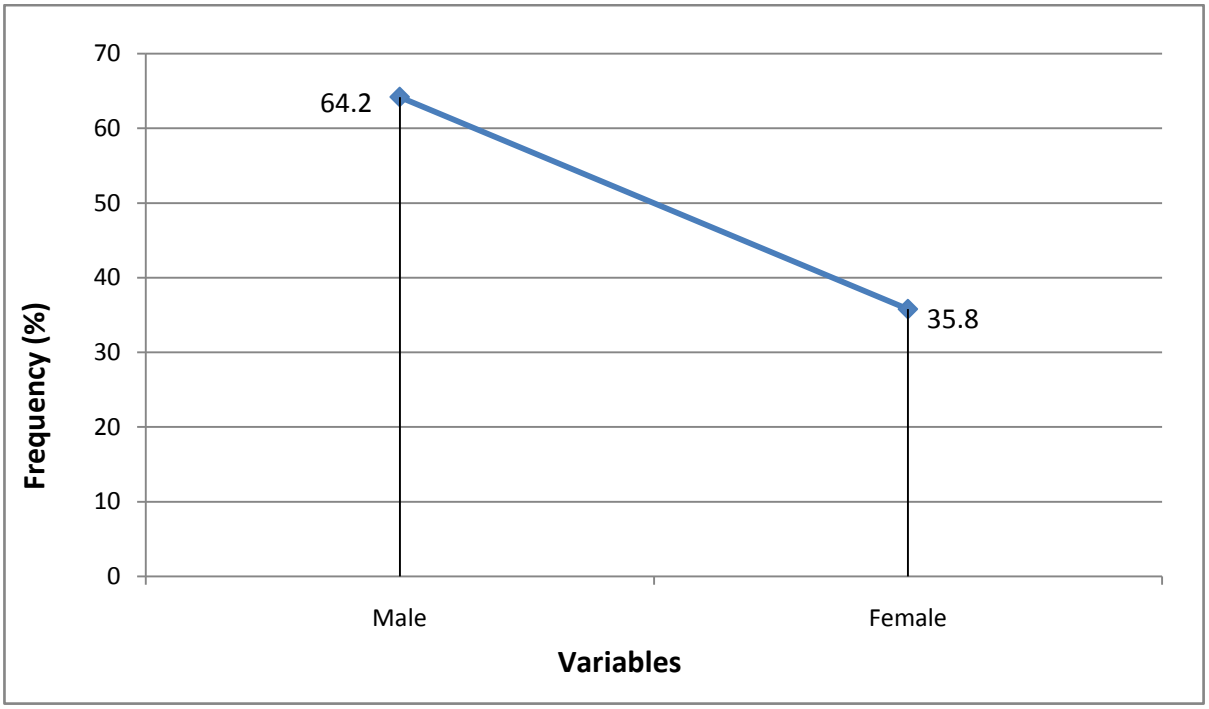


Table 4.1.1 and figure 4 above show that, 194 (64.2%) of the respondents were males while 108 (35.8%) were females. The reason for this huge difference is because most of the sports groupings had low female representation in most of the sampled states. The low female representation in most sports could be attributed to socio-economic factors, prohibitive cultural practices, religious and superstitious beliefs as well as inadequate guidance and counseling services in primary and secondary schools in the country.

4.1.4 Classification of the Respondents by Their Sports Status

The data for the sports status (designation) of the respondents in the study are illustrated on figure 5.

Fig. 5: Classification of Respondents by Their Sports Status.

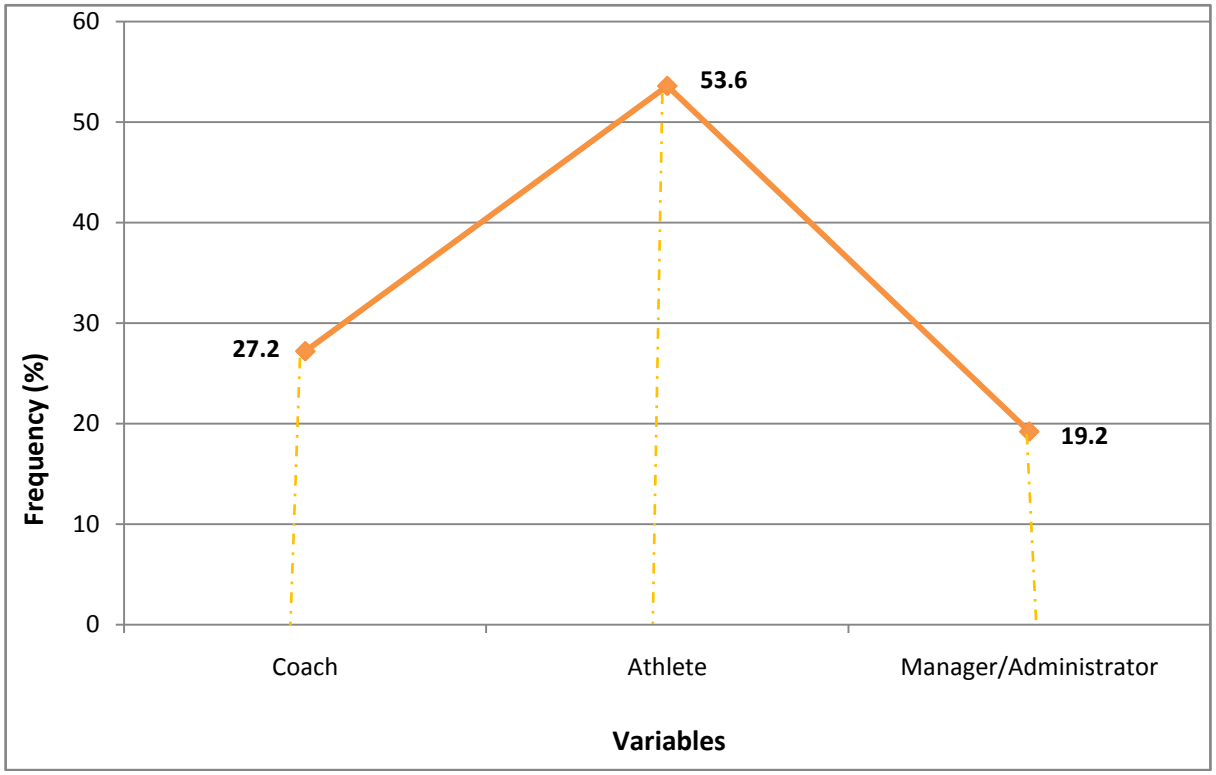


Table 4.1.1 and figure 5 clearly show that athletes constituted 162 (53.6%) of the total respondents. Coaches were 82 (27.2%) while Sports Managers and Administrators accounted for the remaining 58 (19.2%). These three categories of personnel are directly involved as participants or managers of the various sports in the states and federal level in the country. They should therefore be expected to have good knowledge of the influence of branding and consultancy services on sports development in the country.

4.1.5 Sports Affiliation of Respondents.

The sports groups from which the respondents were selected are graphically presented by percentage representation on a bar chart in Figure 6.

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Fig. 6: Distribution of Respondents by Type of Sport.

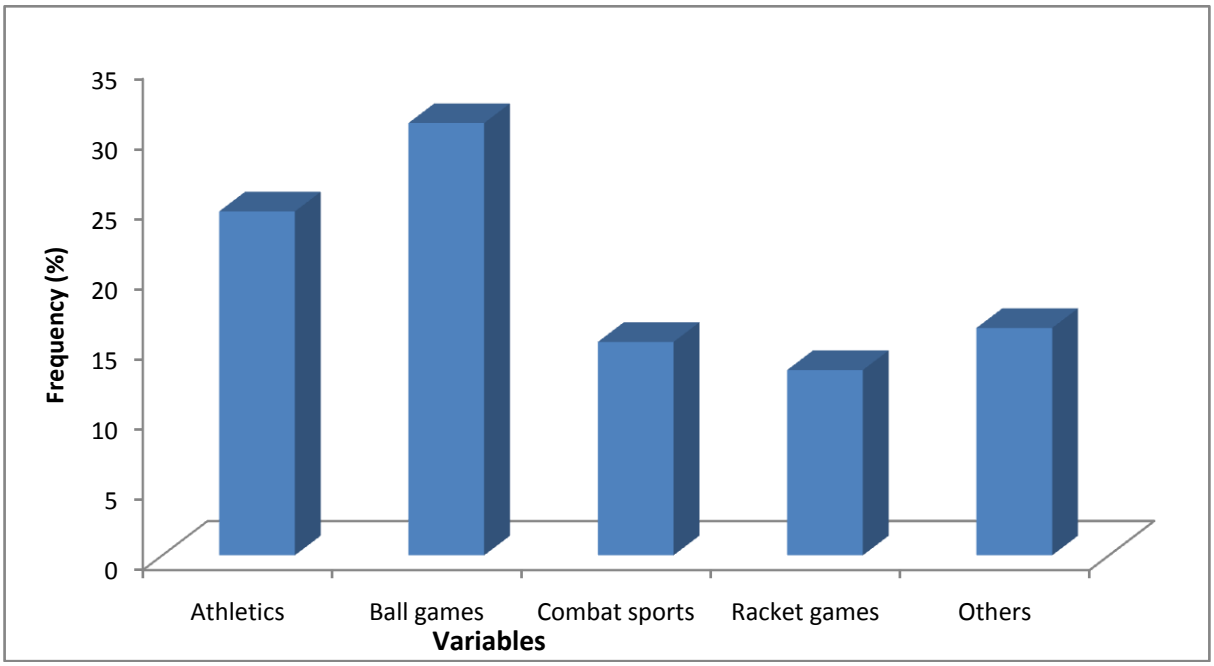


Table 4.1.1 and the bar chart above show that respondents from Athletics were 74 (24.5%) while Ball Games had a representation of 93 (30.8%). Respondents from Combat Sports were 46 (15.2%) while Racket Games were represented by 40 (13.2%). Others who did not belong to these four major sports groupings were 49 (16.2%) of the total respondents. From the responses, the 'others' were drawn from Aquatic Sports (Swimming, Rowing, Yachting and Canoeing), Traditional Sports {Langa and Kokawa} and Indoor Sports (Chess and Ayo). By these representations all the sports groups in Nigeria were involved in the study.

4.1.6 Classification of Respondents by Geopolitical Zones and States.

Respondents were classified by geopolitical zones and states in which they were located and represented in the frequencies and percentage distribution as shown on figure 7.

Fig. 7: Classification of Respondents by Geopolitical Zones and States.

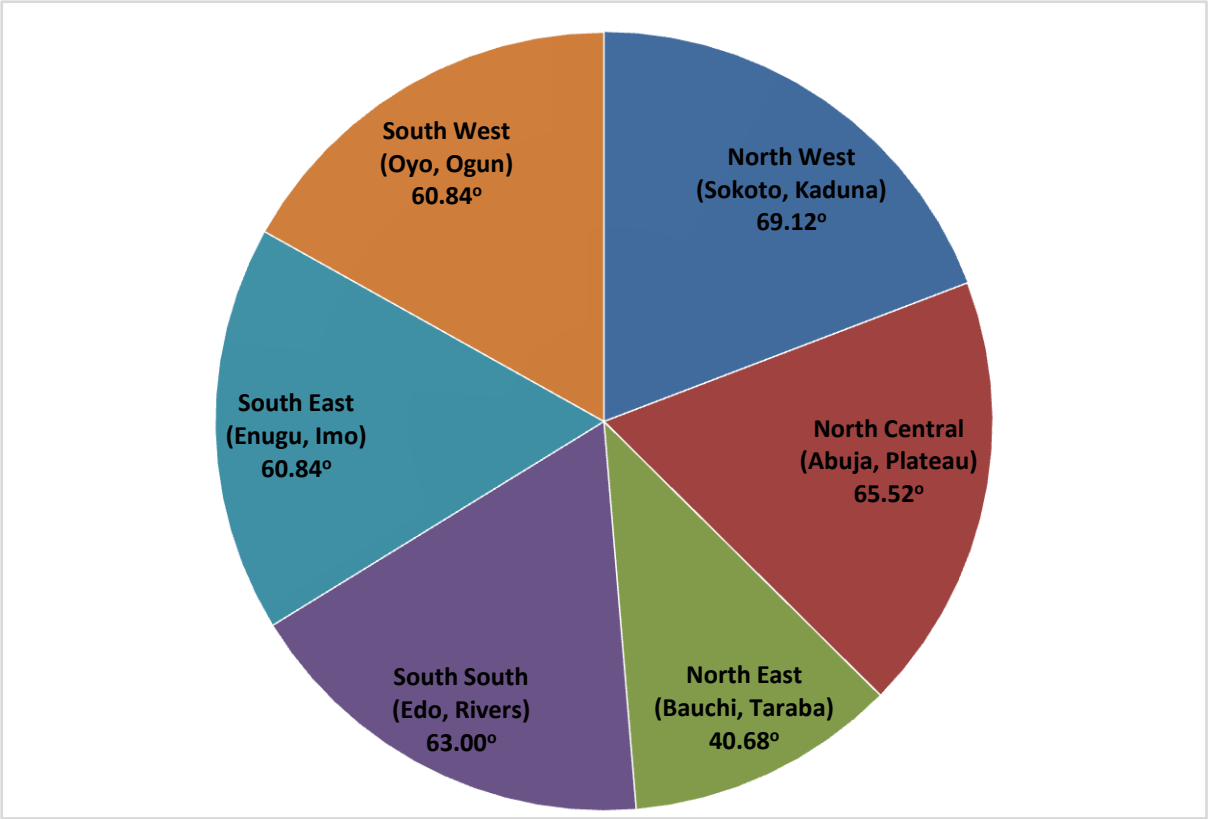


Table 4.1.1 and the pie chart above reveal the number and percentage of retrieved questionnaire from the states according to their geo-political zones in Nigeria. Out of the 302 retrieved from respondents in each zone, the North West (Kaduna and Sokoto) had a total of 58 (19.2%) occupying 69.12 degrees on the pie chart. From the North Central (Plateau and the FCT), a total of 55 (18.2%) and occupying 65.52 degrees were retrieved. The North East represented by Bauchi and Taraba States had a total of 34 (11.3%) and occupying 40.68 degrees on the pie chart. From the South South zone (Edo and Rivers States) a total of 53 (17.5) and occupying 63 degrees while the South East and South West returned 51 (16.9%) and occupying 60.84 degrees each on the pie chart.

4.2 Result of Data Analysis of Mean Scores on Influence of Branding and Consultancy Services on Sports Development in Nigeria

In order to establish the perception of respondents about the influence of branding and consultancy services on sports development in Nigeria, data collected from sections B to G of the questionnaire as related to the selected indices of sports development, were analysed in line with the research objectives, basic assumptions, research questions and research hypotheses.

Each of the selected indices of sports development was assessed independently and the opinions of the respondents on each of the items were processed in Mean, Standard Deviation and Standard Error of the Estimate. The data was computed on the five point interval scale with scores on options as follows; Strongly Agreed = 5; Agreed = 4; Undecided = 3; Disagreed = 2 and Strongly Disagreed = 1. The mid-point score on the scale was 3.50 which was used to compare with each mean score of the indices of sports development and to interpret the opinion of respondents.

Table 4.2.1 Presentation of Mean Scores on Influence of Branding and Consultancy Services on the Indices of Sports Development in Nigeria.

Variables	N	Mean	Std. Deviation	Std. Error
Construction and Management of Sporting Facilities	302	3.84	1.201	0.069
Funding and Financial Management in Sports	302	2.36	1.047	0.060
Organizational Structure and Personnel Management in Sports	302	3.80	1.182	0.068
Performance of Coaches, Athletes and Sports Managers,	302	3.16	1.203	0.069
Selection and Specialisation in Sports by Athletes	302	2.25	0.985	0.057
Hosting of the National Sports Festival	302	3.76	0.770	0.044
Total = Sports Development	**302**	**3.20**	**0.902**	**0.022**

4.2.1 Mean Score on Influence of Branding and Consultancy Services on Sports Development in Nigeria

In order to establish the perception of respondents about the influence of branding and consultancy services on sports development being the major objective of the study, the mean scores of all the indices were summed up and the aggregate mean score of 3.20 was obtained as indicated on table 4,2,1 above. Going by this, the respondents disagreed with the assumption that there is no significant influence of branding and consultancy services on sports development in Nigeria. This is because the aggregate mean score 3.20 is less than the mid-point score of 3.50.

4.2.2 Mean Score on Influence of Branding and Consultancy Services on the Construction and Management of Sporting Facilities in Nigeria.

One specific objective of this study was to find out the opinions of respondents about the influence of branding and consultancy services on the construction and management of sporting facilities in Nigeria. The mean score of 3.84 obtained for the variable is greater than the mid-point 3.50. This was an indication that the respondents agreed with the assumption that branding and consultancy services have no significant influence on the construction and management of sporting facilities in Nigeria.

4.2.3 Mean Score on Influence of Branding and Consultancy Services on Funding and Financial Management in Sports in Nigeria

The influence of branding and consultancy services on funding and financial management in sports in Nigeria was assessed. The mean score of 2.36 obtained for this variable is less than the mid-point score of 3.50 which is an indication that the respondents disagreed with the assumption that branding and consultancy services have no significant influence on funding and financial management in sports in Nigeria. This means that branding and consultancy services have significant influence on this variable.

4.2.4 Mean Score on Influence of Branding and Consultancy Services on the Organizational Structure and Personnel Management in Sports in Nigeria

The influence of branding and consultancy services on the organisational structure and personnel management in sports in Nigeria was examined. The items used for this assessment were scored and the mean score obtained was 3.80 which is greater than the mid-point score 3.50. This showed that the respondents agreed with the assumption that, branding and consultancy services have no significant influence on the organizational structure and personnel management in sports in Nigeria.

4.2.5 Mean Score on Influence of Branding and Consultancy Services on the Performance of Coaches, Athletes and Sports Managers in Nigeria

The influence of branding and consultancy services on the performance of coaches, athletes and sports managers in Nigeria was investigated in section E of the instrument for this study. The mean score obtained for this variable as indicated on the table 4.2.1 is 3.16 which is less than the mid-point score of 3.50. This showed that the respondents disagreed with the assumption that branding and consultancy services do not influence the performance of Coaches, Athletes and Sports Managers in the country.

4.2.6 Mean Score on Influence of Branding and Consultancy Services on the Selection and Specialisation in Sports by Athletes in Nigeria.

The mean score obtained for the variable on selection and specialisation in sports by athletes in Nigeria, was 2.25 which is less than the mid-point score of 3.50. This showed that the respondents disagreed with the assumption that branding and consultancy services have no influence on selection and specialisation in sports by athletes in Nigeria.

4.2.7 Mean Score on Influence of Branding and Consultancy Services on the Hosting of the National Sports Festival in Nigeria

The influence of branding and consultancy services on the hosting of the National Sports Festival in Nigeria was assessed. The mean score of 3.76 was obtained which is greater than the mid-point score of 3.50. This indicated that the respondents agreed with the assumption that branding and consultancy services have no significant influence on the hosting of the National Sports Festival in Nigeria.

4.3: Result of Test of Hypotheses

The hypotheses formulated to determine the significance of the influence of branding and consultancy services on sports development and its indices in Nigeria were tested and reported. The one sample t-test was used for the major null hypothesis and the first six null sub-hypotheses which tested the influence of branding and consultancy services on each of the variables (indices of sports development in Nigeria). The critical value (tcri) 5.04 observed from the t distribution table presented by Lindley and Miller (2007) was used to draw conclusions and take decisions on the hypotheses. To this effect, where the calculated t value was found to be greater than the critical value, it meant there was significant influence and the null hypothesis was rejected but where the calculated t value turned out to be less than the critical value, it meant there was no significant influence and the null hypothesis was retained.

4.3.1 Test of Major Hypothesis on Influence of Branding and Consultancy Services on Sport Development in Nigeria

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Major Hypothesis: There is no Significant Influence of Branding and Consultancy Services on Sports Development in Nigeria.

The major hypothesis was tested using the one sample t-test in order to establish the significance of the aggregate opinion of the respondents on the influence of branding and consultancy services on sports development in Nigeria. The aggregate mean score of all the variables (indices of sports development) was used in the test of this major hypothesis. The result of the test is summarized in Table 4.3.1.

Table 4.3.1: Result of One Sample t-test on Influence of Branding and Consultancy Services on Sports Development in Nigeria.

Variables	N	Mean	Std. Dev.	Std. Error	t-value	DF	P
Sports Development	302	3.20	0.902	0.052	**5.874**	301	0.05
Tested mean		3.50					

t critical = 5.04 at P = 0.05

The result of the test revealed that the aggregate opinion of the respondents was that the influence of branding and consultancy services on sports development in Nigeria is significant. This is deduced from the calculated t-value of 5.874 which is greater than the critical value of 5.04 at 0.05 probability level of significance for the test. Therefore the null hypothesis that there is no significant influence of branding and consultancy services on sports development in Nigeria is rejected.

4.3.2 Test of Hypothesis on Influence of Branding and Consultancy Services on the Construction and Management of Sporting Facilities in Nigeria

Sub-hypothesis I: There is no Significant Influence of Branding and Consultancy Services on the Construction and Management of Sporting Facilities in Nigeria.

The hypothesis was tested with the one sample t-test. A summary of the test result is presented on table 4.3.2.

Table 4.3.2: Result of One sample t-test on Influence of Branding and Consultancy Services on the Construction and Management of Sporting Facilities in Nigeria.

Variables	N	Mean	Std. Dev.	Std. Error	t-value	DF	P
Facilities	302	3.84	1.201	0.069	**4.953**	301	0.000
Test mean		3.50					

t critical = 5.04 at P = 0.05

The result of the calculated t value 4.953 is less than the critical value 5.04. This means that according to the respondents, branding and consultancy services have no significant influence on the construction and management of sporting facilities in Nigeria. As a result of this, the null hypothesis is retained.

4.3.3 Test of Hypothesis on Influence of Branding and Consultancy Services on Funding and Financial Management in Sports in Nigeria

Sub-Hypotheses II: There is no Significant Influence of Branding and Consultancy Services on Funding and Financial Management in Sports in Nigeria.

The mean score of the respondents on the influence of branding and consultancy services on funding and financial management in sports in Nigeria was used for this test. The test was conducted with the one sample t-test and the test result is summarized on Table 4.3.3.

Table 4.3.3: Result of One Sample t-test on Influence of branding and Consultancy Services on Funding and Financial Management in Sports in Nigeria

Variables	N	Mean	Std. Dev.	Std. Error	t-value	DF	P
Funding	302	2.36	1.047	0.060	**18.864**	301	0.05
Test mean		3.50					

t-critical = 5.04 at P = 0.05

The result of the test as indicated in the table revealed that the respondents agreed that branding and consultancy services have significant influence on funding and financial management in sports in Nigeria. The calculated t-value 18.864 is greater than the critical value 5.04 at a probability level of significance of 0.05. From this observation, there was enough evidence from the respondents that there is significant influence of branding and consultancy services on funding and financial management in sports in Nigeria. The null hypothesis is therefore, rejected.

4.3.4 Test of Hypothesis on Influence of Branding and Consultancy Services on the Organisational Structure and Personnel Management in Sports in Nigeria

Sub-Hypothesis III: There is no Significant Influence of Branding and Consultancy Services on the Organisational Structure and Personnel Management in Sports in Nigeria.

The significance of the influence of branding and consultancy services on organisational structure and personnel management in sports in Nigeria was tested using the respondents' opinion on the variable. Table 4.3.4 shows the summarized result of the one sample t-test used for the hypothesis.

Table 4.3.4: Result of One Sample t-test on Influence of Branding and Consultancy Services on the Organisational Structure and Personnel Management in Sports in Nigeria.

Variables	N	Mean	Std. Dev.	Std. Error	t-value	DF	P
Organization	302	3.80	1.182	0.068	**4.362**	301	0.05
Test mean		3.50					

t critical = 5.04 at P = 0.05

This table revealed that the calculated t-value of 4.362 is less than the critical t value of 5.04 at 0.05 probability level of significance. This means that the respondents agreed with the hypothesis that branding and consultancy services have no significant influence on the organisational structure and personnel management in sports in Nigeria. With this observation, the null hypothesis is hereby, retained.

4.3.5 Test of Hypothesis on Influence of Branding and Consultancy Services on the Performance of Coaches, Athletes and Sports Managers in Nigeria

Sub-Hypotheses IV: There is no Significant Influence of Branding and Consultancy Services on the Performance of Coaches, Athletes and Sports Managers in Nigeria.

The respondents' opinions on the influence of branding and consultancy services on the performance of coaches, athletes and sports managers in Nigeria were used for this test. The hypothesis was tested with the one sample t-test and the summary of the result is presented on table 4.3.5.

Table 4.3.5: Result of One Sample t-test on the Influence of Branding and Consultancy Services on the Performance of Coaches, Athletes and Sports Managers in Nigeria.

Variables	N	Mean	Std. Dev.	Std. Error	t-value	DF	P
Performance	302	3.16	1.203	0.069	**5.979**	301	0.05
Test mean		3.50					

t-critical = 5.04 at P = 0.05

From the result on table 4.3.5, the calculated t-value 5.979 is greater than the critical value of 5.04. This means that the respondents agreed that branding and consultancy services have significant influence on the performance of coaches, athletes and sports managers in Nigeria at significant level of 0.05. Therefore, the null hypothesis that there is no significant influence of branding and consultancy services on the performance of coaches, athletes and sports managers in Nigeria is rejected.

4.3.6 Test of Hypothesis on Influence of Branding and Consultancy Services on Selection and Specialisation in Sports by Athletes in Nigeria

Sub-hypothesis V: There is no Significant Influence of Branding and Consultancy Services on the Selection and Specialisation in Sports by Athletes in Nigeria.

To test this hypothesis the one sample t-test was used to find out the perception of respondents about the influence of branding and consultancy services on the selection and specialisation in sports by athletes in Nigeria. The result of the one sample t-test is summarized in Table 4.3.6.

Table 4.3.6: Result of One Sample t-test on Influence of Branding and Consultancy Services on Selection and Specialisation in Sports by Athletes in Nigeria.

Variables	N	Mean	Std. Dev.	Std. Error	t-value	DF	P
Sport Programmes	302	2.25	1.278	0.057	**22.081**	301	0.05
Test mean		3.50					

(t-critical = 5.04)

From the result of the test in the table, the respondents revealed that the influence of branding and consultancy services on the selection and specialisation in sports by Athletes in Nigeria is significant. This assertion was based the calculated t-value of 22.081 which is greater than the critical value of 5.04 at the observed level of significance 0.05. There is enough evidence from the respondents that there is significant influence of branding and consultancy services on this variable. The null hypothesis is therefore rejected.

4.3.7 Test of Hypothesis on Influence of Branding and Consultancy Services on the Hosting of the National Sports Festival in Nigeria

Sub-Hypotheses VI: There is no Significant Influence of Branding and Consultancy Services on the Hosting of the National Sports Festival in Nigeria.

The influence of branding and consultancy services on the hosting of the National Sports Festival in Nigeria was tested in this hypothesis by subjecting the scores of the respondents on the variable to the one sample t-test. The summary of the test result is presented on Table 4.3.7.

Table 4.3.7: One Sample t-test on Influence of Branding and Consultancy Services on the Hosting of the National Sports Festival in Nigeria

Variables	N	Mean	Std. Dev.	Std. Error	t-value	DF	P
Hosting	302	3.76	0.770	0.044	**4.981**	301	0.05
Test mean		3.50					

t-critical = 5.04 at P = 0.05

The t-value 4.981 is less than the critical value of 5.04 at an observed significant level of 0.05. This means that the respondents are of the view that branding and consultancy services have not significantly influenced the hosting of the National Sports Festival in Nigeria. Therefore, the null hypothesis that there is no significant influence of branding and consultancy services on the hosting of the National Sports Festival in Nigeria is retained.

4.3.8 Test of Hypothesis on the Correlation between the Influence of Branding and Consultancy Services on the Indices of Sports Development in Nigeria

Sub-Hypotheses VII: There is no Significant Relationship between the Influence of Branding and Consultancy Services on the Indices of Sports Development in Nigeria.

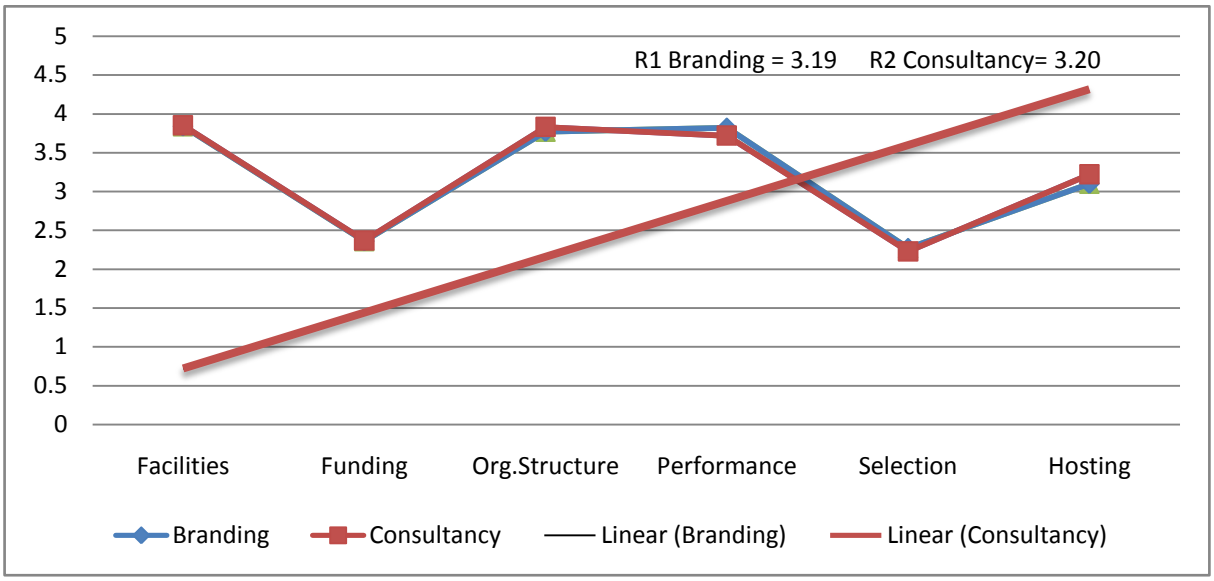
This hypothesis was tested with the scores of the influence of branding and consultancy services on all the indices of sports development in the study which are; construction and management of sporting facilities, funding and financial management, organisational structure and personnel management, performance of coaches, athletes and sports managers, selection and specialisation in sports by athletes and hosting of the National Sports Festival. The Pearson Product Moment Correlation was used for this test. The result of the test is in matrix on Table 4.3.8 and graphically presented on figure 8.

Table 4.3.8: Result of test of Correlation between the Influence of Branding and Consultancy Services on the Indices of Sports Development in Nigeria.

Variables	Construction and Management of Sporting Facilities	Funding and Financial Management in sports	Org Structure and Personnel Management in sports	Performance of Coaches, Athletes and sports Managers	Selection and Specialisation in Sports by Athletes	Hosting of the National Sports Festival
Branding	3.84	2.36	3.77	3.82	2.27	3.10
P-level	0.05	0.05	0.05	0.05	0.05	0.05
Consultancy Services	3.85	2.37	3.83	3.72	2.23	3.22
P-level	0.05	0.05	0.05	0.05	0.05	0.05
N	302	302	302	302	302	302

Correlation is significant at P = 0.05 level of tolerance; r critical = 3.55

Fig. 8: Result of the Ranking of the Correlation between the influence of Branding and Consultancy Services on the Indices of Sports Development



Branding (R1) = 3.19); Consultancy Services (R2) = 3.20; P = 0.05

The hypothesis was tested at P = 0.05 level of significance and the observed critical value of r from the distribution table presented by Tuckman (2008) is 3.55. The indices of sports development were treated individually and the result revealed that the calculated value in each bivariate case (branding 3.19, consultancy services 3.20) is lower than the critical value 3.55. This means that there is a significant correlation between the influence of branding and consultancy services on each of the indices of sports development in Nigeria. The correlation was such that on a linear trend, the influence of branding on one of the indices led to the other and influence of consultancy services on one index, also led to another. The null hypothesis which stated that there is no significant correlation between the influence of branding and consultancy services on the indices of sports development in Nigeria is therefore, rejected.

Using the data from the respondents' opinions, the scores were ranked to determine which of the two variables (branding or consultancy services) influences the indices of sports development more in Nigeria.

The ranking revealed that for construction and management of sporting facilities, branding with less score 3.84 ranked first while consultancy services with greater score 3.85 ranked second. This indicates that branding influences the construction and management of sporting facilities more than consultancy services in the country.

The result of the ranking revealed that for funding and financial management in sports, branding with less score 2.36 ranked first while consultancy services with greater score 2.37 ranked second. This indicates that branding influences funding and financial management more than consultancy services in sports in Nigeria.

For sports organisational structure and personnel management, the result of the ranking revealed that, branding with less score 3.77 ranked first while consultancy services with greater score 3.83 ranked second. This shows that branding influences sports organisational structure and personnel management more than consultancy services in Nigeria.

For performance of coaches, athletes and sports managers, the result of the ranking revealed that, consultancy services with less score 3.72 ranked first while branding with greater score 3.82 ranked second. This shows that consultancy influences the performance of coaches, athletes and sports managers more than branding in the country.

The result of the ranking revealed that, for selection and specialisation in sports by athletes consultancy services with less score 2.23 ranked first while branding with greater score 2.27 ranked second. This implies that consultancy influences selection and specialisation in sports by athletes more than branding in the country.

The result of the ranking revealed that, for hosting of the National Sports Festival, branding with less score 3.10 ranked first while consultancy services with greater score 3.22 ranked second. This means that branding influences the hosting of the National Sports Festival in Nigeria more than consultancy services.

4. 4: Discussion

This study investigated the influence of branding and consultancy services on sports development in Nigeria. The influence of branding and consultancy services was assessed on selected indices of sports development. These indices are; Construction and Management of Sporting Facilities, Funding and Financial Management in Sports, Sports Organizational Structure and Personnel Management, Performance of Coaches, Athletes and Sports Managers, Selection and Specialisation in Sports by Athletes and Hosting of the National Sports Festival. One major null hypothesis and seven null sub-hypotheses reflecting the selected indices of sports development were tested in the study.

4.4.1 Influence of branding and consultancy services on sports development in Nigeria

The major hypothesis was tested using the aggregate mean scores of all the variables examined in the study. It was found that branding and consultancy services have significant influence on sports development.

This finding is a reflection of Kammerer (2006) who highlighted the important contribution of the sports sector to the understanding of the concept of development generally especially the effects on the improvement of towns, cities and nations. Sports development goes beyond the idea of merely winning championships and medals today because it require a coordinated and coherent master plan towards infrastructural development, economic improvement and human resource and capacity enhancement.

The finding supports information presented by the National Sports Commission (2009) at http://sportscommisions.gov.ng/nsc that sports development initiatives in Nigeria started with the National Policy on Sports which identified the philosophy, vision, mission, values and objectives of sports in the country. The respondents being sports personnel must be aware that this policy laid a good foundation for sports development in the country.

This finding is also in tandem with Rosentraub (2007) who in recognition of the importance of sports development to any nation, suggested that countries should pay adequate attention to sports development programmes in order to make its benefits available to their citizenry. The finding also supports the position of Mshelia (2008) who stated that, sports are part of the larger global economy and are ignored only at the expense of any nation that is seeking development. The finding here confirms the basic assumption of this study that there is significant influence of branding and consultancy services on sports development in Nigeria.

4.4.2 Influence of branding and consultancy services on the construction and Management of sporting facilities in Nigeria

The hypothesis for this item was tested using the one sample t-test and the result revealed that branding and consultancy services have no significant influence on the construction and management of sporting facilities in Nigeria.

According to the National Policy on Sports presented by the National Sports Commission (2009) facilities are major determinants of sports in Nigeria because they provide standard settings for fitness, recreation, competitions and they influence public participation in sports. The policy also stated that in order to facilitate and encourage mass participation in sports in the country, government shall in conjunction with stakeholders; provide standard facilities and equipment for sports at all levels and ensure availability of sporting facilities in schools and communities. Also, government shall engage the services of trained and competent facility managers for all stadia and other sporting facilities in their respective areas. The Nigerian government shall continue to encourage the construction and management of sporting infrastructure through the Public-Private Partnership (PPP) arrangement. Respondents were of the opinion that brand experts and sports consultants in

Nigeria have not done enough to enhance the attainment of the provisions contained in this section of the National Policy on Sports.

The finding is also a reflection of the opinion of Haruna (2010) who disclosed that in Nigeria, every sector is yearning for government's attention. However branding experts and sports consultants have not been able to convince government to place the provision and management of sporting facilities on the priority list of infrastructural development in the country.

The perception of respondents here also agrees with the suggestion by Mullin (2006) that the factors to consider while planning for construction of sporting facilities are; the number and proximity of prospective users. the appropriateness of the buildings, safety of structure, attractiveness/aesthetics of the design features, availability of staff, density of competitors, parking convenience, proximity to public transport, availability of utilities and security arrangements.

The finding also revealed that respondents' opinion supported what the researcher had earlier observed that government constructs most sporting facilities in Nigeria but that managing them well is an issue due to poor maintenance culture and poor record keeping of government owned sporting facilities in the country. The researcher's observation is in tandem with the position of Mullin (2006) that after the design and construction, the day-to-day management of a sporting facility requires a trained personality with a variety of skills such that can cope with the routine of an office system and the changing circumstances of a multipurpose operation.

The finding also concurred with the contribution of Frosdick and Walley (2007) that health and safety are essential features in the construction and management of sporting facilities which must be controlled tightly to minimise the risk of injury and avoid liabilities that could lead to legal action or litigation against the facility operators or the organisation. It

is also important to put in place and closely monitor policies that help prevent breaches of standard and safety codes.

Furthermore, the opinion of respondents captured the essence in the point Farmer (2009) explained that construction and management of sporting facilities involves the co-ordination of planning and design which concentrates on the architectural and engineering details, real estate and equipment maintenance, safety, rentals, lease and all other auxiliary services thereto. Maintenance of the facilities for safety, suitability and conduciveness are key issues in facility management. Managing sporting facilities necessitates employing staff who can undertake a number of activities such as cleaning, grounds-keeping, equipment maintenance including essential facilities such as lighting and plumbing. Knowledge of all these factors could have accounted for the opinion of the respondents that there is no significant influence of branding and consultancy on the construction and management of s

porting facilities in Nigeria.

4.4.3 Influence of branding and consultancy services on funding and financial management in sports in Nigeria

The hypothesis here was tested using the one sample t-test. The result revealed that branding and consultancy services have significant influence on funding and financial management in sports in Nigeria.

This finding is in tandem with the World Bank report (1997) where FIFA postulated that money is literally the bottom line for profit seeking sporting franchises and some leisure base d businesses. The finding also corroborated the opinion of Smith (2006) that, money is the deciding factor in the success of many organisations and the sources and channels through which sporting organisations raise funds range from donations and sponsorships to investments, ticketing and sale of branded items. Each sporting organisation can target

maximising income within clear guide lines for fund raising activities and procedures for proper financial management.

This finding also supported the opinion of Leeds and Allmen (2008) who disclosed that the financial wealth of a sporting organisation is a direct factor responsible for its good or poor performance and in the opinion of respondents, can be enhanced through branding and consultancy services and that, the whole point of keeping financial records is to monitor the organisation's performance and provide a summary of its financial transactions.

The finding is also a reflection of the observation of Adedoja (2009) that just as it is with all other human endeavours, funding and sponsorship are vital requirements for sports development at all levels. However the finding does not support Adedoja's assertion that funding of sports has been in the hands of government for too long in Nigeria because respondents revealed that branding and consultancy services which are predominantly carried out by the private firms, have enhanced funding and financial management in sports in Nigeria. Multi-national and large scale financial organisations such as banks, petrochemical industries, communication outfits and philanthropists have been sponsoring different sports competitions at all levels. For instance, competitions like the National Premier Football league sponsored by Glo communication outfit has helped in the rapid development of the game of soccer in the country. Funding of sports programmes by the private sector as enhanced through branding and consultancy services, is investment and it will reduce the chances of financial mismanagement by enhancing transparency and accountability in sports in Nigeria.

The finding also agrees with the National Policy on Sports as presented by the National Sports Commission (2009) which aims at empowering its agencies and affiliates to collaborate with the private sector so as to realize the economic value and viability of funding sports programmes such as camping, training and competitions and create an enabling environment for the private sector to contribute to the development of sports as a way of

discharging their corporate social responsibilities to the host communities. The enabling environment created by the Nigerian government for the private sector's involvement funding of sports and the drive to sell companies products might have been responsible for respondents' opinion which accepts the basic assumption that branding and consultancy services have influence on funding and financial management in sports in the country.

4.4.4 Influence of branding and consultancy services on the organisational structure and personnel management in Nigeria

The outcome of the one sample t-test used in this section revealed that branding and consultancy services do not have significant influence on organisational structure and personnel management in sports in Nigeria.

The finding here closely relates with the opinion of Quirk and Fort (2002) that, the way in which the organisations are patterned or structured is to some extent a matter of choice and convenience. Their opinion that the conservative traditions of many sporting bodies are manifested in their organisational structures and personnel management styles is a true reflection of the finding in this section because each state in Nigeria has its own organogram and style of personnel management. In a similar contribution, Pinchot and Pinchot (2003) explained that the tasks or responsibilities that need to be undertaken and the relationship between those performing such tasks are displayed on organisational charts and that the span of control depends upon the jobs being done and how much responsibility has been given to each person.

The activities in personnel management as summarised by the UK Sport Report (2004) include; assessing, forecasting and examining the needs, demand and supply for staff as well as formulating a job through analysis, description and specifications, advertising, interview and selection of qualified candidates, drawing up conditions of employment and organising orientation or induction for newly recruited staff, staff motivation through

promotion, welfare and fringe benefits, training and development, industrial relations, disciplinary measures, retirement and terminal benefits. In sports, Larson (2006) supported the UK Sport Report by identifying some key areas of concern in effective personnel management as; proper staff induction, employee welfare and counselling towards growth and capacity development, design of efficient work practices, setting precise work standards, clear performance bench marks and training activities to enhance productivity. Good personnel management is both persons-centred and goal-oriented. The approaches to discharging all these responsibilities differ from one state to the other and from one sporting organisation to another which justifies the finding.

In a similar comment Xingwei (2006) submitted that there is no one best way to structure a sporting organisation. However, Sporting clubs and associations, like all other organisations, must have some sort of structure if their programmes are to be carried out rationally with a good degree of efficiency, adaptability and flexibility. The aim of the structure is to ensure that things actually happen at the right time and place, and that the event or activity offers value and entertainment.

The finding also supports the revelation by Osborne and Gaebler (2007) that personnel management also known as Human Resource Management (HRM) is concerned with the overall management of people and the development of their skills and abilities, so that they can contribute fully to the organisation's mission and vision. Therefore division of labour to different individuals and groups as well as team work based on the peculiarities of each organisation take place and would not likely be influenced by branding and consultancy services. The respondents knew that there are existing peculiarities in the states and within the sporting organisations which do not allow for uniformity in the sports organisational structures and personnel management styles in Nigeria. This knowledge might have formed the basis of their perception that branding and consultancy services have no significant influence on the organisational structure and personnel management in sports in Nigeria.

4.4.5 Influence of branding and consultancy services on the performance of coaches, athletes and sports managers in Nigeria

It was found that branding and consultancy services significantly influence the performance of coaches, athletes and sports managers in Nigeria. This opinion was found to cut across all the states selected within the respective geopolitical zones involved in the study.

The outcome of this test agrees with Smith and Stewart (1999) who revealed that sports have attained some sophisticated dimensions because Coaches, athletes and sports managers are becoming more productive than ever before since technology is bringing about improvement and accuracy at all levels of sports.

This finding is also in line with the position of Morgan (2000) who stressed that there the resultant outcomes of the efforts made by coaches, athletes and managers in sports organisations are the best indicators of their performance. The respondents are familiar with the fact that in Nigeria, the desire of coaches, athletes and sports managers in any sporting organisation is to win laurels, improve on their rating and get promoted in their competitions.

The finding also reflects the contribution of Dewar (2002) who explained that good performance in sports is a product of team work the key to performance is to harness the energy, enthusiasm and expertise of athletes and coaches by managing them intelligently. Whenever there is a problem of poor performance, some of the time the cause will be the system and most of the time it is blamed on the coaches, athletes and managers.

The respondents' opinion is also in line with the opinions of Noil and Zimbalist (2007) who asserted that performance must improve incrementally and constantly and achieved through efficient and effective day-to-day training and practice. This also supports Robert and Dye (2009) who suggested that one way of achieving high quality performance is to understand and utilise the philosophies, principles and management tools that are result oriented as well as fashion out and implement strategic policies uncompromisingly through

creativity, resourcefulness, coordinated training, coherent planning and programming of all organisational activities.

The result of this test is also a reflection of the National Sports Policy in Nigeria as presented by the National Sports Commission (2009) which stated that government shall give priority to training and development of technical and administrative personnel to enable them improve their skills and efficiency in the implementation of sports programmes. Towards this end, government shall among other things; establish a programme for training of athletes, coaches, managers and referees/umpires at all levels and shall give specific attention to acquiring and developing resource materials such as manuals, coaching kits and electronic aids through the appropriate sports agencies in collaboration with the National Institute for Sports (NIS). A good number of the respondents might have been beneficiaries of these policies which could have informed their opinion that branding and consultancy services have significant influence on the performance of coaches, athletes and sports managers in Nigeria.

4.4.6 Influence of branding and consultancy services on selection and specialisation of athletes in sports in Nigeria

The result of the one sample t-test used in the study revealed that branding and consultancy that branding and consultancy services have significant influence on selection and specialisation in sports by athletes in the country.

The outcome of this test is in contrast with Hill and Hansen (1988) who argued that early selection and specialisation in sports often conflicts with the educational mission of schools for students and that multi- sports athletes tend to get better grades, and are often the most active and productive athletes in the school. Athletes who participate in many sports gain the value of exposure to different coaches with different philosophies, strategies, gain the

opportunity to learn transferable athletic skills which are ingredients for all-round development.

The respondents' opinion supports the position of Lord (2000) who explained that, selection and specialisation in sports is the exclusive participation in one sport by young athletes and reported that the stunning success of high profile athletes is a motivation to younger athletes who emulate the achievement of the elite athletes to select and specialise in particular sports. The goal of sports selection and specialisation at an early age is to optimize the opportunities to develop athletic skills in one sport to enhance the chances of competing at the next level. Nowadays, more and more athletes choose to specialise in one sport even before high school, hoping to achieve elite status. Some young athletes even leave home as teenagers to live in distant cities with sponsoring families or agents to compete in highly competitive teams.

The finding does not support the narration by Bloch (2002) that over the past 40 years, participating in several sports (baseball, basketball, football, or track) was the goal of many high school athletes. High school sports were the pinnacle for most, with a few going on to college careers. There were no travel teams, and there were limited opportunities outside of high school sports except for summer leagues. Opportunities for sports selection and specialisation were few and far between and it was usually the athlete's choice, not that of the parents or coaches. It was carefree play because there were no parents or coaches to guide play. The story is different in Nigeria today because of branding moments created in some sports like athletics and football as well as increasing consultancy services in sports.

The result of the test in this hypothesis is in line with the information supplied at http://www.philly.com/philly/blogs/sportsdoc/sports-Specialisation (2009) which maintained that in spite of the many common negative outcomes of early sports selection and specialisation as highlighted by Hill and Hansen (1988) and Bloch (2002), sports diversification at a young age is advantageous because it leads to stardom, professionalization

and elongated elite status from a good early age. However, intense training in a single sport to the exclusion of others should be delayed until late adolescence to optimise success and minimise risk for injury and psychological stress.

The finding supports what the researcher earlier observed that, in Nigeria, sports fans especially in Football are more affiliated to foreign based players and teams than those in the domestic league probably owing to the intensive media coverage and the use of foreign based sports personalities for branding programmes which make them more popular in the country than their home based counterparts.

The result of the test however does not agree with the researcher's earlier observation that there seems to be poor patronage of consultancy services especially in sports. The opinion of the respondents that there is a significant influence of branding and consultancy services on selection and specialisation in sports by athletes does not quite support the researcher's earlier observations.

There is no doubt that factors like; structured practice and adequate training time, branding with images of sports legends and guidance through consultancy services, play an important role in athletic development and enhances selection and specialisation of young athletes in sports.

4.4.7 Influence of branding and consultancy services on the hosting of the National Sports Festival in Nigeria

The result of the test on this item which was conducted with the one sample t-test revealed that branding and consultancy services have no significant influence on the hosting of the National Sports Festival in Nigeria.

The finding on this matter suggests that branding and consultancy services are yet to enhance the attainment of the objectives of the National Sports Festival as presented by the National Sports Commission at www.nigeriasportsfestival.org (2009) which are; the

promotion of mass participation in amateur sports from the grass-root level, discovering hidden talents and promoting healthy and keen competition amongst the participants from all the states of the federation under a climate of sportsmanship and friendly interaction, enhancing and strengthening unity among the different ethnic groups as presented at

The finding also does not support the work of Kim and Chung (1997) who stated that there are three approaches to developing effective branding strategies namely; determining the audience, determining the message and determining what creates the brand. They reported that a brand must have a clear audience focus, value focus and tone of voice focus with which to deliver its message. The opinion of respondents does not support that this strategies are in use while hosting the National Sports Festival in Nigeria.

The finding does not agree with the work of Dovi (2006) on the process of consultancy which involves planning, implementation and appraisal of the sports needs, programmes and projects. It helps to regulate and guide in identifying competitors by setting targets for individuals and groups in the process of finding solutions to the needs and problems of a sports organisation. Through consultancy services, each sports strategy and event (including hosting of competitions), is assessed to determine its effectiveness. This enables organisations to determine whether or not to replace a strategy with a new one in order to meet prevailing circumstances. In Nigeria, consultancy services are yet to attain this level of success in hosting the National Sports Festival.

The finding however relates closely to the work of Abeku (2012) in which he recommended that while hosting NUGA competitions, corporate organisations should electronic media and thee print media to advertise their products and services. They should also employ the services of experts to promote the sale of their products and services during NUGA competitions in Nigeria.

The finding from this item does not support the researcher's opinion as observed in Nigeria. Hosting of sports competitions has become a key index for sports development and the quality of hosting the National Sports Festival is improving with each edition due to the heavy sponsorship activities by multinational corporations. Respondents opinion could be based on the 'hosting to win' syndrome which is observed to be one of the main factors behind sharp practices like purchase of medals, poaching of athletes and match fixing scandals by host states which mars competitions. The respondents are familiar with the fact that this ugly trend has been rearing its head in the National Sports Festival. This is a serious challenge to all stakeholders especially brand experts and sports consultants who need to check this cankerworm in order to fast track the attainment of the intent of the festival in the country.

4.4.8 Correlation Between the Influence of Branding and Consultancy Services on the Indices of Sports Development in Nigeria

. The results revealed that there is significant correlation between the influence of branding and consultancy services on the indices of sports development in Nigeria.

This finding is in line with the assertion of Vargo and Lusch (2005) who asserted that branding could be a business function on its own and for successful sports marketing experts provide knowledge, skills and motivation to handle customers in a marketing fashion and create a conducive atmosphere for quality of interaction that influences customers' perception and interest to enable them find value for their money

The finding is also in tandem with Selznick (2001) who explained that consultancy refers to the practice in which consultants interact with and help organisations to improve their performance through the development of various strategies. This position is similar to the opinion of Witcher, Craigen, Culligan and Harvey (2001) who stressed that the responsibilities of consultants include making an environmental scan of all pertinent aspects

that affect an organisation to uncover areas of strength and weaknesses in addition to revealing areas in which expansion is needful.

The finding is in line with the opinion of Ballantyn and Varey (2006) who reported that branding helps sports fans to express with pride their club sentiments and fraternal feelings, provides a sense of belonging through solidarity and brings joy and satisfaction to them. A similar situation is reported by experts through information at (http://www.ucleconsultants.com/what-is-consultancy/basic) that consultancy services are focussed on addressing the specific needs of the client through the application of existing knowledge and skills. In both branding and consultancy processes, confidentiality and trust are of great essence and are reasonably proportionate to conventional practice and both services are delivered based on acceptable professional standards.

From the observation of the correlation coefficients, the relationship between the influence of branding and consultancy services on the indices of sports development on a bivariate basis was found to be linear in trend which clearly implies that development in one of the variables leads to the other.

The scores from the data in this section were used for the correlation and the results were ranked. Branding obtained an aggregate value of 3.19 while consultancy services obtained an aggregate value of 3.20. Going by these values therefore, branding (R1) with the lower value of 3.19 ranked first while consultancy services (R2) with a higher value of 3.20 ranked second. The implication of this is that branding influenced the sports indices and by extension sports development more than consultancy services in Nigeria.

CHAPTER FIVE

5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The main aim of this study was to investigate the influence of branding and consultancy services on sports development in Nigeria. The intention was to examine the influence of branding and consultancy services on selected indices of sports development including; construction and management of sporting facilities, funding and financial management, organisational structure and personnel management, performance of coaches, athletes and sports managers, selection and specialisation in sports by athletes and hosting of the National Sports Festival. The research objectives, research questions, basic assumptions and the research hypotheses were based on these selected indices. Similarly, related literature to each of these indices of sports development as compiled and presented/reported by earlier researchers was reviewed.

In order to establish the significance of the influence of branding and consultancy services on the selected indices of sports development across the country, a structured questionnaire was designed by the researcher, validated by the researcher's supervisors and jurors and tested in a pilot study for reliability and consistency. The instrument was administered to a total of 372 sports personnel selected through the simple random sampling procedure in twelve selected states (two each) from the six geo-political zones in Nigeria. Eight null hypotheses were tested in the study. The results from the test of hypotheses were graphically presented and discussed. Conclusions were drawn from the findings of this study and were used to make recommendations.

5.2 Findings

The findings of this study which were based on the opinion of respondents are summarized as follows.

1. Branding and consultancy services have significant influence on sports development in Nigeria.
2. Branding and consultancy services have no significant influence on the construction and management of sporting facilities in Nigeria.
3. There is significant influence of branding and consultancy services on funding and financial management in sports in Nigeria.
4. There is no significant influence of branding and consultancy services on the organisational structure and personnel management in sports in Nigeria.
5. Branding and consultancy services have significant on the performance of coaches, athletes and sports managers in Nigeria is significant.
6. There is significant influence of branding and consultancy services on selection and specialisation in sports by athletes in Nigeria.
7. Branding and consultancy services have no significant influence on the hosting of the National Sports Festival in Nigeria.
8. There is significant correlation between the influence of branding and consultancy services on the indices of sports development in Nigeria with branding influencing more indices than consultancy services.

5.3 Conclusion

From the findings of the investigation on the influence of Branding and Consultancy Services on Sports Development in Nigeria, the researcher concludes as follows:

1. Since in the opinion of respondents in this study branding and consultancy services generally influence sports development in Nigeria, it could be concluded that if branding activities and sports consultancy are effectively practiced beyond the present levels, sports development could be tremendously enhanced in the country.
2. That there is no significant influence of branding and consultancy services on the construction and management of sporting facilities according to respondents, it could be concluded that construction and management of sporting facilities in Nigeria has been going on independent of branding and consultancy services.
3. That the influence of branding and consultancy services is significant on funding and financial management in sports in Nigeria, means that branding activities and consultancy services if properly deployed, could dictate improvement in the funding of sporting activities such as through sponsorships and donations as well as improve financial management in sports through transparency and accountability.
4. Since respondents are of the view that branding and consultancy services do not have significant influence on organisational structure and personnel management in sports in Nigeria, it could be concluded that sports organisational structures and personnel management styles are exclusive rights and responsibilities of government through the National Sports Commission and the States Sports Councils upon which branding and consultancy services have no role to play.

5. Since branding and consultancy services have significant influence on the performance of coaches, athletes and sports managers, it could be concluded that investing energy, time and resources on branding and consultancy services could enhance the production of high caliber and result oriented coaches, athletes and sports managers which could lead to better performance in sports in Nigeria..
6. That branding and consultancy services influence selection and specialization in sports by athletes in Nigeria according to respondents, it could be concluded that branding and consultancy services if provided could serve as an impetus and create opportunities for youngsters with budding sporting talents to select and specialize in specific sports.
7. Since respondents agreed that branding and consultancy services do not exert significant influence on the hosting of the National Sports Festival in Nigeria, it could be concluded that factors other than branding and consultancy services determine the choice of hosts and the quality of hosting of the National Sports Festival in Nigeria. These factors among others could be availability of world class sporting facilities, financial strength, organizational capacity, peace and security as well as political undertones.
8. Respondents agreed that there is significant correlation between the influence of branding and consultancy services on the indices of sports development and influence on one index of sports development translates to another on a linear trend. Branding influences more indices of sports development than consultancy services in Nigeria. As a result of these findings, it could be concluded that consultancy services are not as pronounced as branding in Nigeria. This could be attributed to the fact that branding derives its popularity through heavy media jingles/adverts and the fact that consultancy services are still in their infancy and quite expensive in the sports sector in the country.

5.4 Recommendations

Based on the findings from the analyzed data, test of the hypotheses and conclusions in this study, the researcher recommends as follows:

1. There is need for government to review the National Policy on Sports and all legislations governing sports administration in order to inculcate new methods and strategies which should clearly indicate the functions or responsibilities of branding experts, sports consultants and other stakeholders towards enhancing sports development initiatives in the country.
2. Government at all levels in Nigeria should embark on massive infrastructural development of sporting facilities such that are designed to specifications that meet world standards, attract international competitions and stand the test of time. Branding experts and sports consultants should help government with modern technical and professional approaches for effective management of sporting facilities in all the states of the federation. Since employees are often the mirror of the organisation, particular attention must be given to the selection and training of sports facility staff and officers who should be courteous and sensitive to customer needs.
3. Governments at all levels in Nigeria should improve on their budgetary provisions for sports, ensure timely release of funds to teams for early preparation towards competitions and create a conducive environment for the private sector to discharge their social corporate responsibilities by investing in sports. In addition, government should in conjunction with branding experts and sports consultants develop more effective measures of implementing regulatory standards for proper management of finances accruing to sports organisations thereby strengthening the procedures for transparency and accountability.

4. Government should provide a framework for uniformity in the sports organisational structures and personnel functions in all the states of the federation and ensure that the right personnel (professional/technical sports administrators/managers) are employed and or appointed to take charge of sports administration at all levels in the country.
5. There is need for government to engage the services of branding experts and sports consultants who will recommend relevant and effective methods and strategies that will enhance the process of selection and specialization in sports by athletes especially at the primary and secondary school levels in Nigeria. Good communication and understanding among the young athletes, their parents and coaches about targets and expectations enhances the chances for a successful choice of sporting career.
6. Stakeholders should regularly organise training and retraining programmes for coaches, athletes and sports managers in order to update their knowledge and skills and develop new methods of incentives (like scholarships, shares, employment and promotions) enhance better performance by these sports personalities in the country.
7. Branding experts and sports consultants should assist host states with strategies to enhance the quality of hosting by eliminating/excluding the tendencies for match fixing, medal purchase, poaching, hooliganism and other sharp practices being perpetrated by host states (to influence the hosting to win at all cost syndrome) in order to enable the citizens of this country to maximise the gains accruable from the National Sports Festival.
8. Branding and Consultancy should be introduced as courses on the curriculum of Physical Education and Sports Management in Nigerian Universities so as to produce the right experts for the job of sports administration as well as enhance and facilitate knowledge, efforts, initiatives and process leading towards sports development in the country. The sports marketing strategies and approaches to consultancy services in Nigeria need to be reviewed in order to meet up with current sports consumer needs

5.5 Recommendation for Further Studies

This study investigated the Influence of Branding and Consultancy Services on Sports Development in Nigeria. It would be of academic interest to investigate the role of private organisations in branding and consultancy services in the sports sector in Nigeria.

In order to determine why sports fans in Nigeria prefer foreign clubs and athletes against their home based counterparts, there is need to investigate the influence of branding and consultancy services on the followership and support by sports fans in Nigeria.

It would also be of academic interest to conduct a comparative study of the influence of branding and consultancy services on sports development between the Northern and Southern parts of Nigeria.

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APPENDIX I

QUESTIONNAIRE

This research work is titled, "Influence of Branding and Consultancy Services on Sports Development in Nigeria". Please respond to all the items on this questionnaire. Your responses will be kept in confidence and used purely for research only.

SECTION A: Personal Information

Kindly tick ( ) the option that is nearest to or exactly your information.

1. What is your Age Range?
   - 20 –29 yrs ( )
   - 30 - 39 yrs ( )
   - 40 – 49 yrs ( )
   - 50 – 59 yrs ( )
   - 60 yrs and above ( )

2. Your Highest Academic Qualification
   - Primary (First School Leaving Certificate) ( )
   - Secondary (SSCE, Grade Two, NAPTEB) ( )
   - Post Secondary (OND, NCE) ( )
   - Graduate (HND, First Degree) ( )
   - Post Graduate (PGD, Master Degree, PhD) ( )

3. Gender
   - Male ( )
   - Female ( )

4. What is your status in sports?
   - Coach ( )
   - Athlete ( )
   - Manager/Administrator ( )

5. What is your Sports Affiliation?
   - Athletics (Track and Field –Running events, Jumps, Throws etc) ( )
   - Ball Games (Football, Basketball, Handball Volleyball, Hockey) ( )
   - Combat Sports (Boxing, Wrestling, Judo, Karate, Taekwando etc) ( )
   - Racket Games (Tennis, Table Tennis, Badminton, Squash etc) ( )
   - Others (Please specify) ---------- ( )

6. Which part of Nigeria are you located?
   - North West Geo-political Zone ( )
   - North Central " " ( )
   - North East " " ( )
   - South South " " ( )
   - South East " " ( )
   - South West " " ( )

Branding refers to the use of images, portraits and logos of well known personalities to advertise and boost the sales of company products. Consultancy is the process of giving professional and technical advice or guidance to an individual or organisation towards achieving a specific project or target.

Each of the following sections (B –G), contains statements that aim at examining the influence of branding and consultancy services on the indices of sports development in Nigeria.

Kindly indicate with a tick ( ) whether you; Strongly Agree (SA), Agree (A), are Undecided (UD), Disagree (D) or Strongly Disagree (SD) with each of the statements.

SECTION B: Influence of Branding and Consultancy Services on the Construction and Management of Sporting Facilities in Nigeria.

S/no	Statement	SA	A	UD	D	SD
1	Branding enhances the construction and management of sporting facilities thereby influencing sports development in Nigeria.					
2	Sports facilities are well constructed and properly managed in Nigeria due to branding programmes.					
3	Construction and management of modern sporting facilities are stimulated through branding in sports in Nigeria.					
4	Branding programmes influence the design, construction and development of a maintenance culture for sporting facilities in Nigeria					
5	Consultancy services contribute towards sports development by constructing and managing sporting facilities in Nigeria.					
6	Consultancy services have led to the construction and management of modern sporting facilities in Nigeria.					
7	Sporting facilities are best constructed and managed by private firms who are exposed to consultancy services in Nigeria.					
8	Through consultancy services, government have been able to develop sports policies that enhance the construction and management of sporting facilities in Nigeria.					

SECTION C: Influence of Branding and Consultancy Services on Funding and Financial Management in Sports in Nigeria.

S/No	Statement	SA	A	UD	D	SD
1	Branding enhances funding and financial management of sports organisations which influences sports development in Nigeria.					
2	Branding attracts donors and sponsors to invest and get involved in the funding and financial management of sports in Nigeria.					
3	Branding enables government to make budgetary provisions towards funding and financial management thereby influencing sports development in Nigeria.					
4	Branding stimulates Sports Associations and Federations to source and manage funds thereby influencing sports development initiatives in Nigeria.					
5	Consultancy services influence adequate funding and proper financial management which influence sports development in Nigeria.					
6	Consultancy services have improved the way and manner in which athletes and coaches are paid their financial entitlements thereby influencing sports development in Nigeria.					
7	Consultancy services could lead to timely release of funds to teams/clubs for early preparations towards competitions thereby influencing sports development in Nigeria.					
8	Sports Consultants could guide organisations to adopt best strategies towards funding and financial management which can influence sports development in Nigeria.					

SECTION D: Influence of Branding and Consultancy Services on the Organizational Structure and Personnel Management in Sports in Nigeria.

S/No	Statement	SA	A	UD	D	SD
1	The pattern of roles and functions within a sports organisation is enhanced through branding and it influences sports development in Nigeria.					
2	In Nigeria, branding influences the hierarchy in the structures of sports organisations to ensure adaptability and efficiency of personnel.					
3	Branding influences the establishment of solid organisational structures and personnel management strategies that are both people focused and goals directed in sports in Nigeria.					
4	Branding could lead to the formation of well structured sports organisations with trained and motivated personnel influencing growth and productivity in the sports sector in Nigeria.					
5	Consultancy services have helped to identify key areas of concern in the structures and Human Resource Management in sports in Nigeria.					
6	Consultancy services could lead to the employment and appointment of the right personnel (professionals) that will reshape sports structures and personnel management styles thereby influencing sports development in Nigeria.					
7	Through consultancy services, each sporting organisation is guided to draw up and display its administrative chart (organogram) which show the tasks and relationship of personnel.					
8	Bureaucratic structures in sporting organisations in Nigeria retard sports development and should be replaced with more effective and personnel friendly ones through the influence of consultancy services.					

SECTION E: Influence of Branding and Consultancy Services on the Performance of Coaches, Athletes and Sports Managers in Nigeria.

S/no	Statement	SA	A	UD	D	SD
1	The use of portraits and images of sports personalities for branding is a good strategy that influences the performance of coaches, athletes and sports managers in Nigeria.					
2	The level of performance of coaches, athletes and sports managers is low in competitive sports in Nigeria due to inadequate branding programmes.					
3	Branding as a marketing strategy encourages coaches, athletes and sports managers to develop high skills in sports thereby influencing sports development in Nigeria.					
4	Coaches, athletes and sports managers could use branding to improve their profiles and technical capacities to win laurels through branding activities.					
5	Consultancy services are being used to groom coaches, athletes and sports managers towards better performance in their respective sports in Nigeria.					
6	Best performing coaches, athletes and sports managers have the privilege of benefiting from consultancy services in sports in Nigeria.					
7	Consultancy services could enhance the capacities and raise the performance standards of coaches, athletes and sports managers in Nigeria.					
8	The number of sports laurels, such as medals, cash awards and prizes won by coaches, athletes and sports managers through good performance is influenced through consultancy services in Nigeria.					

SECTION F: Influence of Branding and Consultancy Services on the Selection and Specialisation in Sports by Athletes in Nigeria.

S/no	Statement	SA	A	UD	D	SD
1	Branding is a marketing strategy by which businesses use the images, logos, names or portraits of well known personalities to boost sales of company products and it influences the selection and specialisation in Sports by athletes in Nigeria.					
2	The use of branding as a means for advertising and selling company products or services influences the selection and specialisation of athletes in sports in Nigeria.					
3	Inclusion of the portraits of sports legends in branding a sporting event helps to improve its rating and acceptability and influence the selection and specialisation of young athletes in sports.					
4	Branding as a marketing strategy influences the selection and specialisation in sports by elite (professional) athletes in Nigeria.					

5	Consultancy is the provision of expert advice to individuals or organizations towards attainment of a project or target which influences the selection and specialisation of athletes in sports in Nigeria.					
6	The ability of Consultants to interact and exchange ideas or opinions with sports outfits for improvement influences selection and specialisation of athletes in sports in Nigeria.					
7	The practice of Consultancy Services in Nigerian Universities influences the selection and specialisation of athletes in sports in the country.					
8	Consultancy should be included on the curriculum of Physical Education and sports in Nigerian Universities in order to enhance sports development in the country.					

SECTION G: Influence of Branding and Consultancy Services on the Hosting of the National Sports Festival in Nigeria.

S/N	STATEMENT	SA	A	UD	D	SD
1	Branding influences the capacity of states and the FCT to host competitions like the National Sports Festival in Nigeria.					
2	States should utilise the branding moments created by high performing athletes while hosting the National Sports Festival in order to influence sports development in Nigeria.					
3	States should engage sports branding experts in order to fully reap economic fortunes and other benefits of hosting the National Sports Festival in Nigeria.					
4	States have utilised hosting rights of the National Sports Festival to; display their sports development initiatives, promote their ideologies and show case their cultural values through sports branding.					
5	In Nigeria, states that shy away from hosting the National Sports Festival have low levels of sports development due to lack of consultancy services.					
6	Consultancy services could improve officiating and minimise the 'hosting to win syndrome' in the National Sports Festival in Nigeria.					
7	Sports consultants in Nigeria need to enlighten the Nigerian public on the advantages and gains of hosting competitions like the National Sports Festival.					
8	Through consultancy services, poaching of athletes, purchase of medals and match-fixing scandals by host states can be reduced to the barest minimum in the National Sports Festival.					

APPENDIX II

SCORES ON THE INDIVIDUAL ITEMS FOR THE VARIABLES INVESTIGATED

Sn	Variable: C**onstruction and Management of Sports Facilities**	Mean	S. D
1	Branding enhances the construction and management of sporting facilities thereby influencing sports development in Nigeria.	3.82	1.291
2	Sports facilities are well constructed and properly managed in Nigeria due to branding programmes.	3.83	1.337
3	Construction and management of modern sporting facilities are stimulated through branding in sports in Nigeria.	3.89	1.276
4	Branding programmes influence the design, construction and development of a maintenance culture for sporting facilities in Nigeria	3.80	1.403
5	Consultancy services contribute towards sports development by constructing and managing sporting facilities in Nigeria.	3.81	1.407
6	Consultancy services have led to the construction and management of modern sporting facilities in Nigeria.	3.95	1.235
7	Sporting facilities are best constructed and managed by private firms who are exposed to consultancy services in Nigeria.	3.82	1.300
8	Through consultancy services, government have been able to develop sports policies that enhance the construction and management of sporting facilities in Nigeria.	3.81	1.304
	Aggregate Mean	3.84	1.201

Sn	Variable: **Funding and Financial Management**	Mean	S. D
1	Branding enhances funding and financial management of sports organizations which influences sports development in Nigeria.	2.50	1.467
2	Branding attracts donors and sponsors to invest and get involved in the funding and financial manageme nt of sports in Nigeria.	2.24	1.406
3	Branding enables government to make budgetary provisions towards funding and financial management thereby influencing sports development in Nigeria.	2.26	1.367
4	Branding stimulates Sports Associations and Federations to source and manage funds thereby influencing sports development initiatives in Nigeria.	2.42	1.373
5	Consultancy services influence adequate funding and proper financial management which influence sports development in Nigeria.	2.32	1.407
6	Consultancy services have improved the way and manner in which athletes and coaches are paid their financial entitlements thereby influencing sports development in Nigeria.	2.55	1.479
7	Consultancy services could lead to timely release of funds to teams/clubs for early preparations towards competitions thereby influencing sports development in Nigeria.	2.24	1.277
8	Sports Consultants could guide organizations to adopt best strategies towards funding and financial management which can influence sports development in Nigeria.	2.37	1.477
	Aggregate Mean	2.36	1.047

Sn	Variable: **Sports Organizational Structure and Personnel Management**	Mean	S. D
1	The pattern of roles and functions within a sports organization is enhanced through branding and it influences sports development in Nigeria.	3.81	1.303
2	In Nigeria, branding influences the hierarchy in the structures of sports organizations to ensure adaptability and efficiency of personnel.	3.87	1.303
3	Branding influences the establishment of solid organizational structures and personnel management strategies that are both people focused and goals directed in sports in Nigeria.	3.73	1.332
4	Branding could lead to the formation of well structured sports organizations with trained and motivated personnel influencing growth and productivity in the sports sector in Nigeria.	3.66	1.398
5	Consultancy services have helped to identify key areas of concern in the structures and Human Resource Management in sports in Nigeria.	3.84	1.363
6	Consultancy services could lead to the employment and appointment of the right personnel (professionals) that will reshape sports structures and personnel management styles thereby influencing sports development in Nigeria.	3.88	1.239
7	Through consultancy services, each sporting organization is guided to draw up and display its administrative chart (organogram) which show the tasks and relationship of personnel.	3.85	1.387
8	Bureaucratic structures in sporting organizations in Nigeria retard sports development and should be replaced with more effective and personnel friendly ones through the influence of consultancy services.	3.75	1.386
	Aggregate Mean	3.80	1.182

Sn	Variable: **Performance of Coaches, Athletes and Sports Managers**	Mean	S. D
1	The use of portraits and images of sports personalities for branding is a good strategy that influences the performance of coaches, athletes and sports managers in Nigeria.	3.82	1.343
2	The level of performance of coaches, athletes and sports managers is low in competitive sports in Nigeria due to inadequate branding programmes.	3.82	1.290
3	Branding as a marketing strategy encourages coaches, athletes and sports managers to develop high skills in sports thereby influencing sports development in Nigeria.	3.79	1.374
4	Coaches, athletes and sports managers could use branding to improve their profiles and technical capacities to win laurels through branding activities.	3.84	1.353
5	Consultancy services are being used to groom coaches, athletes and sports managers towards better performance in their respective sports in Nigeria.	3.68	1.395
6	Best performing coaches, athletes and sports managers have the privilege of benefiting from consultancy services in sports in Nigeria.	3.70	1.368
7	Consultancy services could enhance the capacities and raise the performance standards of coaches, athletes and sports managers in Nigeria.	3.74	1.292
8	The number of sports laurels, such as medals, cash awards and prizes won by coaches, athletes and sports managers through good performance is influenced through consultancy services in Nigeria.	3.74	1.350
	Aggregate Mean	3.76	0.770

Sn	Variable: **Selection and Specialisation in Sports**	Mean	S. D
1	Branding is a marketing strategy by which businesses use the images, logos, names or portraits of well known personalities to boost sales of company products and it influences the selection and specialisation in Sports by athletes in Nigeria.	2.12	1.225
2	The use of branding as a means for advertising and selling company products or services influences the selection and specialisation of athletes in sports in Nigeria.	2.64	1.151
3	Inclusion of the portraits of sports legends in branding a sporting event helps in improving its rating and acceptability thereby influencing the selection and specialisation of young (up-coming) athletes in sports in Nigeria.	2.11	1.270
4	Branding as a marketing strategy influences the selection and specialisation in sports by elite (professional) athletes in Nigeria.	2.20	1.277
5	Consultancy is the provision of expert advice to individuals or organizations towards attainment of a project or target which influences the selection and specialisation of athletes in sports in Nigeria.	2.26	1.348
6	The ability of Consultants to interact and exchange ideas or opinions with sports outfits for improvement influences selection and specialisation of athletes in sports in Nigeria.	2.23	1.285
7	The practice of Consultancy Services in Nigerian Universities influences the selection and specialisation of athletes in sports in the country.	2.18	1.296
8	Consultancy should be included on the curriculum of Physical Education and sports in Nigerian Universities in order to enhance sports development in the country.	2.25	1.372
	Aggregate Mean	2.25	1.278

Sn	Variable:**Hosting of the National Sports Festival**	Mean	S. D
1	Branding influences the capacity of states and the FCT to host competitions like the National Sports Festival in Nigeria.	3.13	1.534
2	States should utilize the branding moments created by high performing athletes while hosting the National Sports Festival in order to influence sports development in Nigeria.	3.12	1.515
3	States should engage sports branding experts in order to fully reap economic fortunes and other benefits of hosting the National Sports Festival in Nigeria.	3.03	1.530
4	States have utilized hosting rights of the National Sports Festival to; display their sports development initiatives, promote their ideologies and show case their cultural values through sports branding.	3.11	1.579
5	In Nigeria, states that shy away from hosting the National Sports Festival have low levels of sports development due to lack of consultancy services.	3.45	1.482
6	Consultancy services could improve officiating and minimize the ‘hosting to win syndrome’ in the National Sports Festival in Nigeria.	3.05	1.548
7	Sports consultants in Nigeria need to enlighten the Nigerian public on the advantages and gains of hosting competitions like the National Sports Festival.	3.21	1.573
8	Through consultancy services, poaching of athletes, purchase of medals and match-fixing scandals by host states can be reduced to the barest minimum in the National Sports Festival.	3.15	1.526
	Aggregate Mean	3.16	1.203

APPENDIX III

LETTER OF INTRODUCTION

DEPARTMENT OF PHYSICAL AND HEALTH EDUCATION

AHMADU BELLO UNIVERSITY, ZARIA - NIGERIA

(OFFICE OF THE HEAD OF DEPARTMENT)

Vice-Chancellor: PROFESSOR ABDULLAHI MUSTAPHA, *B.Sc. (Hons) Pharm. (A.B.U), Ph.D. (London), FPSN*

Head of Department: PROFESSOR C. E. DIKKI, *NCE, B.Sc.Ed., M.Ed., Ph.D. (ABU)*

Ph.D/Educ/5905/2010-2011 — 15th May, 2014

Our Ref: _____ Date: _____

Your Ref: _____

TO WHOM IT MAY CONCERN

Dear Sir,

The bearer, **BITYONG, YAKUBU NKOM** is a Ph.D student of the above named Department. He is conducting a research on **"Influence of Branding and Consultancy Services on Sport Development in Nigeria".**

Kindly assist him to access some relevant information that will help him in his Ph.D research work. Any information received will be used strictly for the purpose of this research work only and shall be treated as confidential.

Thanks for your cooperation

Prof. A.I. Kabido
Major Supervisor