

2. Literature Review

2.1. Theoretical Framework

The study's theoretical framework is meant to examine theories in digital marketing and decomposed theory of planned behaviour.

2.1.1. Digital marketing theory (7s).

In the study by Mandal and Nitin (2016) digital marketing has been defined as the marketing process driven by data; in other words, digital marketing encompasses marketing of products and services depending on digital technologies via the Internet. The same includes the use of mobile phones, advertising using display and related digital medium (Dahlen, 2010). The developments in digital marketing from the periods of 90s and 2000s has revolutionised the manner in which brands and enterprises rely on technology to promote marketing (Ryans and Jones, 2012). Digital platforms are integrated within marketing plans (Waite and Rodrigo, 2018) while people rely on digital devices other than visiting the shops in the physical locations; in that regard, rendering digital marketing campaigns to be more efficient and prevalent (Marjolein et al, 2018).

Digital marketing theory looks at the different online marketing, such as Ecommerce, Web search marketing, E-mail marketing, and social media marketing. Digital marketing involves the integration of the company's strategies, tools, and decisions using the internet. Marketing encourages having standard formats, languages, and strategies that ease the distribution of the football industry's products and services. E-commerce is now taking the ground in the marketing environment. E-commerce marketing involves sending electronic messages in the form of advertisement and making electronic payments. The football clubs have been using this marketing to promote efficiency in the marketing area. The football industry due to its sparse clients prefers online marketing to increase its coverage. E-commerce is a good marketing strategy that increases the revenue of the football industry. It increases coverage, and the market position is maintained which drive competitive advantage of the industry. Therefore, digital marketing is essential in the formulation of marketing strategies to increase sales and revenues — the strategy formulation of different areas like promotion, production, and planning. Therefore, a technology that has enabled digital marketing is critical in strategy formulation by the football clubs.

Techniques in digital marketing include search engine marketing (SEM), search engine optimisation (SEO), influencer marketing, data-driven marketing, content automation, social media marketing, directing marketing using email, social media optimisation and e-commerce marketing, campaign marketing. In addition, the same encompasses e-books, display advertising, games and optical disks (Mandal and Nitin, 2016). The mentioned techniques in digital marketing are regarded as common in the advancement of technology. Digital marketing technologies also features in non-Internet channels such as SMS, MMS, on-hold and call-back ring tones (Ryans and Jones, 2012). Digital marketing, therefore, involves promotion of products and services relying on all kinds of digital advertising channels to engage the target segment. Noteworthy, internet marketing though widely mentioned is but a part of digital marketing. Digital marketing goes beyond the strategies adopted for Internet Marketing since it incorporates other channels through which to reach a target segment that have no access to Internet. For instance, digital marketing encompasses cellular media i.e. phone calls, MMS, SMS, digital signage such as banner ads (digital) and outdoor signboards (digital) as well as related media such as radio and television (Mandal and Nitin, 2016).

According to Mandal and Nitin (2016) the 7S for Digital Marketing refers to the manner in which a strategy in Digital marketing should be utilised in a systematic way (). The first initiative is systems. The concern should be whether an enterprise has the required systems in place to undertake a campaign; also, the need to establish whether there exists a reliable technical support to oversee the advertising campaigns including the marketing plans. The second initiative is structure. As Ryans and Jones (2012) noted the concern is whether an enterprise has support pillars to respond to changes in the environment when responding to their campaign. Strategy is the third consideration; the quest is that an organisation's strategy should benefit its mission and vision. Fourth is shared values. Therefore, an enterprise should establish whether its strategy is in line with the shared values not just of target customers but including that of the implementers. The first factor is skill which evaluates whether an enterprise has the required skilled professionals to undertake a campaign in a successful manner. Staff is the sixth factor. Marjolein et al (2018) noted that the concern is whether the staff members have the right skills to deliver a given strategy in terms of its location, accessibility and technical resources. The seventh factor is style. The assessment is on whether a given campaign benefits in a thematic way the style adopted by other campaigns.

Inference I: The proposed 7S Model parameters have been profile in order to audit and justify the technology-driven marketing strategies adopted by English Premier League Clubs. The main reviews are presented in chapter four of the study.

2.1.2. Decomposed theory of planned behaviour.

Taylor and Todd (c.2011) developed the DTPB model to envisage a multidimensional construct as opposed to uni-dimensional belief. As alleged, the beliefs of an individual include attitude, perceived behaviour control and subjective norms which are significant factors that explain the behaviour towards adoption of new technology. For instance, attitude is split or rather decomposed to comprise perceived usefulness, ease of use and harmony to innovation diffusion theory towards an individual's view of technology innovation (Shih and Fang, 2004). Perceived usefulness points to the level at which the users have confidence that utilising a particular application system may enhance their job performance. On the other hand, perceived ease of use points to the degree to which users have confidence that relying on a specific application creates convenience and ease (Tao and Fan, 2017).

Compatibility, on the other hand, refers to the degree of acceptance that befits the present values, experiences in the past and the degree of demand in terms of potential acceptors (Ajzen, 2002). As can be seen, DTPB involves the decomposition of the antecedents related to behavioural intention; the antecedents include attitudes, social influence and perceived behavioural control which in the DTPB have been distinct outcomes. For instance, Parker and Manstead (2015) noted that antecedents associated with attitude on the behaviour are stated to be the innovation characteristics with more stability as envisioned in the innovation diffusion theory. For instance, complexity refers to the extent to which an innovation is termed as difficult to comprehend or use. Relative advantage, on the other hand, is the extent to which an innovation is regarded as preferable when compared to what is in present existence. Compatibility refers to the extent to which an innovation is in harmony with existing values, experiences in the past and expectations of potential adopters. Further, Rogers (2015) asserted that the decision associated with adoption or rejection of an innovation is influenced by two attributes of a product namely: observability being the extent to which the results related to an innovation are visible; and triability, which refers to the extent to which an individual can conduct an experiment through an innovation.

As noted by King and He (2014) antecedents associated to attitude under DTPB are in harmony with the Technology Acceptance Model; the models hold the assumption that attitudes in persons as well as behavioural intention to adopt new technology depend on the perceived usefulness as well as perceived usability of the innovation. In addition, perceived usefulness serves as the extent to which an individual holds the belief that relying on a specific technology has potential to enhance performance. Ease of use, on the other hand, is the belief in which an individual holds the opinion that the use of a product is going to be effortless.

Also, under DTPB subjective norm is decomposed to involve two reference groups namely: peers and mass media and the two may be different as noted by (Hung and Chang, 2015). For instance, it is held that a subject opts to perform a certain action whenever an important person or model or influencer or influential reference groups i.e. media propose they should do so. According to Griskevicius et al (2010) status motives have an influence towards the desire to consume a product.

2.1.3. Critical analysis of theories and relevance to the study.

Digital marketing theory proposed above is an opener to understanding the technology driving marketing strategies of an enterprise. The following themes can be detected as shown below:



Figure 2. Theme reduction on establishment under digital marketing theory

Source: Own Illustration.

The thematised model illustrates that several keywords such as: SEO, email, advertising, efficient, promote, search, optimisation, display, content, SEM, automation,

internet, social, media, digital, influencer, mobile, SMS, promote, segment, shops, products, data, call-backs, MMS, integrated, target and brands. The noted keywords both illustrate action processes for marketing and for technology. For instance, technological innovation could relate to action words such as “display”, “automation”, “internet”, “efficient”, “integrated”, “digital”, “data”, “mobile”, “search”, “optimisation”, “content”, “SMS”, “call-backs”, “social media”, and “email”. The same key words can be filtered to exclusively represent technological innovation environment and marketing strategy environment as shown next.



Figure 3. Deduced concepts and verbs on technological innovation

Source: Own Illustration.

On the other hand, further filtering can deduce the following as the keywords for marketing processes: “product”, “promote”, “target”, “influencer”, “segment”, “advertising”, and “brands”. The focus, therefore, would be to create inter-relational illustrations on the manner in which each of these technological and marketing processes correlate or symbiotically support one another with a focus on the English Premier League. In fact, the themes under “product” and “promote” are key components of a marketing mix which the research would seek to investigate in the case of English Premier League Football Clubs later in chapter four.



Figure 4. Deduced concepts and verbs on marketing strategy

Source: Own Illustration.

2.2. Marketing Strategy in Sports & Role of Technology Innovation

In the current section of the study, the focus is to analyse the key marketing strategies adopted in sports (football clubs). The findings in the section are going to be significant in providing a theoretical understanding of the market strategy frameworks considered by sports clubs, key gaps among other issues.

The football industry uses social media in implementing marketing strategies. The use of social media in marketing is capable of increasing profitability and the number of customers of the football industry. The application of social media in marketing has been growing tremendously in recent years. Social media is used by football teams to communicate with potential customers across the world. The use of social media in marketing is effective because of its convenience in the execution of the messages to the targeted population (Loland, 2009). The football teams can communicate with numerous customers about the products and the services offered by the football industry. The social media as part of the marketing strategy is inevitably increasing the market share of the teams and the income. The number of social media sites has grown tremendously over the past decade, and there is a multitude of these types of sites that football clubs could use for their communication campaigns with over 200 popular social networking sites (Kuzma et al., 2014). These social media include Facebook, and Twitter which are commonly applied in the marketing environment. Therefore, technological advancement plays a vital role in implementing a marketing

strategy.

The football clubs use social media sites in creating multi-directional relationships with the fans. The sites are used in meeting the needs of the customers. The social media have been critical in creating and maintaining loyalty. Rewards are advanced to potential customers through the platform. The YouTube site is mainly for publishing videos that attract more customers towards purchasing the products and services. The social media have tremendously increased the revenues of football clubs. Facebook has been the most significant platform on social media users due to its accessibility by many customers. The site does not require complicated gadgets as other media like YouTube and WhatsApp. Thus, while implementing marketing strategies by football clubs, the application of advanced technology is an essential phenomenon in achieving increased incomes and the market share (Loland, 2009). Technology is paramount in formulating and implementing marketing strategies.

The study by Fullerton and Merz (2008) noted on the four domains related to sports marketing. There exist two significant product-related spheres related to sports marketing environment. For instance, the strategic focus which seeks to market pure sports products; however, there is less evidence towards the marketing related to nonsports products when utilising a sports platform as the base of the efforts for marketing. On this basis, it means there are two prominent goals for marketing in sports which include: (a) marketing centred on sports products and (b) marketing involving nonsports products but through sports. Shank (2015) asserts that selling of tickets is considered one of the marketing goals in sports. In such a context, the important target group would be the persons who purchase the tickets to participate in a game; but sports marketers seek to increase the number of viewership as well as listenership on various broadcast media.

Further assessment on the four domains that characterise sports marketing indicate that such may include: theme-based strategies which according to Rohm (2012) involves the reliance on traditional strategies of marketing that involve a sports theme within the marketing program; in most cases such geared towards non-sports products. One of the implementation criteria for the theme-based strategy could be achieved via placement of advertisements in vehicles so as to make an appeal to sports-centric target markets. Meek (2014) noted that the process of advertising adopted in such strategy may not necessarily constitute of a sports theme.

For Moore and Teel (2013) technology has been used to enhance the tie-in potentialities related to theme-based marketers. For instance, technology in virtual advertising can be adopted to support computerised signage in strategic locations when broadcasting sports events. The advantage linked to virtual signage is the fact that it can be transformed in the process of a broadcast. Gladden and Sutton (2015) considers the example where technology in sports provides channels to present a signage across viewers in varying geographic markets. Gray and McEvoy (2012) notes that productbased strategies are a domain in sports marketing whose process does not constitute a sports theme that goes beyond the offering of the product. In such a case, the marketer has no official connection with the sports entity.

The study by Santos and Alonso (2014) indicated that the football industry has benefited from the digital wave, with the marketing processes becoming more efficient. For instance, the ticketing process is today more digitised. The online merchandising sales are a significant process for the football industry whilst social media has intensified the relationship and interaction of fans and their preferred clubs. According to Rohm (2012) digital transformation has rendered the sports industry to achieve media creation through low cost; in this regard, football clubs, for instance, are in much more position to distribute more content and with superior quality than before.

In the sports industry, it is evident that there is increasing demand for highquality experience among the fans as asserted by Shank (2015). For instance, fans have the capacity to interact with their favourite clubs on multifaceted occasions by using different devices, channels and applications. In addition, fans can purchase tickets and get to watch live matches, obtain live news on preferred clubs or players, and streaming of video clips. In addition to the above, is that fan engagement due to technology can extend beyond the ninety minutes that a normal match takes. Thus, passionate fans not only have to watch the live matches but rather rely on the digital channels to share information, content and analysis (Gladden and Sutton, 2015). Social media has been embraced by cast football clubs to reach out to a large fan base. Football clubs are nowadays capable of controlling messages as well as building more relationship between the fans and clubs. Digital content linked to large communities of fans is a valuable resource for clubs. Gray and McEvoy (2012) indicated that there is more resource in terms of creating exchange forums with the fans; this way clubs get to reinforce in a better way the experience of their fans.

Premier League; hence can be useful to develop models and theories to close the gaps identified in the study.

2.3. Gaps in Knowledge

The main gaps in the study are evident from the literature review currently presented in that there are no clear empirical justifications as pertains the impact of technological innovation on marketing strategies of strategy in the European football industry. Thus, there exists deficiency in the resources that can be used to build literature around the topic of the study and this could be due to less academic interest in the sporting industry. The unique contributions of this thesis are that they are going to foremost create tentative hypotheses around technological innovation and marketing strategy in the European Football industry which is in line with the inductive approach proposed in the chapter for methodology. The other contributions are that the author has made critical attempts to acquire secondary data from annual reports and visible digital environment or framework in identified English Premier League Clubs to deduce the innovation around them and how they support market strategies of the enterprises.

2.4. Summary of Chapter

In the findings, the key information has been deduced with illustrations meant to make it possible for the study to measure technological innovation and marketing strategies. However, it has been noted that there are still gaps in knowledge as regards the impact of technological innovation on marketing strategy in the European football industry: the application of digital marketing theory inside the English Premier League. Nonetheless, the thesis as thus far constituted has provided touchpoints which future scholars can build on to provide empirical studies to narrow the gaps in knowledge.

3. Research Methodology

In this chapter of the study, the main methodology has been presented by citing the design, strategies, and techniques, and data collection and analysis. The core of the methodology was the use of a secondary research process. In using secondary research data, the study created insights to comprehend the impact of technological innovation on marketing strategy in the European football industry: the application of digital marketing theory inside the English Premier League.