



**THE SUSTAINABILITY OF FRANCHISE CRICKET IN SELECTED PROVINCES IN  
SOUTH AFRICA**

**By**

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## DECLARATION

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23 October 2022

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**Date**

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## ABSTRACT

The franchise system was introduced by Cricket South Africa to sustain franchise and amateur cricket. This study aimed at determining the impact of the franchise system on sustainability of amateur and franchise cricket in selected provinces in South Africa. Central to this approach was to endeavour a response to the research question of how sustainable franchise cricket was. To this end, the study presented a theoretical and conceptual framework which identified the variables suitable for survey and analysis. Through implementing a quasi-quantitative deductive approach, the identified variables of the descriptive study were tested by means of data collection via questionnaires. This pursued a non-probability sampling method through applying convenience sampling and collecting data from 208 respondents in five franchises and nine amateur unions. A response rate of (n) = 208, 74.3% was achieved. The study was limited to administrators, managers, coaches, umpires, and players. Data were captured and analysed using SPSS Version 20.0. Bivariate Spearman's was applied in the correlation on the original data and Chi-square tests were used to determine whether there were significant relationships between variables. The results were statistically significant at  $p < 0.05$ , where it was evident that neither amateur nor professional cricket was financially sustainable with the funding received from Cricket South Africa. The findings suggest that for sustainability to be achieved, greater collaboration between management and public-private sector organisations was critical. While noting that there had been an improvement in the quality of domestic competition, sustainability required stronger focus and implementation of suggested approaches. This study makes an original contribution to the body of knowledge by providing new strategies, principles, and recommendations. In addition, practical and management implications could be deduced from the findings from this study that could be used by future scholars and management in cricket franchises and sports management organisations to make cricket viable.

## **ABBREVIATIONS AND ACRONYMS**

<b>BCCI</b>	Board of Control for Cricket in India
<b>BCCSL</b>	Board of Control for Cricket in Sri Lanka
<b>CBA</b>	Collective Bargaining Agreement
<b>EC</b>	European Commission
<b>ECB</b>	England Cricket Board
<b>EPL</b>	English Premier League
<b>FA</b>	English Football Club
<b>FIFA</b>	Fédération Internationale de Football Association
<b>FRCR</b>	Franchise Review Committee Report
<b>GCB</b>	Gauteng Cricket Board
<b>GDP</b>	Gross Domestic Product
<b>ICC</b>	International Cricket Council
<b>IPL</b>	Indian Premier League
<b>IRB</b>	International Rugby Board
<b>KZN</b>	KwaZulu-Natal
<b>KZNCU</b>	KwaZulu-Natal Cricket Union
<b>LSE</b>	London Stock Exchange
<b>MCC</b>	Marylebone Cricket Club
<b>MCMMG</b>	Media-Corporation-Merchandising-Market-Global
<b>MLB</b>	Major League Baseball
<b>NBA</b>	National Basketball Association
<b>NFL</b>	National Football League
<b>NFLEL</b>	National Football League European League
<b>NW</b>	North-West
<b>NYSE</b>	New York Stock Exchange
<b>NZCPA</b>	New Zealand Cricket Players Association
<b>ODI</b>	One-Day International
<b>PE</b>	Port Elizabeth
<b>RFU</b>	Rugby Football Union
<b>SA</b>	South Africa
<b>SABC</b>	South African Broadcasting Corporation
<b>SACOS</b>	South African Council On Sport
<b>SAIL</b>	South African Investment Limited
<b>SARFU</b>	South African Rugby Football Union
<b>SLPL</b>	Sri-Lankan Premier League

<b>SSSL</b>	Spectators Subsidies Sponsors Local
<b>SWD</b>	South-Western District
<b>UCBSA</b>	United Cricket Board of South Africa
<b>UEFA</b>	Union of European Football
<b>WP</b>	Western Province
<b>WRU</b>	Welsh Rugby Union

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## GLOSSARY

<b>Term</b>	<b>Explanation</b>
<b>Cricket</b>	<p>Cricket is a popular sport played by 2.5 billion people of all ages and abilities. It involves a game between two teams with bats, a ball and wickets (Arden et al., 2019; Woolmer et al., 2008:20). Woolmer states that players 'try to score points called runs, in deflecting the ball with a wooden bat played on a cricket pitch with a running distance of 20.2m' and the outfield is the rest of the ground where the game is played.</p>
<b>Competition</b>	<p>Competition is often described as a contest between two or more parties. In sports there are two high levels of competition, the provincial and the national level (CSA, 2021).</p> <ul style="list-style-type: none"><li>• Provincial Level</li></ul> <p>Provincial level competition refers to teams competing against each other in the province. At the provincial level, teams compete from cricket unions and affiliates within the province as amateur (non-professional) players (CSA, 2017).</p> <ul style="list-style-type: none"><li>• National Level</li></ul> <p>National level competition refers to teams competing against each other in the country and against their international counterparts. At the national level, franchise teams compete against each franchise from different provinces of the country. Franchise players are professional players (CSA, 2017).</p>
<b>Franchise system</b>	<p>The franchise system in sport is the contractual right of an individual investor, corporations or a single entity to own sports teams in a specified location, which is regulated by governing bodies (Smith, 2003). A franchise is also an 'authorization granted by a government to an individual or group enabling them to carry out a specified commercial activity', while a system is an 'organized scheme or method' (Compact Oxford English Dictionary for University and College Students, 2006:398; 1051).</p>

<b>Sustainability</b>	Sustainability is the state in which sport is maintained for a long period of time. This will include operational factors through effective management, the financial aspects of generating profits in sports business and the environmental aspects, such as the playing environment, through facilities, which are the long-term objectives met currently for future generations (St. Flour & Bokhoree, 2022:1).
<b>Development programmes</b>	Development programmes include player development programmes, inter alia, coaching and umpiring, and facilities such as practice nets, concrete, turf pitches and their maintenance, as well as academies, gymnasiums and tournaments (CSA, 2017; FRCR, 2008).
<b>Professional players</b>	Professional refers to skilled players who are remunerated for participating in a sports activity (Robinson & France, 2011; Storm, 2009). Professionals in this study will refer to franchise cricket players.
<b>Amateur players</b>	Amateur refers to participants in sports, players who are not remunerated and engage in sports activity for pleasure (Dickson, 2009; Zillgitt 2019). In this study, amateur will refer to cricket players who are non-contracted to the franchise and are unpaid .

# CHAPTER 1

## INTRODUCTION AND BACKGROUND

### 1.1 Introduction

Sport has been around for many centuries and has gradually evolved into a lucrative industry (Helleu, 2011; Choi et al., 2020:2). Players became career professionals and competed globally by earning capped salaries in countries such as the United States of America and India (Bath, 2011; Helleu, 2011:103; Borsack, 2019:130). Sports were sustained in the past through sponsorship, ticket sales to spectators attending a specific sport event, subsidies and the support of the local community, rather than an industry (Noorbhai & Noakes, 2015:1311). Since then, sports have remained a competitive industry globally; however, sustainability was negatively impacted owing to insufficient financial resources and the rising cost of maintaining sports (Fort, 2003; Barrett et al., 2019).

Franchising is a commercial activity motivated by profit through commercialisation while sport is played as a community enterprise (Helleu, 2011; Noorbhai & Noakes, 2015:1311). Owing to insufficient financial resources, franchising started with Major League Baseball (MLB) in North American sports teams in the late 18th century (Fort, 2003; Helleu, 2011:103). The franchising strategy was implemented by selling teams to team owners. This included investment in player talent, winning of competitions, and the creation of opportunities in the corporate world as a sustainable source generating revenue (Noorbhai & Noakes, 2015:1311; Frank & Jozsa, 2016:18). Since then, franchises in the USA gradually evolved into a lucrative business and players' salaries were capped (Sandy et al., 2004; Robinson & France, 2011; Borsack, 2019:130). Other sports in the USA followed the franchise route, including the National Football League (NFL) and the National Basketball Association (NBA).

Franchising in sports expanded to parts of Europe, such as France and Germany, which started franchising in football and hockey (Sandy et al., 2004; Enderwick & Nagar, 2010; Varmus et al., 2021:10). Other countries also followed the franchise route, for example, England, which applied franchising to football, New Zealand and South Africa, applied franchising to rugby, and thereafter, South Africa applied franchising to cricket followed by India, Australia and Sri Lanka to name a few (Sandy et al., 2004; FRCR, 2008; Enderwick & Nagar, 2010). The Indian Premier League (IPL) cricket started franchising in India in 2008, becoming the most successful cricket franchise by adopting business models from European and North American sports, which changed the IPL into a sports business industry (Enderwick & Nagar, 2010; Pritchard, 2011:153; Sen & Kayal, 2022:2). Cricket in the IPL was also reliant on funding; this situation changed because of the introduction of the franchise system

(Enderwick & Nagar, 2010, Pritchard, 2011:153; Sen & Kayal, 2022:2). Since 2008, the IPL has evolved into a lucrative business which competes financially with the English Premier League (EPL) and sustains amateur cricket in development programmes as a strategy for drawing players (Enderwick & Nagar, 2010; Pritchard, 2011:153; Sen & Kayal, 2022:2).

According to Cricket South Africa (CSA), and as contained in the Franchise Review Committee Report (FRCR), cricket in South Africa was franchised in 2004 (CSA, 2008; FRCR, 2008). However, prior to 2004, 11 cricket unions in South Africa had to accommodate 165 professionally contracted players covering the whole of South Africa, (FRCR, 2008). Senior cricket players and senior cricket teams were then recognised as professionals by the United Cricket Board of South Africa (UCBSA) [now CSA], who competed at provincial level in the national domestic competition (FRCR, 2008).

During 2004, the franchise system was introduced with six franchise teams, which included the Dolphins, Cape Cobras, Knights, Lions, Titans, and the Warriors (CSA, 2017; FRCR, 2008). This reduced the total number of South African professional players from 165 players, pre-2004, (provincial system) to 90 players in 2004 (franchise system) (FRCR, 2008). The balance of the players (165 players – 90 franchise players = 75 players) were recognised as amateurs, currently referred to as semi-professionals (FRCR, 2008). The high number of amateur players who were developed into professional players prior to 2004, found fewer opportunities to be selected into franchises owing to the limited availability of spaces within the six franchise teams (FRCR, 2008; CSA, 2017). There was a bound to be a negative impact on the standard of cricket as a result of too little support from coaches, physiotherapists, managers and other support staff (FRCR, 2008; CSA, 2017).

The rationale for introducing the franchise system in South Africa was to provide financial sustainability for professional and amateur cricket and it was a strategy by CSA for developing and drawing players into various franchises (CSA, 2017; FRCR, 2008). The franchise system aimed at improving the standard of domestic competition by encouraging competition amongst the best players (CSA, 2017; FRCR, 2008). The system was also aimed at attracting sponsors, maintaining spectator support for professional teams and identifying talent among amateurs who would be drawn into franchises, owing to an anticipated revenue flow (FRCR, 2008; Symcox 2012d; CSA, 2017). It was, therefore, anticipated that the franchise system could improve cricket at both franchise and amateur level (FRCR, 2008; CSA, 2017). The introduction of the franchise system was financially motivated since franchising is business or commercially related (Smith, 2003; Sugars, 2006:8; Helleu, 2011; Varmus et al., 2021:10). According to CSA (2018), the Mzansi Super League (MSL) is a franchise league which was

launched by CSA in 2018 and consists of six city-based franchise teams that compete in the Global T20 tournament. The tournament did not take off, however, owing to financial difficulties although contracts had been signed. The aim of the introduction was to gain financial strengths, and to develop and sustain cricket (CSA, 2018).

The franchise system in South Africa relies on funding from CSA for sustenance (FRCR, 2008; CSA, 2017). However, profit-maximisation through commercialisation is not known since CSA is a registered non-profit organisation under section 21 of the Company's Act of 2008 (Nkosimbini et al., 2015). Therefore, this research aimed to determine the impact on sustainability of the franchise system on franchise (professional) and amateur cricket in selected provinces of South Africa.

The following sections in this chapter briefly discuss the background to the research problem, provide the statement of the research problem, the aim of the study, research questions, and research objectives as well as the significance of the study. The methods of research used in this thesis will also be discussed, followed by the pilot study used, limitations, ethical consideration, clarification of basic terms used, the outline of the thesis and finally, the summary.

## **1.2 Background to the research problem**

The business of sport relates to sustainability in sport through the operational, financial, and environmental factors of commercialisation in the sports industry. In this study, the operational aspects of sustainability relate to the governance of franchises and its effective functions in managing and directing of sport. Salem (2019:72) explains that the governance structure plays an important role in managing and directing sport. The financial aspects of sustainability relate to monetary gain by applying business and funding models to franchises in sustaining sport. The environmental aspect of sustainability refers to the playing environment such as facilities and to the development of sport.

This study focuses on the impact of the franchise system on the sustainability of professional and amateur cricket in South Africa. What follows is an introduction to a global background to franchising.

Owing to financial difficulties in American sport, the development of the sports industry started, which introduced franchising. The sports industry outlines different sustainable sectors generating revenue through commercialisation, which was applied to American franchises (Gratton & Taylor, 2000; Yüce et al., 2020:135). Furthermore, through its commercial sector

the sports industry provides goods and services to customers as a sustainable source of revenue in sport (Yüce et al., 2020:135).

Over time, the sports industry has transformed sport globally into a lucrative business outlined in different sectors such as the commercial sports sector, consisting of sports goods and the service sector. The sports goods sector includes all products bought for use in sport, while the service sector includes expenditure on admission to spectator sports, fees and subscriptions for participating in sport, as well as expenditure on television, and on health and fitness clubs. These business sectors contribute to maximising profits for sport and sustaining franchises globally (Gratton & Taylor, 2000; Fort, 2003; Slack, 2004; Yüce, 2020:135).

Franchising in sport is a commercial sector of the sports industry and it consists of making a profit from sport. The profits made from the commercialisation of sport have an impact in developing players into professional teams (Ninian, 2010; Agrawal, 2011; Hadian et al., 2020:2). The operational aspects of sustaining franchises are managed and controlled by league corporations that control several teams in different locations with different ownership structures (Davis & Zutz, 2013).

The different ownership structures such as public, private or individual investors and single-entity ownership have an impact on the company's performance, for example, maximising profits and sustaining teams through products and services (Sandy et al., 2004; Kaser & Oelkers, 2005; Davis & Zutz, 2013; Yaacob & Alias, 2018; Mills et al., 2019; Nonnenmacher & Gerard, 2022:78). Effective franchising in sports applies business models to franchises, which has an impact on maximising profits and sustaining teams. Business models such as the Media-Corporations-Merchandising-Markets-Global (MCMMG) business model maximises profit for team owners (Adrian, 2011; Tasaddoghi et al., 2020:6). Similarly, business models add success to owners of franchise through brand growth and wealth creation, (Tasaddoghi et al., 2020:6). Pritchard (2011:153) postulates that the Indian Premier League (IPL) has adopted the American and the European business models (MCMMG) and has developed tri-cast routes which are the most effective way of being financially successful in sustaining franchise sports.

### **1.2.1 The franchise system in South Africa**

The paucity of wealth creation in cricket has passed on from generation to generation owing to CSA's being a non-profit organisation (Nkosimbini et al., 2015). CSA introduced the franchise system in 2004 to sustain professional and amateur cricket financially (FRCR, 2008). In 2018, CSA introduced the Mzansi Super League (MSL) which is a franchise. The introduction aimed to gain financial strengths, and to develop and sustain cricket. However,

this was not successful owing to financial difficulties (CSA, 2018). Professional franchise cricket is based in different provinces with six franchise teams and the amateur/semi-professionals, who comprise 13 associate teams based in different unions in different provinces (Moonda, 2012). Owing to the large number of professional and amateur teams there has been a negative impact on sustainability.

Given the above reasons, it is evident that the franchise system in South Africa may not be effective in achieving its initial goals. Therefore, there is a need to conduct research on the franchise system so that the impact of the franchise system on amateur cricket can be determined and compared to professional franchise cricket.

The researcher argues that the franchise system is based on commercialisation by applying business models to franchises as in the above global exposition. This study will therefore investigate which models are applied across South Africa. The following questions need to be asked: How effective is the operational function of CSA on the sustainability of professional franchise and amateur cricket? How adequate were the funding models and how did they impact on the playing environment? In which areas did amateur cricket benefit from funding and what were the financial difficulties experienced? The franchise system was also aimed at enhancing the standard of domestic cricket which remained a challenge since fewer opportunities were created for retaining and developing talent (FRCR, 2008; CSA, 2017). The background of the research problem informs the statement of the research problem, which is addressed in the next section.

### **1.3 Statement of the research problem**

One may argue that CSA introduced the franchise system in South Africa in 2004 without realising the global commercial impacts of the franchise system on sustainability within the sports industry. Although the introduction of the franchise system aimed at sustaining professional and amateur cricket financially, retaining talent and increasing the number of franchises, this aim may not have been fully realised (FRCR, 2008; CSA, 2017). CSA currently uses funding models to sustain professionals and amateurs without realising their global commercial impacts on sustainability (CSA, 2017).

The funding model may have a negative impact on sustainability since there were fewer benefits in areas of development programmes such as facility maintenance, coaching, transportation, sustaining away games, salaries of physiotherapists, managers, and support staff, and many other areas that lack adequate funding (FRCR, 2008; CSA, 2017; National Sports and Recreation Plan, 2017). Some professionals and amateurs sustained their teams

through business models despite financial difficulties (Gauteng Cricket Board Annual Report, 2017; Titans 2018).

However, the goals of the franchise system were to enhance the standard of domestic cricket and to identify, nurture and retain talent. This may not have been realised. CSA introduced new development and funding models to identify, nurture and retain talent (CSA, 2017).

The franchise system is business- and commercially related and should sustain amateurs and professionals. Both professionals and amateurs are included in this study since the franchise system is made up of both. The results of this study will be used to compare sustainability between professionals and amateurs. Similar studies have been conducted on the franchise system globally by applying business models that have impacted on sustaining franchises (Helleu, 2011; Prichard, 2011:153). In South Africa, funding models were used to sustain franchises (CSA, 2017). However, there were no studies conducted on the commercial impacts of the franchise system on the sustainability of professional and amateur cricket in selected provinces of South Africa because amateurs and professionals were funded (CSA, 2017). The business aspects of sustainability that may have an impact on sustaining professional and amateur cricket will be incorporated in this study. The initial goals set out introducing the franchise system in South Africa might also be realised by conducting this study. In doing so, possible solutions can be achieved and a guide could be developed for management to apply strategies that will contribute towards improving the cricket franchise system in South Africa.

### **1.3.1 Research aim**

The aim of the study was to determine the impact of the franchise system on the sustainability of professional and amateur cricket in selected provinces of South Africa. Hence, this study aims to find out whether the initial introduction of the franchise system achieved what it intended to achieve. The research questions and the objectives will address the aim of the study. The main research question and sub-question are discussed in sections below:

### **1.4 Research questions**

The proposed research question and sub-research questions, the associated research objectives and the proposed methods are provided in alignment with this study.

#### **1.4.1 Primary research question**

How sustainable is franchise cricket in South Africa?

### **1.4.2 Research sub-questions**

In order to address the primary research question which, in turn, addresses the aim of the study, the following research sub-questions were formulated and aligned with the objectives.

- RSQ 1 How does the franchise system impact on the sustainability of amateur cricket in selected provinces in South Africa?
- RSQ 2 How does the franchise system impact on the sustainability of professional cricket in selected provinces in South Africa?
- RSQ 3: What are the success factors of the franchise system in selected provinces in South Africa?
- RSQ 4: What are the shortcomings of the franchise system in selected provinces in South Africa?
- RSQ 5: How can the franchise system be improved in selected provinces in South Africa?

### **1.4.3 Research objectives**

The research objectives are more specific, giving a clear indication of the research purpose and direction, and providing additional information about the research question (Saunders et al., 2012)

The objectives of the study were to:

- Investigate how the franchise system impacts on the sustainability of amateur cricket in selected provinces in South Africa.
- Investigate how the franchise system impacts on the sustainability of professional cricket in selected provinces in South Africa.
- Determine the success factors of the franchise system in selected provinces in South Africa.
- Determine the shortcomings of the franchise system in selected provinces in South Africa.
- Investigate principles and strategies to improve the franchise system in selected provinces in South Africa.

### **1.5 Significance of the study**

This study provides a platform to obtain information from amateur and professional players, and administrative staff in both franchise and amateur cricket. Thus, the recommendations made in this study can be used to assist the management of CSA in understanding the views

of employees in both union and franchise cricket. These views may therefore be used to develop means to achieve financial sustainability for both franchise and amateur cricket. Apart from this, this study also contributes to the body of knowledge relating to sports franchising and, more specifically, to cricket franchising in South Africa. The findings of this study may therefore be used to better understand and educate current and future sports managers to enhance the effectiveness of sports franchising in the future.

### **1.7 Outline of the thesis**

The thesis is arranged as follows:

**Chapter 1** of this study contains the introduction, background and research problem. It includes the research questions, the aim and objectives of the research. This chapter also focuses on the objectives in achieving the aims of the study by conceptualising the primary research question on the sustainability of the franchise system, which will contribute to the body of knowledge relating to sports franchising and, more specifically, to cricket franchising in South Africa.

**Chapter 2** provides the theoretical and conceptual framework. The theoretical framework identifies concepts and specific theories on the sustainability of the franchise system, which are drawn from and understood in terms of other existing studies. The conceptual framework provides a map of existing concepts in the literature from social, political and economic dimensions on the sustainability of the franchise system

**Chapter 3** provides a literature review on sports business and franchising and a link between the proposed study and what has already been studied. The intention of the literature review is to identify sustainability constructs of sports business and franchising and the extent of the discourses on sustainability. The literature also identifies and unearths any existing gaps that require investigation, which will be sync with the objectives of the study.

**Chapter 4** covers the research methodology and design of the study. The research methods adopted a positivist research philosophy and used a quantitative approach in data collection from franchises and amateur cricket unions. The chapter further discusses the approach, the sampling method, data collection, data analysis as well as the ethical considerations of the study.

**Chapter 5** discusses in detail the results obtained in this study from data collected and analysed from the professional franchises by means of descriptive statistics and factor

analysis. This chapter presents the findings of the results obtained from the five professional franchises in selected provinces of South Africa.

**Chapter 6** discusses the results obtained in this study in detail from data collected and analysed from the amateur cricket by means of descriptive statistics and factor analysis. This chapter also presents the findings of the results obtained from the nine amateur cricket unions in selected provinces of South Africa.

**Chapter 7** presents a summary of the study as well as conclusions and recommendations for present and future research based on the findings in Chapters 5 and 6. Special attention is paid to answering the research questions in achieving answers to the primary research question, thus achieving the aim of the study. The contribution of the study provides a guide to management of CSA in achieving sustainability goals, and it contributes to the body of knowledge about franchising. Apart from this, limitations pertaining to this study are also presented.

## **1.8 Summary**

This chapter briefly discussed the background to the research problem providing the statement of the research problem, the study's aim, objectives and research question as well as the significance of the study. In addition, the methods of research used in this thesis were also discussed followed by the pilot study used, limitations, ethical considerations, clarification of basic terms used, and the outline of the thesis. The theoretical and conceptual framework provides a guide and plan of the study that will fulfil the objectives of the study, which is addressed in the next chapter.

## **CHAPTER 2**

### **THEORETICAL AND CONCEPTUAL FRAMEWORK**

#### **2.1 Introduction**

A theoretical framework is a guide to the process of an academic publication, presenting the problem statement, the purpose, significance, and the formation of research questions that bring formal order to the publication (Şimşek et al., 2022:1). Furthermore, a theoretical framework will include terms, concepts, models, thoughts ideas and specific theories in a quantitative study and how the concepts are determined (Marriman & Tisdell, 2016:84). Cragun and Zierhut (2017:2) define a conceptual framework as a plan outlining various descriptive categories of concepts, constructs or variables which are presumed to account for a phenomenon. Similarly, Collins and Stockton (2018:5) confirm that a conceptual framework should comprise a system of concepts such as aspects of assumptions, expectations, beliefs, and theories which support information in a research study. Furthermore, the conceptual framework should be displayed as a visual image or map showing existing ideas in the literature (Collins & Stockton, 2018:5). Accordingly, the conceptual framework will identify how the variables connect in the study under investigation.

This chapter will focus on the principles and strategies underpinning the discussions and formulating a framework to understand the franchise system in cricket and its sustainability constructs. The franchise system in sport was developed for the purpose of organising, training, marketing, and management, and the policies applied for the purpose of monetary gain in order to sustain sports (Sugars, 2006; Sale & Hunter, 2009; Helleu, 2011; Joza, 2016:17). However, the globalisation of sport has gradually evolved into a lucrative industry in countries that applied the franchising in sport (Sandy et al., 2004; Winfree et al., 2019; Varmus et al., 2021:38). Furthermore, the franchise system in sport had become recognised in the globalised economy, which impacted on sustainability (Helleu, 2011; Varmus et al., 2021:38). In the past, influence in the social sector on professionalism and the development of semi-professionals in the franchise system encountered challenges in terms of the sustainability of developing playing skills through coaching, leadership, competition, and facilities such as stadiums (Grove, 2007; Bunds et al., 2019; Martinez-Moreno et al., 2021:12).

Political influence on sustainability, on the other hand, was evident through labour policies, and investment in infrastructure facility development in the franchise system in sports (Bonnal et al., 2013; Thomson et al., 2021:352). Furthermore, the political influence had an impact on the macroeconomic environment through the commercialisation of sports, creating opportunities for employment in profit-maximising and sustaining sport in the franchise system (Dick, 2018;

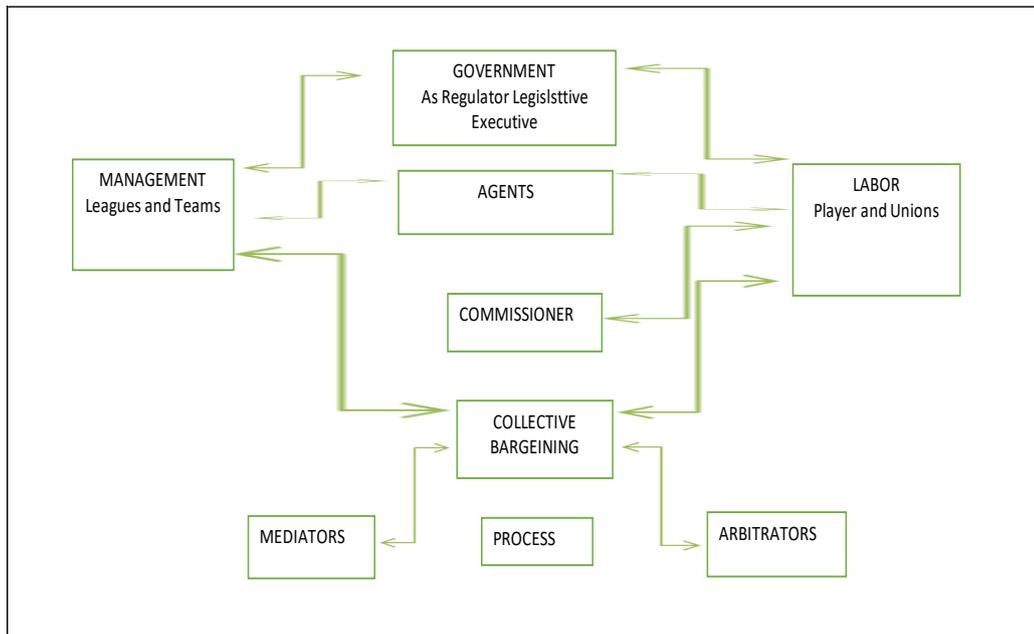
Thomson et al., 2021:354). Similarly, the social economy influenced and sustained sport in societies by providing physical activities and opportunities in business (Babu & Mohan, 2018; Hugaerts et al., 2021:13). These factors are relevant in developed countries and could also be a niche in developing countries.

This chapter presents a conceptual framework for investigating sustainability challenges and the narratives about the commercialisation of sport in general. The epistemology concerns the models and theories which are examined and explained. The theoretical framework in figures and tables also identifies variables that are used to develop the conceptual framework.

The concept will commence with discussions about the social, political, and economic influence within the franchise system in sport. The particular focus is on the economic influence on financial sustainability through the commercialisation of sport.

## **2.2. The political economy**

The concept of the political economy and its historical background has been around since the 17th century and, by the late 18th century, government policies corresponded with environmental sports policies in the USA (Gapin, 2001; Corduneanu-Huci et al., 2012; Van Rheenen & Melo, 2021:6). Furthermore, the political economy is a study of social science in production and trade and the relationship with law and government in relation to economic theories and how they affect the socioeconomic system in creating and implementing public policies for the purpose of investment, wealth creation and the rules of games (Corduneanu-Huci et al., 2012; Thomson et al., 2021:352). The implementation of government policies can affect the operation of business through wealth creation such as in advertising, marketing and promotions (Slavic et al., 2014). Additionally, policies of government have a socioeconomic impact on wealth creation through the decisions made about implementing those policies that support production and wealth creation (Slavic et al., 2012; Van Rheenen & Melo, 2021:7). Accordingly, the policies of labour unions affect changes in the salary negotiation of players in sports organisations through the policies of government (Hill & Taylor 2008; Borsack, 2019:130). Therefore, different policies of countries operate the franchise system differently, either through funding or profit-maximising. Similarly, from a political standpoint, sports organisations rely on government support to fund sport so that sports are sustainable (O'Boyle & Bradbury, 2017:4). However, in South Africa, government funding and labour policies support cricket in the franchise system. Likewise, in a profit-maximising system, franchises are sustainable through policies of government and business. Therefore, the structure of government is given as an example that guides the operations of sports in USA sport and the relationship between the powerplay within the sub-sectors are discussed below (See Figure 2.1).



**Figure 2.1: The structure of the USA sports model**  
**Source: Adapted from Andreff and Staudohar (2002:37)**

Figure 2.1 illustrates the main components described in the business of sports, which are government, management, and labour. The policies of government influence management, which sustains the labour sector. Figure 2.1 shows an example of the franchise system in sport with government influence in the sports model in USA. Accordingly, the influence of government from the social, political, and economic sectors was passed on from the USA to Europe, sustaining sport by developing business models and creating business interest for owners (Andreff & Staudohar, 2002:37; Borsack, 2019:148). In the European business model, the description was similar, namely production and distribution of sporting events, labour markets and revenue sources that complement the other, as discussed below:

**Government:** In the USA, sport is run by the US Federal Government through its executive judicial branches (Hill & Taylor, 2008; Borsack, 2019:130). Furthermore, the professional labour union in the USA has effected a change in salary negotiations by introducing the free-agent system, where salaries for players are negotiated and the Collective Bargaining Agreement has capped players' salaries (Hill & Taylor, 2008; Borsack, 2019:130). Also, the European Commission (EC), under the Treaty of Rome, has jurisdiction over sport in European countries. However, the US Federal Government and the EC have hegemony in matters such as antitrust, player movement, and television broadcasting (Andreff & Staudohar, 2002:38; Osborn, 2021:1). Through government influence sustainability was achieved, which had an impact on franchises, players, and management.

**Management** of major sports teams in the USA and Europe resides under league structures and individual team ownership. In the USA, leagues are regulated by the government and

profits are maximised whereas, in Europe, leagues are separate entities that maximise profits through investment and are sustained through government funding (Kaser & Oelkers, 2005; Varmus et al., 2021:40).

**Labour** refers to players, and a commissioner negotiates on behalf of a player either with unions or through contracts (Brown, 2015:11). Furthermore, the commissioner, as seen in Figure 2.1, is a public spokesman and an ambassador for sports in the USA. He/she is paid by team owners to negotiate with unions and television networks over the sale of broadcasting rights. In Europe there is no commissioner; the Union of European Football Associations (UEFA) establishes policies that are followed by leagues (Brown, 2015:11)

**Agents** are the basic role players in the negotiation of a player's salary and in investment programmes in Europe and the USA. The Collective Bargaining Agreement (CBA), for example in the USA, covers players in a league by negotiating salaries, contracts, and the rules under which the team should operate, such as free-agent salaries (Kaser & Oelkers, 2005:322; Brown, 2015: 5; Depken & Globan, 2021). According to the NFL Players Association (2011), the CBA – as agents for players – protects players by securing draft deals so that strikes and lockouts are avoided.

**Mediators and arbitrators** both resolve disputes between owners and players. The arbitrators issue a final order binding on a dispute in American sports whereas, in European sports, disputes are handled by labour courts. However, franchise sports in the USA have more advantages in maximising profits and sustaining franchises through individual team ownership, the labour unions, collective bargaining, and the commissioner. The disadvantage was a lack of quality entertainment and investment in the capital markets (Andreff & Staudohar, 2002:38; Varmus et al., 2021:40)

The insight provided by the authors above showed that the Europeans and Americans shared knowledge in developing models using different strategies. The government influence in franchise sports and its management and labour policies contributes towards a sustainable franchise system in sports. The economic influence has greater advantages in developing and sustaining franchise sports. It can be deduced that decision-making on policies of government are carefully linked between the political and social economic sector. The political influence of government and the relationships between the sub-sectors sustain the labour sector as players in the franchise system. The powerplay between negotiators in terms of the salary negotiations of franchise players is prevalent in franchise sports globally. However, in the South African cricket franchise system this is not prevalent since franchises are sustained through funding and controlled by labour unions. Likewise, the variables identified contribute to the development of a conceptual framework. Therefore, political influence is crucial in the

discussion to determine sustainability of the franchise system globally and to identify variables suitable for this study.

## **2.3 The political economy of global franchise systems in sports**

### **2.3.1. Political influence in USA and Europe sports franchises/models and theories**

The concept of business models creates value in the social economic sector for the exchange of creating economic value for businesses (Freudenreich et al., 2019:15). Business models transform, deliver and monetise value in organisations and are also a condition of the order of a system in business (Slavik et al., 2014; Romero et al., 2017:463). Similarly, the USA sports business model is supported by government management, labour unions and business interest, which supports profit-maximisation that sustains the franchise system (Andreff & Staudohar, 2002; Bonnal et al., 2013; Borsack, 2019:148). Therefore, the political influence of government in the USA and European franchises had an impact on sustaining franchises by developing sustainable business models through policies. However, business models are used in franchise cricket in South Africa but not supported by government and do not maximise profits since a funding strategy is used. On the other hand, funding is supported in European sports. Therefore, the European contemporary sports model was developed for the purpose of sustaining the franchise system.

#### **2.3.1.1 The European contemporary professional sports model**

The European contemporary professional sports model is an effective business model, which does not apply to all managerial approaches of the business environment and is not commercial entrepreneurship (Varmus et al., 2021:9). Likewise, in the past the model was introduced in football when subsidies declined in the SSSL (Spectators – Subsidies – Sponsors – Local community), which was a funding model. In addition, the media had an influence in the investment which impacted on wealth creation, attracting team owners to franchise sports (Andreff & Staudohar, 2002; Read, 2010; Feiler et al., 2019). Also, the contemporary professional model used in franchise sports has a sound restructuring policy of introducing team owners, media, experienced managers and administrative staff and is supported by culture, but operates in the commercial environment (Varmus et al., 2021:10) The key feature of the European model is that it is designed to promote equality and balance competition among teams (Ian, 2017:7)

The influence of the political economy of the European Union on the capital/financial market strengthens capital flow and improves access to finances for businesses where currency is traded (Quaglia et al., 2016:186). The markets, such as the stock market, refer to commodity investment, and the capital market refers to currency trading where both can be traded, are

effective in Europe, and attract investors (Slack, 2004; Ehrmann & Jansen, 2017: 809). Dombert and Kenadjain (2015:6) state that the capital market is not sustainable in the European Union, while in the USA sustainability is achieved, despite Szylar (2014:108) indicating that it is a risky area of investment. Investors are risk-averse in an upward slope in the market-pricing model. Therefore, in both regions, the capital/stock market is traded. In South Africa the system of operation is similar owing to franchises being community based rather than being commercial enterprises. The strategy of investment was applied to the European franchise system and there was no evidence of such investment in the market trading in cricket franchises in South Africa. However, the ideology of the capital /stock market was evident in the USA in developing the MLB model.

### **2.3.1.2 Major League Baseball – (MLB model) – USA**

The Major League Baseball (MLB) model is a business model used in the past to sustain franchises and has grown into a lucrative business that engages professionals (Andreff & Staudohar, 2002; Read, 2010; Ian, 2017:7). Furthermore, the MLB model was based on media, corporation, and merchandising in the past (Helleu, 2011). However, The US model is also based on a draft system, where players are recruited, salaries capped, collective bargaining agreements are established, and it is effective in sustaining the labour sector (Ian, 2017:7) On the other hand, the model operates collegiate sport that sustains both males and females at amateur level (Ian, 2017:7). Likewise, in the past, in both football and baseball franchises were somewhat sustained by generating revenue through media, corporations, and merchandising. The knowledge of franchising was transferred from the USA to Europe, which became relevant using the American product and labour market and the European capital market that developed different franchise systems (Rielly, 2003; Helleu, 2011; Bonnal et al., 2013; Scelles, 2013; Durand, 2019). The influence of government has benefitted franchises in becoming financially sustainable in Europe and in the USA by using strategies of the MCMMG Business Model.

### **2.3.1.3 The Media Corporation Merchandising Markets Global (MCMMG) business model – (Global)**

The MCMMG business model is a financial model based on profit-maximisation (Andreff & Staudohar, 2002; Helleu, 2011). Business models add success to franchise owners through brand growth, wealth creation, the economic growth of a country and business (Tasaddoghi et al., 2020:6). Likewise, the success of the media, corporation, merchandising was an American model combined with the European model based on capital gains such as the capital/stock markets globally. Knowledge was shared in formulating the MCMMG business model that attracted the global interest (Bekraiem et al., 2011). Thus, the MCMMG business model was formed which is used effectively in the USA and Europe. The effectiveness of the MCMMG

had an impact on maximising profits through the commercialisation of sports in the USA, and the success factors of the capital/stock markets are effective in European countries such as France and Germany, (Smith, 2003; Adrian, 2011; Ehrmann & Jansen, 2017:810). However, in South Africa, business models are developed but they may not be as effective as the MCMMG model. Therefore, the success of business models and partnerships in the political economy are crucial in sustaining the franchise system.

### **2.3.2 The political economy and partnerships**

The influence of government as partnership was evident in the USA. Freudenreich et al. (2019:15) recognise societal stakeholders' theory in that **government** and **media** serve a perceived need in society through regulation and social norms. Through such regulations and norms franchise sports have become sustainable in the development of sports. (Freudenreich et al., 2019:15). Bunds et al. (2019:817) also relate that government as stakeholders in partnerships provides a societal need in the development of sports and facilities. Furthermore, Jang and Park (2019:18) confirm that the influence of stakeholders and relationships promotes sports and are valuable partnerships. Therefore, government as partnership in franchise sports supports sustainability through facilities development. Government in the USA also charges taxes and levies such as seat and sales taxes as a sustainable source of revenue for building and maintaining stadiums (O'Brien, 2011; Long, 2012:37). Therefore, sustainability is achieved in the franchise system through the influence of government as partnership in building and maintaining facilities through taxes and levies. Likewise, in cricket in South Africa, government supports the maintenance of playing facilities; however, there was no evidence of sales and seat taxes charged to support facility development. Furthermore, the political economy and media are crucial in sustaining franchise sports.

### **2.3.3 The political economy and media in franchise sports**

Media is a communication tool in advertising and broadcasting. According to Scherer and Rowe (2013:26), media in the US franchises are commercial propositions that generate large sums of profit. Furthermore, the sale of sports broadcasting rights was exempted from antitrust legislation which increased television contracts and the value of broadcasting that created opportunities for maximising profits (Scherer & Rowe, 2013:26). Through such benefits the media invested in sports coverage and generated revenue globally, which benefitted league/team ownership financially (Fort, 2003:53; Zheng & Mason, 2018:111). Bonnal et al. (2013) confirm that media benefitted US sports through economies of scale. Therefore, sustainability was achieved through broadcasting on pay-per-view television globally and through government incentives (Zheng & Mason, 2018:111; Bunds et al., 2019:817). In South Africa, the media such as SuperSport broadcasts cricket matches on pay-per-view television

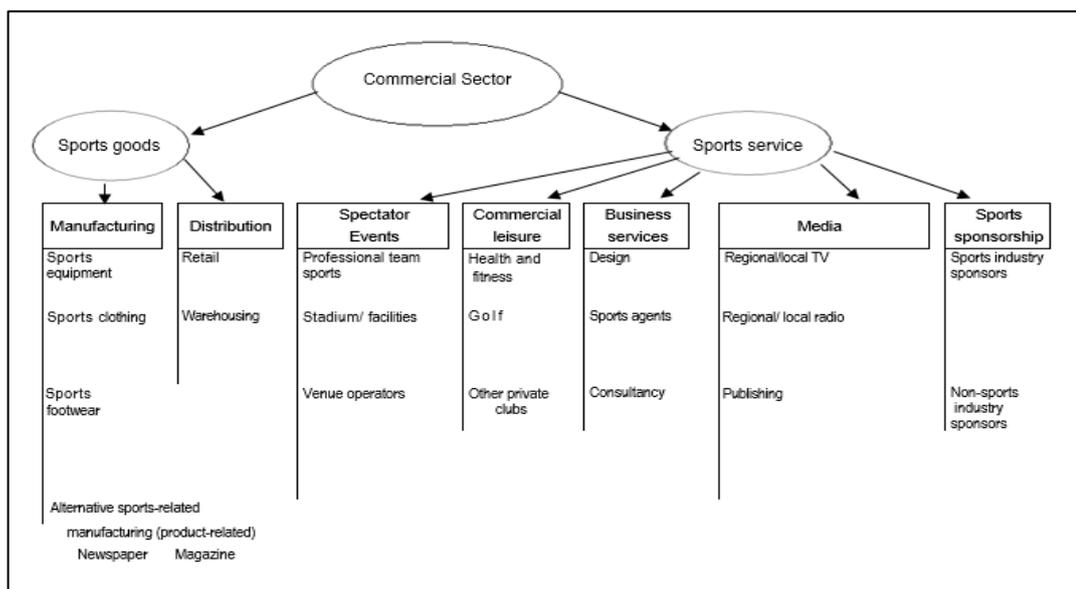
which benefits leagues and is protected by competition laws. The political economy and the sports industry have greater advantages in sustaining franchises in the franchise system.

### 2.3.4 Political economy and the sports industry within the franchise system

The sports industry creates value for sports-related commodities and services and produces tangible and intangible services such as goods and services, games, and events linked to the manufacturing and distribution business (Choi et al., 2020:3). Furthermore, the sports industry has a social mission that supports the development of sport, and broadcasting is connected to the global market that provides economic growth for a country (Choi et al., 2020:3). Varmus et al. (2021:35) identify the sports industry as all forms of physical activities through organised participation that lead to physical fitness, forms social ties, and achieves results in competitions. Therefore, the commercialisation of sport and the different components of the sports industry is discussed below (see Figure 2.2), as applied to the franchise system in sport globally.

### 2.3.5 The sports industry

Figure 2.2 illustrates the sports industry.



**Figure 2.2: The structure of the sports industry**  
**Source: Adapted from Gratton & Taylor (2000:143); Varmus et al. (2021:35)**

The sports industry is defined in different sectors such as the commercial, sports goods and service sector, with each sector having an impact on sustainability in the franchise systems (Zheng & Mason, 2018:3; Gratton & Taylor, 2000:143). **The commercial sector** refers to business that is managed and marketed to make money and sustain sport (Zheng & Mason,

2018:3; Gratton & Taylor, 2000:143). Furthermore, the commercial sports sector consists of the sports goods and service sector that have become part of the regular business environment in franchise sports (Varmus et al., 2021:38). Accordingly, the sports goods sector includes all products that are bought for use in sports (Choi et al., 2020:3). On the other hand, the service sector includes expenditure such as admission to spectator sports, fees, and subscriptions for participating in sports, as well as expenditure on television, and health and fitness clubs (Mason & Zheng, 2018:3; Gratton & Taylor, 2000:143). Therefore, each sector is crucial in the discussion in that it contributes to the development of franchises into lucrative sustainable businesses.

**Sports goods sector.** Manufacturing corporations are big organisations that manufacture sports-related goods (Gratton & Taylor, 2000; Miller & Washington, 2011; Choi et al., 2020:4). Furthermore, the manufacturers of sports-related goods pay royalties to the owner of a brand, or a percentage of sales is negotiated that benefits owners financially (Kaser & Oelkers, 2005:124; Zheng & Mason, 2018; Choi et al., 2020:4). Through such incentives team owners invest in sports activities that influence the marketing of sports goods through effective management (Walz, 1978:101; Yüce et al., 2020:141). In turn, this boosts the sale of sports goods, running into billions of dollars throughout the world (Walz, 1978; Yüce et al., 2020:141). Furthermore, sports-related goods are a lucrative market for the sports chain stores and sports dealerships. The NFL, for example, is a lucrative franchise business that accounts for billions of dollars in sales and licensing (Kaser & Oelkers, 2005; Zheng & Mason, 2018:34; Borsack, 2019:148)). The manufacturing corporations play an important role in sustaining franchise sports and the manufacturing of sports goods is a lucrative business for brand owners, allowing companies to market the product in the distribution outlets. However, in South Africa, sports goods are manufactured by manufacturing corporations but are not as lucrative as in the USA. Distribution, on the other hand, plays a key role in the supply chain.

**Distribution** is a chain of business along which goods or services pass until the end customer is reached (Kaser & Oelkers, 2005; Shin et al., 2017:556). Furthermore, the distribution channel is a lucrative market including members of the distribution chain such as transport, warehousing, insurance, and retail display with each member of the distribution chain earning a desired level of profit (Kaser & Oelkers, 2005; Shin et al., 2017:556). Similarly, the product-related goods in sports influence the marketing and distribution channels which increase the gross national product, for example, in the USA and South Korea (Waltz, 1978; Choi et al., 2020:4). Through such distribution channels of products and services unlimited potential is created for stakeholders (Zheng & Mason, 2018: 14). The distribution outlets are therefore a lucrative source to generate revenue through distribution channels. However, in South Africa,

distribution creates opportunities for stakeholders in manufacturing, warehousing, transportation, and retail outlets. The service sector is also a lucrative source and is used as a marketing strategy.

**Service sector:** Spectator events are sports competitions that attract spectators to stadiums, and products and services are offered as a marketing strategy to generate revenue (Zheng & Mason, 2018:34). The MLB franchise, for example the Minnesota Twins in the USA, has an excellent promotional strategy that attracts the attendance of fans at stadium facilities by offering discounts to matches, which improves the financial resources of the franchise and sustains amateur teams (Schoenfeld, 2010:30; Agha & Coates, 2015; Schreyer & Ansari, 2022:750). By providing such services professional sports is financially sustainable through revenue earned from gate receipts, catering and parking fees, adding to revenue resources (Schreyer & Ansari, 2022:750) However, in South Africa, the service sector such as attracting spectators to the stadiums, remains a challenge, bearing in mind that stadium facilities are crucial in sustaining franchises through revenue sources.

**Stadium facilities** are venues where games are practised and played, and the facilities consist of seating, playing/practising facilities, parking, entertainment areas and concession facilities (Andreff & Staudohar, 2002; Long, 2013; Bunds et al., 2019:8; Schreyer & Ansari, 2022:750) However, in Europe the contemporary model is based on sustaining stadium facilities through government funding (Varmus et al., 2021:40). Furthermore, sustainable stadium development should include design and environmental issues (Bunds et al., 2019:7). Accordingly, stadium facilities are important venues for hosting matches, practising and training, which add to revenue sources and should be well maintained. Likewise, in South Africa, government supports the building of soccer stadiums; however, cricket stadiums remain a challenge. Also, health and fitness training facilities are crucial in the social environment that sustains the sports industry.

**Health and Fitness:** Health refers to the state of complete mental, physical, and social well-being, while fitness is the ability to meet such demands (King et al., 2020:1), Furthermore, health and fitness training in sports enhance the performance level of players. (Gabbett et al. 2009; King et al, 2020:4). Martinez-Moreno et al. (2021:7) identify effective leadership as achieving the objectives of an organisation, such as fitness training in team-based sports that improves the performance, and physical fitness of sports participants. Therefore, health and fitness training are important aspects of enhancing the performance level of players through effective leadership, so that winning abilities are achieved which impact on sustainability. For this reason, CSA has created academies that will provide quality fitness training and trainers

to condition players and improve their performance. Fitness training and trainers are important aspects of developing players; similarly, the design of sports equipment and facilities are crucial in the discussion of sustainability.

**Sports designs** refer to the designing and the planning of a product, activity or a system (Hazell, 2002; Dhurup et al., 2010; Jukic et al., 2021:12). Also, redesigning products in playing improves the performance of players (Jukic, et al., 2021:12). On the other hand, a fitness training system design contributes towards the performance of sports participants (Jia et al., 2021:12), while a franchise system is redesigned to improve financial sustainability (Kemper & Breuer, 2016:22). Therefore, the franchise system in South Africa can also be redesigned to improve sustainability by considering governance and policies. Through such designing strategies the franchise system is sustainable. In contrast, the media has an impact on the sustainability of franchises in the franchise system.

**Media** refer to mass communication tools used in broadcasting, such as radio, television, and internet for the purpose of entertainment, advertising and generating revenue that influences and sustains sports (Kaser & Oelkers, 2005; Mason & Zheng, 2018:111). Furthermore, the sports entertainment media in the USA are a key source of wealth creation for franchises in major sports that benefit leagues (Zheng and Mason, 2018:111). Leagues, on the other hand, receive rights fees from media providers and sell advertising slots to advertisers to earn revenue (Fort, 2003; Bunds et al., 2019:817). Therefore, television coverage and networks create an opportunity for sports to be broadcast globally for the purpose of wealth creation. In the US, marquee programming such as multi-channel broadcasting is the largest television market attracting local audiences and sponsors, which is a lucrative business (Slack, 2004; Varmus et al., 2021). The media is an important source of generating revenue, promoting, and attracting sponsors, and sustaining sports globally. However, Scherer and Rowe (2013:26) state that, owing to the network of broadcasting, the revenue generated through gate receipts is not lucrative. Zheng and Mason (2018:111) also state that global television broadcasting generates more revenue than single stadium revenue through gate receipts. In South Africa, SuperSport broadcast revenue on pay-per-view television earns league rights fees and broadcasts matches globally. Likewise, media sponsors create a crucial role in sustaining the sports industry.

**Sports industry sponsors** refers to a marketing technique which is associated with the sponsor that generates brand awareness for sports clubs (Dick, 2018:443). Furthermore, sponsorship is an important tool in a company's communication policy and is aimed at enhancing brand awareness, improving the sponsor's image and relationships, and influences

sports (Dick, 2018:444; Jang & Park, 2019:18). In addition, sports sponsorship is a powerful communication tool to promote brands through media exposure for the purpose of monetary gain and investment (Zheng & Mason, 2018:2). Likewise, sports clubs receive sponsorship either through cash or kind to attract academies and business analysts (Gratton & Taylor, 2000; Jonathan 2011; Dick, 2018:443). Sponsorship is a powerful communication tool that promotes brands, impacting businesses and sustaining sports. Franchise cricket in South Africa is supported by sponsors in different formats of the game. There are different types of sponsors:

***Content/individual sponsorship:*** Sponsors like content media and events sponsorship are different communication tools that have the personal interest of the user, target audiences and draw sponsors (Jose et al., 2020:161). Furthermore, content sponsorship is communicated naturally from person to person such as social media (Jose et al., 2020:161). On the other hand, it is also a marketing strategy that benefits the sponsor through brand promotion (Kim & Lee, 2017:1086). However, there are mutual benefits, both tangible and intangible, between individuals sponsors and the organisation (Biscaia et al., 2013:289). Therefore, communication between people promotes a company's brand as a marketing strategy and sustains individuals through sponsorship. Team sponsors are also crucial in sustaining franchise teams.

***Sports sponsorship in teams and clubs:*** Teams are participants in sports where players represent clubs, and clubs are sponsored by a company to display branding through logos or banners as an advertising strategy that grows the business and finances the sport (Dick, 2018; Jaroslaw, 2020:1228). Furthermore, sponsorship is an important source of investment for companies that builds relationships with sports teams, leagues and fans (Mei et al., 2021:760). On the other hand, funds alleviate financial difficulties in teams and clubs so that clubs benefit from the subsidies of kit and equipment as well as maintenance on clubhouses and grounds (Alhadad, 2019). Therefore, teams and clubs acquire sponsorship as a sustainable source of revenue to develop teams. Franchise cricket and clubs in South Africa are supported by sponsorship in formats of the game. However, event sponsorships are crucial since they finance major sporting events.

***Event sponsorship*** refers to the running of a sports event such as the Olympic Games where sponsors seek opportunities for brand promotion through advertising that has a great influence on brands (Boronczyk & Breuer, 2021:739). Furthermore, management should have a solid knowledge of the sponsor's brand to avoid ambush marketing before advertising the sponsor's brand (Ertz et al., 2020:199; Boronczyk & Breuer, 2021:40). As such, brands are communicated effectively benefitting sponsors, and managers benefit from a return on

investment (Ertz et al., 2020:192). Management with skill acquires and sustains sports franchises. The benefits of events sponsorship cover the cost of venues hire, catering, hospitality, publicity, programmes, and official costs (Boronczyk & Breuer, 2021:40). In contrast, non-sports industry sponsors are service corporations or individuals that sponsor for the love of the game (Khan & Stanton, 2015). Likewise, in South Africa, large corporate companies such as Momentum sponsor franchise cricket and CSA employs skilled managers within the franchise system to achieve the desired financial goals.

The strategies used in the sports industry franchises are developed into lucrative businesses and are sustainable. Therefore, by applying the different components illustrated in the sports industry, franchises benefit financially, and the franchise system is sustainable. However, in South Africa, the franchise system does not apply all aspects of the sports industry. The variables identified in the sports industry contribute towards developing a conceptual framework for this study. Likewise, business models globally are crucial in the discussion of sustaining franchise sports and in identifying variables for this study.

### **2.3.5.2 The Asian Indian Premier League (IPL) model**

The Indian Premier League is a cricket franchise that operates in India. The IPL franchise operates on a business model based on competitions, winnings, salaries, investments, and broadcasting which is a profit motive and is one of the major sporting phenomena globally (Helleu, 2011; Pritchard, 2011; Sen & Kayal, 2022:7). The IPL franchise model was developed along the lines of the MLB and EFL (Pritchard, 2011:153).

The three franchise models are interchangeable, as in Table 2.1, illustrating American, European and Asian sports models.

**Table 2.1: A comparison of business models**

	<b>MLB</b>		<b>EFL</b>	<b>IPL</b>
--	------------	--	------------	------------

<b>AIMS</b>	Evidence of profit motive and capital gains			Utility maximisation evidence of capital gains in EPL	Evidence of profit motive
<b>STRUCTURE</b>					
Participants	Cartel			Open entry	Cartel
Public relations	No			Yes	No
Championship determination	Round-robin/ Unbalanced + Elimination			Round-robin /Balanced	Round-robin/ Balanced + Elimination
<b>GEOGRAPHICAL PATTERNS</b>					
Local monopolies	Yes			No	Yes
League monopoly	Yes			Yes	ICL a rival in 2007 & 2008
Size (Original)	30 (8)			92 (12)	8
<b>COMPETITIONS WITHIN THE SPORT</b>					
Between countries	Limited			Yes	Yes in three formats
Between teams in different countries	Limited			ECL	CLT
Additional domestic competitions	No			Yes	Of little importance
<b>COMPETITIVE MEASURES</b>					
Salary caps	Yes			No	Yes, through an auction system
Player draft	Yes			No	
Sale of players	Limited			Yes	Not yet
Roster	40			No	Some limits
<b>MOBILITY</b>					
Season length (Months)	7			10	2 Plus 1 For CLT
Ground owners	Yes			Usually	No
Player exclusivity	Yes			Yes	No
Relocation of teams	Yes			Very difficult	Yet to happen
Gate money as % of income League average (Team range)	37 (16–65)			35 (22–45) *	19 (14–22)

**Source: Adapted from Helleu (2011)**

Furthermore, the developed model was a broadcasting strategy via the tri-cast routes which was effective in sustaining the IPL franchises, thus attracting businesspeople, fans, sponsors and investments (Pritchard, 2011:153; Sen & Kayal, 2022:2). The commercialisation of the IPL has sustained the franchise system through revenue earned via auctioning of players, broadcasting/media rights, mobile/internet rights, and investment (Dodds et al., 2017:349)

Leagues in Europe do not apply all managerial approaches from the business environment and are not based on commercial entrepreneurship (Varmus et al., 2021:9). Furthermore, sports are supported by culture but operate in the commercial environment and from

government funding (Varmus et al., 2021:10). Financial sustainability of sports clubs in Europe is achieved through player transfer fees (Mourao, 2016:5513). Sustainability is also achieved owing to capital gains (Quaglia et al., 2016). On the other hand, broadcasting revenue in English leagues is lucrative (Henderson, 2010:614; Varmus et al., 2021:73).

Likewise, in the MLB, franchises are profit motivated which maximises profits through the commercialisation of sports (Borsack, 2019:148). The franchises in the MLB are sustained through revenue earned by using strategies in the MCMMG business model (Tasaddoghi et al., 2020:6). Similarly, the USA sports business model is supported by government management, labour union and business interest which supports profit-maximisation that sustains the franchise system (Andreff & Staudohar, 2002; Bonnal et al., 2013; Borsack, 2019:148). However, the earnings on gate receipts were highest in American franchises at 37% compared to those of the Europeans at 35% (Helleu, 2011).

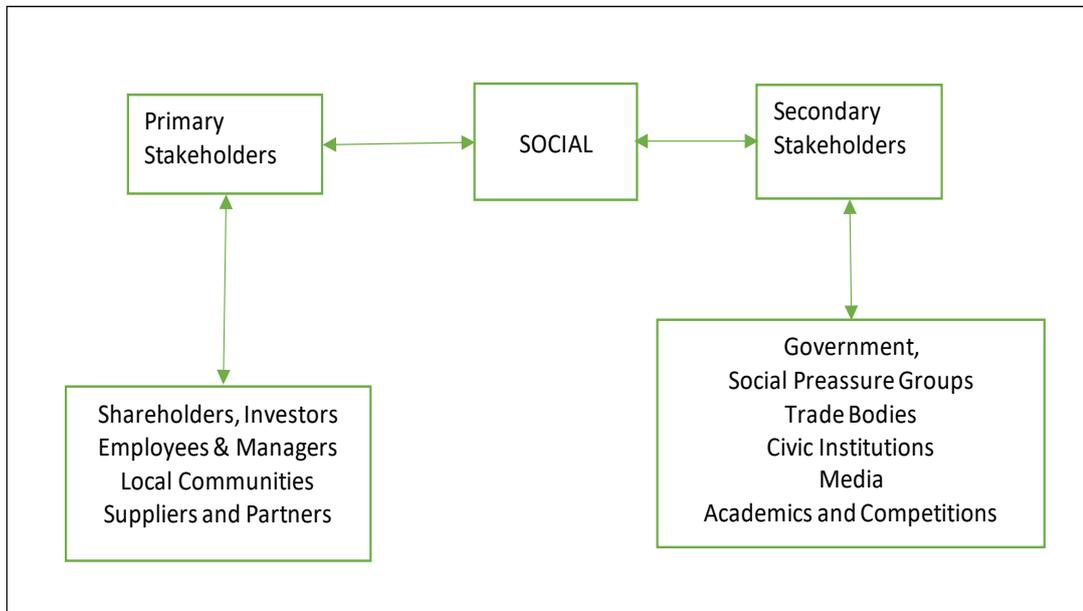
It can be seen that the tri-cast route is an effective marketing tool for both European and American sports, having an impact in generating revenue and sustaining franchises. However, the models are combined into the Asian model in the IPL as a typology of difference that created an impact on sustaining franchises in the generation of revenue. However, it is believed that American sport is still the best operating franchise in generating income and sustaining sport. The models discussed have changed sport from a funding model in the USA to business models which had an impact on sustainability. The MCMMG business model and the IPL business model sustain franchises and are economically viable.

Furthermore, from the above exposition it is evident that the commercialisation of sport is based on maximising profits, and that it employs a system of free agents, auctions, and market investments. In South Africa, commercialisation of sport does not exist since the franchise system does not apply the auction and free-agent system. Likewise, stakeholders are crucial in sustaining the franchise system in the social, political, and economic environments and the theories applied have an impact on sustainability.

### **2.3.6 Stakeholders theory**

Elgan (2012) demonstrates that a stakeholder is any person or entity that has an interest in doing business, citing authors De Bussy et al.(2003) that trustworthiness and cooperation should exist between organisations and their stakeholders, opportunistic behaviour should be minimised, and contracts executed efficiently reducing costs and creating a source of competitive advantage. Furthermore, there should be a relationship and communication between a stakeholder and stakeholder management about how the relationship is managed

(Elgan, 2012). Elgan (2012) further demonstrates that Podnar and Jancic (2006) classify stakeholders in groups such as customers, employees, shareholders, media, business partners, competitors, and government. Furthermore, citing Wheeler and Sillanpaa (1997), stakeholders are identified into groups such as primary and secondary stakeholders (Elgan, 2012). Figure 2.3 illustrates the primary and secondary stakeholders.



**Figure 2.3: Primary and secondary stakeholders**  
Source: Adapted from Elgan (2012)

### 2.3.6.1 Primary stakeholders in franchise sports

Primary stakeholders are leagued as franchisor and shareholders who maximise profits and benefits from royalties earned by owning several teams, and who, by managing the operation of franchises, are upper-level managers within the franchise system (Frank & Jozsa, 2016:18). Furthermore, leagues benefit financially by creating competitions amongst different teams and earn profit from rights fees, thus assisting amateur teams in the local communities (Sandy et al., 2004; Agha & Coates, 2015; Frank & Jozsa, 2016:18). Accordingly, leagues as primary stakeholders benefit from rights fees and from media providers by selling advertising slots to advertisers, earning huge profits (Fort, 2003:59; Zheng & Mason, 2018:111).

Similarly, upper-level managers play an important role in sustaining and developing franchises through effective communication between administrators, coaches and players (Frank & Jozsa, 2016:18). Through such communication, leagues in the USA develop strong franchise teams by offering players lucrative contracts, seizing several key markets, earning rights fees and establishing a cartel (Sandy et al., 2004:160; Zheng & Mason, 2018:111). Therefore, the NFL franchise, for example, operates 32 franchises in different states of the USA which are

controlled by a league (Sandy et al., 2004; Frank & Jozsa, 2016:19). As such, primary stakeholders are also sports fans of professional sports owing to their perceptions, attitudes and purchase intentions towards products and services of sports organisations (Chen et al., 2021:90). Elgan (2012) demonstrates Friedman's (1984) stakeholder theory, which argues that organisations develop relationships among corporations, employees, consumers, and the community. The franchise system in cricket employs upper-level managers to manage the operation as primary stakeholders. In contrast, league earnings may not be lucrative in South Africa since profits are not maximised. However, investment by team owners is crucial in the discussion of sustainability.

#### **2.3.6.2 Investors/team owners**

Primary stakeholders as investors are team owners who are franchisees that develop strong franchise teams for the purpose of winning competitions and investment (Sale & Hunter, 2009:81; Frank & Jozsa, 2016:18). Furthermore, the investment in teams by team owners on talented players has an impact on sustaining franchises. Therefore, team owners build strong franchise teams with the talent of star players who are free agents, that are auctioned for the purpose of winning competitions in different teams. (Andreff & Staudohar, 2002:3; Borsack, 2019:148). In addition, clubs that make the highest offer in the auctions of players strengthen franchise teams in competitions and generate large sums of revenue for team owners (Gratton & Taylor, 2000; Saika & Bhattacharjee, 2011; Dimitra, 2020:281). Furthermore, through such investment in player talent strong teams are developed, and competitions are created by leagues for the purpose of winnings that benefit team owners (Sandy et al., 2004:160; Frank & Jozsa, 2016). Therefore, investment in teams by team owners has an impact on sustaining franchises. On the other hand, the social exchange theory reflects on the satisfaction between the franchisor and franchisees as a responsibility (Jang & Park, 2019:18) Additionally, trust, satisfaction and commitment between the franchisor and franchisees are important factors taken into account to continue franchise business and achieve sustainability (Jang & Park, 2019:18). The investment in teams and team owners has not been employed in franchise cricket in South Africa. However, the employees as players in the sports organisation are crucial in sustaining franchises.

#### **2.3.6.3 Employees / franchise players**

Stakeholders represent individuals and organisations that affect the success of sports (Varmus, et al., 2021:87). Furthermore, individuals in franchise sports are professional players who are skilled and who benefit financially from playing in the franchise leagues (Varmus et al., 2021:87). As such, highly valuable players improve the probability of a team's success and benefit from earning lucrative salaries (Chandrakar & Das, 2021:565). Players have to be

developed and acquire the requisite skills. Coaches play an important role in developing skills in players (Arnold et al., 2016:355). Furthermore, the skills of players are developed from quality coaching through academies from which they are drawn into franchise teams (Arnold et al., 2016:355). Physical trainers, strength conditioning programmes, and academies are added benefits that condition the players' performance (King et al., 2020:4). However, WNBA women's participation in the NBA franchises is introduced as a marketing strategy (Darvin et al., 2021:1). In South Africa, individual stakeholders such as players benefit from the physical training that is provided; however, strength conditioning programmes run by trainers may not be practised regularly at professional and amateur level in cricket.

Therefore, Mansfield and Killick (2012) state that franchising covers a range of business relationships and opportunities in the growing commercial sectors. Furthermore, the franchise system balances the benefits between stakeholders. Through such balance a good contractual relationship should be maintained between the stakeholders and profitability should be managed to ensure sustainability (Jang & Park, 2019:18). Sustainability is achieved in the franchise system through a balance in relationship between individual stakeholders. Likewise, secondary stakeholders are crucial in sustaining franchises in the franchise system.

#### **2.3.6.4 Secondary stakeholders**

##### **2.3.6.4.1 Government as secondary stakeholders in franchise sports**

Government, as secondary stakeholders in franchise sports, sustains the playing facilities such as stadiums and the employment sector (Andreff & Staudohar, 2002; Long, 2012; Borsack, 2019:130; Bunds et al., 2019). Sustainability is achieved through the support of government as stakeholders. Therefore, government as societal stakeholders in the North American franchise system form a partnership where stadiums are built and designed through sales and seat taxes (O'Brien, 2011; Freudenreich et al., 2019:15). Through such support, municipalities have the task of building and maintaining sports facilities through partnership with government and the private/public sector (Long, 2012; Bunds et al., 2019:817). Jang and Park (2019: 18) state that the win-win theory emphasises the weighted responsibility between stakeholders. Accordingly, franchises are sustainable through government support by reducing building and maintenance costs of facilities. The franchise system in South Africa is supported by government in maintaining facilities within the amateur sector; however, the professional sector experiences challenges in ensuring maintenance by government. Media, however, are crucial as stakeholders.

#### 2.3.6.4.2 Media as secondary stakeholders in franchise sports

Secondary stakeholders such as media are influences in broadcasting sports on television and other media (Kaser & Oelkers, 2005; Zheng & Mason, 2018:111). Furthermore, in franchise sports the media generate large sums of revenue through advertising (Kaser & Oelkers, 2005; Scherer & Rowe, 2013:26). Leagues, on the other hand, receive rights fees from media providers and sell advertising slots to earn revenue (Fort, 2003; Bunds et al., 2019:817). Therefore, media as secondary stakeholders are important sources of generating revenue and promoting franchise sports. Relationships between stakeholders are crucial in growing and sustaining the commercial sector of sports (Mansfield & Killick, 2012). Therefore, the relationship theory suggests that there should be trust and satisfaction between stakeholders (Jang & Park, 2019:18). CSA maintains a good relationship with media and is heavily reliant on rights fees. On the other hand, stakeholder analysis and management are crucial in the discussion of sustainability.

#### 2.3.6.4.3 Stakeholder analysis and management

Elgan (2012) demonstrates that stakeholder analysis is a process that is aimed at understanding, prioritising, and identifying stakeholders in an organisation. Stakeholders have the power to influence organisations. Evidently, highly influential stakeholders need to be managed and kept satisfied and maintained (Elgan, 2012). However, in franchise sports government has the power to influence the franchise system by building and maintaining stadiums and charging sales and seat taxes that sustain the playing environment. (Andreff & Staudohar, 2002:31; O'Brien, 2011; Long, 2012; Bunds et al., 2019:817). Tax-exempt bonds subsidise the stadium facilities; however, the stakeholders' interest and involvement in sustainability can be viewed differently (Drukker et al., 2020:157). There are divergent views between management and stakeholders. Drukker et al. (2020:157) indicate that using tax-exempt bonds to finance stadiums should be stopped since it favours certain demographics such as the rich and elite. Elgan (2012) indicates that there are weaknesses in stakeholders, who may hold divergent views and their level of interest may change over time. Management should balance the claims of stakeholders owing to their level of involvement and participation. Elgan (2012) demonstrates Cornelissen's (2004) theory, which suggests that stakeholder's audit is a systematic survey of stakeholders determining the nature of relationships, issues, and reactions to corporate actions. The relationship theory is crucial in creating a relationship between stakeholders and management (Jang & Park, 2019:18).

In South Africa, management analysis of stakeholders has identified government as secondary stakeholders that influence the maintenance of municipal facilities. However, seat taxes and bonds are not evident. Management and stakeholders are crucial in the development of cricket.

Amateur sports and amateur sports development are crucial in the discussion that has an impact on sustaining the professional sector.

### **2.3.7 Amateur sports**

Amateur sports refers to participants in sports, players who are not remunerated, engage in sports activity for pleasure, and lack formal skills (Dickson, 2009; Zeigler, 2015; Dove et al., 2016:22; Cavas-Garcia et al., 2019). In the social sector amateur sports has the disadvantage of not being financially sustainable and it depends on donations and subsidies to be financially sustainable. (Robinson & France, 2011:41; Andreff & Staudohar, 2002:25). Therefore, leadership that guides organisations in achieving strategic objectives is crucial in sustaining amateur sports (Martinez-Moreno et al., 2021:2). Likewise, amateur sport is sustainable through a sound funding strategy and relies on volunteers to support amateurs in the European model, and effective leadership (Ian, 2017:7; Varmus et al., 2021:43). Amateurs in a profit-maximising franchise system are supported with adequate funding and, in a not-for-profit organisation, government sustains amateurs (Varmus et al., 2021:43). In South Africa. amateurs in the franchise system are sustained through funding by CSA, which is a non-profit organisation (Nkosimbini et al., 2015; CSA, 2019). Therefore, in a non-profit organisation there should be a sound funding strategy that sustains the development of amateurs. Likewise, the development of amateurs and its historical background are crucial to understanding sustainability.

#### **2.3.7.1 Amateur sports development**

The development of baseball started in the early 18<sup>th</sup> century in the USA and by the 19<sup>th</sup> century talented amateur players were developed and drawn into professional teams (Sandy et al., 2004:160; McKinney, 2018:66). On the other hand, amateur sports development is the recruitment of new participants in playing sports by retaining and nurturing the existing ones through effective leadership (Sotiriadou et al., 2008; Moreno et al., 2021:2) Likewise, the development of amateur sports is supported by local government in infrastructure development, training, maintained facilities and human resources management (Kishali et al., 2021). Therefore, the aim of amateur development is to improve physical fitness and mental well-being by obtaining results in competitions (Houlihan, 2011; Del Pilar Vilchez & De Francisco, 2017: 365). By obtaining such results in competitions opportunities are created for amateurs. For example, McKinney (2018:66) stated that amateur baseball players struggled to be financially sustainable, and that they found financial opportunities in professional teams through their skills. Accordingly, amateurs in the social dimension are developed by government in facility development maintenance, training, and human resources development, so that they are recruited into professional sports teams. In South Africa, amateurs are

developed through the support of local government and CSA through facilities and financial resources.

### **2.3.8 Professional sports**

Professional sports are played with skilled players who are remunerated for participating in a sports activity (Storm, 2009; Robinson & France, 2011; Brown, 2015:5;). The Compact Oxford English Dictionary for University and College Students (2006:812) defines 'professional' as being engaged in a sports activity which is paid. Therefore, professionals have the advantage of being sustainable through their skills in winning competitions and generating revenue for team owners (Andreff & Staudohar, 2002:25; Helleu, 2011; Zheng & Mason, 2018:20). In franchise sports, professional players have the financial advantage of being developed in strong franchise teams to win competitions and sustain the franchise (Sandy et al., 2004:156–160; Prichard, 2011; Chandrarkar & Das, 2021:565). The development of professionals into strong franchise teams is crucial in the discussion of sustainability the franchise system.

#### **2.3.8.1 Professional sports development**

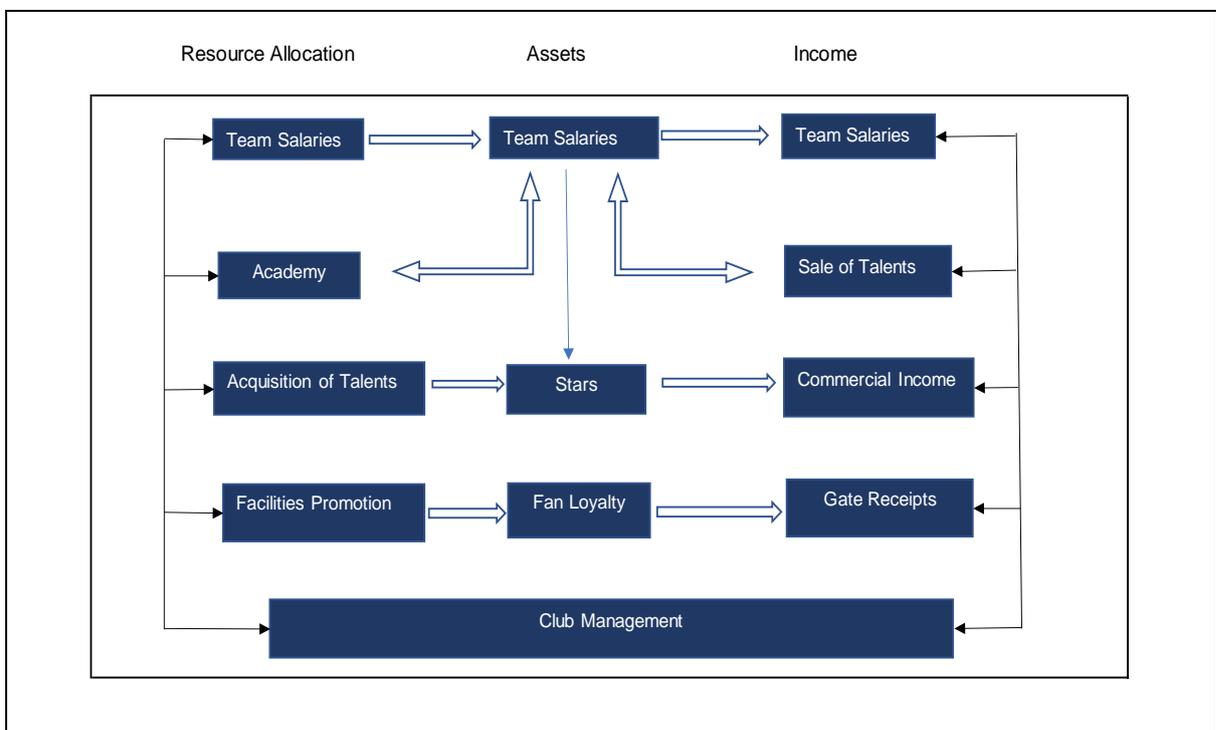
The development of professional sports started in the mid-19th century (Slack 2004; Robinson & France, 2011; Zheng & Mason, 2018: 34). The skills of semi-professional players were recognised and drawn into professional teams where top-quality sport was played in the USA and developed into a multi-sized market (Slack 2004; Robinson & France, 2011; Zheng & Mason, 2018:34). Through such recruitment sustainability is achieved. The sustainability of professional sports is achieved through an equitable environment as a result of environmental policies and management. Didi et al. (2022) demonstrate that facilities management, in accordance with operational and governance dimensions, sustains the playing environment in professional sports. Environmental sustainability impacts on the economic environment through supply chain management, making the development of sports economically viable (Didi et al., 2022). In the USA, sustainability is achieved through government support, developing sustainable sport through support franchises in the franchise system. However, in South Africa the operational and governance dimensions sustain the playing environment, impacting on the economic environment where competition in the franchise system is international and sustainable (CSA, 2021). Likewise, developing franchises has economic advantages.

#### **2.3.9 Franchising in sports development**

The origins of franchise development started with the MLB in the USA with eight teams in 1876 and became a commercialised sport that encouraged team owners and professional franchise

players (Chen et al., 2012:432). Franchising, on the other hand, is a relationship where a franchisor (league) provides a licence to a franchisee (team owner) to do business in organised sports participation (Sale & Hunter, 2009; Helleu, 2011; Joshi et al., 2020:4881). For this reason, the franchisor offers licence and assistance in organising, training, marketing, management, and policies for the purpose of monetary gain for a prescribed period (Sugars, 2006; Sale & Hunter, 2009; Helleu, 2011; Jang & Park, 2019:13). However, franchise development in cricket started in 2004 for the purpose of monetary gain. It is controlled and owned by CSA and there is no franchisee relationship. The franchise is dependent on funding which has a bearable economic advantage.

According to Varmus et al. (2021:68), successful funding models that have bearable economic advantages and are sustainable in franchises are used globally, such as in Europe. Figure 2.4 illustrates a successful global funding model.



**Figure 2.4: Global funding model**  
**Source: Adapted from Varmus et.al. (2021:69)**

The funding model used in Europe is based on sustaining franchises by maximising victories rather than maximising profits, and amateurs are sustained through funding from membership fees (Varmus et al., 2021:69). The franchise system in the USA is based on profit-maximisation and has no system of funding except for amateurs (Varmus et al., 2021:87). Therefore, in a profit-maximising system sustainability is achieved through products and services that have economic advantages (Jasina & Rotthoff, 2008; Babu and Mohan, 2018; Dick, 2018). The economic dimension relates to economic outputs such as events that maximise profits. Moreover, the economic dimension is sustainable through business practice and is a profit-

making business which is economically sustainable and financially viable (Moyo et al., 2020, Varmus et al., 2021:69). In the USA franchises are financially sustainable using financing strategies of business models. However, in South Africa the franchise system is a non-profit organisation; therefore, sustainability may not be economically and financially viable in developing franchises. Therefore, financing strategies are crucial in sustaining the franchise system.

### 2.3.9.1 The financing strategy of the Media Corporation Merchandising Market Global (MCMMG) business model

The financing strategy is a plan to achieve the financial objectives of an organisation, such as using media, corporations, merchandising and markets. The media is a key source of wealth creation through broadcasting.

**Media:** Media forms part of an ecosystem in the cycle of generating revenue in sports franchises (Varmus et al., 2021:71). In American franchises, for example, the National Football League (NFL) matches are broadcast on television in 82 countries, and it is a lucrative source of income that benefits both the media and franchises (Kaser & Oelkers 2005:246; Zheng & Mason, 2018:111). On the other hand, Read (2010) states that revenue from television rights has attracted large foreign investments that have rocketed players' wages and transfer fees, as shown in Table 2.2, which illustrates the NFL's television contract history.

**Table 2.2: NFL Television contract history**

<b>MEDIA RIGHTS – NFL ESTIMATED FEE REVENUE</b>			
	<b>Annual Payment</b>		
	<b>Current Contract (\$ Million)</b>	<b>Renewed Contract (\$ Billion)</b>	<b>Specifics</b>
<b>NBC</b>	603	1.05	19 Sunday night games; Wildcard Divisional Playoff; Super Bowl 2015, 2018, 2021
<b>CBS</b>	620	1.08	Sunday afternoon AFC; Super Bowl 2016, 2019, 2022–2023
<b>FOX</b>	720	1.15	Sunday afternoon AFC; NFC Wildcard & Divisional Playoff; NFC Championship; Super Bowl 2017, 2020, 2023
<b>ESPN</b>	1.1 billion	1.9	17 Monday night football; Pro Bowl (2014 onward); NFL draft; certain international rights for all games, including Super Bowl
<b>TOTAL MEDIA REVENUE</b>	<b>\$3.04 billion</b>	<b>\$5.18 billion</b>	

Source: Read (2010)

The broadcasting sources show appealing results. Read (2010) states that the media is an important source of generating revenue for sports organisations where leagues benefits from earning rights' fees, which is a percentage negotiated between media corporations and league corporates (Bunds et al., 2019:817). The European football broadcasting revenue, as illustrated in Table 2.3, is compared to the revenue earned by the American leagues.

**Table 2.3: Broadcasting revenue for Europe's top football clubs**

	Match day	Broadcasting	Commercial
Real Madrid	25%	40%	35%
FC Barcelona	26%	43%	31%
Manchester United	39%	36%	25%
Bayern Munich	21%	24%	55%
Arsenal	45%	34%	21%
Chelsea	36%	38%	26%

**Source: Deloitte Football Money League (2010)**

In a comparison between the European and American franchises, the Americans showed a greater advantage in television broadcasting than the Europeans. The television contract in the NFL extends to 2023, with predicted figures as shown in Table 2.2. The media as stakeholders sustain franchises by generating revenue. However, in South Africa the franchise system is heavily reliant on media rights to sustain franchises (CSA, 2017). Corporations, on the other hand, are crucial as stakeholders in sustaining the franchise system.

**Corporations:** Corporations are television broadcasting companies that broadcast games and brand advertising globally (Park & Inou, 2018:250). However, the COVID-19 pandemic had a negative financial impact on league corporations (Thomas, 2021:97). Leagues are also large corporations who are upper-level managers controlling franchises and earning rights fees from media (Bunds et al., 2019:817). Accordingly, corporates from the media and franchise sports negotiate broadcasting deals. In South Africa, CSA negotiates contracts with media corporations such as Super Sports. However, broadcasting deals are not as lucrative as the American franchises since CSA is a non-profit organisation (CSA, 2017). However, there are other sources of sustaining the franchise system such as merchandising.

**Merchandising:** Merchandising refers to the promotion and sale of sports-related goods through retail outlets, which is a lucrative source of revenue for franchises (Miller & Washington 2011:60; Zheng & Mason, 2018:34; Borsack, 2019:148). Furthermore, teams in Europe's top leagues have increased their income through revenue earned from merchandising (Yüce et al., 2020:141) Merchandising revenue is a lucrative source of revenue for franchises in both the USA and Europe. However, this is not the case in South Africa since revenue sources are

funding models that are used as financing strategies (CSA, 2017). Sustainability is achieved through using financing strategies such as the markets as lucrative sources of generating revenue and sustaining the franchise system.

**Markets:** The markets, such as the stock market, refer to commodity investment, and the capital market refers to currency trading where capital and stock are traded (Ehrmann & Jansen, 2017:810). The franchise system is sustained in the USA, UK, and Europe by investing in the capital market, which are profit-led businesses for sports organisations (Hill & Taylor, 2008; Ehrmann & Jansen, 2017:810). While the capital market is a lucrative investment for clubs in European countries, it is also a risky area of investment (Szylar 2014:108). Although CSA has investment in interest-bearing accounts, the return on investment is not lucrative (CSA, 2017). Other means of sustaining the franchise system are through attracting the interest of the global community.

**Global:** Scherer and Rowe (2013:26) state that global refers to the global community that watches broadcasting on sports channels. The global community are subscribed through pay-per-view television and other forms of information technology such as computers and cell phones (Bunds et al., 2019:817). The globalisation of the football market has impacted positively on increasing the revenue of the EPL through the IPL strategy of broadcasting via the tri-cast routes of mobile phones, personal computers, and television (Henderson (2010:614–626; Zheng & Mason, 2018:111). Although CSA attracts the global community during international franchise matches, the earnings are on media rights fees, which is not as lucrative as the franchise system in other countries. The franchise system using effective financing strategies adds to the success of the global franchising system.

The success factors of the American profit-maximising system has more financial advantages and is more economically viable and financially sustainable than the funding models.

#### **2.3.10 The success factors of global franchising**

- Team owners were introduced
- Profits were maximised
- Professionals were sustained
- Amateurs were sustained
- Sports were fully commercialised
- Business models are used

The franchise system within the global franchises were successful in operating franchises through commercialisation. The successes/shortcomings of the franchise system in South Africa are:

- Team owners are not introduced
- Profits are not maximised
- Professionals are sustained (to be determined)
- Amateurs are sustained (to be determined)
- Cricket is not fully commercialised
- Funding models are used

Having discussed the franchise system globally it is imperative to discuss the franchise system and its sustainability attributes for cricket in South Africa.

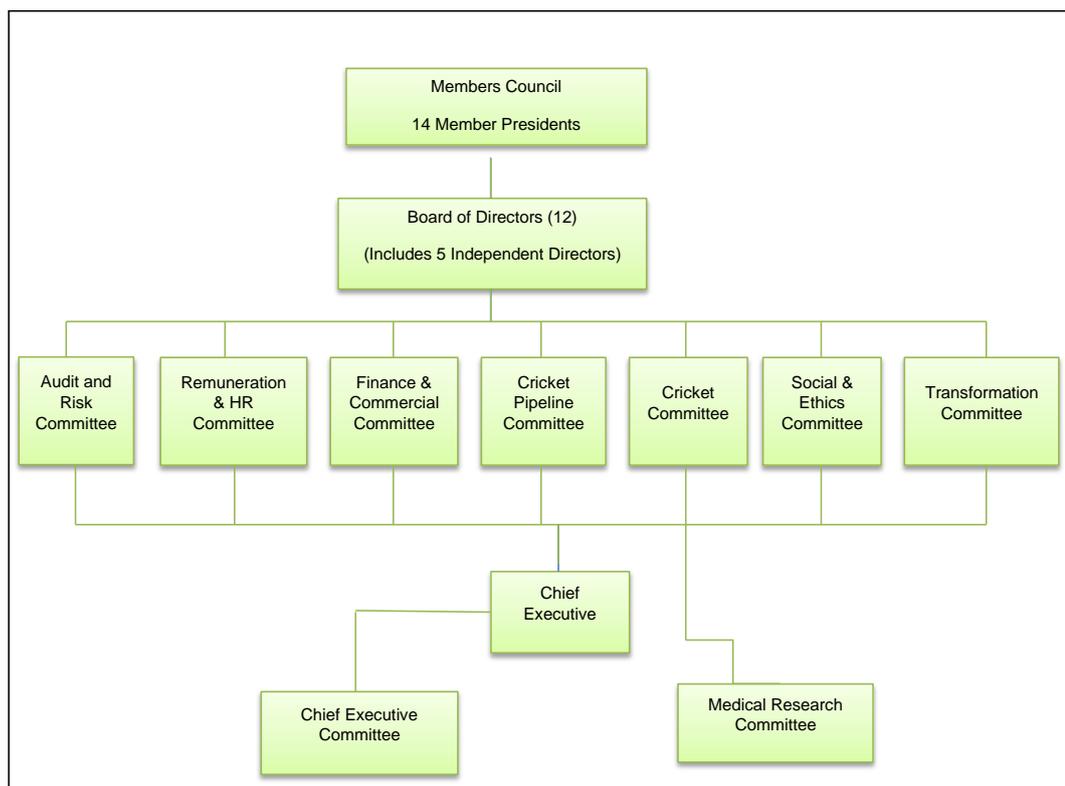
## **2.4 Franchising in South Africa**

Franchise cricket was introduced in South Africa in 2004 with aims of sustainability (CSA, 2008). It was anticipated that, by introducing the franchise system, cricket would be more financially viable and sustainable (CSA, 2008). In contrast, the franchise system in the USA , which was introduced for the purpose of financial sustainability, has evolved into a lucrative profit-making business, sustainable and viable through profit-maximisation (Moyo et al., 2020:15). According to Varmus et al. (2021), a franchise system in a profit-maximising system sustains the franchise system via profits earned through business. Furthermore, a system that is not aimed at profit-making is sustainable through state support, for example, in Australia and Europe, among others (CA, 2020; Varmus et al., 2021). However, the aim of introducing the franchise system globally was for the purpose of developing skills, management, policies for sustaining sport, and for monetary gain (Helleu, 2011; Moyo et al., 2020). Dowling et al. (2018:438) confirm that political governance is directly related to the state in which it governs; government and governing bodies steer the organisations. Furthermore, systemic governance refers to the norms, rules and structure that guide the operations (Dowling et al., 2018:438). The governance of cricket in South Africa was not directly related to how it steers and guides the operation in allowing the introduction of the franchise system which has characteristics of a profit-maximising system. For this reason, it is crucial to understand the governance structure of CSA.

### **2.4.1 Governance framework of cricket in South Africa**

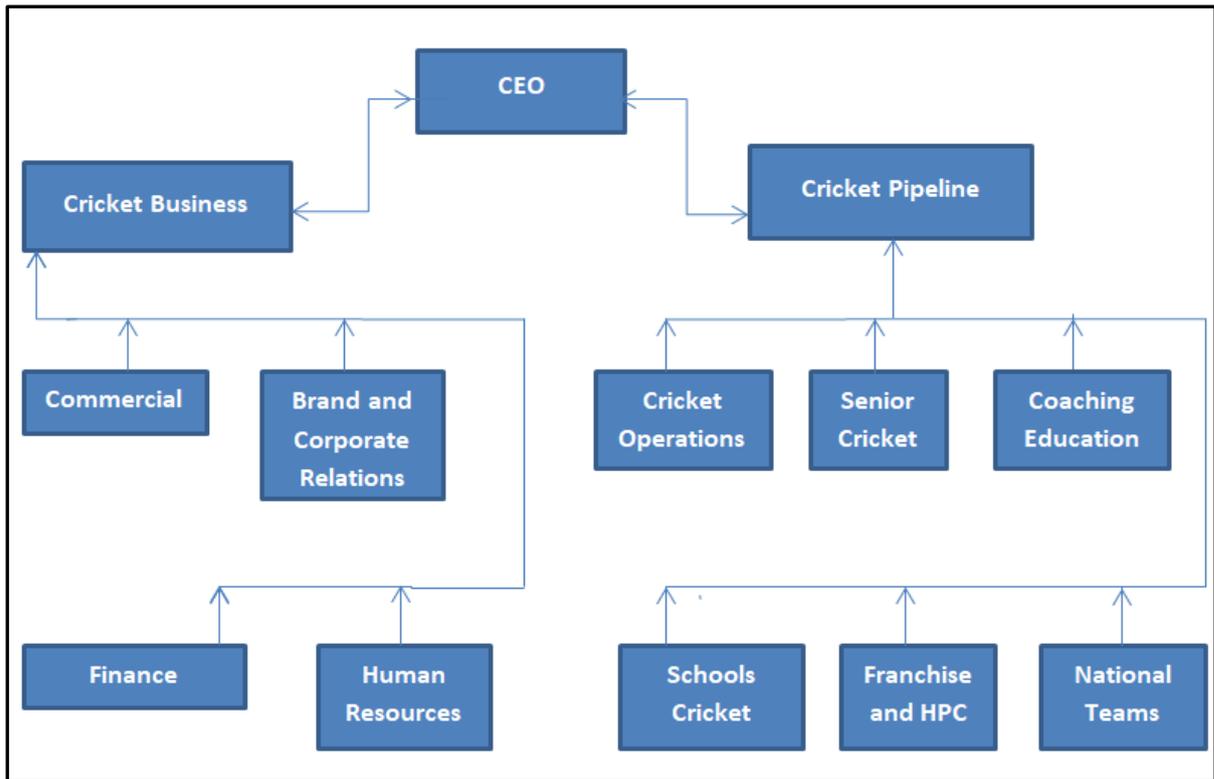
Governance in cricket is a system that is managed and directed by CSA (National Sports and Recreation Plan, Vision 2030:2017). Therefore, the governing bodies play an important role in

ensuring that rules and care are provided in making sport safe (Davies, 2019:31). Cricket in South Africa is non-profit and is subject to corporate governance, applying most of the King Code of Governance Principles (King III Code), which play a pivotal role in delivering the responsible and sustainable growth of cricket in South Africa (CSA, 2017). Accordingly, CSA was registered under section 21 (non-profit company) from 1 May 2008 and its funds can only be used to promote, develop cricket, and pay reasonable remuneration (Nkosimbini et al, 2015:3). The governance of CSA plays an important role in determining the strengths, weaknesses, and effectiveness of management in applying the rules and duties within its structure. Figure 2.5 illustrates the governance structure of CSA.



**Figure 2.5: The Governance structure of cricket in South Africa.**  
**Source: Adopted from CSA (2017)**

According to CSA (2017), the Members Forum in CSA is the highest decision-making body, made up of 12 Affiliate Presidents, the President and the Vice-President, who set the general policy of CSA. The Board of Directors of CSA is responsible for directing the organisation and for controlling its affairs. The chief executive officer (CEO) is responsible for the effective functioning of management, and its financial and development obligations. CSA is governed by a set of principles and the CEO is responsible for delivery on its mandate (CSA, 2017). CSA adopted a new governance structure that ensures sound administration of the game (CSA, 2021). The structure of CSA is illustrated in Figure 2.6.



**Figure 2.6: The structure of CSA**  
 Source: Adapted from CSA, (2017)

According to CSA (2017), the CEO ensures that cricket and its operations are managed effectively at all levels from grassroots to business. Funding is the main source of income that sustains and develops cricket in South Africa. The CEO ensures that the business of cricket is carried out with sufficient financial resources through its commercial operations, with the support of corporate, brand relations, and human resources. The CEO ensures that franchise cricket receives quality coaching through the operations of management so that development programme is effective in achieving the goals set by the CEO. However, the commercial sector is not fully commercialised since there is no evidence of transfer fees or auctions of players in South Africa. In a franchise system there is evidence of auctions, transfer fees paid to clubs, and trading of players (Read, 2010; Depken & Globan, 2021: 899). the franchise system is not fully commercialised since funding models are used to sustain it. The governance model and funding models are crucial in understanding sustainability of the franchise system.

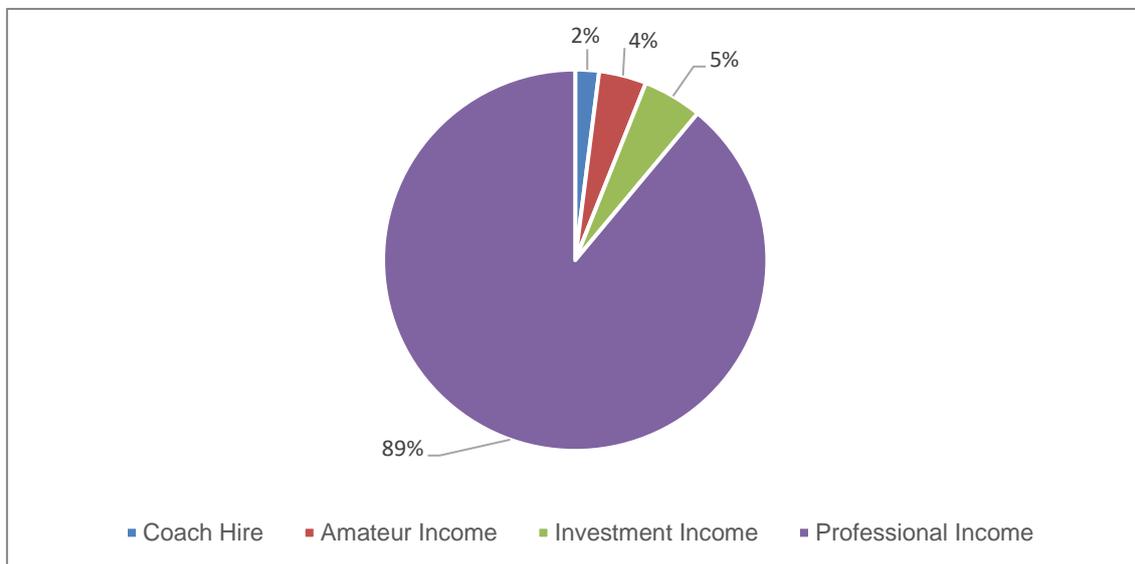
#### **2.4.2 Funding of cricket in South Africa**

Funding is a source of revenue received in the form of subsidies and grants. Cricket in South Africa is funded by the International Cricket Council (ICC) and government, so that all levels of cricket are sustainable (National Sports and Recreation Plan, 2017; Richardson, 2017; Moyo, 2019:40). According to the PMG (2018), the white paper states that other sources of

funding, such as the Municipal Infrastructure Grant (MIG) and the South African Local Government Association (SALGA) funds cricket. However, funding was not sufficient and additional sources, such as match and tour revenue assisted in sustaining cricket (CSA, 2017; PMG, 2017; Moyo, 2019:40). Funding is achieved from the ICC and government (National Sports and Recreation Plan, 2017; Richardson, 2017; Moyo, 2019:40). Sustainable funding should be set up by sports organisations so that sports can function effectively (Varmus et al., 2021:68) To that end, funding models are created by CSA for professional franchise cricket as a sustainable source of revenue.

#### 2.4.2.1 Cricket franchise funding / professionals

Funding is money that is provided by an organisation or government for the purpose of sustaining sports (Varmus et al., 2021:68). Sustainable funding creates resources for talent development, and additional funding is necessary for the successful functioning of clubs (Varmus et al., 2021:68) According to the Gauteng Cricket Board (GCB) (2017), cricket franchises in South Africa are subsidised by CSA on an annual basis, and this amounts to R15m per franchise. The cost of sustaining a T20 franchise in 2018 increased between R20m to R25m per year (CSA, 2018 Annual Report). Funding, however, was not adequate and additional funding had to be sourced for successful operation by management (CSA, 2017). Figure 2.7 illustrates other sources of funding.



**Figure 2.7: Sources of funding**  
**Source: Adapted from (CSA, 2017)**

Additional sources of income such as investments, coach hire, amateur and professional income from tours, sponsors, and gate receipts assist with funding (CSA, 2017). According to the FRCR (2008), funding was not adequate in 2008 to sustain franchises and amateur cricket. Therefore, funding remained a challenge. According to the Gauteng Cricket Board Annual

Report (2017), funding of R15 million was not adequate in sustaining the franchise and amateur clubs. It can be determined that, since 2008, sustainability has remained a challenge. Therefore, the management of GCB sourced additional revenue through branding, sponsorship, and other sources to sustain the region's franchise and amateurs, as illustrated in Table 2.4.

**Table 2.4: The funding model of GCB**

GCB total revenue for 2016/2017 R 53 million / Other revenue streams R 4 million					
Revenue split					
Source	R Million	Source	R Million	Source	R Million
Stadium revenue	34.00	Cricket Development	19.01	Finance	4.06
Match/non-match days/ Major-match/ International	5.99	CSA funding	15.36	Interest	2.49
Domestic fixtures	1.09	Sunfoil	0.75	Shared service	0.79
Naming rights	6.82	Lotto	2.62	Other	0.77
Perimeter Advertising	3.82	Other	0.26		
Suite revenue	6.53				
Season tickets	1.21				
Non-match day venue hire	0.76				
Hospitality	1.46				
Marketing assistance from CSA	0.58				
Catering rights	0.27				
Rental income - office	1.82				
Barter deals	2.65				
Sundry income	1.01				

**Source: Adapted from Gauteng Cricket Board Annual Report (2017)**

The Gauteng Cricket Board, home of the Lions franchise, realised the inadequacy of funding and created a funding model as a source of revenue that sustained the franchise (GCB, 2017).

Through such financing strategies franchises are sustainable. Additional funding can be created through marketing strategies and ticket sales (Varmus et al., 2021:68). The GCB generated R34m from stadium revenue, which is far more than the annual revenue received from CSA (GCB, 2017). According to the national Sport and Recreation Plan (NSRP) (2012), sports organisations should create additional funding when resources are scarce. Diaz-Bernardo's (2012) resource-scarcity theory suggests that a franchise creates revenue through business to sustain itself, and additional revenue impacts on sustainability. Business models are crucial in franchising, sustaining the franchise system by creating additional funding

#### **2.4.2.2 Funding through business models used by franchises**

Professional cricket franchises are sustained through sustainable business practices: profit-making business that sustains franchises in the social environment (Moyo et al., 2020:19) Business models are established to meet business needs and to fulfil the strategic objectives of growth in organisations (Rocha et al., 2018:497). Franchises use business models as effective strategies to sustain professional franchises (Sturm, 2015; Karg, 2019; Tasaddoghi et al., 2020:6). Above all, business models are crucial in sustaining franchises. For this reason, franchises in South Africa used business models to sustain the franchises. It is crucial to determine sustainability in the discussion of franchises and the models applied.

#### **2.4.2.3 The Lions franchise business model**

The Lions is a cricket franchise in South Africa. The Gauteng Cricket Board, home of the Highveld Lions, has introduced a business model that has sustained the franchise because funding was a scarce resource (GCB, 2017). Likewise, the resource-scarcity theory in franchising is used as an efficient instrument to access scarce resources such as financial, managerial, and informational resources in growing markets (Jang & Park, 2019:14). The franchise system provides knowledge of the local market and human resources through franchisees (Katz & Joel, 1992; Jang & Park, 2019:14). Moreover, franchisors have low initial fees and financial support programmes for franchisees that show significant growth (Shane et al. 2006; Jang & Park, 2019). For this reason, the strategic goal of GCB was to raise income through activities and to sustain cricket at all levels, including amateurs, in the organisation.

Figure 2.8 illustrates the GCB business model

Inputs	Business Activities	Outputs	Outcomes
To achieve our aims we rely on:	Day-to-date activities	Through our activities we	In doing so we enable
Income-raising activities (financial capital)	. Commercial Activities	aim to achieve	. Cricket excellence
. Broadcast and Media Rights (CSA)	. Secure Sponsorships	. Sustainable revenue	. A passion for cricket in Gauteng
. Naming rights, sponsorships and advertising	. Sell advertising rights	(financial capital)	. Social cohesion through
. VIK Funding	. Manage international and domestic	. Winning teams and a	inclusive sport
. Other funding eg lotto	events	world class stadium	. A wider more diverse talent pool
. Ticket revenue incl. season packages	Other commercial initiatives eg office	. Strong sustainable brands	
. Hosting fees	rental and non sporting events	. A robust organisation	
. International cricket events	Stadium Operations	(human capital)	
. Hospitality and suite revenue	Operate a financially viable stadium	Better depth of talent	
. Non cricket venue rentals	. Maintain our world class cricket facility	(social and relationship	
Our Assets (manufactured capital)	Amateur Cricket Development	capital)	
. Bidvest Wanders Stadium	. Raise awareness at grassroots level	. A greener stadium	
. Wanders Sports Medical Centre	. Identify and nurture young talent	(natural capital)	
. Elite Functioning Conditioning Centre	. Provide resources and assistance to		
. Offices	emerging schools and cricket clubs		
. Bizhub Highveld Lions	Domestic cricket development		
Our Brands (intellectual capital)	. Manage the bizhub Highveld Lions team		
. Gauteng Cricket Board	. Manage the Gauteng Strikers		
. The Bidvest Wanders Stadium	Brand Development		
(Pink Day and other marketing initiatives)	Market the Bidvest Wanders Stadium Exp		
Our People (human capital)	. Promote the bizhub Lions team		
. Ethical and experienced leadership	. Promote cricket as an inclusive sport		
and management			
. Our highly experienced board			
. Our employees			
. Our coaches			
. Our players			
. Amateur cricket development and			
community upliftment (social and			
relationship capital)			
. CSI initiatives eg Pink Day Challenge			
. Schools, Clubs, our community & SRSA			
Minimising our impact on environment			
. Water conservation			

**Figure 2.8: Gauteng business model**  
**Source: Adapted from Gauteng Cricket Board (2017)**

The analysis in Figure 2.8 shows that the GCB has a sound financial structure for sustaining both professional and amateur cricket through business activities. Another franchise that followed the business route was the Titans franchise.

#### **2.4.2.4 The Titans franchise business model**

The Titans franchise is a professional franchise that struggled to be financially sustainable in the past and has since introduced business models to sustain the franchise (Titans, 2018). Figure 2.9 illustrates the Titans business model.



**Figure 2.9: Titans business model**  
**Source: Adapted from Titans (2018)**

According to Titans (2018), funding was not adequate to sustain the franchise and additional revenue was sourced through business such as by hiring out suites to generate more revenue and to sustain professional and amateur cricket. Franchises that use business models have advantages in generating high revenue and sustaining franchises (Henderson 2010; Pritchard 2011; Tasaddoghiet al., 2020:6). On the other hand, professional sports franchise teams in a profit-maximising system generate profits through franchising in business and sustain professionals and amateur teams (Schoenfield, 2010; Agha & Coates, 2015:2). However, in South Africa, the Lions and the Titans generated revenue through the introduction of business models and sustained both professional and amateur cricket (Titans, 2018). In a non-profit organisation, profit should not be earned – it is a violation (Varmus et al., 2021:43). Hence, the discussion of an investigation into the funding of amateur cricket is crucial.

## 2.4.3 Funding models for amateur cricket in South Africa

### 2.4.3.1 Funding model for amateur cricket – GCB

The effective functioning of management of the Gauteng Cricket Board shows how funds received are used for the development of amateur cricket. Figure 2.10 illustrates the distribution of funds for amateur cricket development.

Clubs	R 1 770 134
Women's and Girls	R 735 100
Hubs	R 1 759 344
KFC Mini Cricket	R 314 334
Umpires	R 817 800
Scores	R 257 800
Coaches	R 71 254
Gauteng Strikers (players, coaches, salaries, administration) cost	R 1 669 335
Youth and Schools	R 693 344
Amateur Cricket Development (administration cost)	R 5 797 109

**Figure 2.10: Amateur cricket development**  
**Source: Adapted from (GCB Annual Report 217)**

The amounts in Figure 2.10 show that management of amateur cricket at the GCB manages its financial resources effectively. Although the GCB is a non-profit company, it relies on various sources of funding to sustain and develop amateur cricket in Gauteng. The financial figures of GCB could evince more strengths than weaknesses in the sustenance and development of amateur cricket. Although an exponential operational cost is experienced, it is a violation to generate revenue and sustain amateurs in a non-profit organisation (Varmus et al., 2021:45). Therefore, CSA has identified the need to sustain amateur cricket and has introduced the Presidential Plan model. The model is aimed at distributing funds to amateur cricket in all provinces of South Africa (CSA, 2017). It is crucial to investigate amateur funding models in order to determine sustainability.

### 2.4.3.2 Funding model for amateurs – CSA

The management of CSA has recognised strengths and weaknesses in identifying talent and has created an indirect funding for amateurs to identify and develop talent (CSA, 2017). Figure 2.11 illustrates the breakdown of funding available at different levels of amateur cricket.

<b>Programme/Activities</b>	<b>Cost R'm</b>
Primary Schools' Programme	9.7
Senior Schools' Programme	25.4
Clubs' support	4.2
Senior Womens' National Team	7.2
SA 'A' Team	5.7
Emerging Squad	3.3
SA U/19 Team	7.4
Total	100.7

**Figure 2.11: CSA indirect funding – talent development**  
**Source: Adapted from (CSA, 2017)**

The talent development programme funding is aimed at assisting all levels of amateur cricket (Leonardi et al., 2021: 8) Furthermore, adequate funding and new sources of funding create opportunities for the development of amateur sports (Leonardi et al. 2021: 8). Therefore, programmes such as the talent development programme require adequate funding to sustain amateurs. According to CSA (2017), additional sources of revenue were created to sustain amateurs. However, although funding was provided, it may not be adequate. Therefore, the GCB and the Titans franchise sourced additional funding to sustain amateurs in their region (GCB, 2017; Titans, 2018). Likewise, decision-making of stakeholders and identifying the powerplay between primary and secondary stakeholders are crucial within the franchise system to determine sustainability.

## **2.5 Stakeholders/professionals**

### **2.5.1 Primary stakeholders**

Primary stakeholders in the franchise system include teams, participants, sponsors, governance, employees, and managers, while secondary stakeholders include government and media (Elgan, 2012). Internal stakeholders are participants, clubs, leagues, and associations, and external stakeholders are fans, spectators, corporations, the community, and media (Varmus et al., 2021:87). The discussion of stakeholders commences with the profile of professional cricket teams and its stakeholders, followed by that of amateurs.

#### **2.5.1.1 The profile of professional cricket teams**

**The profile of the teams** relates to the number of teams and its ownership structure (Smith 2003; Swayne & Dodds, 2011; Yaacob & Alias, 2018:2). Furthermore, ownership structure has a significant impact on the performance of a firm by improving ownership stakes and value, and monitoring the performance of managers (Yaacob & Alias, 2018:2). In a single-entity ownership an entity owns a number of teams and is the employer of its players (Swayne & Dodds, 2011; Benjamin, 2013:5). CSA is a single-entity ownership that owns six franchise

teams: the Cape Cobras, Dolphins, Knights, Lions, Titans, and the Warriors (CSA, 2021). Each franchise is in different regions of South Africa, as illustrated in Table 2.5.

**Table 2.5 The six franchise teams**

Franchise	Location
Cape Cobras	Cape Town
Dolphins	Durban
Knights	Bloemfontein
Lions	Gauteng
Titans	Centurion
Warriors	Port Elizabeth

**Source: Adapted from CSA (2017)**

Franchises are professional teams that compete at the highest level (first class) in franchise competitions (CSA, 2017). The franchise teams are controlled by their own administrative structure, which employs administrators, managers, coaches, umpires, and players in each team in different provinces (CSA, 2017). The administrative structure in the franchise system is also made up of managerial talent that deals with business logistics (McDonnell et al., 2016:14). Furthermore, the term *professional* relates to talented domestic players, franchise players who make up a franchise team. Moreover, the term *franchises* relates to different teams and *franchise* relates to the franchise system or franchise league which is controlled by CSA (CSA, 2017). Likewise, the profile of each franchise team, players, and administrative structure plays an important role in the functioning of an effective franchise system. Administrators are key role players since they lead the organisation.

**Administrators** are people who play a leadership role in leading a sports organisation by planning, achieving goals and solving problems with minimum time and effort (Jalab & Ghazi, 2021:6117). Gurgis and Kerr (2021:12) confirm that administrators should also have the knowledge of the legal aspects of sports in order to lead effectively by providing safe sports and implementing advanced strategies in the promotion of inclusion, accessibility, fairness, safety and human rights. For this reason, CSA has employed administrators, such as presidents, vice presidents and chief executive officers to lead each franchise in the different regions to carry out their duties effectively (CSA, 2017). Administrators play an important role in the management of cricket and should have the experience to perform their duties effectively by directing managers in the different sectors of the organisation. Administrative managers are crucial in determining the functioning of the franchise system.

**Managers:** administrative managers are people who are responsible for carrying out a duty of deliverance (Corthouts et al., 2020:43). Furthermore, managers take instruction from administrators to achieve objectives of an organisation and make decisions. They should be

well paid (Corthouts et al., 2020:43). For this reason, managers should have good knowledge of the legal aspect of sports and the experience to achieve the objectives of the organisation (Ian, 2017). CSA has employed managers in each department in different regions so that franchise cricket can function effectively and is sustainable (CSA, 2017). Likewise, the profile of coaches is crucial since coaches are part of management, carrying out the duties of developing talent.

**Coaches** develop skills in sports participants through their experience. (Arnold et al., 2016:355; Brook, 2021:510). Furthermore, coaches earn lucrative salaries through their experience and through signing contracts with franchises (Brook, 2021:510). Both male and female coaches of different ages and performance levels are employed to develop talent in players. Gender, level of competition, and years of experience are all crucial in being employed as coaches (Campos-Izquierdo et al., 2017; CSA, 2017; Ganzalez-Rivera et al., 2017). Umpires, on the other hand, make decisions about matches.

**Umpires**, also known as match officials, make decisions about matches because they have the desired experience (Maguire et al., 2021:1171). Umpires with experience can pass on their skills to less-experienced umpires (Maguire et al., 2021:1167). Experienced umpires can make decisions on games in terms of batting, bowling, and fielding (Adie et al., 2021) For this reason, CSA employs experienced umpires in franchise cricket (CSA, 2021). Players and their playing skills are crucial in sustaining franchises.

**Players** are participants who play in team sports to win competitions owing to their skills and performance levels (Leggat et al., 2021:370) In contrast, there are problematic players who impact sports participation negatively (Leggat et al., 2021:370). Singla and Hussain (2020:697) confirm that cricket players of different age groups play and win competitions through training that enhances their skills and performance. For this reason, adult players of any age groups are developed in the CSA development programmes, such as academies, so that their skills are developed, and their performance level improves (CSA, 2017). League corporations are also main role players in sustaining the franchise system.

**League corporations** are primary stakeholders who are upper-level managers controlling franchises and earning rights fees from media (Bunds et al., 2019:817).). In franchising, leagues control prices and the location of teams, and generate revenue that sustains teams that are monopolies (Helleu, 2011; Ramjerdi, 2014; Frank & Jozsa, 2016:99). Lucas (2020:1563) proposes that leagues are monopoly franchises and are responsible for the location of teams who extract profits through royalties and franchise fees as rent. Franchise

cricket in South Africa, however, is controlled by leagues that own and control the six franchise teams in different locations and encourages competition between teams (CSA, 2017). Therefore, league corporations in South Africa play an important role in operating franchises and creating opportunities for sustaining franchises, However, sponsorships are also crucial in sustaining the franchise system as primary stakeholders.

**Sponsorships** as primary stakeholders are sources of income for sports organisations, and relationships between sports organisations and sponsors should be maintained with long-term agreements (Varmus et al., 2021). The adequacy of sponsorships is crucial and is achieved by attracting and marketing a sponsor, adding to the revenue streams to meet the objectives of organisations and sponsors (NSRP, 2012; Greenhalgh et al., 2021:113). Similarly, partnerships should be created between smaller sports codes to secure and maintain sponsorships (NSRP, 2012; Greenhalgh et al., 2021:113). For this reason, CSA has attracted and maintained its sponsors like Momentum and Hollywood Bets, to name a few (CSA, 2021). More sponsors should be attracted and maintained (Nyoka, 2012; Dulani, 2015; NSRP, 2012). CSA has identified a need for creating partnerships with the private sector to improve sponsorship and grow the game. (CSA, 2017). Therefore, secondary stakeholders are crucial in the discussion of sustainability.

## **2.5.2 Secondary stakeholders**

### **2.5.2.1 Government as secondary stakeholders in franchise sports**

Government are secondary stakeholders in franchise sports that sustain the playing facilities such as stadiums in profit-maximising franchises (Freudenreich et al, 2019:15). In a non-profit franchise, government uses state funding to sustain sports through the allocation of state resources and contribution to infrastructure (Varmus et al., 2021:40). However, the municipalities in South Africa support the maintenance of facilities in communities (NSRP 2012). The stadium facilities are maintained by CSA through funding (CSA, 2021) Through such support, the franchises benefit from players who are developed within communities. Corporate stakeholders, such as government, play a key role in building and maintaining stadiums such as the FIFA World Cup soccer stadiums for hosting mega events. However, little attention has been paid to cricket stadiums since stadiums are not built and maintained as soccer stadiums are in South Africa. Likewise, the media as stakeholders play an important role in sustainability in the franchise system.

### 2.5.2.2 Media as secondary stakeholders in the franchise system

Secondary stakeholders such as the media are influences in broadcasting sports on television and on other media (Kaser & Oelkers, 2005; Mason & Zheng, 2018:111). Furthermore, in franchise sports, the media generate large sums of revenue through advertising (Bunds et al., 2019:817). Leagues, on the other hand, receive rights fees from media providers and sell advertising slots to earn revenue (Fort, 2003; Mason & Zheng, 2018). Therefore, the media as stakeholders are a lucrative source of generating revenue for franchises globally. According to the National Sports and Recreation Plan (2017), broadcasting is a lucrative source of income that can generate revenue and sustain all sports codes from amateurs to professionals. CSA earns some of its revenue through broadcasting and is heavily reliant on broadcasting income to sustain the franchise (CSA, 2017:13) The media, such as SuperSport, broadcast matches on pay-per-view television and SABC on free-to-view television. Accordingly, the media as secondary stakeholders play an important role as revenue sources in the franchise system for professional cricket. Identifying the profiles of stakeholders was crucial in the franchise system for professionals; however, the stakeholders in the amateur clubs are as crucial in this discussion.

### 2.5.3 Profile of amateur cricket in South Africa

#### 2.5.3.1 The profile of amateur cricket in South Africa –primary stakeholders

The profile of amateur cricket clubs is discussed as primary stakeholders that sustain amateurs in the social environment through their respective duties in different regions of South Africa. The profile of amateur clubs, and their administration by administrators and managers play an important role in sustaining sports clubs through effective coaching and umpiring (Demir & Sertbas, 2018:10). Amateur clubs play an important role in sustaining the sports industry through the recruitment of quality players developed from sports club through a quality management system (Demir & Sertbas, 2018:10). Amateur cricket comprises different clubs in different provinces of South Africa. Each amateur club has its own administrative structure of administrators, managers, coaches, and umpires that play an important role in developing players and sustaining amateurs based in different regions. Table 2.6 illustrates the amateur unions in different regions in South Africa.

**Table 2.6 Amateur regions**

KZN Inland/Coastal	Eastern Province	Western Province	Northwest
Port Elizabeth	Limpopo	Griqualand West	Gauteng
Cape Town	South-Western District	Mpumalanga	Northerns
Border	Boland	Free State	Easterns

**Source: Adapted from CSA (2017)**

The profile of the administrators, managers, coaches, umpires and players is crucial since they play a key role in developing and sustaining amateurs.

**Administrators** lead the administration by setting goals and ensuring that sustainability is achieved in order to meet development goals since minimal budgets are created and they operate on limited resources (O'Boyle, 2017:136). In achieving goals, commitment and a good relationship should be maintained between managers, coaches and administrators (Robinson, et al., 2021:301). CSA has administrators in each cricket union to lead the organisation and to ensure that development goals and good relationships are maintained so that sustainability in development is achieved despite operating on minimal budgets (CSA, 2017). Managers, on the other hand, take instructions from administrators to achieve the desired goals.

**Managers** play an important role in decision-making at amateur club level by maintaining the sustainability of the sports industry (Demir & Sertbas, 2018:10). Managers play an important role in maintaining total quality management to achieve sustainability (Demir & Sertbas, 2018:10). Therefore, skills in management are crucial (Arnold et al., 2016:355). Managers at semi-professional level should have leadership skills to maintain sustainability and manage the high levels of stress in the sports environment (Arnold et al., 2016:355). CSA employs amateur cricket managers at club level to make decisions towards achieving development goals and managing the environment of amateur cricket (CSA, 2017). However, coaches also play an important role in developing the skills of players to achieve development goals.

**Coaches**, who should have the experience, develop skills at amateur level (Dhurup, 2019:456). Furthermore, coaches influence participants to develop skills in sports and should perform their duties well (Dhurup, 2019:456). Coaches should have a professionalised and specialised approach to sports participation at amateur level (Basson et al., 2018:110). CSA employs experienced coaches, and the CSA development programme is aimed at developing and retaining coaches for the purpose of developing talent in amateurs (CSA, 2017). Likewise, umpires are primary stakeholders who make decisions about matches.

**Umpires'** decision-making during games is a key component, having an impact on the result of a game (Kasey et al., 2016:1535). Umpires are both male and female of different age groups and experience. They are employed as umpires to make decisions on games (Livingstone & Forbes, 2017:97). Poor decision-making by an umpire can stop the game entirely and can affect the playing rhythm in all games, both the main event and practice games (Mahmood et al., 2012:12282). Therefore, experienced males and females are employed as umpires in

amateur cricket (CSA, 2017). The academy system is aimed at developing and retaining more amateur umpires to assist in amateur development (CSA, 2017). Players too are crucial stakeholders in cricket at an amateur level

**Players** at amateur level are less skilled in playing cricket (Weerakkody & Allen, 2017:1954) Furthermore, amateur players have a higher risk of shoulder injuries (Baker et al., 2013; Weerakkody & Allen, 2017:1954). On the other hand, effective management and educational programmes assist players in reducing the risk of injuries and develop skills in players (Weerakkody & Allen, 2017:1954). An effective management system also creates opportunities for players of all races to develop skills through programmes to improve bowling skills among amateur players (Taliep et al., 2015:43). To this end, CSA has created academies to develop skills in players so that opportunities are created for them (CSA, 2017). Secondary stakeholders are also crucial in the discussion in sustaining amateurs.

## **2.5.4 Secondary stakeholders**

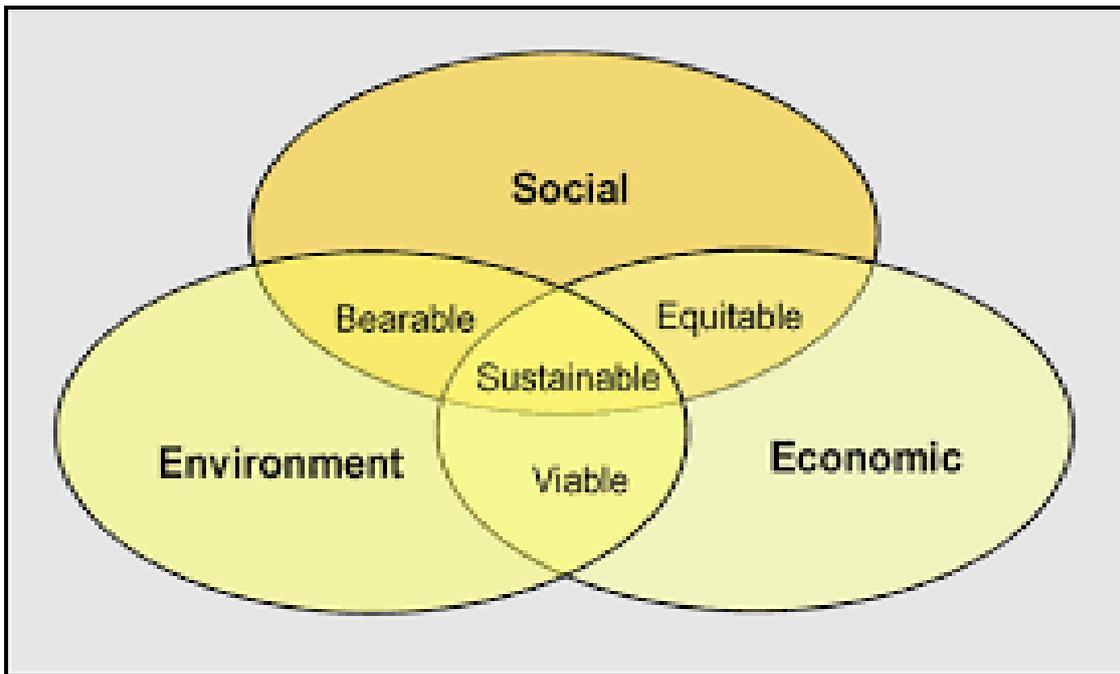
### **2.5.4.1 Government as secondary stakeholders in amateur cricket**

Government is a secondary stakeholder in amateur cricket that sustains amateur playing facilities and facilities in communities (Long, 2012; Bunds et al., 2019; CA, 2020). Government uses state funding to sustain playing environments globally (Varmus et al., 2021:77) Likewise, the NSRP (2012) supports the development of cricket in all regions of South Africa. Therefore, government as a secondary stakeholder plays an important role in the sustainability of amateur cricket. Sustainability still has its challenges within the franchise system. Therefore, the discussion about sustainability among the three spheres (social, environmental and economic) is crucial.

## **2.5.5 Sustainability of franchise cricket in South Africa**

### **2.5.5.1 Sustainability**

Sustainability first emerged in the 1970s as an explicit social, environmental, and economic ideal which became popular in the world political policy (Caradonna, 2014; Purvis et al., 2018:682). The main objective of sustainability is meeting human and environmental needs for the present and future generations (St. Flour & Bokhoree, 2022:1). Therefore, sustainability refers to an objective, and sustainable development represents the process undertaken to achieve the objective. The three spheres of sustainability underpin sustainable development, as illustrated in Figure 2.12.



**Figure 2.12: The three spheres of sustainability**  
**Source: Adapted from: Syihabuddin et al. (2020)**

Sustainable development refers to developing the health and fitness of the socioeconomic sector, which strengthens the sports industry (Lin et al., 2020). Furthermore, by developing the health and fitness of the socioeconomic sector, the economic sector is developed through the promotion of a strong and sustainable sports industry (Lin et al., 2020). Socioeconomic sustainability provides physical activities and opportunities for being economically bearable (Hugaerts et al., 2021). Likewise, sustainability is achieved through business models, strategic planning and the influence of international sport that develops sport to become socially equitable and environmentally sustainable (Hugaerts et al., 2021). As mentioned by Babu and Mohan (2018:268), social dimensions of sustainability are relevant to service supply chain; the environmental dimension is relevant to manufacturing chains; and the economic dimension relates to economic outputs such as events, culture, goods and services. As such, sport is developed from the social dimension and is sustainable through the development of talent. Therefore, in franchise sports participants are developed from amateurism to professionalism so that sports are economically viable and sustainable. Franchising in South Africa was aimed at sustaining cricket so that cricket can be financially sustainable and viable.

As discussed earlier, the three pillars of sustainability are social, environment, and economic, and the objective is to meet the needs of people through sustainable development (St. Flour & Bokhoree, 2022:3). Sustainability in sport starts at developing health and fitness within the socioeconomic sector (Lin et al., 2020:13). Likewise, in franchise cricket in South Africa, the health and fitness of players are developed in academies through funding from CSA (CSA,

2017). On the other hand, the social dimension of sustainability is achieved through business such as service and supply chains (Babu & Mohan, 2018:269). Some franchises in South Africa conducted business to achieve financial sustainability (GCB, 2017). Equally, the socioeconomic sector is achieved through resources provided for physical activities, which create opportunities for sports organisations to be socially equitable and environmentally sustainable (Hugaerts et al., 2021:3). The franchise system in South Africa has not achieved much in terms of financial resources through developing academies in all the regions. These may not be socially equitable or environmentally sustainable. In contrast, the adequacy of financial resources creates opportunities for sports organisations to be economically viable through the performance of players (Moyo et al., 2020; Varmus et al., 2021:69). Franchise cricket could be socially bearable owing to funding models provided from CSA as a sustainable source. However, the franchise system may not be economically viable and financially sustainable owing to the funding strategy employed.

In order to establish the sustainability of the franchise system in South Africa, various stakeholders were approached. Through understanding sustainability among franchise and amateur cricket, stakeholders such as administrators, managers, coaches, umpires, and players were assessed. The perception of sustainability was addressed from the social, environmental and economic perspective. The development of cricket and the environment plays a crucial role in understanding sustainability. Development starts at the amateur level and players are recruited to the professional level once their skills have been developed.

#### **2.5.5.2 Amateur cricket**

Amateurs are semi-skilled players within the franchise system and depend on funding to be financially sustainable (CSA, 2017). Furthermore, amateurs operate within the social environment of a non-profit sector and are financially disadvantaged (Gabbett, 2000:303–307; Martinez-Moreno et al., 2021:12, Varmus et al., 2021:43). However, in a non-profit sector amateurs depend on subsidies and cross-support activities to be sustainable while being developed (Varmus et al., 2021:43). Therefore, amateurs require adequate financial resources within the social environment in order to be developed.

#### **2.5.5.3 Amateur cricket development**

Amateur cricket is developed through skills training in players, who are recruited into professional teams with good playing profiles and winning abilities through effective coaching (Pål et al., 2017:2057) CSA develops amateur cricket players in academies and is assisted by funding in development programmes (CSA, 2017). Government, on the other hand, provides subsidies and is responsible for the maintenance of community facilities in developing

amateurs (NSRP, 2012). The lack of funding has resulted in franchises creating business models (see Figures 2.8 and 2.9) as a sustainable source of revenue (GCB, 2017). By examining the models presented it can be seen that funding was inadequate to sustain franchises and amateurs. The amateurs were sustained by franchise funding (see Figures 2.10 and 2.11) as an additional source of funding. Therefore, the sociopolitical ideology in socialist country such as those in Europe controls and redistributes state funds to sports organisations (Varmus et al., 2021). However, in South Africa, amateur cricket may not be financially sustainable. A positivist approach to the epistemology will elicit answers through deduction to the research-sub-question (RSQ2).

Professional cricket refers to franchise professionals who compete with other franchise teams. Franchise teams compete at the domestic level of cricket both nationally and against its international counterparts in a T20 format of the game. Although professional franchise cricket has economic advantages, sustainability will always have its challenges.

#### **2.5.5.4 Professional cricket**

Professional cricket is played by skilled players who are remunerated for participating in an activity (Helleu, 2011; Brown, 2015:5). In addition to professional players being remunerated, sport has the advantage of being financially sustainable through business and skilled professionals (Andreff & Staudohar, 2002:25–48; Helleu, 2011; Brown, 2015: 5). The franchise system in South Africa, on the other hand, is funded by CSA and additional revenue is sourced by franchises because there are scarce financial resources, which impacts on salaries and on the development of professional cricket. From an economic standpoint, the development of professional cricket is crucial in sustaining franchises .

#### **2.5.5.5 Professional cricket development**

Professional cricket is developed in academies to enhance the skills of players, and academies are provided in different provinces of South Africa (CSA, 2017). The development of cricket started in the 18th century and the sport was played in most of the Commonwealth countries (Noorbhai & Noakes, 2015). The development of professional cricket is supported by operational models that ensure physical fitness, and the talent development programmes develop the abilities of players in academies (CSA, 2017). Likewise, the sustainability of professional cricket through the environmental dimension is equitable owing to environmental policies and good management (CSA, 2017). Facilities managed in accordance with the operational and governance dimension sustain the playing environment in professional sports. Accordingly, Diaz-Bernardo's (2012) agency theory suggests that management should be motivated to achieve the objectives of the organisation. Talented managers achieve the

objectives of an organisation. Didi et al. (2022) determined that the effectiveness of talented managers sustains the playing environment with adequate resources. On the other hand, King et al. (2020:4) identify that adequate training and facilities should be requisite for talent development. Similarly, the development of professional cricket creates opportunities in franchise cricket teams.

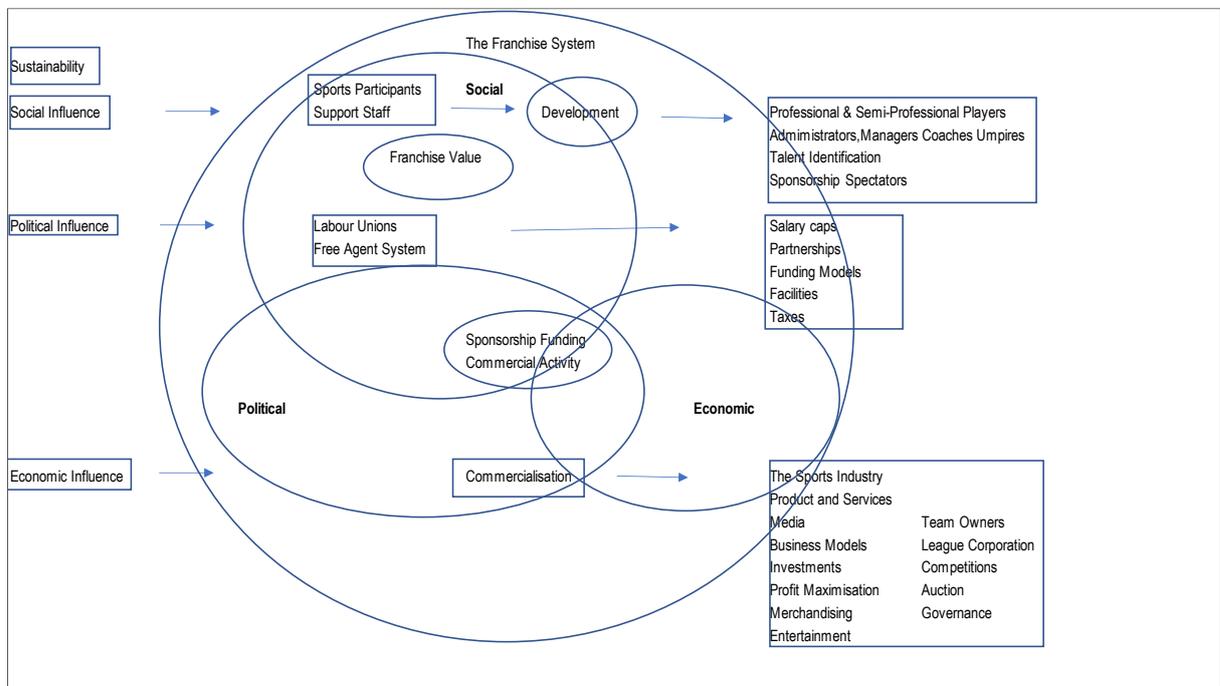
#### **2.5.5.6 Franchising in cricket**

Franchise cricket started in South Africa in 2004 (FRCR, 2008). Franchise in sports is a commercial activity (Erasmus et al., 2021). The commercial sector offers goods and services to the public (Jasina & Rotthoff, 2008; Dick, 2018). As mentioned by Babu and Mohan (2018:269), the economic dimension maximises profits through economic outputs such as events. On the other hand, the economic dimension maximises profits through commercialisation and is financially sustainable and viable (Varmus et al., 2021). Cricket in South Africa is a non-profit organisation and does not maximise profits but is sustainable through funding (CSA, 2017). In a non-profit sector, the economic environment is bearable since profits are not maximised (Erasmus et al., 2021). Therefore, in the business models examined (see Figures 2.9 and 2.10) some franchises conducted commercial activities to sustain the franchise. Therefore, it could be regarded as a violation (Varmus et al., 2021). The franchise system sustains all franchises through funding (CSA, 2017). Furthermore, in socialist countries such as those in Europe, government uses state funds to sustain sports although revenue is earned through investment in markets. On the other hand, in the USA, profits are maximised and the economic environment is financially sustainable and viable. In South Africa, funding models were used which could answer RSQ 3 and RSQ 4. Therefore, the epistemology will direct the researcher into a deductive approach to elicit answers to RSQ 1, RSQ 2, RSQ 3 and RSQ 4. Likewise, the conceptual framework that underpins the literature which provides a plan of the study, is discussed

#### **2.6 The conceptual framework**

The proposed framework (see Figure 2.13) was developed for this study from specific frameworks such as the sports industry and its structure (see Figure 2.2). The structure of the USA sports model discusses labour issues (see Figure 2.1). Different business models are presented within the global franchise system (see Table 2.1): the franchise business model in South Africa (see Figure 2.8 and 2.9); and the amateur funding model (see Figures 2.10 and 2.11). The various models and theories discussed identify different variables globally and in South Africa in developing a conceptual framework for this study. The variables, which are identified in this research connect in this study, and are listed in the conceptual framework. The theories and the variables support the investigation into the sustainability of the franchise

system. Each variable is discussed in subsequent sections and continues to the literature review section in Chapter 3. The framework provides a vision of knowledge from developed countries, which can be applied to developing countries. The framework further explains the relationship between the social, political, and economic influences that have an impact on the sustainability of the franchise system. Figure 2.13 illustrates the conceptual framework.



**Figure 2.13: Conceptual framework**  
Source: Author

The franchise system is presented in the outer circle of the diagram (see Figure 2.13). On the left of the diagram are shown the social, political and economic spheres of sustainability that influence the franchise system. Through such influences, the franchise system is sustainable. Each sphere of sustainability that provides an understanding of the illustrated diagram is discussed below.

**Social influence:** From the social standpoint, participants such as the professional and amateur players are influenced to participate in cricket. Through such participation, the support staff such as administrators, managers, coaches, and umpires are influenced in managing the operations of the franchise system, creating opportunities of employment. By creating opportunities of employment, the development of cricket starts with facility development and the development programmes from amateurism to professionalism. The participants, such as the semi-professionals and the professional players, are sustained through the assistance of support staff such as effective leadership in administrating the operations and financial management. The skill of managers plays an effective role in carrying out duties that will

achieve organisational objectives. The managers operate different departments within the franchise system, instructing coaches in talent development and they are responsible for making decisions about finances that sustain the franchises. The umpires make decisions about matches, which adds to the employment sector in the franchise system. Sustainability is achieved through effective leadership by means of sponsorship, gate receipts and funding.

**Political influence:** Political influence through labour laws affects the social sector that sustain employees in the franchise system. In a profit-maximising system, the labour laws and the collective bargaining sustain salaries for free agents. The salaries of free agents are determined in an auction system through a bidding process. The bidding process and the collective bargaining system allow players to earn capped salaries. The salary caps on players motivates players to win competitions because of their skills. Partnerships are therefore recruited in franchises where government and the private sector sustain the playing environment. In a not-for-profit franchise system, government sustains the playing environment through funding. However, in a profit-maximising system government is influenced to provide funding and is responsible for maintaining the playing environment. Furthermore, government is influenced by creating partnerships with professional franchises in building and maintaining the playing facilities, such as stadiums in the municipalities. Funding is provided by government in the form of taxes and levies that are charged to the public and the revenue is used to build and maintain the stadium facilities. Through such partnerships, franchises are sustainable.

**Economic influence:** The economic influence through commercialisation of the franchise system sustains the sports industry via products and services. The service sector, such as the media, provides broadcasting within the global environment, capturing the interest of the viewers in a pay-per-view subscription. Through such a strategy, league corporations earn rights fees from media providers, sustaining the franchises. The commercialisation of franchises employs business models that use effective strategies to sustain the franchise system. Team owners are encouraged to invest in franchises by building strong franchise teams. Teams are built by buying talented players in an auction system. Through such talent, strong franchise teams are competitive and star players win competitions that generate large sums of revenue. The revenue earned by team owners is reinvested in teams that sustain the franchise. Through such investments by team owners, profits are maximised from different revenue sources. Merchandising is a huge money churning for franchises in the profit-maximising system. Through merchandising, the whole product chain generates revenue and creates employment in the social dimension. Gate receipts also add to the revenue sources by providing quality entertainment that attracts audiences, and the quality of games improves gate revenue, thus sustaining franchises. Above all, governance and the policies play a key

role in sustaining franchises by applying the profit-maximising franchise system, since franchise is business related and profit motivated. Therefore, the three-intersections illustrated in Figure 2.13 represent sustainability through funding, sponsorships, and commercial activity. Therefore, sustainability is achieved through funding and sponsorship in a non-profit franchise system which includes amateurs.

On the other hand, sustainability is achieved through commercial activities in a profit-maximising system. The commercial activity is the business in sport through franchising. Franchising is a commercial activity that generates large sums of revenue in a profit-maximising franchise system. Three spheres of sustainability sustain the entire franchise system, which is influenced by the social, political, and economic dimensions. Through such influence in all sectors, the success of the franchise system's sustainability is achieved, thus adding value to franchises. Therefore, each variable discussed in this chapter and the next chapter has an impact on sustainability. The application of the theories, the concepts of sustainability, the discussion about the different strategies, and the identified variables form the basis of the framework for the current study. Through such interventions, the sustainability of franchise cricket is investigated.

## **2.7 Conclusion**

The conceptual framework in this chapter provided an insight into the approach of investigating the sustainability of the franchise system. Specific focus was conducted on the financial sustainability of the different stakeholders within the franchise system. The different models were examined to determine sustainability. The variables presented in the conceptual framework will continue in the discussions on sustainability. The literature review chapter addresses the sustainability of sports globally and in South Africa.

## **CHAPTER 3**

# **LITERATURE REVIEW: SUSTAINABILITY CONSTRUCTS OF SPORTS BUSINESS AND FRANCHISING**

### **3.1 Introduction**

A literature review is a piece of academic writing that presents a comprehensive understanding of the current knowledge about a topic (Machi & McEvoy, 2016:5). There should be an argument showing how the knowledge gleaned leads to the answering of research questions. Moreover, the theories investigated should provide new insights into research questions so that the literature provides a theoretical basis for research (Machi & McEvoy, 2016:5). Walliman (2018:63) states that the literature review should identify the main subject and themes by reviewing previous research, exploring trends, summarising key ideas, identifying constructs and the latest concepts that underpin arguments (Walliman, 2018:63) showing that the researcher should have a good understanding of the conceptual framework (Walliman, 2018:64).

For the purpose of this study, a conceptual framework was presented in Chapter 2 that identifies key constructs underpinning the discussion. The key area of discussion is the sustainability of the franchise system in sport, and in cricket specifically. Special attention is paid to the commercialisation of sport and to issues of sustainability. To establish the context, an overview of the franchise system was considered in terms of sustainability within developed and developing countries. The financial impact on sustainability was considered, as were the principles and strategies in sustaining the franchise system in sport, and specifically in franchise cricket, also mentioning contentions and debates.

The previous chapter outlined the evolution of the sports business globally, the origins of sports internationally and how sports were sustained in the past. It also considered how business was introduced in sports and why the franchise system was introduced. The different sports franchise systems used, the different business models, and the impact of the funding models on sustainability are discussed. The impact on the sustainability of professional and amateur sports was also discussed. This chapter outlines the development and evolution of the sports industry and franchising in the different sectors of the global sports industry. The impact of using the franchise system will be considered and the financial benefits and challenges, in sustaining franchises and amateurs are discussed. The governance policies will also be discussed. The discussion on cricket and the impact of the development of cricket on sustainability in South Africa is outlined. While acknowledging the global franchise system, constructs are identified that explain sustainability of the franchise system on cricket in SA.

Thus, the focus is on the contrast between sustainability of professional versus amateur cricket as well as the effects of the franchise system on each. The discussion will commence with the sports industry and its historical background.

### **3.2 The sports industry**

Sport is a system of physical exertion or mental activity, and an industry is business (Ratten, 2018:2:22). The sports business or sports industry started some time between the 1940s and the 1950s in economically stricken countries such as Germany and Korea (Choi et al., 2020:2). The introduction of the sports industry was due to the amendment of sports policies in governments that created opportunities for training elite players to compete in sports (Choi et al., 2020:2). However, the physical fitness and skills of the players encouraged competition in the global economy through the hosting of mega events. Today, the sports industry is a leading sector in the concept of sustainability that covers tangible and intangible products such as goods, services and human resource management (Yüce et al., 2020:135). Ratten (2018:24) states that there are individuals, business owners, and government entities as partnerships that also sustain the sports industry. Accordingly, the sports industry is a form of business that attracts team owners, players, sponsors and media, generating large sums of revenue from the sports industry (Scholtz et al., 2015:1248). However, the business of sport in South Africa has government influence. The policies of government will be investigated and to what extent opportunities were created in franchise cricket through building and maintaining world-class stadiums. Likewise, the potential in the sports industry will be discussed covering tangible and intangible products. Also, to what extent opportunities were created for individual business and team owners in franchise cricket. It is crucial to understand the challenges and benefits that exist in the development of the global sports industry.

### **3.3 The development/evolution of the global sports industry**

Sports have been played globally for many centuries and have gradually evolved into a lucrative industry in the USA (Evans, 2017:23). The sports industry was developed through elite players who compete in sports (Choi et al., 2020:2). Professionalism of sport has been affected economically and socially through the commercialisation of sport (Hadian et al. 2020:1). Ratten (2018:24) states that the social effects are characterised by professional players, entrepreneurs, and business owners in partnerships with government. Entrepreneurs are the main role players in developing the sports industry (Ratten, 2018:24). Consequently, players need to be developed in the social economic sector to build on their talents, and become competitive, which benefits players and the economy (Hadian et al., 2020:2). Additionally, the development of stadium facilities is business that has economic advantages for a country (Choi et al., 2020:4).

Although cricket in South Africa has developed talented players who could sustain the sports industry through the commercialisation of sports, governance and the governance policies on sustainability need to be investigated. The strengths weaknesses, opportunities, and threats of the sports industry globally and in South Africa will be considered as crucial aspects of sustainability

**Strengths** of the global sports industry relate to how effective a country is in hosting mega events, attracting revenue, fans, viewers and in the development of skills in players that add to the strength of the sports industry and its economic advantages. (Doods et al., 2017; Xue & Liu, 2022:1). Mega events that are hosted in a country sustain the economy, which adds strength to the sports industry (Choi et al., 2020:2). Similarly, social effects such as professional players, entrepreneurs, and business owners in partnerships with government add to the strengths of the sports industry (Ratten, 2018:32). However, Qinru (2014:14) states that the strength of a sports industry is based on technological progress such as better goods and services, and talent development. Thus, sports organisations need skilled managers to see to the effective functioning of the organisation in areas of marketing and management (Hadian, et al., 2020:2). Diaz-Bernardo's (2012) agency theory explains that managers need to be motivated in order to operate a franchise successfully according to their skills. If managers are not talented in achieving the financial objectives of the organisation, the franchisor will appoints a monitor or a hired manager to monitor the progress of a franchise which incurs monitoring costs. The sports industry in South Africa has economic strengths in hosting mega cricket events that attract fans, viewers, and revenue. However, there could be weaknesses within the sports industry.

**Weaknesses** in the sports industry relate to effectiveness and managerial skills (Hadian et al., 2020:14). Furthermore, the lack of knowledge by sports managers and government about the potential challenges, opportunities, and problems are weaknesses in the sports industry (Hadian et al., 2020:14). Ratten (2018:32) states that the lack of new ideas and entrepreneurial strategies will impact negatively on the development of a sustainable sports industry. The resource-scarcity theory is used to gain access to financial resources that are used to fund the growth of business through managerial talent by motivating and maintaining relationships between franchisors and franchisees (Diaz-Bernardo, 2012; Jang & Park, 2019:18), Therefore, the scarcity of financial resources is determined by the effectiveness of the management system in sustaining the sports industry. Similarly, in South Africa, the franchise system in cricket could be lacking management strategies in sustaining franchises.

**Opportunities:** Investment and strategic planning create opportunities for developing a successful sports industry that benefits the economy (Hadian et al., 2020:2) Likewise, the amendment of sports policies by government creates opportunities to develop an effective sports industry (Choi et al., 2020). So too do the physical fitness and the skills of the players create such opportunities (Choi et al., 2020) and successful sports industries create opportunities for sports entrepreneurship (Ratten, 2018:30). According to Diaz-Bernardo (2012), the plural organisation theory is a mix of company-owned and franchise property under the same brand, giving franchises a competitive advantage. Uniformity and adaptation are the key goals in achieving success in a business. Uniformity means that a brand image must be created through service experience and design, while adaptation means that a franchise must be able to adapt to changing new markets, threats and opportunities and to have a deep knowledge of the local market in which it is competing. This gives a competitive advantage in achieving success in franchising. From the above discussion it can be seen that franchise cricket could be lacking these opportunities owing to policies which could threaten the development of the sports industry.

**Threats** refer to a lack of opportunities or knowledge of potential challenges within the sports industry. Hadian et al. (2020:2) indicate that lack of knowledge by sports managers and government about potential challenges, opportunities, and problems will lead to abandoning the development of the sports industry. Ratten (2018) states that the lack of adequate facilities may threaten the development of a successful sports industry, while a change in government policies, investment, and planning strategies are effective in developing a successful sports industry (Ratten, 2018). However, a lack of resources will impact on poor management, leadership, and the skills required to develop a successful sports industry (Yüce et al., 2020:141). The Diaz-Bernardo (2012) agency theory suggests that management of sports organisation needs to adapt to new markets with knowledge of the competition to overcome marketing threats. Accordingly, management in South Africa could be lacking knowledge about the different sectors of the sports industry in the economic sector.

### **3.4 The sectors of the global sports industry**

The sectors of the sports industry are classified into three groups: the public sector, the non-profit sector and the professional or commercial sector (Varmus et al., 2021:40).

#### **3.4.1 The public sector**

The public sector is the state that administrates public funding, influencing the development of sports (Varmus et al., 2021:40). Likewise, government as partnership builds and maintains stadiums in the USA (Bunds et al., 2019:817). Through such partnerships the sports industry

is sustainable, and facilities are developed and maintained (Long, 2012; Bunds et al., 2019:817). Ratten (2018) states that government and the private sector as entrepreneurs share novel ideas to enable better resources for sustaining the sports industry. Consequently, government and the political ideology of a country influence sport within the public sector (Varmus et al., 2021:40). Although the public sector has influence in franchise cricket in South Africa, the question arises: to what extent does government sustain the franchise system and amateurs, which is a non-profit sector? The non-profit sector is crucial in the discussion of sustainability.

### **3.4.2 The non-profit sector**

The non-profit sector is also a voluntary sector consisting of community clubs, associations, and international sports organisations (Varmus et al., 2021:43). Furthermore, the non-profit sector provides opportunities for playing sports, competing, regulating, and managing legislation regarding the holding of sports events (Varmus et al., 2021:43). The non-profit sector operates independently of the state, does not bring profit, and is independently managed and characterised by voluntary work, but it does have a formal structure (Varmus et al., 2021:43). In non-profit organisations, sports clubs do not produce profits or any financial surplus from club activities and funds are not distributed but reinvested in clubs. However, their behaviour has an influence on profit-making if sponsors increase and should be supported by its legal framework (Ivaskovic & Tomaz, 2018:807). Cricket in South Africa is a non-profit organisation, but there could be franchises that operate in the commercial sector and generate profits, which could be determined.

### **3.4.3 The professional/commercial sector**

Professional sports consist of several interconnected markets forming a complex macroeconomic system (Varmus et al., 2021:45). Teams within the franchise system purchase the services of players and coaches, and fans purchase tickets and souvenirs, and subscribe to sports channels (Varmus et al., 2021:45). Moreover, the media purchase broadcasting rights and the private sector sponsors clubs as opportunities for brand promotion (Varmus et al., 2021:45). Therefore, clubs have become a commodity of commercial potential (Scholtz et al., 2015:1248; David, 2018). In the USA, for example, clubs are owned by wealthy businessmen who employ highly skilled players and have the power to negotiate deals about subsidies on facilities with local government (Propheter, 2019:85). On the other hand, the English Premier League capitalises on all revenue streams, such as broadcasting, ticket sales and commercial activity that sustains the franchise (Nufer & Fischer, 2013:49) In European football clubs the emphasis is on managing clubs, winnings, and return on investments (Varmus et al., 2021). Likewise, the commercial sector in professional sports generates large sums of revenue for

franchises. However, franchise cricket in South Africa earns rights fees as a sustainable source of revenue from media, characteristic of commercial activities. In fact, funding models are characteristic of a non-profit organisation (Varmus et al., 2021). Therefore, funding models are crucial in the discussion of sustainability.

### **3.5 Funding models of the global sports industry**

Funding is a source of sustainability in a sports industry, which requires a significant amount of government funding to assist in the acquisition and allocation of resources (Ratten, 2018:24). On the other hand, Varmus et al. (2021:68) state that sports organisations need sustainable funding to function effectively. In Europe, marketing and match tickets are the main sources of revenue but they are not fully utilised. Therefore, the European system is different to the American system.

- In Europe leagues are national and international in principle.
- The North American system has no ascension and relegation as in European leagues.
- In North America there is no cascading system of funding except for amateurs from international tiers.

In European teams, profits are not generated but victories are maximised and funding occurs through public administration, while the American clubs are profit maximisers (Varmus et al., 2021:69). Although funding was provided in European clubs it was not sufficient and clubs had to seek external sources from stakeholders (Coates et al., 2014). Therefore, in professional franchises, funding may not be a reliable source since clubs in Europe lose revenue through low gate receipts, which is not a lucrative source of revenue (Varmus et al., 2021). Amateurs, on the other hand, are funded by a new model where membership fees sustain them (Varmus et al., 2021). Likewise, in baseball in the USA, funding was not a reliable source of revenue although reporting financial difficulties did not help much (McKinney, 2018:70). Teams became financial organisations and team owners transformed teams into business enterprises that sustained franchises (McKinney, 2018:70). Gyongyi (2014:26) proposes that, in countries where funding is provided, the public and private sector sustain the sports industry. Government funding is always not adequate and amateur clubs face financial difficulties (Gyongyi, 2014:26). Likewise, the cricket franchise system in South Africa is dependent on funding and government support to be sustainable. Amateurs, however, are dependent on government funding. Determining the impact of funding models is crucial in the discussion of sustainability. The franchise system can be transformed by a change in policies to a franchising system that supports commercialisation within the sports industry.

### **3.6 Franchising in the sports industry**

Franchising refers to a contractual agreement between two parties, the franchisor and the franchisee, to carry out an independent business under a trademark for a specified term of agreement with continued support and fees paid to the franchisor (Orgonas, 2020; Van Schalkwyk & Surujlal, 2017:209). Brown (2015:3) proposes that franchising is a business practice where one firm allows the other to replicate its business model. Franchising in the sports industry employs team owners as franchisees who sign agreements and operate under the brand (Helleu, 2011; Joshi et al., 2020:4881). Franchise cricket in South Africa operates without team owners who are key investors in a franchise system, but who receive rights fees from the media. Determining sustainability in the professional franchises is crucial; however, ownership and ownership structure in franchising is vital in the discussion of sustainability.

#### **3.6.1. Ownership structures**

Ownership structure refers to the rights and duties of an individual holding a legal interest in a business and it has an impact on the performance of an organisation (Smith, 2003; Ruth & Rafel, 2016:50). Salem (2019:72) proposes that ownership structure is a governance mechanism protecting shareholder interest. There are four different types of ownership structures found in professional sport. These include the public in the form of stock ownership, the public in the form of community ownership, private, and single-entity ownership (Smith, 2003:86; Davis & Zutz, 2013). Each structure has an impact on sustainability.

- Public ownership refers to media corporations that have the advantage of stock market investment through initial public offering (IPO). Public ownership has an impact in generating revenue for franchises through stock market investment.
- Public ownership in the form of community ownership allows fans to make investments in teams. Teams are kept in communities and a strong fan support is maintained.
- Private ownership consists of either individual investors or privately held corporations. The individual investors are owners of privately owned teams that have the highest franchise value, capital, time and managerial talent dealing with business logistics.
- Single-entity ownership refers to leagues that own a number of teams as the employer of its players. Leagues also have the right to buy teams that are sold to team owners.

The different ownership structures are employed in franchising globally. The ownership structure in the USA is crucial in the discussion of determining sustainability in the franchise system. The North American franchises, such as the MLB and NFL, follow a distributed ownership structure where teams are individually owned by team owners, maximising profits (Davis & Zutz, 2013; Nonnenmacher & Gerard, 2022:78). A single-entity ownership occurs

when a league or a group of owners owns and controls franchises with teams and players as one entity (Nonnenmacher & Gerard, 2022:78). Helleu (2011) indicates that the MLB and the NFL franchises have an individual team ownership structure controlled by a single entity. However, the ownership structure in Europe is organised on the basis of a not-for-profit sporting association which is utility-maximising, based on winning (Leach & Szymanski, 2015:27) Furthermore, owners of football clubs are motivated by profit through investment in stock/capital markets (Leach & Szymanski, 2015:27). On the other hand, team owners do have interest in profit (Scelles et al., 2016:707). Similarly, the Board of Cricket Control in India (BCCI) is a private and a national governing body for all forms of cricket in India including the IPL (Kadapa, 2013:2; Kulkarni, 2021:1). Furthermore, the BCCI subsidises the franchises and the IPL (Kadapa, 2013:7). Byers (2015:18) suggests that the IPL is a domestic league where teams are privately owned. Likewise, franchises that are privately owned have individual investors (Smith, 2003:86; Helleu, 2011). Individual investors improved the business logistics in the IPL franchise and have increased the revenue for franchises through franchise value and capital (Srivastav, 2019). Franchise cricket in South Africa is league controlled by CSA which owns a number of franchise teams located in different provinces of South Africa. The operation is similar to that in Europe which is a non-profit organisation. However, CSA does not earn lucrative revenue from investment. The sustainability of the franchise system operates differently in different countries. Single-entity ownerships operate franchises through a cartel system.

**Cartels** are single entities that control prices and competition within the franchise system (Swayne & Dodds, 2011). Professional franchise sport in North America operates as a cartel (Propheter, 2019:82). Cartels restrict the number of teams in an area and encourage competition among teams, which is conducive to increasing revenue, which is good for franchises (Swayne & Dodds, 2011; Propheter, 2019:82). Most cartels are illegal under antitrust laws (Sudram, 2015:2). However, the cartel system is evident in the IPL franchises (Helleu, 2011). In South Africa, the cartel system is not applied in franchise cricket. Although cartels sustain franchises through competitions in a profit-maximising system they may not be effective in sustaining franchises in a non-profit franchise system. Cartels also operate as monopolies within the profit-maximising system, such as league corporations.

**Leagues corporations** in a profit-maximising system operate as monopolies (Bunds et al., 2019:817). Leagues are monopolies that are responsible for the location of teams and extract profits through royalties, and franchise fees as rent (Bunds et al., 2019:817). Brown (2015:1), postulates that leagues have market power to control the price and locations of teams. Geographical areas also play an important role in the location of teams, as they are signifiers

of wealth, disposable income, and interest in the sport (Leeson, 2009:1; Brown, 2015:16). Franchise cricket in South Africa is league controlled in that it that is responsible for team location in different regions; however, the franchise system does not benefit from a profit-maximising system since CSA is a non-profit organisation. There are other sources of revenue that sustain the franchise system.

### 3.6.2. Revenue sources

Revenue sources are different financing strategies, such as auctions and media, used to generate revenue and sustain sport (Kaplan, 2013; Dodds et al., 2017:349). An auction is a bidding process where talent is sold to the highest bidder in an auction system (Rockerbie, 2009, Kaplan, 2013; Dodds et al., 2017:349). Team auctions are a major source of income in the American franchises where teams are sold to new owners in the bidding process for millions of dollars (Andreff & Staudohar, 2002:31–36; Noto, 2013:1). As mentioned by Helleu (2011), the IPL also auctions players as a lucrative source of revenue. Likewise, auctions generate large sums of revenue through the sale of teams in the MLB franchise (Kaser & Oelkers, 2005:256; Kaplan, 2013). The auction system generates revenue for players and teams, sustaining the franchise system. In South Africa, the auctioning of players is not applied, despite this being an effective strategy in sustaining franchise cricket. The media, on the other hand, are lucrative sources of revenue in franchises.

**Media** are large broadcasting corporations that broadcast matches on television and rights fees are paid to the franchise league (2018:111). The NFL sells their broadcasting rights to broadcasters and NFL matches are broadcast internationally, earning large sums of revenue through the advertising of brands and from pay-to-view television (Andreff & Staudohar, 2002:46; Zheng & Mason, 2018:111; Bunds et al., 2019:817). Kaplan (2013) establishes that the revenue from television rights has increased from \$1.10 billion in 1994 to \$4.00 billion in 2013 and is predicted to increase in the future, as illustrated in Table 3.1.

**Table 3.1 League revenue (\$Million)**

NFL	1994–1997	1998–2005	2006–2013	2014–2021
	1.10	2.20	4.00	4.95

**Source: Kaplan (2013)**

Table 3.1 indicates the success of broadcasting the NFL games, where rights fees are earned. This indicates that a yearly increase is earned, benefitting the franchise financially. Broadcasting is therefore an important source of generating income for the franchise (Kaplan, 2013). Furthermore, the sale of sports broadcasting rights increased television contracts and the value of broadcasting in the USA franchises, creating opportunities for maximising profits

(Scherer & Rowe, 2013:26). Leagues earn rights fees from media providers and sell advertising slots so that high revenue is earned (Fort, 2003; Bunds et al., 2019:817). The media is a lucrative source of generating revenue; however, in South Africa cricket franchise leagues receive media rights fees but the revenue earned may not be as lucrative as the USA franchises. In contrast, the IPL earns lucrative revenue through technology.

**Broadcasting** is effective in the IPL franchise via the tri-cast routes such as television, computers and cell phones – a major money earner for the BCCI (Rastogi & Deodhar, 2009; Pande, 2009; Pritchard, 2011:153; Sapatwala & Athawale, 2019; Sen & Kayal, 2022:2). On the other hand, media rights are auctioned among different media providers earning lucrative revenue for the IPL (Biswas & Chacko, 2022:1). Information technology and the auctioning of media rights are lucrative sources of revenue; however, the auctioning of media rights is not applied in franchise cricket in South Africa owing to contracts. CSA receives rights fees from media providers; however, the information technology broadcasting may not be applied in South Africa. Governance plays a crucial role in creating policies that could sustain the franchise system. There are also other sources of revenue, such as investment, which is essential in the discussion of sustainability.

**Investment** refers to money that is put aside for the purpose of earning profits, for example the stock market (Bekraiem et al., 2011). Sports clubs in Europe seek opportunities in stock market investment; however, it is a risky area of investment (Croonenbroeck et al., 2015: 426). Godinho and Cerqueira (2018:276) state that the markets are risky areas of investment depending on the stock performance and the results of league matches. On the other hand, investment in the capital/stock market is a profit-led business in Europe and the USA (Ehrmann & Jansen, 2017:810). Likewise, stock market listing prospects are an effective management system. Therefore, an organisation that supports investment, has sound financial support and the continued obligation of management in investing has the advantages of being listed on the stock exchange (Bekraiem et al., 2011). The stock/capital market is an added area of generating additional sources of revenue for franchise cricket if franchises are sustainable. However, a less risky area of generating additional revenue is the sale of players.

**The sale of players** refers to talented players who are sold to sports teams for a profit to sustain franchises (Mourao, 2016:5513). Furthermore, the trading of players has been a lucrative source of revenue for European franchises (Mauro, 2016:5522). On the other hand, non-EU players, who are traded freely, are recruited into professional teams, earning high salaries (Buraimo & Simmons, 2015:450). Likewise, talented players are traded to develop strong franchise teams; therefore, teams are sold to team owners for the purpose of investment

(Frank & Jozsa, 2016:18). The IPL ,for example, develops strong franchise teams through an auction and are sold to team owners during the introduction of the franchise system (Chakraborty et al., 2015:100) Furthermore, players are auctioned every three years to maintain the quality of games and to improve revenue sources for franchises (Chakraborty et al., 2015:102). However, the trading of players and team ownership is not applied to franchise cricket in South Africa. The trading of players could sustain franchises through additional revenue sources. Other sources of revenue are through gate receipts.

**Gate receipts** are revenue earned through ticket sales (Chakraborty et al., 2015:102). The English Premiership (EPL) on the other hand is a league system based on the performance of players generating revenue and retaining the best players (Mauro, 2016: 5522). Cox (2018:4) proposes that the English Premiership league that hosts major sporting events in the UK raise large sums of revenue through investment, entertainment, viewership and gate revenue, which is a dominant source of revenue (Buraimo & Simmons, 2015:450). The revenue earned adds to other revenue sources to sustain the franchises. In South Africa, cricket franchises earn revenue from gate receipts, which may not be lucrative. However, quality entertainment adds to the revenue streams.

**Quality entertainment** is an important source of revenue, attracting spectators and improving gate receipts (Apostolopoulou, 2011; Buraimo & Simmons, 2015:450). The IPL is based on quality entertainment which attracts a large spectatorship adding to the revenue stream of franchises through effective administrators (Pandian & Raj Kumar, 2017:125). Sturm (2015:82) proposes that the T20 Big Bash competition in Australia attracts a large viewership through its action-packed spectacle and entertainment, adding to the revenue streams through good administrative decisions. Furthermore, the Cricket T20 franchise games attract and maintain large audiences through technological innovations and commercial imperatives which add to the revenue streams (Barland, 2013; Sturm, 2015:82). Umar (2016:4) states that the entertainment, glamour, marketing, and pricing are success factors of a franchise business model. Therefore, entertainment is an attractive source of generating revenue for franchises. The quality of entertainment could be an effective strategy in adding to the revenue streams in cricket franchise in South Africa and entertainment could also be an effective strategy used to attract spectators, who are crucial aspects of sustainability.

**Spectators**, for example, in Cricket Australia (CA) a large number of young audiences at stadiums are attracted through entertainment (CA, 2017). As mentioned by Sturm (2015:82), large numbers of spectators are attracted to the stadiums through fast-paced entertainment. Furthermore, entertainment is a strategy used by CA to attract young audiences and females,

so that a strong support is maintained. Karg (2019) also demonstrates that, through entertainment, wider support of audiences can be achieved. Spectators will be attracted to sporting events for different reasons such as loyal support, socialising and without any team preference (Scholtz et al., 2015:1249). Accordingly, different marketing strategies attract spectators. Entertainment is a crucial aspect of sustaining franchises by attracting spectators, for example in the EPL (Buraimo & Simmons, 2015:467). Agha and Coates, (2015:285) disagree that entertainment could attract spectators. A high total attendance at professional sport is achieved through the quality of the games (Agha & Coates, 2015:285). Therefore, entertainment and the format of the game attract and maintain spectators at matches. In South Africa, the T20 cricket format is an action-packed spectacle but may not attract and maintain spectators. Likewise, sponsors are crucial aspects in the discussion on sustainability that could attract spectators.

**Sponsors** are people who contribute towards a sporting event in return for advertising as an investment in a sports activity (Peluso et al., 2019:339). Furthermore, sports sponsorship is seen as commercial potential for investors in sports (Peluso et al., 2019:339). Therefore, sponsorship is seen as a marketing strategy for corporate brands (Yuan et al., 2019:477) Sports sponsorship can be achieved through a good relationship between sponsors as important stakeholders (Jang & Park, 2019:18). Maintaining the right managerial approach is vital in achieving sponsorship from commercial stakeholders in the business environment (Varmus et al., 2021:9). Therefore, management decision-making is crucial in motivating and securing sponsors during the selection of talented players (Sharma et al., 2018:279) Likewise, relationships and approaches are crucial in maintaining sponsors; however, there are other factors that deter sponsors. Corruption and scandals can have a negative impact on clubs and on attendance at stadiums (Carlo & Paolo, 2021:381). Therefore, scandals and corruption can lose sponsors and revenue (Chakravarti & Boronczyk, 2021:44). Cricket in South Africa has seen some level of corruption in maintaining sponsors, but it could be determined that the effectiveness of management has maintained sponsors.

### **3.6.2.1 Revenue sharing**

In North American sports, player drafts, salary caps, luxury taxes, and revenue sharing maintain competitive balance (Buraimo & Simmons, 2015:450). Therefore, franchises such as the NFL, MLB and NBA share the largest proportion of their wealth with minor leagues in order to elevate the amateur clubs into professional clubs (Sandy et al., 2004:176; Peeters, 2015: 1275; Agha & Coates, 2018). Furthermore, a percentage of the gate-receipt revenue is given to the weaker teams, whereas in a pooled-revenue system, equal revenue is shared among teams, as in the American franchise system (Peeters, 2015: 1275) In contrast, Salaga et al.

(2014,13) state that incentives should be provided to weaker teams rather than sharing revenue. Media revenue should also be shared instead of stadium revenue, which could be used for facility development (Salaga et al., 2014,13). Peeters (2015:1275) suggests that almost all leagues share gate revenue in the USA franchises. Broadcasting corporations that own 10 % of the assets in the EPL also share some of their revenue among amateur teams. (Robertson & Simmons, 2009; Read, 2010). However, some team owners do not support sharing revenue and have threatened to leave the EPL. (Sandy et al., 2004:169; Peeters, 2015:1275). John (2015:91) states that team owners are utility maximisers who sacrifice profits to win, and that revenue sharing does exist. Revenue sharing in the IPL does exist, but there has been a decline in teams where 45% was shared to franchises, 50% for the IPL funds, and 5% is shared as prize money (Mittal & Manavalan, 2017). Sapatwala and Athawala (2019) also contend that there has been a decline in revenue sharing among teams. Revenue among the eight franchises in the IPL was split between the BCCI and the teams, with 40% of the profit distributed to teams and 60% to the BCCI. Franchise fees are excluded, allowing teams to be more financially sustainable (Bhattacharyya, 2018:1) Revenue sharing among teams is crucial in sustaining weaker teams and amateurs. Revenue sharing may not be possible in franchise cricket since a funding model is used by CSA and revenue is distributed to franchises and amateurs. Therefore, developing franchises requires a sound financial and development strategy so that franchises are sustainable.

### **3.6.3 The development of franchises**

Franchises are developed through talented players who are auctioned as star players for the purpose of winning competitions. The players who are auctioned are selected into teams that compete in the commercial sector which has economic advantages and is a revenue-generating strategy for team owners.

**Auctions** are a bidding process where the highest price is paid for a star player (Dar, 2016:2; Borsack, 2019:148). Team owners pay the highest bidding price for star players for the purpose of winning competitions (Borsack, 2019:148). Players also benefit in an auction system as free agents by earning lucrative salaries (Quinn, 2021:3446). In a profit-motivated franchise system, players are auctioned every three years so that the quality of games is maintained, which improves revenue sources for franchises, (Chakraborty et al., 2015:102). Vrooman (2015:20) suggests that Rottenberg's (1956) theory indicates that in both systems the free-agent and transfer system players are exploited owing to freedom limits in a reserve rule governing player distribution 'A market in which freedom is limited by a reserve rule such as that which now governs the baseball players' labour market distributes players about as a free market would' (Rottenberg, 1956:255). Teams should be developed and distributed in the

monopoly market to avoid exploitation where players are bound to one team (John, 2015:20). In South Africa, the free-agent and transfer market may not exploit the freedom of players since neither system is effective. Therefore, players seek opportunities in other countries. However, increasing and decreasing the number of teams is dependent on the number of quality players.

**Increasing and decreasing** teams will depend on the financial strengths of franchises (Ninian, 2010; Adgully, 2021:1). Owing to financial strengths and talent, teams in the IPL for example are set to increase from eight to ten in order to attract brands, attract corporates and improve tournaments (Adgully, 2021:1). In the past, teams increased because of financial strengths and decreased owing to the lack of financial resources in maintaining franchises (Bhattacharjya, 2019:1; Rao, 2019). The North American franchises increased owing to financial strengths and commercialisation, maximising profits and sustaining franchises (Borsack, 2019:148). Franchise cricket in South Africa has maintained the six franchises since its introduction. The financial strengths were aimed at increasing franchises, which has not materialised (CSA, 2008). The financial sustainability of franchises could determine whether franchises could be increased or decreased. Financial strength is vital for developing talent and increasing teams. Likewise, the standard of play could determine whether franchises could be increased or decreased.

**The standard of play** is determined by the skill of the players in developing franchises (Wang et al., 2014:102), while, the skill of the players is determined by the quality of coaching and techniques developed in batting and bowling that improve the standard of play (Wang et al., 2014:102; Taliep et al., 2015:43). Chandrakar and Das (2021: 566) propose that cricket teams require skilled batters, bowlers, and fielders to succeed and to improve the standard of play. , Players who have good playing profiles, winning abilities and effective strategies are used by team owners for better performance contributing to the standard of play (Sharma et al., 2018:279). Standard of play has an impact on the performance of teams through effective coaching and managerial decisions in the selection of players. In South Africa, cricket franchises could improve the performance of teams and the standard of play. The development of amateurs is also vital in improving the standard of play since amateurs are recruited into professional teams. Therefore, the development of amateurs through effective development programmes is an essential part of the discussion of sustainability.

**Development programmes** are created to develop skills in amateur players through good planning by management (Brettig, 2011; Kishali et al., 2021). Kishali et al. (2021) determined that the support of government plays a key role in developing amateur sports. Local municipalities also invest in infrastructure development and facility maintenance (Kishali et al.,

2021). Management plays an important role in creating development programmes to improve the skills of amateur players and by providing well-maintained facilities (Santos et al., 2020:655), while the local government maintains the playing/practising facilities in amateur sports (Santos et al., 2020:655). Good planning by management has created effective development programmes for playing/practising, and tactical training facilities sustain the playing environment (CA, 2020). Development programmes are vital for the development of amateur sport. CSA has provided development programmes and academies in different regions of South Africa to develop amateurs. The impact of the development programmes could be determined in the talent developed among amateurs. However, effective development programmes could also improve the standard of play in amateur cricket.

**Improving the standard of play** refers to the skills developed by players in playing quality games (Chandrakar & Das, 2021: 566). Technical skills such as batting and bowling are crucial in improving the standard of play for amateur players (Wang et al., 2014:102). Furthermore, the quality of coaching of amateurs develops playing skills which improve the standard of play in amateur sports (Wang et al., 2014:102). However, the lack of technical skills such as bowling will have a negative impact on the standard of play for amateurs (Taliep et al., 2015). Through talent development opportunities are created so that the pool of amateur players are selected and drawn into franchises (Dove et al., 2016:22). Amateur cricket players in South Africa could be lacking the requisite skills developing that could determine the standard of play. Yet, in order to sustain amateur cricket financially there has to be a sound funding strategy.

**Funding** refers to monies received for the purpose of developing sports either through corporate governance or through government (Bougen et al., 2013:32; Varmus et al., 2021:71). The adequacy of funding is crucial in sustaining sport (Varmus et al., 2021:71) Leonardi et al. (2021:5) state that funding is provided by the public and private sector; however, government funding sustains amateur sport. Corporate governance models are based on funding that sustains and develops sport through development programmes for amateurs (Bougen et al., 2013:32). Likewise, amateurs are sustained through a business plan, for example, in the Edinburgh Cricket Club (ECC). The finances of the club improved, as illustrated in Table 3.2

**Table 3.2: ECC financial forecast 2008–2011**

	2008/2009 Projected	2009/2010 Projected	2010/2011 Projected
Income	£100k	£105k	£105k
Profit	£ 5k	£7k	£8k

**Source: Oval and North (2008:16)**

Both corporate governance and government are crucial aspects of sustainability. However, amateurs should be sustained by funding and should not generate profits since this is a violation (Varmus et al., 2021:45). Table 3.2 shows that there were profits earned. In South Africa, cricket funding is provided by CSA and amateurs are supported by government through infrastructure development and maintenance. Some amateurs were sustained by similar business models and the effectiveness on sustainability could be determined (GCB, 2018). There are other challenges and benefits in franchising which are crucial in investigating sustainability.

### **3.6.4 The benefits and challenges of sports franchising**

#### **3.6.4.1 Social benefits**

Franchising in sport has social, environmental, and economic benefits and challenges (Joshi et al., 2020:4481). There is also the social environmental benefit from stadium infrastructure, employment and marketing (Joshi et al., 2020:4481), while labour policies by government sustain the employment sector (Brown, 2015:5; Van Rheenen & Melo, 2021:7). Dar (2016:4) postulates that players benefit from lucrative salaries in the social environment. Likewise, team owners benefit from profits earned as franchisees within the social environment (Hersch & Pelkowski, 2019:73). Team owners also benefit from winning competitions and by investing in talent bought in an auction system, benefitting the players and the team owner (Hersch & Pelkowski, 2019: 78). Leagues benefit financially through creating competitions among different teams and by earning profits from rights fees (Bunds et al., 2019:817). There are benefits in franchising that sustain the social environment. In South Africa, the social environment may not have benefitted much from stadium infrastructure, lucrative salaries, team ownership or the auction system. On the other hand, the development programmes offered by CSA might not have benefitted coaches, physical training, and transportation within the social environment for amateurs. There could still be challenges within the social environment.

#### **3.6.4.2 Social challenges**

Challenges within the social environment, such as stadium development, generate discord within communities (Joshi et al., 2020:4481) Furthermore, stadium development causes congestion and pollution in residential areas (Hersch & Pelkowski, 2019: 78). Then, maintaining the stadium facilities such as for playing and practising, physical training and academies are some of the challenges faced in franchise cricket in South Africa. Careful planning is essential in sustaining the social environment by providing a fitness and entertainment space in stadiums which can overcome social challenges (Wang et al.,

2021:1607). However, cricket stadium development by government remains a challenge in South Africa. Although soccer stadiums were well supported by government in building and maintenance, this was not the case in cricket. CSA has created academies, maintained the stadium facilities, and provided development programmes (CSA, 2017) However, financial sustainability remains a challenge. Although there are social challenges there are also environmental challenges and benefits.

#### **3.6.4.3 Environmental benefits**

Environmental benefits such as stadium development and maintenance by government benefits the sports industry (Long, 2012; Bunds et al., 2019:7). Furthermore, funding by government adds to the environment benefits (Bunds et al., 2019:7), and the environment benefits such as stadium development improve the property value within communities (Joshi et al., 2020:4481). O'Brien (2011) states that government in the North American franchise system are partnerships who are responsible for stadium development benefitting the city through tourism. Likewise, the communities benefit from health and fitness in the stadium facilities that provide fitness training to the public (Zhuo et al., 2020:1). Furthermore, the marketing environment attracts business opportunities (Zhuo et al., 2020:1). Thus, players benefit in the marketing environment through fitness, leisure and the health policies of government (Zhuo et al., 2020:1). Government policies are crucial in providing a healthy environment within communities (Varmus et al., 2021). Cricket stadiums may not benefit communities through fitness training, but business opportunities are created by some cricket franchises in hiring out stadiums (Titans, 2018). Apart from benefits, there are environmental challenges within the environment sector.

#### **3.6.4.4 Environmental challenges**

Wang et al. (2021:1607) identify challenges such as environmental policies in developing sustainable stadiums. The implementation of government policies can affect the operations of business through wealth creation and the development of stadium facilities (Slavic, et al., 2014; Wang et al. 2021:1607). Governance policies, such as ticket pricing control, are challenges faced owing to high turnover and low profits (Varmus et al., 2021). There are also challenges in creating and implementing public policies for the purpose of investment, wealth creation and rules of games (Corduneanu-Huci et al., 2012; Daddi et al., 2022). Furthermore, incorrect budgets by government impact on the playing environment (Varmus et al., 2021). Likewise, the influence of government and its policies has seen soccer stadiums in South Africa being developed and maintained by local municipalities; however, cricket stadiums remain a challenge. Stadium development has economic benefits and challenges.

#### **3.6.4.5 Economic benefits**

The benefits from an economic dimension will relate to economic outputs such as events, culture, goods, and services that have economic benefits (Babu & Mohan, 2018:269). Likewise, mega events hosted by different countries have economic benefits for a country through attracting investment and tourism (Zhang et al., 2018:113). There are positive impacts in hosting mega events in developing countries, such as increased tax revenue, employment, and additional sources of income (Zhang et al., 2018:113). Mega events hosted by a country improve the national economy and are income generating, growing and developing the national economy (Hadian et al., 2020:13). Likewise, hosting mega sports events in a country interconnects several markets globally. (Varmus et al.,2021). The media, through broadcasting of events and advertising capture global interest that encourages investment, improving the economy of the hosting country (Nufer & Fischer, 2013:49). There are great economic benefits to the sports industry such as household spending, contributing to health, employment, tourism, import and export industries, growth of media, advertising and attracting financial sponsors (Hadian et al., 2020:13; Tasaddoghi et al., 2020:6). Above all, the global economy is connected, encouraging investment, providing goods and services, and improving the economy of a country (Choi et al., 2016:7). Cricket franchises in South Africa have economic advantages in hosting mega events, but the benefits may not be effective. Therefore, there could be economic challenges.

#### **3.6.4.6 Economic challenges**

The economic challenges faced are due to the lack of financial resources, planners and managers in hosting mega events in a country (Rosalina et al., 2021: 144). Careful planning is a major challenge in hosting mega events (Hadian et al., 2020:13). According to Zhang et al. (2018:113), there are negative sociocultural and ecological impacts such as an over-crowded environment and the opposition of residents. There is a high cost for government in developing stadiums in developing countries for one-time use, since developing countries struggle financially (Liu & Gratton, 2010). These arguments and concerns are valid: government should focus on long-term benefits and sustainability (Zhang et al. (2018:113). Furthermore, in a profit-maximising system there are facility investment and economic opportunities but the quality of life of people should be improved to pursue economic opportunities (Igel, 2017; Zhang et al., 2018:113). Communities should support sports franchises so that maintaining spectator numbers is achieved. Spectators provide some of the major challenges in cricket franchising in South Africa, while funding is a huge challenge faced by non-profit organisations (Varmus et al., 2021). Cricket franchises and amateurs in South Africa are supported by funding which is a challenge faced in sustaining cricket. However, in a profit-maximising system, amateurs are sustainable with a sound funding strategy (Ian, 2017:7; Varmus et al., 2021:43). Although

there are economic challenges in franchising globally, there are economic challenges and benefits in franchising within the sports industry in South Africa.

### **3.7 Sustainability constructs of franchising in the South African sports industry**

#### **3.7.1 Franchising in rugby in South Africa**

International or test rugby is played by South Africa's national team, the Springboks (Bernard, 2013:163). The Super Rugby franchise started in South Africa in 2006, gaining sponsorship, viewership and financial strength over the years (Gerber & Cant 2010:21). Super Rugby started in 2011, involving 15 professional franchises from Australia, New Zealand and South Africa. The Super Rugby competition expanded from 12 teams to 15 teams in 2011 (Olonso et al., 2012:83). Gerber and Cant (2010:18) observe that franchise rugby in South Africa has evolved into a lucrative business through sports marketing and branding. However, rugby has become a commercialised sport and has influenced amateur clubs, resulting in debates with clubs finding career development opportunities rather than being commercialised (Hodges et al., 2014:406). Amateur sports should not make a profit (Varmus et al., 2021). In contrast, professional rugby is commercialised (Du Plooy et al., 2020:9). Management faces challenges in leadership and investments in the commercial environment (du Plooy et al., 2020:9). Likewise, the investment in franchise rugby is crucial in the discussion of sustainability.

##### **3.7.1.1 Investments**

Investments, such as in markets, are additional sources of generating revenue for franchises (Varmus et al, 2021). Gerber and Cant (2010) state that the Blue Bulls rugby franchise team in South Africa has a 50% investor share by South African Investment Limited (SAIL). The South African Rugby Football Union (SARFU) invests in the forex market and gained 10% Return on Investment (ROI). Gerber-Nel (2009) indicated that rugby in South Africa has evolved into a lucrative business supported by three main investors: SARFU, SAIL, and Super Sport, who own the rugby broadcasting rights in South Africa that broadcast domestic competitions (Nel 2009). On the other hand, the SARFU revenue sources are from the foreign exchange market, and comprise 10% forex gain, 28% sponsorship, 56% broadcasting rights and 6% other sources (Gerber-Nel, 2009). Moyo (2019) states that franchises have become commercially recognised in order to achieve financial success. However, investments by media corporations and media are also lucrative sources of generating revenue that sustains franchises. Although rugby has investments in forex market franchises, cricket earns interest from interest-bearing accounts. The media also generate revenue for rugby franchises in SA

### **3.7.1.2 Media**

Media broadcasters such as Super Sport owns the rugby broadcasting rights in South Africa to broadcast domestic competitions. Super Sport International and the SARFU are the main role players investing in the South African rugby industry. SAIL is a corporate investor company receiving its revenue from broadcasting rights, sponsorship, and advertising (Gerber & Cant, 2010:18). Smith and Krige (2010) state that if more international matches are broadcasted more revenue can be earned for investors. Likewise, investors such as broadcasters find lucrative opportunities in broadcasting which constitutes 56% of broadcasting revenue earned (Gerber-Nel, 2009). However, media corporations pay rights fees for broadcasting which sustains franchises. Cricket franchises receive media rights fees for broadcasting matches (CSA, 2017). Likewise, the revenue earned sustains franchises which impacts the salaries earned by franchise players.

### **3.7.1.3 Salaries**

Salaries are paid to players for participating in sports, for example rugby (Ray, 2019:1). Likewise, rugby players under the new system are motivated by capped salaries (Ray, 2019:1). Shaw (2019:1) suggests that rugby players under the new system earn capped salaries in the pro teams enabling players to be retained. Accordingly capped salaries contribute to producing quality tournaments; however, there are concerns that capped salaries will retain players and the unions ensure that the labour laws are applied so that players are not exploited (Olonso, 2012:97). Not implementing salary caps on players may result in players leaving the country and signing overseas contracts where capped salaries are paid (Olonso, 2012:98). However, in franchise cricket in South Africa players signed overseas contracts which could mean that their salaries were not capped. Sustaining franchises is largely determined by the adequacy of sponsorship.

### **3.7.1.4 Sponsorship**

Sponsorship is a marketing communication tool that creates awareness of sponsors' brands through television advertisements (Olonso, 2012:97; Sephapo, 2017). Entertainment and sponsorship are some of the major contributors and commercial opportunities in sustaining rugby franchises (Olonso, 2012:97). Franchise rugby in South Africa has a traditional brand image in each province, attracting younger audiences and sponsors (The good, the bad & the ugly, 2007b:24). Rugby franchises have attracted and maintained sponsorships, earning 28% of the revenue from sponsorship. (Gerber-Nel, 2009; Sephapo, 2017:104). Sponsorship income has improved although there has been a loss of sponsorship in South African rugby (Sephapo, 2017:104). Sponsors in cricket franchises were also attracted and maintained after the loss of sponsorship had occurred (CSA, 2017). Moyo (2019) states that the rugby franchise

enjoys much sponsorship, which improves turnover. Rugby is also supported by donations from individual organisations, specifically in terms of the injury of players (Brown et al., 2017:1106). Franchising in rugby showed an improvement in sustaining franchises through investment, sponsorship, media income and salary caps. The main sustainability constructs in franchising in cricket are identified and explained below.

### **3.8. Sustainability constructs of franchising in cricket in South Africa**

#### **3.8.1 Franchising in cricket in South Africa**

Cricket South Africa (CSA) is the national governing body of cricket, administering men's, women's, professional and amateur cricket (CSA, 2019). CSA is league controlled, owning and controlling teams in different locations and regions of South Africa, and encouraging competition between teams (CSA, 2008). Cricket formats such as test cricket, one-day internationals and Twenty20 International (T20I) are played among professional players internationally. Domestic cricket is also first-class cricket played nationally in a T20 franchise format (CSA, 2019). Franchise cricket started in South Africa in 2004. The aim of introducing the franchise system was to provide financial sustainability for professional and amateur cricket (CSA, 2008). It was anticipated that the introduction of the franchise system would make cricket viable; hence, the development of franchises started with six franchise teams.

#### **3.8.2 Development of franchises**

Franchise cricket is a professional Twenty20 (T20) format of a cricket game (Boorach & Mangan, 2012:267; Ramjerdi, 2014). The game, created to show fun and excitement and to attract new followers, was originally introduced in England in 2003 and in South Africa in 2004 (Crompton, 2011, CSA, 2016/17), according to the Franchise Review Committee Report, (CSA, 2008). The six franchise teams were introduced and developed out of the previous provincial domestic structure. In the past 11 cricket unions had to accommodate 165 professional contracted players covering the whole of South Africa (FRCR, 2008). The franchise system reduced the number of players to 90 in six franchises. The players who were not selected into franchises were recognised as amateurs, while some players signed Kolpak deals and left.

##### **3.8.2.1 The Kolpak policy explained.**

The Kolpak policy is a ruling that allows players from countries that have a free-trade agreement with any European Union (EU) member nation to play professional sport (CSA, 2017). The Kolpak policy in Europe, which came into force in 2003 by a decree of the European Court of Justice, ruled that anyone with a work permit from a country with an associate trading

agreement with the EU, had the same rights as a European worker. This meant that county clubs could sign cricketers from about 100 countries, including South Africa and Zimbabwe, without having to designate them as overseas players as long as they had not represented their country in the past year. Kolpak players then only needed a working holiday visa in order to play, which meant that the agreement allowed for free movement of foreign players (Guardian, 2004; Marcén, 2016: 215). Players from South Africa who signed the Kolpak policy were eventually lost to other countries owing to their residential status. The reasons for leaving were:

- There were opportunities for players overseas;
- The apartheid policy suppressed players' aspirations;
- Some players left for financial gain;
- The introduction of the franchise system; and
- The advantage of the Kolpak policy.

The exodus of players who left the country for financial gain indirectly cost the country millions of rands owing to investment in talent development (FRCR, 2008). The latest exodus was Vernon Darryl Philander, Duanne Olivier and others, who signed the Kolpak deal for overseas opportunities (CSA, 2019). The balance of the players who did not find opportunities to be selected into franchises and did not sign Kolpak deals were developed in amateur unions (FRCR, 2008). Unions are associations of people joined together for a common interest or purpose (Oxford Dictionary). The cricket union in South Africa accommodates the 14 semi-professional teams in different provinces that are developed as professionals (CSA, 2016/17). Hence, the development of professionals is crucial in the discussion of sustainability.

### **3.8.2.2 Professional cricket development**

Professional cricket is first-class cricket played at the highest level with the national Proteas men's and women's teams that compete internationally (CSA, 2019). The development programme, such as the Talent Acceleration Programme (TAP), is aimed at developing and identifying the best players in all formats to become a dominant force in world cricket (CSA, 2019). Furthermore, the cricket service department offers development programmes in all aspects of cricket so that cricket is developed at the national level and players are retained (CSA, 2017). As mentioned by the Parliamentary Monitoring Group (CSA, 2017), talented players who were lost owing to a lack of opportunities should be traced for development and chosen on merit. CSA has excellent plans to develop and retain players. Players in the franchise teams are developed in academies and are provided with fitness trainers and quality

coaches so that they can be chosen on merit. Yet, sustainability remains a challenge in the franchise system.

### **3.9 Sustainability of franchises**

Franchises in non-profit organisations are reliant on sponsorships and funding to be sustainable (Varmus et al., 2021). Therefore, professional and amateur cricket in South Africa is reliant on sponsorship and funding from CSA to be sustainable (CSA, 2019). In terms of a funding strategy, CSA introduced the Mzansi League for financial gain but it did not materialise owing to a lack of funding (CSA, 2018). CSA is heavily reliant on funding, rights fees and additional sources of revenue and sponsorship as source to sustain franchises.

#### **3.9.1 Sponsorship of cricket**

Sponsorship is a powerful communication tool portrayed as investment in money or kind by an individual or groups of people (Koronios et al., 2021:295). Management plays a key role in demonstrating how important an investment is in acquiring sponsorship (Koronios et al., 2021:295). Cricket in South Africa has acquired and lost many sponsors owing to corruption (Symcox, 2012a:24). Nyoka (2012:35) states that corruption has created a negative impact on cricket, which has led to sponsors' defection. Therefore, CSA has identified the importance of maintaining sponsors and their plan is to create a partnership with government and the private sector to secure more sponsors (CSA, 2017). Accordingly, CSA has secured new sponsors and maintained its sponsors in the one-day international games and test series (PMG, 2017). Skilled managers should tailor their efforts to meet organisational goals through acquiring and ending a sponsor's contract (Dick, 2018:443; Aiken & Koch, 2009,81). To this end, CSA has employed skilled managers to acquire and maintain sponsorship so that sustainability is achieved. Funding is also crucial in the discussion on sustainability.

#### **3.9.2 Funding of franchise cricket**

Funding from CSA may not be a sustainable source in the Lions and Titans cricket franchise since these two franchises acquired additional sources. The Lions franchise used business models and raised additional funding to sustain both the franchise and amateurs (GCB, 2017). The inadequacy of funding has led the Titans franchise to create business models to raise additional funding to sustain franchises and amateurs (Titans, 2018). Varmus et al. (2021:45) state that it is a violation for a non-profit organisation to generate profits. Profit-maximising is characteristic of major sports leagues (Varmus et al., 2021:45). The franchise system was introduced to create financial sustainability for cricket and, in 2017, additional funding was still created (FRCR 2008, CSA, 2017). This could mean that CSA could be facing financial

difficulties. However, in order to achieve sustainability, management should use different revenue source strategies.

### **3.10 Revenue source strategies**

#### **3.10.1 Marketing/sale of players**

The sale of players generates additional revenue for players and teams in an auction and enhances the return on investments for brands (Dodds et al., 2017:349). In a profit-maximising and profit-motivated franchise system, players are auctioned so that additional revenue is earned to sustain the franchise (Dodds et al., 2017:349). On the other hand, the transfer market in a utility-maximising system generates revenue for players' talents that are sold in a transfer market as fees paid to players (Depken & Globan, 2021; Read 2010). Likewise, the financial sustainability of sports clubs is achieved through player transfer fees that provide additional revenue to sustain the team (Mourao, 2016:5513). The auctioning of players and the transfer market generate additional sources of revenue that sustain the professional franchises. CSA does not have an auctioning model for franchise cricket in South Africa. Additionally, the transfer market system is not applied in franchises. The revenue sources are based on funding. Another source of revenue that sustains franchises is investments.

#### **3.10.2 Investments**

Investment refers to stock market investments through the sale of stock bonds where the investor gains or loses income (Bekraiem et al., 2011). Ehrmann and Jansen (2017: 809) state that sports clubs in Europe are listed on the stock exchange to increase their revenue. Therefore, managers need to have expertise in trading and investing in stock markets since the risk factor could result in hefty losses (Bekraiem et al., 2011). Dombert and Kenadjain (2015:6) disagree that the capital market is more sustainable in the EU than in the USA, while Gerber-Nel (2009) states that the rugby union in South Africa has generated 6% of forex gain. However, stock market investment in cricket franchises is not evident. Therefore, CSA has also found opportunities in investment on interest and earned 5% on interest-bearing accounts (CSA, 2017). Through such poor investment, however, the franchise system may not be financially sustainable. The sustainability of the franchise system for professional cricket could be determined through its revenue sources. Another source of generating revenue is the sale of merchandising for franchises.

#### **3.10.3 The sale of merchandise**

Merchandising is the sale of branded sports goods sold to the public at retail outlets (Yüce et al., 2020:141). Furthermore, merchandising is seen as a lucrative source of revenue in

sustaining franchises in a profit-maximising system (Miller & Washington, 2011: 60; Yüce et al., 2020:141). Sports goods in the USA is a lucrative market that generates additional revenue for franchises (Gratton & Taylor, 2000:142; Miller & Washington, 2011: 60). Licensing fees also add to the revenue source in sustaining franchises. However, merchandising and licensing have not been a lucrative enough source of revenue in franchise cricket in South Africa to sustain a franchise. CSA (2017) stated that merchandising revenue was not a lucrative source of income. Thus, the lack of additional revenue through merchandising could impact negatively on the sustainability of professionals. Likewise, broadcasting rights fees, which are crucial aspects of sustaining cricket franchises, are seen as a lucrative source of revenue.

#### **3.10.4 Broadcasting rights**

Broadcasting rights refers to when a broadcasting organisation negotiates with a sports organisation to broadcast matches and rights fees are paid to the sports organisation (Mason & Zheng, 2018:111; Muller, 2013). Leagues receive rights fees from media providers and sell advertising slots (Bunds et al., 2019:817; Dodds, et al., 2017:349; Fort, 2003). As mentioned by Gerber-Nel (2009), rugby in South Africa earns more than 56% of the income from broadcasting rights. Cricket in South Africa is also heavily reliant on broadcasting rights and earns 80% of revenue from broadcasting (CSA, 2017; Muller, 2013). Therefore, the revenue earned from broadcasting rights fees could be an additional source of revenue that sustains the cricket franchises. Government taxes and levies are also crucial aspects of sustainability.

#### **3.10.5 Government levies**

The public with government and private partnerships share costs as teams in building and maintaining stadium facilities (Long, 2012:37). Geoffrey (2014:77) suggests that levies are paid to government in the form of sales and seat taxes, as in American sport, so that government can use the funds to maintain and build new stadiums. Therefore, stadiums are maintained by government taxes in American sports (Drukker et al., 2020: 185). However, in cricket in South Africa, levies and taxes are not charged by government although government builds and maintains stadiums, for example, the 2010 Soccer World Cup stadiums (NSRP, 2012). Cricket stadiums, on the other hand, do not benefit from government funding to build and maintain stadiums. There are also opportunities for free agents to earn additional sources of revenue.

#### **3.10.6 Opportunities for free agents**

Talented players find opportunities in professional teams as free agents (Quinn, 2021:1; Saika & Bhattachjee, 2011). Furthermore, the players who sign contracts as free agents earn capped salaries (Quinn, 2021:1). As reported by Zillgitt (2019), teams find opportunities to invest in

free agents by exceeding salary caps. Therefore, players who are talented can become free agents in professional franchises. However, the free-agent system is not applied within the franchise system in SA. The governance and policies also impact on the salaries of players. In a profit-maximising franchise system, there are opportunities for players as free agents. According to Diaz-Bernardo (2012), the plural organisational theory gives an organisation a competitive advantage in functioning effectively. Therefore, effective management decision-making could create such opportunities for players earning capped salaries through an auction system. Another source of revenue that sustains the franchises is the hiring of stadiums.

### **3.10.7 The hiring of stadiums**

The hiring of stadiums adds to the revenue sources that sustain professional sports. Shields (2015:1) reports that stadiums should be financed by government and hired out to teams. Furthermore, stadiums should include a conference centre that could be hired to the public, which will create additional revenue (Shields, 2015:1). Also, the designing of stadiums with entertainment and fitness spaces hired out to the public adds to the revenue streams that sustain franchises (Wang et al., 2021:1607). Stadiums in cricket franchises are hired out to the public, sustaining the Titans cricket franchise (Titans, 2018). Other sources that add to the revenue streams are spectators who are crucial aspects of sustainability.

### **3.10.8 Spectator turnover**

Spectators are people attending sports matches at stadiums (Agha & Coates, 2015:285) They are attracted to the stadiums because of the quality of the game (Agha & Coates, 2015:285). Through quality competition and entertainment, the turnover at stadiums influences the sale of gate receipts and generates revenue (Dlulani, 2015; Rastogi & Deodhar, 2009:15). Likewise, the turnover at stadiums is also influenced by the price of tickets (Varmus et al., 2021). On the other hand, stadium design such as environmental features that constitute sportscapes in stadiums influence the behaviour of spectators, thus increasing revenue from gate receipts and turnover (Dhurup et al., 2010; Brown & Wale 2009)

In South Africa, soccer stadiums are well designed and maintained by government, attracting large numbers of spectators during soccer matches (NSRP, 2012). On the other hand, cricket turnover remains a challenge with a lack of municipal support in developing sustainable cricket stadiums and a lack of entertainment and fitness training spaces at cricket stadiums. It is the researcher's opinion that the turnover rate at stadiums can be influenced through effective management: planning of ticket pricing, marketing and the influence of government. Likewise, through effective facilities, opportunities are created for the development of talented players.

### **3.10.9 Opportunities for the development of talented players**

Opportunities for developing talent in players are determined by the quality and standard of facilities and coach education programmes (Agha & Coates, 2018; Romann et al., 2018:2031). Furthermore, senior players compete in weaker teams to develop talent that is recruited into professional teams to sustain the franchise (Agha & Coates, 2018; Schoenfield, 2010:30). Likewise, cricket franchises have created opportunities for developing talent within both professional and amateur cricket (GCB, 2018). However, Dove et al. (2016:22) indicated that a lack of opportunities for developing talent will impact on the performance of players. Furthermore, coaches and coaching programmes have an impact on talent development. Therefore, CSA has created development programmes that will assist coaches and players to develop talent (CSA, 2017). Then again, sustaining amateurs through a sound funding strategy creates opportunities for developing talent.

## **3.11 Sustainability of amateur cricket**

### **3.11.1 Funding**

Sustainability of amateurs in a not-for-profit organisation is achieved through a sound funding strategy (CA, 2020; Varmus et al., 2021:44). However, in a profit-maximising system amateurs are well supported by professionals in the funding of facilities development (Agha & Coates, 2015:2). Likewise, a sound funding strategy is used to sustain amateurs. However, in a profit-maximising system, adequate funding is provided through international tiers (Helleu, 2011). Funding strategies are used globally to sustain amateurs (Ian, 2017: 7; Varmus et al., 2021:43). Therefore, the aim of introducing the franchise system in South Africa was to provide financial sustainability for both professionals and amateurs. However, it could have been a wrong strategy to introduce a franchise system to sustain amateurs since globally a funding strategy is used. Funding remains a challenge in sustaining amateur cricket; therefore, amateur cricket is funded by CSA (CSA, 2021). Although funding was provided it was not adequate to sustain amateurs in all regions. CSA had to seek additional funding (CSA, 2017). Funding may also not be a reliable source of revenue to sustain amateurs (Varmus et al.,2021). Therefore, CSA created funding models that could sustain amateurs (CSA, 2017). Although funding was provided there were financial difficulties in sustaining amateurs; hence, franchises used business models as a sustainable source of revenue (GCB, 2017; Titans, 2018). Stavropoulos et al. (2012:119) mentioned that good budgets should be created to sustain and enhance the skills of players. Likewise, sustaining employees through salary remuneration is crucial in the discussion of sustainability.

### **3.11.2 Salaries**

Salaries are motivational factors for employees in achieving the organisational objectives (Krautmann, 2017:30; Oregon, 2019:100; Ray, 2019). Both players and support staff benefit from salary remuneration within the profit-maximising system that applies antitrust laws where salaries are negotiated for employees (Osborn, 2021:1). However, the franchises had a negative impact on salaries from CSA. The Gauteng Cricket Board (2018) indicated that the franchises were able to sustain players, coaches and administrators financially and used business models as a sustainable source to improve salaries. According to Nkosimbini et al. (2015), CSA should offer reasonable remuneration. Brink (2013) demonstrates that, in amateur cricket, the new semi-professional dispensation places limitations on the salaries of players under 25 years of age. Therefore, collective agreements should be reached between parties for annual salary negotiations (South African Labour Guide, 2013). According to Diaz-Bernardo (2012), the agency theory suggests that employees are motivated through good salaries to achieve organisational objectives. Salaries motivate employees to achieve organisational objectives through business acumen. Another challenge that has an impact on sustainability is the transportation of players.

### **3.11.3 Transportation challenges of players**

Transportation of players within the social environment is crucial, especially when there are player injuries and for the development of players at different venues. (Burke & Woolcock, 2014; Hirschhorn et al., 2018:906; Sorupia, 2005). An effective transport system is essential for the transportation of players during ball games in cricket where the injury risks are high (Kiyohara et al., 2020:286). The choice of transport and the route has an impact on the efficiency of the transportation of players during training (Albertine et al., 2015). Also, transporting players to training sites in different locations is crucial in the development of talent (Jost et al., 2022:349). Efficient transportation of players provides sufficient training time leading to significant competitive advantage for players (Jost et al., 2022:349). Moreover, transportation in rural areas requires careful planning and additional transport services (Jost et al., 2022:349). Some cricket regions in the South-Western Districts suffered owing to poor transportation (SWD, 2015–2018). Therefore, transportation of players remains a challenge in cricket in some regions of South Africa (CSA, 2017). Likewise, the development of amateur cricket is crucial in the discussion of sustainability.

### **3.11.4 Development of amateur cricket through facilities**

Facilities, such as for playing and practising, develop the talent of players. Well-maintained facilities require a sound funding strategy in order to facilitate the playing and practising environment (Leonardi et al., 2021:8). Cricket in Australia, for example, is sustained by a

funding model which assists amateurs in development programmes through maintained playing/practising facilities and training programmes (CA, 2020). However, in South Africa the playing and practising facilities in most regions are not adequately maintained in terms of municipal support (CSA, 2017). The management of CSA has identified the weaknesses of local government support in maintaining vandalised facilities and has created a budget of R6 million as their transformation plan for maintaining facilities (CSA, 2017). Facilities require funding in order to be maintained so that amateurs can benefit from being developed. The areas of benefit in identifying talent are crucial in the discussion of sustainability.

### **3.11.5 Areas of benefits in amateur development**

Amateur cricket benefits from the time and expertise given by professional players. (Brink, 2013). As mentioned by Vrooman (2015), the talent of amateurs should be developed through playing opportunities created by professionals so that amateurs can move to the next level of development. Creating opportunities for amateurs in competitions means their talent can be developed, and adequate numbers of players can be drawn into franchise teams (Enderwick & Nagar, 2010:130; Ninian, 2010:339). Assistance was provided by the franchise to develop amateur players through creating competition with professionals (GCB, 2018) For this reason, CSA has created opportunities for amateurs in development programmes that benefit amateur players.

**Physical fitness** is crucial among amateurs in developing skills. Therefore, a fitness space should be created so that amateurs can be conditioned and developed (Wang et al., 2021:1607). Lin (2020:1) proposes that amateur players will benefit through fitness, leisure and the health policies of government. Although a small percentage of amateurs benefitted from fitness training, not all regions benefitted. According to the GCB (2017), amateurs benefitted through fitness training programmes. The provincial academy system was introduced by CSA that created opportunities for fitness training so that amateurs in all regions can benefit (CSA, 2017). Also, the strategic operational model adds to the benefits.

### **3.11.6 CSA strategic operational model for cricket in SA**

Cricket South Africa introduced the strategic operational model to ensure effective development of cricket in South Africa. The CSA's strategic operational plan is based on the sustenance of cricket through development. This plan assists semi-professionals so that talent can be developed and drawn into franchises. The management model and the funding model are strategies that could assist in the effective functioning of management in developing and retaining talent. Their objective is to develop cricket through motivating the operational plan in the following ways:

- The cricket pipeline model is based on identifying, retaining, developing and attracting talent
- The coach education pathway provides training for coaches.
- The match official pathway is aimed at transforming, attracting, developing and retaining world-class match officials

Through such development programmes amateur cricket could benefit from talent development. CSA has identified its strengths and weaknesses in management and has implemented the operational model that could assist managers in the development of franchise and amateur cricket. Adequate amateur players could benefit by being drawn into the franchise (CSA, 2017). The academy system has advantages that will benefit players in coaching. So, the TAP was introduced by CSA to assist both amateurs and professionals in development. (CSA, 2017). The introduction of the academies could benefit both amateurs and professionals.

### **3.11.7 The provincial academy system**

The provincial academy system introduced by CSA created opportunities for amateurs to be developed and for the requisite talent to be drawn into professional teams. The provincial academy system is also aimed at creating opportunities for retaining talent (CSA, 2017). The challenge of the system is to develop and retain talent, enhance and create quality competition, and retain the best coaches. As such, the system will create and monitor the opportunities for professional players and amateurs could also benefit from the professional expertise of quality coaching and physical training. Through such development programmes the playing profiles of players can be determined by identifying talent in domestic competition (Vrooman, 2015). Likewise, players who have good playing profiles and winning abilities improve the quality of domestic competition by transferring skills to younger players. (Enderwick & Nagar, 2010:130; Ninian, 2010). The IPL, for example, encourages competition between professionals and amateurs to improve the quality of domestic competition and develop young talent (Enderwick & Nagar, 2010:130). The development of cricket is crucial since some regions of South Africa are effective while other regions may have suffered. The South-Western Districts, for example, have identified their strengths and weaknesses in development programmes and have implemented a strategic plan to ensure commercial growth, financial sustainability, and the successful development of cricket. (SWD Cricket – Draft Strategic Plan, 2015–2018). Through such an achievement the aims of the franchise system can be achieved. Therefore, the development programmes introduced by CSA can be effective in developing and sustaining both amateurs and professionals

### **3.12 Conclusion**

The current chapter has outlined and provides an understanding of sustainability constructs of sports business and franchising globally and in South Africa. The chapter discussed the history of franchises in various codes of sport, such as baseball, football, rugby, and cricket, internationally and in South Africa, and outlined the impact of the franchise system on cricket, since it serves as the foundation of amateur cricket. The study focused on the social, environmental and economic sectors and the influence of governance and policies. The discussion also focused on profit-maximising, utility-maximising, for-profit and non-profit sectors. The impact of franchise sport on amateur sports, and of franchise cricket on amateur cricket in other countries and in South Africa, was discussed as well as the extent to which the franchise system has improved the standard of domestic cricket, and its financial impact on business and funding models. The benefits and challenges within the three pillars of sustainability were also discussed.

Most leverage came from the commercialisation of sport which was on a for-profit rather than a not-for-profit basis. The not-for-profit organisations were sustainable with a sound funding strategy and well supported by investment. On the other hand, franchise cricket in South Africa has opportunities for sustaining franchises but there are governance policies that may impact on the sustainability of the franchise system. Therefore, the transfer of ideologies, practices, prescriptions of the rules, regulations of sports business, and franchising in South Africa and in other countries was applied to determine the success of the franchise system in South Africa. This, in turn, has proved that the sports franchise system in other countries has been more successful in functioning as a business compared with the franchise system in cricket in South Africa. Although there were some financial and coaching benefits in South Africa, much more could be done to improve areas of finance, coaching, physical training, transportation and sports science in all regions. The literature review has defined the problems and answered the research questions. The discussion chapters will address and discuss the gaps identified. The epistemology, through its deductive approach, will address the constructs in the process followed in the research methodology section. The next chapter describes the research methodology that was used to gather, compile, analyse, and interpret data and information for this study.

## **CHAPTER 4**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **4.1 Introduction**

In the previous chapter, the analysis of the literature on the business of sports, which included sustainability, was discussed. The literature focused on the operational, financial and environmental aspects of sustaining franchise sports, franchise cricket and the impact on amateur cricket globally and in South Africa. The impact of different models and governance structures applied to franchising in sports was also discussed, as were the financial impacts of the franchise system in sustaining amateur cricket and the development benefits. In this chapter, the research questions and the research objectives are presented. An overview is given of the study, and the justification for this study is provided. Then, the research philosophy and paradigm are discussed. The research design is set out, and the research methods, qualitative, quantitative and mixed methods, are discussed. The research approach and the research strategy are presented, in accordance with the research onion design of Saunders et al. (2009:138; 2015:124). The data collection method and techniques are described which were adopted/selected for this research, including an explanation of the target population, sampling methods and research instrument. The data coding and analysis are explained, and the validity and reliability of the data and research instruments are also discussed. An overview is provided of the research ethics maintained throughout the study, as well as the challenges encountered during the data collection and the analysis. The chapter concludes with a summary.

#### **4.2 Research questions**

Research methodology refers to the way in which data is collected for a study and it is meant to provide a broad guideline to facilitating and steering the research (Bhattacharyya, 2006:387; Mukherjee, 2020:20). Bryman and Bell (2011:681) state that research methodology refers to the theory of how research should be undertaken, which includes the theoretical assumptions upon which a research project is based and the implications of these for the method that is adopted. The aim of this research is based on sustainability. The research questions were formulated from the aim of the research (see 1.4).

The proposed research question and sub-research questions are associated with research objectives. Based on the research objectives, the research sub-questions were developed that guided the research.

- Objective one was to investigate how the franchise system impacts on the sustainability of amateur cricket in selected provinces of South Africa

- Objective two was to investigate how the franchise system impacts on the sustainability of professional cricket in selected provinces of South Africa
- Objective three was to determine what the success factors of the franchise system are in selected provinces in South Africa
- Objective four was to determine what the shortcomings of the franchise system are in selected provinces in South Africa
- Objective five was to investigate the principles and strategies that could improve the franchise system in selected provinces in South Africa

Having noted the questions above, the study under investigation needs to be considered by presenting an overview and the background of the study which is elaborated with discussions.

### **4.3 Overview of the study area**

This study focuses on the impact of the franchise system on the sustainability of cricket in selected provinces of South Africa. The professional franchises and amateur/semi-professionals were chosen for this study. The background to the study area explains the difference between the professional franchises and amateur unions and the reason for franchising.

#### **4.3.1 Background to the study area**

Cricket in South Africa is made up of professional and amateur cricket. Professional teams in franchise cricket comprise skilled professional players who compete both domestically and internationally. The semi-professionals are semi-skilled players. The skills of the semi-professionals or amateurs are developed in development programmes, which include academies, competitions and the playing environment. The development programmes are sustainable through adequate financial resources that develop skills in amateur players who can be drawn into professional teams.

In 2004, when the franchise system was introduced, the number of teams were reduced from 11 provincial teams to six franchise teams (FRCR, 2008). The six franchise teams are illustrated in Table 2.5) This created fewer opportunities for players (see 1.1), impacting negatively on the standard of cricket since players were recognised as amateurs and there was a lack of support staff (CSA, 2017; FRCR, 2008). Furthermore, emphasis was placed on franchise cricket as a sustainable source of generating revenue (FRCR, 2008). However, sustainability had a negative impact on franchise and amateur cricket in selected provinces of South Africa.

The amateurs who were left were thereafter housed in amateur cricket unions in different provinces of South Africa. (See Table 2.6) The administrators, managers, coaches, umpires and players make up the different franchises and amateur unions in South Africa.

The study areas focused on the impact of commercialisation on the sports industry internationally as compared to franchise cricket in South Africa. The impact of sustainability of the franchise system was determined from a social, political and economic perspective. Business and funding models were compared, and the benefits were discussed (see 4.3.1).

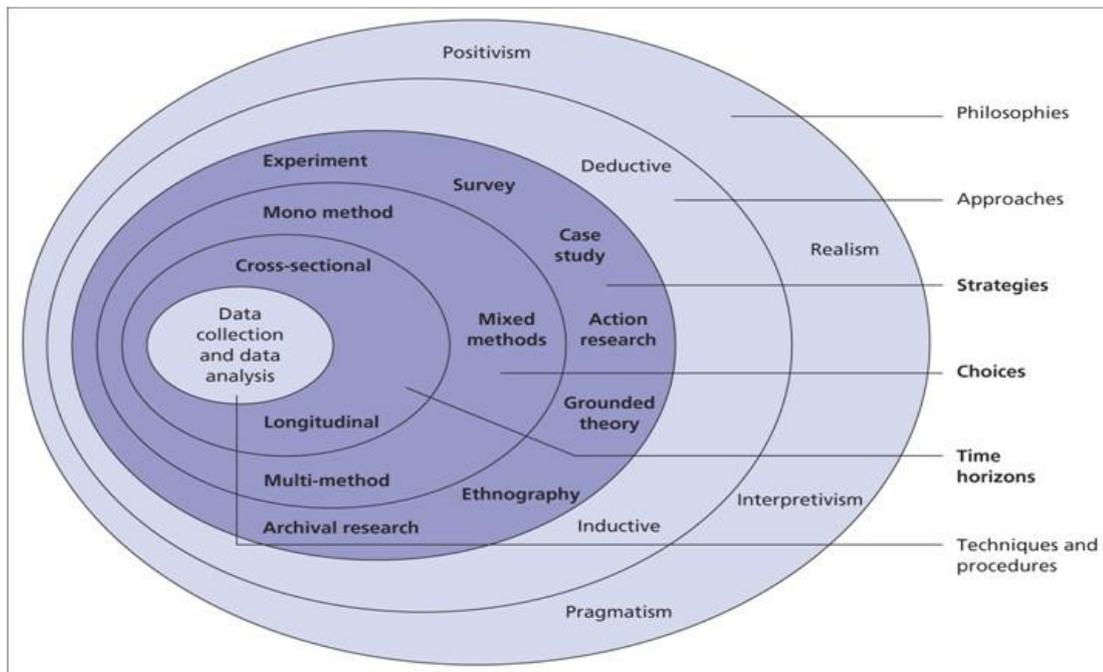
#### **4.3.2 Justification of the study area**

Amateur cricket in South Africa suffered owing to a lack of financial resources which resulted in poor development. Funding models that were used in other countries were not very effective and business models had an impact on sustainability (Pritchard, 2011:153). In South Africa. Funding models were used to sustain both franchise and amateur cricket (CSA, 2017). Furthermore, business models were applied by some franchises as a sustainable source of revenue (Gauteng Cricket Board (GCB), 2017). The inadequacy of funding models could have had a negative impact in sustaining amateurs owing to a lack of support staff and poor development programmes. Given the above discussion, it is evident that the franchise system in South Africa may not be effective in achieving its initial goals.

This study, therefore, provides a platform to obtain information from amateur players, professional players and administrative staff of both franchises and amateur cricket. The information provided can be used to make suitable recommendations that can be used to assist the management of CSA to understand the views of employees in franchise and amateur cricket. From this understanding, means can be developed by CSA so that financial sustainability can be achieved for both franchise and amateur cricket. This study also contributes to the body of knowledge that relates to sports franchising and cricket franchising in South Africa. The findings of this study may be used to better understand and educate current and future sports managers to enhance the effectiveness of franchising sport in the future.

#### **4.4 Research philosophy**

For the purpose of this study, the research onion design of Saunders et al. (2009:138) was adopted. Figure 4.1 illustrates the research onion



**Figure 4.1: The research onion**  
**Source: Adopted from Saunders et al. (2009:138)**

Research philosophy refers to a system of belief and the assumptions about the development of knowledge conducted by the researcher (Saunders et al., 2015:124). Furthermore, a credible research philosophy underpins the methodological choice, research strategy, data collection techniques, and data analysis procedures (Saunders et al., 2015:124). The outer layer of the research onion of Saunders et al. (2015) comprises the main research philosophies, namely realism, interpretivism, pragmatism, and positivism.

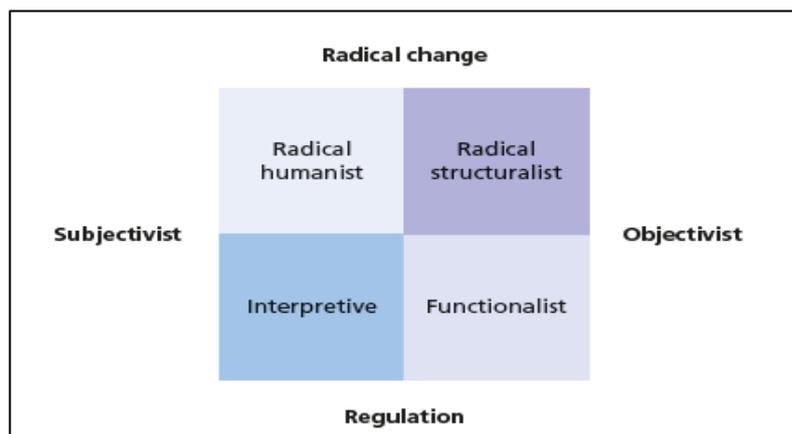
Realism is a branch of epistemology similar to positivism that assumes a scientific approach to the development of knowledge. The assumption underpins the collection and the understanding of data (Saunders et al., 2009:138). Interpretivism creates a richer understanding and interpretation of the social worlds and contexts. For business and management researchers interpretivism will mean looking at organisations from different perspectives, such as those of different groups of people and their interactions, and reflecting on a particular set of circumstances (Saunders et al., 2015:127). Pragmatism relates to the relevance of an action, such as research methods that are credible, well founded and reliable, as well as relevant data collected that advance research (Saunders et al., 2015:142).

This research adopted the positivist research philosophy because a set of questionnaires were used for the data collection process and the data, which were analysed statistically, were measurable and quantifiable. Furthermore, owing to restriction of communication, the positivist research philosophy best suited this study. According to Saunders et al. (2015:135), positivism

relates to the philosophical stance of a natural scientist which entails working with an observable social reality to produce law-like generalisations which promise unambiguous and accurate knowledge. Furthermore, the research was conducted in a value-free way without influencing the findings and the data, which are statistically analysed, are measurable, quantifiable and questionnaire based (Saunders et al., 2015:135), and accurate knowledge was achieved without any bias. The epistemology in this study directed the researcher towards adopting a positivist research philosophy since accurate data were gathered by means of a questionnaire so that the results could not influence the findings (Polonsky & Waller, 2011; Saunders et al., 2015).

#### 4.4.1 Research paradigm

A research paradigm is a set of assumptions and a mode of theorising, comparing, and improving existing models and accessing the relevance of literature (Delen & Zolbanin, 2018). Figure 4.2 illustrates the different research paradigms.



**Figure:4.2 Research paradigms**  
**Source: Saunders et al. (2015:133)**

Given that the philosophy for this research is positivism, an objective functionalist paradigm was adopted since that is how most management and business research operates (Saunders et al., 2015:133). For the functionalist paradigm, research is concerned with rational explanations and sets of recommendations are developed within the current structures. The researcher is detached, neutral and independent of what is researched, maintaining an objective stance since the point of view is logical (Saunders et al., 2015:132; Izhak, 2018). Organisations are rational entities, in which rational explanations offer solutions to rational problems. Organisations use ideas as tools to achieve a desired goal in business. For example, cricket in South Africa uses the franchise system to achieve its financial goals. In order to achieve the desired goals of an organisation, the research design is important.

#### **4.5 Research design**

Research design represents the blueprint for the collection, analysis, interpretation and reporting of data (Lee & Lings, 2008:202; Vogt et al., 2012:1). Furthermore, it refers to a plan and structure of investigation, conceived to elicit answers to research questions (Vogt et al., 2012:1). The research design contains clear objectives derived from the research questions, as well as specifics of data sources and constraints (Saunders et al., 2009:136). The purpose of a research design is to help the researcher allocate limited resources to essential areas. Mukherjee (2020:6) postulates that there are various types of research designs which can be used to reach the research objectives, namely exploratory, explanatory/causal, and descriptive research.

Exploratory research deals with the process of finding out the general nature of the problem and the related variables (Saunders et al., 2009:139). In an exploratory study, not much is known about the situation at hand (Mukherjee, 2020:6). Furthermore, exploratory research is conducted when not enough theory is available to support a theoretical framework and exploratory research needs to be done to understand what is going on by understanding and defining a problem (Sekaran & Bougie 2016:43; Aityan, 2022:13). Polonsky and Waller (2011:94) note that an exploratory study is valuable for finding out what is happening, seeking new insights, asking questions, and assessing phenomena in a new light.

Causal research specifies the functional relationship between the variables in the formulated problem. This type of research design can be used in a business environment to quantify the changes to its present operations and its future impact on production levels, and to assist in the business planning process (Sekaran & Bougie, 2016:44). The researcher investigates the cause and effect of important facts associated with the problem. On the other hand, explanatory research explains the relationship between variables of a study (Saunders et al., 2015; Mukherjee, 2020:170).

For this study, a descriptive research design was adopted since this type of design is concerned with the accurate description of the variables in the formulated problem. Quantitative data, in terms of frequencies or the mean and standard deviation, typify descriptive studies (Mukherjee, 2020:64). Quantitative data were used in the analysis of the results and an accurate description of the variables in the problem were formulated in this study. According to Sekaran and Bougie (2010), in descriptive studies data are obtained by describing the topic of interest. Therefore, the topic relating to the sustainability of the franchise system was discussed in this study. Mukherjee (2020:64) states that descriptive studies are undertaken when the phenomena to be tapped in a situation are known to exist and are

described in a better way by offering a profile of factors. Sustainability was a phenomenon that needed addressing in this study and a profile of factors were discussed. The major purpose of descriptive research, as the term implies, is to describe the characteristics of a population or phenomenon and this is known as statistical research (Saunders et al., 2015; Aityan, 2022:13). Furthermore, descriptive research seeks to determine the answers to who, what, when, where and how questions, and conclusions can be drawn from the data through statistical means (Zikmund, 2003; Saunders et al., 2015; Aityan, 2022:13). The population demographics and regions were identified and described in this study. The questionnaire included how and what questions so that conclusion could be drawn from the analysed data. Therefore, the descriptive research design best suited this study. The research methods used in this study are crucial in the discussion of the research methodology.

#### **4.6 Research methods**

An empirical study is a way of gaining knowledge by means of direct and indirect observation or experience. It can be analysed either quantitatively or qualitatively (Polonsky & Waller, 2011:167). Furthermore, the use of multiple research methods enabled the researcher to increase the reliability and validity of the findings (Polonsky & Waller, 2011:167). There are three different types of research methods, namely quantitative, qualitative and mixed methods.

##### **4.6.1 Quantitative research**

Polonsky and Waller (2011:167–168) describe quantitative research as a method of obtaining appropriate data to investigate research problem through different methods and techniques relating to numbers. Furthermore, quantitative research data is collected and analysed numerically by applying statistical tests. (Saunders et al. 2009:419; Wilson, 2010:212-213), The advantage of the quantitative approach is that it examines the relationships between two variables, for example, finance and development (Saunders et al., 2015:154). Furthermore, the data can be used to look at the cause and effect of the relationship, for example, the financial impact of sustaining players and of players leaving, so that predictions can be made (Saunders et al., 2015:154).). The quantitative approach was applied in this research by using self-administered and emailed questionnaires as a form of collecting data. The data that were collected were analysed numerically in the form of graphs and tables by applying statistical tests. The rationale for conducting quantitative research was that the questionnaires were easy to administer owing to location factors and the mobility of players. Questionnaires were closed ended. A large sample size and information was achieved without long delays using the quantitative method. The structured questionnaire led to the generation of statistical results from the perceptions of the respondents regarding sustainability constructs about the impact of the franchise system on amateur cricket in South Africa. The mono method of quantitative

research was chosen since data are in a numerical form and the information was analysed by using a quantitative data analysis technique such as questionnaires in a single quantitative data analysis procedure (Rose et al., 2015; Saunders et al., 2015) A cross-sectional time horizon directed the researcher in collecting data at one given point in time across the sample from a population, such as administrators, managers, umpires, coaches and players (Saunders et al., 2015).

#### **4.6.2 Qualitative research**

The qualitative research method involves examining and reflecting on perceptions in order to gain an understanding of social and human activities (Saunders et al., 2015:151). Furthermore, it is ideal for hypotheses and qualitative fields of study, for example, interviews and focused groups (Welman & Kruger, 2001; Saunders et al., 2015:151). Moreover, the advantages of interviews are based on examining human behaviour through experience and perceptions in achieving quality data. Quality data can be gained through personal interaction and focus groups. Other advantages of qualitative research are that human behaviour is accessed through experience providing quality data. The disadvantage of a qualitative approach in this study was that interviews with players are not allowed owing to CSA policies. The mobility of players and support staff owing to different playing venues across the country would make interviews with administrators very difficult to schedule. Furthermore, any form of bias in terms of the results may influence the findings, which was also taken into consideration. The qualitative method was not suitable for this study, but they are suitable for studies where personal interaction is possible on a one-to-one basis to gather quality data from open-ended questionnaires (Saunders et al., 2015:151). Qualitative methods allow the researcher to investigate select issues in depth, with openness and in more detail regarding social issues (Wilson, 2010; Saunders et al., 2015:151). Other methods used are mixed methods.

#### **4.6.3 Mixed-methods research**

The mixed research method is used by applying both the quantitative and qualitative method, such as in surveys, experiments, interviews and focused groups (Saunders et al., 2015:152). In a mixed method, if information is not adequate from a questionnaire, then an interview is conducted to gather more data using focus groups. The advantages are that the researcher can gain more insights into the phenomenon that is addressed through personal interaction and in a form of a questionnaire. This process is also time consuming and will not suit this study since interaction is not possible with cricket players in teams. However, for some social science studies, the mixed method is appropriate (Saunders et al., 2015:153; Creswell & Creswell, 2018). The research approach is crucial in understanding which approach was used by the researcher.

## **4.7 Research approach**

The next layer of the Saunders et al. (2015) research onion discusses the research approach, which can be inductive or deductive.

### **4.7.1 Induction**

The inductive approach in research methodology relates to a qualitative study since a small number of samples is appropriate for the study (Saunders et al, 2015:125). A small sample was not appropriate for this study since different cricket unions were located in different regions and required a large sample size to draw conclusions. Researchers using the inductive approach are more likely to use qualitative data and a variety of data collection methods in order to establish different views of phenomena (Saunders et al., 2015:125). The variety of data collection methods will not suit this study because different cricket unions and franchises were located in different regions and the collection method will not be efficient. Furthermore, this type of approach is used where general conclusions are drawn from individuals and the reasoning works from specific to broader generalisations. The specific to broader will approach not be suitable since this study has used an extensive literature review. It is also an approach that follows an interpretivist research philosophy where themes are identified, patterns are explained, and existing theories are modified. Other studies have shown that in an inductive approach the dialogue and theories must be maintained (Eger & Hjerm, 2021). Therefore, this type of approach was not suitable for this study.

### **4.7.2 Deduction**

The deductive approach relates to theory that is developed from reading academic literature and the research strategy design used is to test theory (Saunders et al., 2015:146). For the purpose of this study, an extensive academic literature such as peer-reviewed journals were sourced. Likewise, the deductive approach was used since it related to quantitative methods using existing literature such as scholarly journals, relevant minutes of meetings, committee reports, dictionaries, some newspaper articles, government and annual reports from the CSA website (Wilson, 2010:212; Saunders et al., 2015:124). Also, Saunders et al. (2015:146) state that there are six steps to a deductive approach, which are:

- To put forward a tentative idea or a set of hypotheses to form a theory
- Using existing literature
- Examining the logic of the argument and comparing it with existing theories
- Testing the premises by collecting appropriate data to measure the concepts
- The results of the analysis should be consistent with the premises

- Modify theory, if necessary, in the light of the findings

This study used the above steps in that the hypothesis was used in the analysis and discussion chapters. Existing literature was sourced globally and in South Africa. The study examined the arguments and compared them to the different theories used in this study. The questionnaire was used to collect appropriate data at a single point and the concepts were measured. The results and analysis were consistent, based on reasoning. In a deductive approach, the concepts should be operationalised so that facts are measured quantitatively and generalised with a large sample size using a positivist research philosophy (Rose, et al., 2015; Saunders et al., 2015:146). Deductive reasoning works from more general to specific. For the purpose of this study, the deductive approach was used since it related to quantitative methods using existing literature with a large sample size which can be generalised and a scientific, quantitative, positivist philosophy was followed. The third layer of the Saunders et al. (2015) research onion will address the research strategy.

#### **4.8 Research strategy**

Research strategy refer to a plan for conducting a research study that guides a researcher to plan, execute and monitor a study, which is applied to different types of studies (Rainer, 2011). In the research onion, different research strategies are used for different studies, which are: experiment, survey, case study, action research, grounded theory, ethnography, archival research (Saunders et al., 2015:124). For the purpose of this research, the survey strategy was adopted by means of a questionnaire with a large sample size .

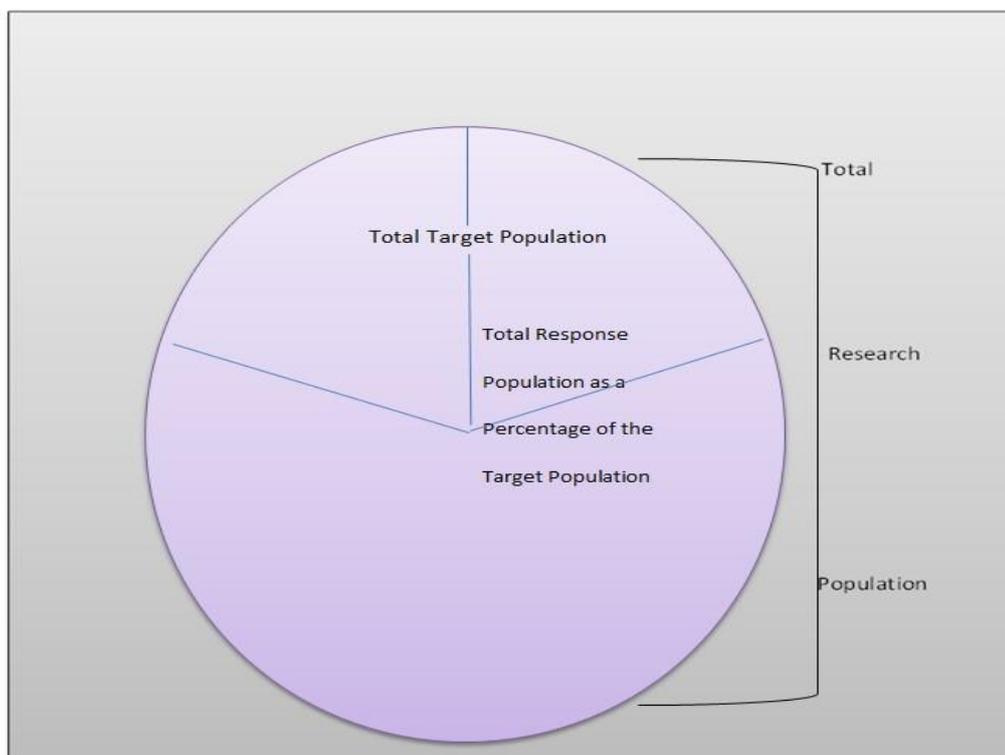
A survey is a system that collects information from people to describe, compare or explain their knowledge, attitudes and behaviour (Sekaran & Bougie, 2010:97). The survey research strategy was used in this study since information was collected from administrators, managers, coaches, umpires and players describing their knowledge on sustainability. Furthermore, the survey strategy is related to a deductive approach and frequently used to answer who, what, where, how much and how many questions used in exploratory and descriptive research. In this study the questionnaire provided questions on how and what questions. Therefore, data is collected by administering questionnaires and collecting large amounts of quantitative data from a large sample size through one-time surveys (Saunders et al., 2015:149), The researcher administered and collected large volumes of data at one time, where a large sample size was achieved. In a survey strategy, the researcher has control over the research process when sampling is used, while designing and piloting the data collection can ensure a good response rate (Saunders et al., 2015:149). The researcher conducted a pilot study prior to

administering the questionnaire and a good response rate was achieved through an effective sampling procedure.

## 4.9 Sampling procedures

### 4.9.1 Survey population

According to Wilson (2010, 306), a population is the total collection of elements about which the researcher wishes to make inferences. The research population can be conceptualised from a three-fold perspective, namely the total research population, the target population, and the response population (Wilson, 2010, 306). Moreover, the research population refers to the total population chosen to participate in a study. The target population, on the other hand, is the willing number of participants or a percentage of the total population. The response population is usually a percentage of the target population (Wilson, 2010:306). The relationship among the three types is illustrated in Figure 4.3.



**Figure 4.3: Relationship among the three types of research population**  
Source: Adapted from Wilson (2010:306)

The total population for this study comprised more than 320 players, 50 coaches, 39 umpires and 52 staff members, which include administrators and managers, totalling 461 from six franchises and 14 amateur unions (CSA, 2019, Burnard, 2019). However, the number of players fluctuates owing to players leaving and new recruits being added to the system (CSA, 2019). Although CSA has 12 affiliates, two associates, six franchises, 36 839 registered clubs

and 14 presidents, all were not included in the study since the study focused on franchise and semi-professional cricket in selected provinces in South Africa (CSA, 2016/17). Also, although the study focused on 14 amateur unions and six franchises, not all were willing to participate in the study. The willing participants included nine amateur unions and five franchises, which determined the target population in the selected provinces.

#### **4.9.1.1 The target population**

The target population chosen was carefully and clearly defined in collaboration with a registered statistician. The target population of 28 respondents was chosen for the pilot study which included one franchise and one amateur union. The target population for the final study comprised 12 cricket players, two administrators, two managers, two coaches and two umpires in nine amateur unions and five franchises. The target population is described in the next section.

#### **4.9.1.2 Description of the target population size**

The target population is described as the number of respondents in each franchise and amateur unions who were willing to participate in the survey. The target population comprised a total of 280 respondents in both the franchise and amateur cricket who were willing to take part in the study. Sekaran and Bougie (2010:295) indicate that, for a selected population of 280, a sample of 162 is recommended. The description of the target population for this study is shown in Table 4.3.

The target population size chosen for the purpose of this study was 100 (N=100) respondents for the professional questionnaire and 180 respondents (N=180) for the amateurs totalling 280 respondents. The amateurs represented a larger number of respondents since amateur unions were higher in number than franchises. Questionnaires were sent to the CEOs and presidents of all cricket unions for distribution. The secretaries of each franchise and amateur union distributed the questionnaires to team members to participate in completing the questionnaires, since the research might benefit cricket in their region. Their responses would determine whether the franchise system had transformed the game of cricket in South Africa by achieving its goals. The response population represents the sample size. Therefore, sampling techniques are important in achieving the sample size.

**Table 4.3: Description of the target population size**

<b>Professional Cricket Target Population Size (N) =100</b>			
<b>Position</b>	<b>No of Franchises</b>	<b>No of Respondents per Franchise</b>	<b>No of Respondents</b>
Players	5	12	60
Managers	5	2	10
Coaches	5	2	10
Umpires	5	2	10
Administrators	5	2	10
<b>Total</b>			<b>100</b>
<b>Amateur Cricket Target Population Size (N) =180</b>			
<b>Position</b>	<b>No of Unions</b>	<b>No of Respondents per Union</b>	<b>No of Respondents</b>
Players	9	12	108
Managers	9	2	18
Coaches	9	2	18
Umpires	9	2	18
Administrators	9	2	18
<b>Total</b>			<b>180</b>

#### 4.9.2 Sampling techniques

Sampling is the manner in which the sample is selected (Saunders et al., 2009:210). Polonsky and Waller (2011:140) identified two types of sampling, namely probability sampling and non-probability sampling. Probability sampling occurs where each case selected from the population is known and equal in all cases (Polonsky & Waller, 2011:140). Therefore, the characteristics of the population to be estimated statistically are obtained from the sample. On the other hand, probability sampling allows a reduction in the quantity of data (Saunders et al., 2009:214). Sekaran and Bougie (2010:270) state that the probability sampling method utilises some form of random selection and is usually associated with survey-based research.

In probability sampling design, the elements in the population have some known chance of being selected (Sekaran & Bougie, 2010:270). Probability sampling can be either unrestricted, which is simply random, or restricted, which is complex in nature. Moreover, there are four types of probability sampling methods which include: simple random sampling, stratified random sampling, systematic random sampling, and cluster random sampling.

In non-probability sampling, the elements of the population are not known; therefore, the findings cannot be generalised confidently (Sekaran & Bougie, 2010:270). There are five types

of non-probability sampling techniques used in research, which include: quota sampling, purposive sampling, self-selection sampling, snowball sampling, and convenience sampling. A non-probability sampling method was used in terms of applying convenience sampling.

Convenience sampling refers to the collection of information from the population which is conveniently available (Sekaran & Bougie, 2010:255). In order to apply the convenience sampling method, self-administered, emailed questionnaires were distributed to the entire population that was targeted, whereas only the respondents who wanted to take part in completing the questionnaires were included in the sample. This method was used owing to the availability and willingness of respondents to partake in completing the questionnaires. Although the questionnaires were distributed, during the playing/practising season in session from 1 September 2010 to 30 April 2011, most of the questionnaires distributed were completed and collected from the willing respondents. Prior to collecting the questionnaire, the total population was identified followed by the target population and the response population. The sample size was important in collecting data for this study.

#### **4.9.3 Sample size**

Sampling is a process of selecting a sufficient number of elements from the population so that the study of the sample and the understanding of its characteristics makes it possible to generalise the characteristics to the population (Sekaran & Bougie, 2010:239). A large sample size of (n=208) was achieved in this study, which comprised 73.4% of the total number of 280 questionnaires distributed to the target population. Having achieved a large sample size for this study a high confidence level was also achieved. According to Sekaran and Bougie (2010:295) a confidence level of 95% is acceptable for most business research commonly expressed by a significance level of  $p \leq .05$ . This means that 95 out of 100 times the estimates will reflect the true population characteristics (Sekaran & Bougie, 2010:295). For the purpose of this study, the level of confidence achieved was 95% and the margin of error was 5%.

The sample size refers to the number of completed questionnaires on hand, which is 208. Although 162 was recommended by Sekaran and Bougie (2010:295), 208 was achieved. The confidence level of 95% was achieved and a margin of error was 5%. The sample size of (n = 208) was used in the analysis in the form of tables and graphs.

The last layer of the Saunders et al. (2015) research onion (Figure 4.1) addresses the data collection and data analysis, which will be discussed in the next sections.

#### **4.10 Data Collection methods and techniques**

Williams (2018:110) postulates that research methods are tools such as questionnaires and techniques that a researcher requires for doing research. Research is a term also used liberally for any kind of investigation carried out by the researcher that is intended to uncover interesting or new facts. The researcher should be extremely thorough and careful in all activities carried out during the research so that it will reflect in the quality of the results (Williams, 2018:110). In this study, the researcher was careful in carrying out all activities so that quality results were achieved. According to Mukherjee (2020:76), data collection is an integral part of research that uses different methods such as primary and secondary methods. Primary data refers to data collected first-hand by the researcher, such as questionnaires, and secondary data refers to data collected from academic literature (Mukherjee, 2020:76). Both primary and secondary data were collected for this study – each method will be discussed below. This will be followed by a discussion of the pilot study that was conducted to determine the feasibility of this research. In the final part of this data collection section, the field study course of action will be explained.

##### **4.10.1 Secondary data collection: Literature review**

The secondary data collection method is used to collect data in the form of a literature review from companies' operating records (Rose et al., 2015:83). Furthermore, secondary data is collected from other authors from different sources, either published or unpublished material, and it is less expensive in terms of time, money and effort to the researcher. It is also used in survey research and re-analysed (Rose et al., 2015:266). A literature review or literature survey is the collection of documentation relevant to the study published by citing the authors and the year of publication (Aityan, 2022:58). Furthermore, a literature survey is a clear and logical presentation by the researcher of relevant research done in the areas of interest. (Aityan, 2022:58). The purpose of a literature survey is to identify research questions, highlight the important variables and document the significant findings from earlier research that will serve as a foundation of the study (Sekaran & Bougie, 2010; Aityan, 2022:58)

For the current study, the literature search was done to get a clear and logical presentation of relevant research published by different authors. Conducting the literature review assisted the researcher in identifying the research questions and documenting significant findings that supported the study. An overview was undertaken of existing literature on franchise sports and developed globally by different authors. Books were consulted, written text published in printed or electronic form that deal with franchises, sports and cricket both nationally and globally This information was sourced from different websites and libraries.

Academic journals were also examined, scholarly publications containing articles written by researchers, academics and other experts that focus on a specific discipline or field of study such as franchise sports, franchise cricket, management in sports and business models. The different authors used were cited in the text.

Documents from CSA's website were also used and reviewed pertaining to the governance of franchise cricket, management structures, governance policies, and models that were applied across South Africa. The literature included relevant minutes of meetings, committee reports, some newspaper articles, government and annual reports from CSA as well as other documents pertaining to local government from the Department of Sports and Recreation website . The World Wide Web (www) was reviewed for information addressing franchising in sports, management on franchises, financial sustenance on professional and amateur sports both globally and nationally .

Key words are used to narrow the search results making it easy for people who are interested in finding certain information without going to wrong websites (Sekaran, 2010). The key words used in this research assisted the researcher to find relevant information on the right web page quickly. Key words such as cricket, competition, provincial level and national level, competition, franchise system, sustainability, development programmes, professional players, amateur players. professional and amateur were used to search for relevant information on this study. For the purpose of finding more information, the literature review answered RSQ 1, RSQ 2, RSQ 3, RSQ 4, and RSQ 5 (see section 3.2).

#### **4.10.2 Primary data collection: Questionnaire design and development**

The primary data collection method is used to collect data from an empirical survey, with the researcher having control over quality data and their trustworthiness (Wilson, 2010; Mukherjee, 2020:75). Primary data collection is easier from a large population size in a short space of time and should be well planned (Wilson, 2010; Mukherjee, 2020:75). Primary data is also collected by the researcher for a specific research purpose that answers the research questions, and the researcher is the first to use such data (Rose et al., 2015:83). For this research, a questionnaire was developed to collect information on the impact of the franchise system on sustainability.

A proper introduction and explanation was essential in developing the questionnaire where the identity of the researcher and the purpose of the study was disclosed. This allows for the respondents to be motivated and to respond to the questionnaires wholeheartedly and enthusiastically (Sekaran & Bougie, 2010; Mukherjee, 2020:76). The assurance of the

confidentiality of the information provided by the respondents will allow for less biased answers, which may impact on information disclosure (Malcolm & Scott, 2014). This was provided in the participant information sheet attached to the questionnaire.

The design and structure of the questionnaire was a complex task that required constant revision to ensure that the wording of the questions and the contextual factors were taken into account, allowing the respondents to understand the context and to complete the questionnaire (Aityan, 2022 :351). The planning of issues in terms of how variables will be categorised, scaled and coded after receipt of the responses and the general appearance were important in developing the questionnaire, so that any form of bias from the respondents could be minimised (Sekaran & Bougie, 2010; Mukherjee, 2022:49).

The closed-ended questions, both positive and negatively worded, were considered when developing the questionnaires. Likert-type questions were also asked. The questionnaire included closed-ended questions such as yes and no answers and multiple-choice answers listed in certain sections. The Likert scale is a popular format of questionnaire used in educational research, especially in the field of special education that deals with categorical responses to questions (Markusic, 2009:1; Kuhlmann et al. 2017; Mukherjee, 2022:77). From the inception of this psychometric scale, there have been several versions based on the number of points in the scale. That is, the Likert scale can be four-point, five-point, six-point, and so on. An even-numbered scale usually forces a respondent to choose, while the odd-numbered scale provides an option for indecision or neutrality (Markusic, 2009:1; Sekeran & Bougie, 2016:215; Kuhlmann et al., 2017)

In designing questionnaires that use the 5-point Likert scale, not just any type of question will suffice (Markusic, 2009:1; Sekeran & Bougie, 2016:215; Kuhlmann et al., 2017). In fact, there is a format that must be followed in formulating these questions. The questions should ask for an agreement or disagreement, for example:

- 1 – strongly agree;
- 2 – agree;
- 3 – undecided/neutral;
- 4 – disagree and
- 5 – strongly disagree

According to Sekeran and Bougie (2016:215), all Likert-scale questions that measure attitudes are closed ended. Using the Likert scale, participants had to measure questions on a five-point

scale of agreement using the criteria above. The Likert scale questions were short in this study so that participants spend a minimum of time reading and answering questions. The questions targeted specific areas that address financial and development aspects. Some questions touched on commercialisation of sports in the professional questionnaire, where participants had to either agree or disagree. Most questions asked accessed the impact of the franchise system on sustainability in both franchise and amateur cricket. The questionnaire for amateur cricket covered areas such as personal details, the playing environment, playing structures, the impact of the franchise system on amateur cricket, and areas of finances. The questionnaire for the professionals covered areas such as personal details, finances, development of amateur cricket by franchises, realisation of the aims of the franchise system, business in sport, and general some questions.

The target population was taken into account specifically for players owing to their busy schedules. It was decided that the structure of questionnaire will be all closed-ended and Likert-scale type questions. This will assist in the completion of the questionnaire in a minimum period of time.

The arrangement of the statements was considered so that the respondents could complete the questionnaire easily. The intention was not to overwhelm the respondents with sensitive statements in the beginning. Questions about financial issues were asked in the middle and general issues at the end. This allowed for a good response rate.

In survey research, structured questions are called closed-ended and unstructured questions are called open-ended questions (Sekaran & Bougie, 2010:146). Furthermore, in an open-ended question, respondents are asked to write down responses word for word, which is time consuming, resulting in fatigue and considerable thinking which has a demotivating effect and leads to a poor response rate (Sekaran & Bougie, 2010:146). Therefore, the questionnaire consisted exclusively of closed-ended questions as they were quicker to read, easier to answer and readily amenable to coding and quantitative analysis; however, an open-ended question was also included in the participant information sheet.

In order to develop the questions in the questionnaire, a literature search was conducted, and the generated questions were based on previous research conducted. This was based on research conducted by FRCR (2008), the CSA website, the sports industry (Ratten, 2018:2, 22; Gratton & Taylor, 2000:143), franchise sports (Andreff & Staudohar, 2002; Winfree et al., 2019; Varmus et al., 2021:38), and franchise cricket globally (Oval & North, 2008; Enderwick & Nagar, 2010; Helleu, 2011; Pritchard, 2011; Sen & Kayal, 2022:7)

For the purpose of this study, two sets of questionnaires were constructed. The length of the questionnaire was restricted and was constructed with six main sections for professional franchise cricket and five main sections for amateur cricket. Each section is discussed in sections A–F for professionals and A–E for amateurs below:

#### **4.10.2.1 Questionnaire items – Professional cricket**

The items in the professional questionnaire consisted of a number of key areas of investigation, such as demographic information which was required to generate certain questions in the questionnaire (see Appendix B and C). The finance section generated questions on the financial impact of the franchise system. The development section generated questions on the development impact of the franchises on amateur cricket. The business section generated questions that determined the impact on commercialisation of cricket and the general section determined the financial sustainability of the franchises. The attitudes, perceptions and knowledge provided information on the respondents' profile and the areas of development and finance. This is however, in accordance with the objectives and the literature review of the study. Each type of question in the questionnaire is discussed in the sections below:

##### **SECTION A: DEMOGRAPHICS**

These questions dealt mainly with information regarding respondents and which franchises they represented, their age, gender, and nationality. Also included here were the designation and the length of time they had been employed in cricket. These were significant to the study, as they provided insight into the demographics. The questions asked in this section were closed- ended and participants were asked to mark an x in the box provided.

##### **SECTION B: FINANCES**

This section dealt with the finances of the franchises and the perceptions of the respondents in each of the five franchises chosen for the study. It was essential to the research to understand whether the current system is effective from a financial perspective. The researcher had to draw conclusions from what the employees perceived about the process. Players, administrators, managers, coaches, and umpires were asked to complete this section, where questions were closed ended. However, respondents were informed to skip this section if they did not know about the finances of their franchise.

##### **SECTION C: DEVELOPMENT OF AMATEUR CRICKET BY FRANCHISES**

This section investigated the extent of the franchise system in developing amateur cricket; therefore, this information was pertinent to the study. The Likert-scale type of questions were

used where respondents had to choose the answer that they honestly felt was correct from strongly agree, agree, undecided, disagree or strongly disagree.

#### **SECTION D: AIMS OF THE FRANCHISE SYSTEM**

This section focused on the aims of the franchise system; therefore, the information was crucial to the researcher to ascertain whether the initial goals had been met or not. The questions in this section were short and five-point Likert-scale type questions were asked. The respondents in this section either had to strongly agree, agree, be undecided, disagree or strongly disagree.

#### **SECTION E: THE BUSINESS OF SPORT**

This section investigated the extent of the influence of business in sport and its strategic capabilities in increasing revenue. Respondents were asked to indicate their agreement with the statement with regard to the adoption of business in sport and income. Five-point Likert-scale type of questions were asked. The respondents had to strongly agree, agree, be undecided, disagree or strongly disagree.

#### **SECTION F: GENERAL ISSUES**

This section focused on the general functioning of the system. It was an important area of investigation that dealt with the perceptions of the respondents for future improvement. This section used the five-point Likert scale in answering questions. The respondents had to strongly agree, agree, be undecided, disagree, or strongly disagree, by placing an x in the box provided.

#### **4.10.2.2 Questionnaire items – Amateur cricket**

The items in the questionnaire for the amateur section consist of five main sections. Each section is discussed below: Some sections of the questionnaire were answered using the Likert-scale type answering method while the others were close-ended, requiring responses such as yes or no. The players, administrative staff, including coaches and umpires, were asked to complete the questionnaire.

#### **SECTION A: DEMOGRAPHICS**

The questions dealt mainly with information regarding gender, race, designation, years of employment in the designated field, and the region that the respondents represented. This was significant to the study as it assisted the researcher in gaining insight into the demographics of the respondents. The questions in this section were closed ended. Respondents were asked to mark their answer with an x in the box provided as honestly as possible, since certain

sections may be important in determining the effectiveness of management and could provide transformation information.

#### **SECTION B: ENVIRONMENT**

This section focused on the facilities at which the amateurs played and practised. The environment was significant to the study to gain insight into the development of amateurs. Questions in this section were closed ended and respondents were asked to answer in both columns with an x in each box.

#### **SECTION C: PLAYING STRUCTURES**

The questions in this section dealt with the problem areas that the amateurs face. It was a crucial section as it addressed the impact on the functioning of the organisation. The questions in this section were closed ended and respondents had to complete all columns by placing an x in the box provided.

#### **SECTION D: IMPACT OF THE FRANCHISE SYSTEM ON AMATEUR CRICKET**

The questions in this section focused on the impact of the franchise system on amateur cricket. It was important to address this section as it assisted the researcher in gaining insight into the initial goals of the franchise system. The section used the five-point Likert-scale type questions where respondents had to strongly agree, agree, be undecided, disagree, or strongly disagree. In some sections the closed-ended questions were asked.

#### **SECTION E: FINANCE**

This section addressed the financial issues of the amateurs as the main objective of the franchise system. It was a crucial section as it investigated the financial impact on amateur cricket. The questions in this section were closed ended, and respondents were asked to tick a box with an x in the column provided.

#### **4.10.3 Pilot study**

The pilot study is a feasibility study where pre-testing of the questionnaire was done. The pilot study was done to achieve a good study design and to examine the approach intended for a larger study. Therefore, 10 questionnaires were pre-tested with the Dolphins franchise and amended. The pilot study was done to evaluate cost, and time, and to improve on the study design to test the questionnaire wording, question sequencing, and layout. The pilot study helped to test the analysis procedures. The size of the pilot group ranges from 25 to 100 subject and is used to test the research feasibility and potential outcome of a project (Cooper & Schindler, 2003; Saunders et al., 2015; Aityan, 2022:105). For the purpose of this study, the

pilot survey was conducted by personally visiting and getting the questionnaire filled in by at least 28 respondents. It was conducted in the first week of April with the Dolphins franchise and the amateurs at the Kwa-Zulu Natal region, guided by the CEO. The respondents who took part in the pilot study included administrators, managers, coaches, umpires and players. After the data were collected, they were analysed with preliminary basic statistical methods using SPSS Version 20.0 and the respondents' feedback was summarised. Any biases could be detected if the respondents had tended to respond similarly to all items or stuck to only certain points on the scale. The test should meet the requirements to solve the problem (Aityan, 2022:354). The pilot study was also conducted to test the reliability and the content validity.

#### **4.10.4 Field study course of action**

The researcher faced a number of challenges from different franchises and amateur unions in the administration and the collection of data from different provinces of South Africa. The administering of the questionnaire was challenging since communication with players was not possible owing to CSA policies. Therefore, the electronic medium of email was used. In some instances CEOs and department managers were reluctant to respond. The presidents from different franchises and amateur unions were contacted by the researcher to motivate the process. The president took the responsibility to make sure that all designations participate in completing the questionnaire. Instructions were given to the secretaries by the president to collect all completed questionnaires and to contact the researcher. The secretaries contacted the researcher for collection after all questionnaires were completed. The data, which were placed in a sealed envelope, were collected by a courier company from the different franchises and cricket unions in the different provinces. The courier company delivered the completed questionnaires to the researcher's address. The researcher paid all courier charges.

#### **4.11 Data coding and analysis**

The interpretation and analysis of the data consisted of capturing the data from all the questionnaires into meaningful numeric information, which was transformed into an electronic database. This was done by making use of SPSS Version 20.0, which is a statistical program. Thereafter, the data were analysed statistically and scientifically with the assistance of a registered statistician. Bivariate Spearman's was used in the correlation and Chi-square tests were used to determine whether there were significant relationships between variables. Then data were processed to provide enough information to draw comprehensive and objective conclusions. The summarised options in various questions were graphically illustrated through charts and discussed accordingly. The data were interpreted by applying various methods of analysis with a high-reliability scoring rate to the questionnaires. This was applied to all

sections of the questionnaire. Descriptive statistics were used and reported by making use of tables and graphs. The respondents who completed the questionnaire remained anonymous so that their identities were protected, as stated in the participant information sheet attached to the questionnaire.

The average values of the sections were used to determine the relationships:  $r$  represents the strength between the cross-tabulation, and the  $p$  value ( $p < 0.05$ ) indicates whether the relationship between the variables is statistically significant. All values that have an \* next to them indicate that there is a significant relationship between the row and column variables, as identified by the researcher.

#### **4.11.1 Factor analysis**

Factor analysis is done in a particular way to show how well questions belong to a particular section (theme). If the questions were structured properly, the factor analysis will indicate common themes that the questionnaire is trying to measure. In the analysis there was splitting, which means that the respondents identified sub-themes. There is no wrong answer if splitting occurs. Names were given to the sub-themes when splitting occurs (Field, 2005:1-13).

For the purpose of this study, factor analysis was done to determine whether the factors allocated to different sections actually measured/belonged to the section. The method of extraction and loading is explained below:

The exploratory factor analysis/principal component analysis was used as the extraction method, and the rotation method was Varimax with Kaiser normalisation. This is an orthogonal rotation method that minimises the number of variables that have high loadings on each factor. It simplifies the interpretation of the factors:

- Factor analysis/loading shows inter-correlations between variables; and
- Items of questions that loaded similarly imply measurement along a similar factor. An examination of the content of items loading at or above 0.5 (and using the higher or highest loading in instances where items cross-loaded at greater than this value) measured the various components effectively.

The traditional approach to reporting a result requires a statement of statistical significance. A  $p$  value is generated from a test statistic. A significant result was determined with  $p < 0.05$ . The next section of the analysis discusses the validity and reliability of the research instrument.

## 4.12 Validity and reliability of the research Instruments

### 4.12.1 Validity

Validity is the degree to which an instrument measures what it is believed to measure (Sekaran & Bougie, 2010:158). Bryman and Bell (2011:159) define validity as the extent to which differences found with a measuring tool reflect the true differences among respondents being tested. Table 4.4 refers to the different types of validity implemented by the researcher.

**Table 4.4: Types of validity**

Types of Validity	Description	Application by the Researcher
Face Validity	The measure of how representative a research project is at face value and whether it appears to be a good project.	Face validity for the study was achieved by following the recommended protocols on the research process, for example, editing during the pilot study. There were no queries apart from minor corrections
Content Validity	Based on extent to which measurement reflects the main domain of content.	The researcher ensured that the questions covered all the important areas identified in the literature review by answering key questions in the research in accordance with the research objectives.
Criterion Validity	Measurement of agreement between the results obtained by a given research instrument and more objective results from the same population. Objective results are obtained either by a well-established instrument or by direct measurement.	This was achieved by applying the literature as the objective criteria against the measured findings.
Concurrent Validity	A measure of agreement between the results obtained by a given research instrument and the results obtained for the same population by another instrument acknowledged as the gold standard. Concurrent validity is often quantified by the correlation coefficient between the two sets of measurement obtained from the same population.	This was addressed by the quantitative survey. The researcher ensured that the constructs were clear, unambiguous and did not result in bias by editing the document, which resulted in no queries and the majority of the documents were completed and returned.

**Source: Shuttleworth (2009)**

The above exposition indicates that each type of validity was applied to this study. (this will be discussed later after the statistics) The validity in this study indicated that all questions were clear and easily understood by the respondents and interpreted without bias, since there were no queries.

#### **4.12.2 Reliability**

Reliability refers to 'the degree to which measures are free from error and, therefore, yield consistent results' (Sekaran & Bougie, 2010:161). Reliability in this study was obtained by using multiple Likert-type sets of questions per section. The results indicated the degree of consistency in scoring as the values are greater than the recommended values. The questions were based on research modified for the purposes of the study.

#### **4.13 Ethical considerations**

Ethical considerations refer to norms or standards that protect the rights and welfare of the participants. To ensure the quality of the research, the confidentiality and anonymity of the respondents were respected. The participants participated voluntarily and any harm to the participants was avoided. The following steps were taken to ensure that the ethical considerations were clearly covered.

- Permission from CSA was obtained to pursue the study (see Appendix D)
- Ethical clearance was obtained from CPUT (see Appendix E) 28052010
- The participant information sheet provided all the ethical consideration of the study (see Appendix A)
- Participation in this study was voluntary
- Respondents were allowed to withdraw from this study at any given time
- No individual under the age of 18 years was included in the study, unless parental/guardian consent was provided
- All information obtained in this study was treated confidentially
- All participation in completing the questionnaires was done anonymously and the privacy of respondents were protected so no-one could be identified.

#### **4.14 Data collection and analysis challenges**

A challenge experienced during the data collection process it that responses were efficient in some instances and in other instance there were delays in the collection process. Some franchises were reluctant to complete the questionnaire on time. Although the courier company was informed to do collection, they sometimes had to wait for collection. There were delays of up to four months in collecting data for the pilot study.

The analysis of the data was conducted by DUT with minimal delays and without any challenges.

#### **4.15 Conclusion**

This chapter discussed the rationale, research design and types of research used in the study. In addition, the target population, sampling, research instrument, research process, data analysis, validity and reliability, limitation and elimination of bias were discussed in detail. The next chapter presents the analysis of the data findings and interpretations to make the findings relevant to the research problem and the literature reviewed.

## **CHAPTER 5**

### **ANALYSIS AND RESULTS – PROFESSIONAL FRANCHISE CRICKET**

#### **5.1 Introduction**

The previous chapter outlined the research methodology which explained the process and procedures of collecting and analysing data. Data are analysed by means of statistical techniques that help to investigate variables, their effects, relationships, and the patterns of involvement (Welman & Kruger, 2001:194; Saunders et al., 2019:128). The researcher followed the guidelines of these authors. This chapter, therefore, presents and analyses the results obtained from the data collected on professional cricket. The study investigated the effectiveness of the franchise system on the sustainability of professional cricket in South Africa. The data collected were analysed with SPSS Version 20.0, which was *consistent* with the pilot study. The results are presented in the form of graphs, cross-tabulations and other figures. The items in the professional questionnaire comprised the following: Section A: Profile of the respondents (personal details); Section B: Finances; Section C: Development of amateur cricket by franchises; Section D: Realisation of the aim of the franchise system; Section E: Business in sports; and Section F: General.

The analysis section figures indicate the scoring patterns of the respondents for the variables that constitute different categories. All p-values stated in this chapter are Chi-square p-values, unless otherwise specified. For individual statements, testing was done to determine whether the spread of responses across the options per statement was the same. For cross-tabulations, the Chi-square value tests determine whether the relationship between the variables is significant. The frequency distribution data table for professionals is listed in Appendix F. The hypothesis testing table that summarises the Chi-square tests is found in Appendix G. The correlation data table is found in Appendix H. The cross-tabulation r and p-values are found in Appendix I. All values that have an \* next to them denote that there is a significant relationship between the row and column variables which are discussed in the text.

The respondents from professional cricket answered different sections in the questionnaire. The results are presented and analysed in different sections. The hypothesis testing was also conducted after each result. Each statement is explained in respect of the significance of the response result and commences with the profile of the respondents. The significance of understanding the profiles of the respondents provides a departure point for building subsequent debates within the current study. Furthermore, such an understanding provides information for managers on how to sustain franchise cricket in South Africa. In the methodology chapter the sample size was determined and discussed. A large sample size and

a high confidence level was achieved. According to Bougie and Sekaran (2020:247), a confidence level of 95% is acceptable for most business research, which is expressed by a significance level of  $p \leq .05$ , and the margin of error was 5%. The study area on the profile of the respondents in this section will include franchises in different regions of South Africa.

## 5.2 Questionnaire Section A: Demographic profile of the sample

The demographic results obtained in this study describe the profile of the respondents within the franchise system in South Africa. Demographics describes characteristics of a population, such as gender and race (Stephanie et al., 2020:1304). Furthermore, demographic variables influence behaviours and prompt individuals to provide information on research subjects (Stephanie et al., 2020:1304). Demographics plays an important role in understanding sustainability issues through perceptions which are influenced by certain characteristics (Sundermann & Fischer, 2019:1). Such characteristics are relevant in eliciting information on the sustainability of the franchise system within the current study. The demographic information of the respondents, such as gender, race, present designation, and the length of employment was collected. This section is addressed in Section A (personal details) of the questionnaire for professionals. The information in this section determines the impact on sustainability through the years of experience, the knowledge, perceptions and the given designation of the respondents and an overview of the gender and race within the franchise system. The profile of the respondents is illustrated in Table 5.1

**Table 5.1: Profile of respondents**

	Professionals		
	Number (N)	Frequency %	P Value
Gender	(n =83)		
• Male	81	94%	
• Female	2	6%	
Race			
• Black		26%	
• Coloured		24%	
• Indian		1%	
• White		49%	
Age	(n=83)	Years	p<0.001)
• 15–20		4.8%	
• 21–30		51.8%	
• 31–40		24.1%	
• 41–50		14.5%	
• > 50		4.8%	
Present designation	(n=83)		p<0.001)
• Administrators		7%	
• Managers		11%	
• Coaches		13%	
• Umpires		5%	
• Players		64%	

	Professionals		
	Number (N)	Frequency %	P Value
Length of employment in current position			0.037
Administrators			
Never –		27%	
Less than a year		-	
1–5 years		33%	
5–10 years		27%	
10 + years		13%	
Managers			0.185
Never		33%	
Less than a year		6%	
1–5 years		22%	
5–10 years		22%	
10 + years		17%	
Coaches			0.242
Never		33%	
Less than a year		5%	
1–5 years		29%	
5–10 years		9%	
10+ years		24%	
Umpires			0.239
Never		41%	
Less than a year		6%	
1–5 years		24%	
5–10 years		23 %	
10+ years		6%	
Players			0.048
Never		6%	
Less than a year		9%	
1–5 years		54%	
5–10 years		11%	
10 + years		20%	
Franchises identified	(n=80)		p=0.478
Highveld Lions		23%	
Warriors		16. %	
Knights		24. %	
Titans		14. %	
Cape Cobras		24. %	

### 5.2.1 Gender

According to the results obtained from the professional questionnaire, 94% of the respondents were males and 6% were females. There were 83 of the professionals that completed the questionnaire; however, only 81 completed the section on gender and race. The figures in Table 5.1 indicate that there was an unequal representation between female and male

participants in the survey. The results showed a skewed balance. In empirical studies, unequal representation focuses on the responsiveness of the population selected (Burgoon et al., 2022:3). Although CSA employs both male and female employees within the franchise system in different sectors of its operations, there were few responses from females (CSA, 2017). On the other hand, the NBA franchise introduced WNBA participation of women in franchises as a marketing strategy (Darvin et al., 2021:1). This is a strategy that could improve the balance of genders in sports participation. Likewise, franchise cricket in South Africa is a male-dominated sport that employs males in playing cricket within the franchise system (Brink 2013; CSA, 2022). On the other hand, the male participants in sport have a higher resilience level than women; therefore, more males compete in sport than females (Blanco-Garcia et al., 2021:9). For this reason, franchise cricket is has a high employment rate of male players. Although there were women respondents, they represented different designations. Therefore, fewer females responded than males of different race groups.

### **5.2.2 Race**

With regard to race, 49% of the respondents were whites, while blacks accounted for 26% of the responses, 24% indicated that they were coloureds and only 1% of the respondents indicated that they were Indians (see Table 5.1). The demographic variable of race was applied to the study to determine opportunities offered to all race groups employed within the franchise system. It appears that there was a lack of opportunities among the black community in developing bowling talent (Taliep et al., 2015:44), while Dove et al. (2016:22) identified a lack of opportunities within the disadvantaged race groups in terms of performance in playing. The current study indicates that the white population had more opportunities of being employed with the highest number of employments being 49% and the lowest number of employments being 1%. This is an indication that not all race groups enjoy equal benefits; however, some race groups lacked batting skills which impacted negatively on being employed as players (Dove et al., 2016:22). According to CSA, equal opportunities should be created for all race groups (CSA, 2017). Players with requisite skills create a bigger pool for selection at franchise level, which will create equal opportunities for all races (Dove et al., 2016:22). Consequently, age too has an impact on the selection of players.

### **5.2.3 Age**

More than half of the respondents (51.8%) were between the ages of 21 and 30 years. This is an indication that younger players are developed between the ages of 21 and 30, which is the prime age for developing players. It is a good strategy of administrators that young talent is identified, nurtured and developed. Then the ages between 31 and 40 years denote the mature

age range, where players have reached their peak, but it is also seen as a declining age range for players. A total of 24.1% of the population represented this section. The largest percentage was between 21 and 30 years, the prime developmental ages where salaries do have an impact. Brink (2013) proposes that the new semi-professional dispensation impacts on age, where players have to be younger than 25 years to be selected and paid a salary. Players between 15 and 20 can be selected owing to their skills but this group only represents a small percentage of 4.8% (CSA, 2017). Administrators and support staff generally represent a higher age group of above 50 years. Age has a higher resilience level among younger players in competitive sports (Blanco-Garcia et al., 2021:9). It is evident that more players are developed between the ages of 21 and 30 owing to their high resilience level. Therefore, the present designations of employees is crucial in decision-making through experience, on development and selection of players.

#### **5.2.4 Present designation**

Of the respondents, 64% indicated that they were players, 13% were coaches, while managers accounted for 11%, administrators accounted for 7%, and umpires for 5% of the questionnaires. This combined sample is useful as it accurately depicts the perception of those closely related to the sport in terms of answering the construct. The results showed a skewed distribution, indicating significant differences in the number of respondents across the categories ( $p < 0.001$ ). The highest numbers were seen in playing, since most players are employed between the ages of 21 to 30 as the prime ages of development. Coaches and other support staff showed lower percentages. According to CSA (2017), the academy system is aimed at developing and retaining coaches. Likewise, an increase in the number of qualified coaches will develop talent in the number of players within the franchise system. The length of employment determines the experience of those who are employed within the franchise system.

#### **5.2.5 Length of employment in current position**

##### ***Administrators***

Regarding the professional administrators, 33% of the respondents indicated that they have been employed as administrators for between 1 and 5 years, 27% indicated that they had never been employed as administrators but had served as volunteers, 27% indicated that they had been employed as an administrator for between 5 and 10 years, and 13% had been employed for more than 10 years. The respondents (5.6%) who indicated that they had never been employed as players were either administrators or managers. Hence, the demographic variable of employment was based on how experienced administrators are within the franchise system. Also, the experience of administrators in decision-making on sustainability issues such

as finance is crucial for the smooth running of the operations. Administrators play a leadership role in planning, achieving goals and solving problems with minimum time and effort (Jalab & Ghazi, 2021:6117). Gurgis and Kerr (2021:12) confirm that administrators should be knowledgeable in all aspects of providing safe sports by implementing advanced strategies in the promotion of inclusion, accessibility, fairness, safety and human rights. Therefore, years of employment will determine years of experience. In the current study, 13% of administrators had more than 10 years' experience and 27% had between 5 and 10 years' experience. From the results, it can be seen that CSA has employed experienced administrators in sustaining the franchise. In addition, decision-making by managers and their experience are crucial in sustaining the franchise system.

### ***Managers***

Of the managers, 33% who responded indicated that they had never been employed as managers and 6% indicated that they had been employed as such for less than a year. The 22% who had been employed as managers had between 1 and 5 years' service, and another 22% indicated that they had been employed as managers for between 5 and 10 years. There were 17% who had been employed as managers for more than 10 years. The demographic variable on managers' experience showed that a high percentage of managers who are employed within the franchise system for between 5 and more than 10 years were more experienced in their current position. Therefore, sports managers should be competence in their duties (Koronios et al., 2021:295). Managers are responsible for carrying out a duty and for delivery of the given duty (Corthouts et al., 2020:43). Then again, qualified sports managers should achieve success in overall management (Iztok et al., 2013:82). From the above discussion it can be determined that the experience of managers, based on the number of years of employment, has an impact on decision-making and sustaining of franchises. The results indicate that CSA has employed more experienced managers within the franchise system. The experience of the coaches also plays an important role in developing players.

### ***Coaches***

With regard to coaches, 33% of the respondents indicated that they had never been employed as a coach and 5% indicated that they were employed as such for less than a year. There were 29% who indicated that they had been employed as a coach for between 1 and 5 years and 9% indicated that they had been employed as a coach for between 5 and 10 years. On the other hand, 24% indicated that they had been employed as a coach for more than 10 years. There was only a small percentage of more experienced coaches. Coaches develop skills in players through their experience, and the length of time they are employed as coaches determines their experience (Arnold et al., 2016:355). Brook (2021:510) suggests that

experienced coaches develop skills in players. CSA has identified the challenges that exist in coaching and has introduced the academy system, which is aimed at developing and retaining coaches (CSA, 2017). Experienced umpires are also crucial in decision-making.

### ***Umpires***

Of the umpires, 41% indicated that they had never been employed as an umpire, and 6% of the respondents indicated that they had only been employed as an umpire for less than a year. There were 24% of the respondents who indicated being employed as an umpire for between 1 and 5 years, and 23% for between 5 and 10 years. There were 6% who had been employed as umpires for more than 10 years. Although the results show that there were experienced umpires employed within the franchise system, there was only a small percentage of highly experienced umpires. Umpires make good decisions on matches owing to their past experience (Maguire et al., 2021:1171). Experienced umpires make decisions on games in terms of batting, bowling, and fielding (Adie et al., 2021). For this reason, CSA has identified these challenges and the academy system is aimed at developing and retaining umpires within the franchise system (CSA, 2017) So too, the experience of players is a crucial aspect of sustainability.

### ***Players***

The results show that 6% of the respondents had never been employed as players. This could be the support staff that responded, and 9% had been employed as players for less than a year. Of the respondents, 54% indicated that they had been employed as players for between 1 and 5 years, while 11% indicated having been employed as players for between 5 and 10 years. There were 20% of the respondents who indicated having been employed as players for more than 10 years. From the above figures it can be seen that a high number of players are employed at professional level. Those are new recruits from the semi-professional level. Brink (2013) proposes that CSA recruits a high number of players at semi-professional level since this is the prime area of development. Therefore, at semi-professional level, players develop the requisite skills if opportunities are created for them to be selected into franchises (Dove et al., 2016:22). Accordingly, players in a franchise who have good playing profiles and winning abilities are drawn into franchises (Olivia et al., 2020:1). Also, CSA has implemented development programmes to develop skills and retain players (CSA, 2017), drawing players that are developed into the six franchise teams.

### ***Franchises identified***

The results show that 23% of the respondents from the Lions franchise responded to the questionnaire, the Warriors amounted to 16%, Knights 24%, Titans 14%, and the Cape Cobras

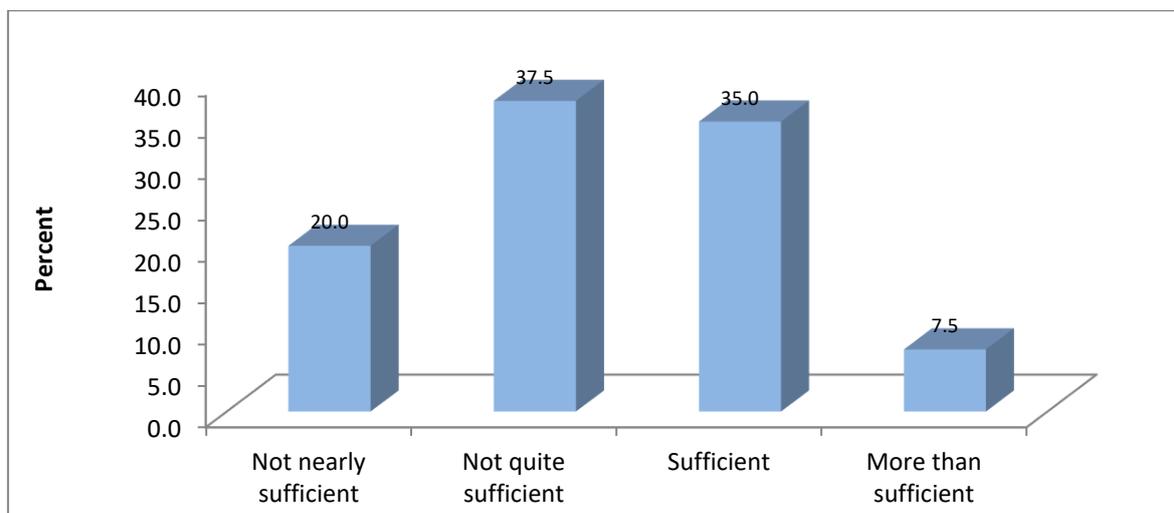
24%. There were similar high numbers of respondents from three of the franchises and slightly lower but similar values from the remaining two. All five franchises responded well to the questionnaires. Only three respondents did not answer the question; therefore amounting to n = 80 instead of n = 83.

The profile of the respondents provides insight into understanding the demographics and experience of those who are employed within the franchise system. Such understanding provides information on the effective functioning of the franchise system. It is noted that the scoring options are significantly different for administrators and players ( $p < 0.05$ ). The following sections provide an analysis of the professional cricket finances.

### 5.3 Questionnaire Section B: Finances of franchises

#### 5.3.1 The finances of the franchises.

The tables and figures give the opinions of the respondents, namely, administrators, managers, coaches, players and umpires in respect of matters relevant to finance within the professional franchises. Figure 5.1 illustrates the adequacy of finances/funding for the successful operation of the franchise.



**Figure 5.1: Adequacy of funding (n = 40 p = 0.024)**

Figure 5.1 indicates that 37.5% and 20.0% (57.5%) of the respondents mentioned that the funding of franchises was not adequate; while 35.0% and 7.5% (42.5%) of the respondents agreed that the finances were sufficient and more than sufficient. Therefore, the results show that the funding of most franchises was not quite sufficient but sustainable, while some franchises were adequately funded.

**Table 5.2 Hypothesis testing for adequacy of funding**

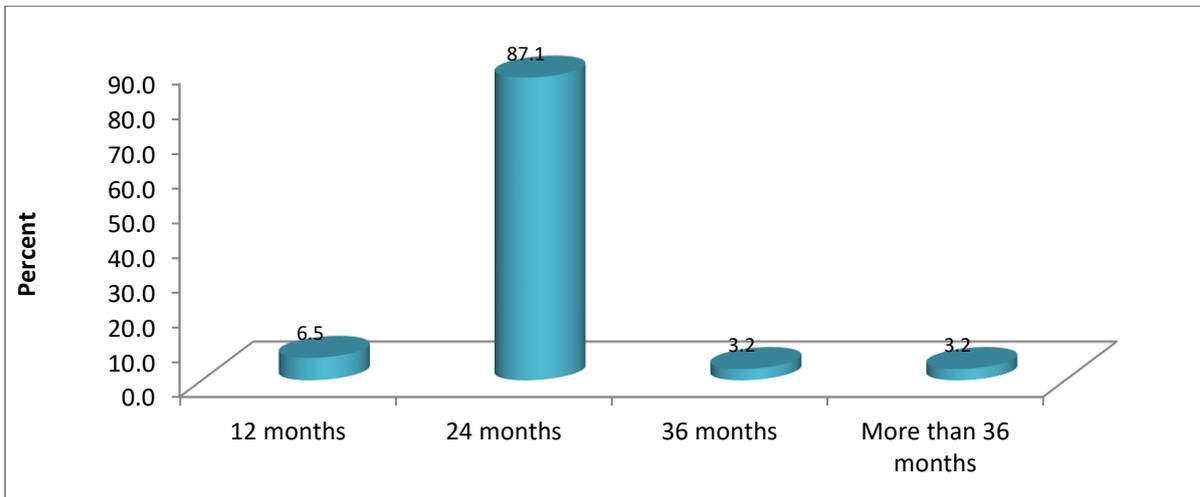
	Gender	Race	Age	Designation	Administrator	Manager	Coach	Umpire	Player	Franchise
Indicate the adequacy of the finances/funding for the successful operating of the franchise	0.06	0.342	0.062	0.457	0.205	0.209	0.451	0.423	0.417	.024*

(\*indicates significant p value <0.05)

The p value of 0.024 in Table 5.2 indicates that there is a significant difference in response to 'the adequacy of the finances/funding' and the 'franchise'. This impacts negatively on the finances of the franchises, because, without adequate funding, the franchises will not function successfully. The adequacy of funding determines how effective the operations of franchises are and how sustainable the franchises are. Some franchises operated businesses and generated additional funding to function effectively (GCB, 2017; Titans, 2017). Therefore, a small percentage stated that funding was sufficient and more than sufficient. The larger percentage showed that funding was not adequate or sufficient. According to CSA, their funding structure was not sound and additional sources of funding were created to assist franchises (CSA, 2017). Likewise, the adequacy of funding and new sources of funding create opportunities for the development sports (Leonardi et al., 2021: 8). Globally, franchises that applied business models were successful in generating revenue and sustaining those franchises (Zahra et al., 2020:6). Diaz-Bernardo's (2012) resource-scarcity theory suggests that a franchise creates revenue through business to sustain itself. Therefore, some franchises operated businesses to be financially sustainable (Titans, 2018). Likewise sustainable franchises will function effectively including dealing with salary adjustments.

### **5.3.2 Period of salary adjustment in finances of adequately funded franchises**

Figure 5.2 indicates the time period since respondents' last salary adjustment. Figure 5.2 shows that, while most respondents indicated that their finances were sufficient or more than sufficient, 87.1% had their salary adjustments within the past 24 months. A total of 6.5% of the respondents had their last salary adjustment within the past 12 months. There were 3.2% of the respondents who had their last salary adjustment within the past 36 months and more than 36 months before. If their funding were sufficient or more than sufficient, a yearly increase would be possible.



**Figure 5.2: Period of last salary adjustment ( $n = 31$ ,  $p < 0.001$ )**

This is an indication that the franchise system lacks funding and cannot afford an annual increase for all employees. It could become the responsibility of CSA to improve the salary adjustment period. However, CSA was registered under Section 21 as a (non-profit) company since 1 May 2008 meaning that its funds can only be used to promote and develop cricket and to pay reasonable remuneration (Nkosimbini et al., 2015). It could be a violation of CSA's mandate if reasonable remuneration were not paid by CSA (Nkosimbini et al., 2015).

**Table 5.3: Hypothesis testing for salary adjustment**

	Gender	Race	Age	Designation	Administrator	Manager	Coach	Umpire	Player	Franchise
If your franchise's finances are sufficient or more than sufficient, when last was your salary adjusted?	0.985	0.12	0.765	0.97		0.072	.027*		0.172	0.334

(\*indicates significant p value <0.05)

The results show that there is a significant relationship between the 'coaches' and 'salary'. The p value of 0.027 in the hypothesis table above and the  $r = 0.581$  (B10.1)  $p = 0.015$  (B10.2) in the cross-tabulation in Appendix I indicate that the salaries of coaches were significantly related to the adjustment made by the franchises. Coaches from adequately funded franchises could have had an increase within the past 12 months, while other franchises had only had an

increase more than two years ago (see Figure 5.2) (GCB, 2017). If the finances of the franchises were sufficient and more than sufficient then there should be salary adjustments within a year for all employees. The salaries for coaches had improved through additional financial resources (GCB, 2017). They earn lucrative salaries through their experience and by signing contracts with sustainable franchises (Brook, 2021:510). CSA has identified the weaknesses in funding which have had a negative impact on salary adjustment. As indicated in section 3.11.2, CSA should pay reasonable remuneration (Nkosimbini et al., 2015). Salaries are motivational factors in the achievement of organisational objectives (Krautmann, 2017:30; Oregon, 2019:100; Ray, 2019). Similarly, coaches benefit from salary remuneration through contracts (Osborn, 2021:1; Brook, 2021:510). Adequate funding has an impact on the salary adjustment of coaches so that coaches are retained within the franchise system. It is crucial to report financial difficulties to higher management so that adequate funding is created for the salaries of coaches.

### 5.3.3 Reporting financial difficulties

The results regarding financial difficulties are illustrated in Tables 5.4

**Table 5.4: Reporting and resolution of financial difficulties in franchises (n=15; p=0.475)**

			Have any financial difficulties that your franchise has experienced, been reported to higher management?				Total	p value
			Yes	No	No financial difficulties	Not sure		
How long did it take for the matter to be attended to?	Few days	Count	2	0	0	0	2	
		% of Total	13.3%	0.0%	0.0%	0.0%	13.3%	
	Few weeks	Count	3	0	0	0	3	
		% of Total	20.0%	0.0%	0.0%	0.0%	20.0%	
	Few months	Count	4	1	0	0	5	0.475
		% of Total	26.7%	6.7%	0.0%	0.0%	33.3%	
	Never	Count	1	2	1	1	5	
		% of Total	6.7%	13.3%	6.7%	6.7%	33.3%	
Total		Count	10	3	1	1	15	
		% of Total	66.7%	20.0%	6.7%	6.7%	100.0%	

The results show that 66.7% of the respondents reported financial difficulties of the franchise to higher management. There were 13.3 % who reported within a few days (see Table 5.4),

20 % within a few weeks, 26.7% within a few months, and 6.7% never report financial difficulties. The results show that 20.0% of the respondents did not report financial difficulties they experienced to higher management. On the other hand, 6.7% of the franchise respondents experienced no financial difficulties (were sustainable) and a total 6.7% were not sure of reporting financial difficulties to higher management.

**Table 5.5: Hypothesis testing for financial difficulties**

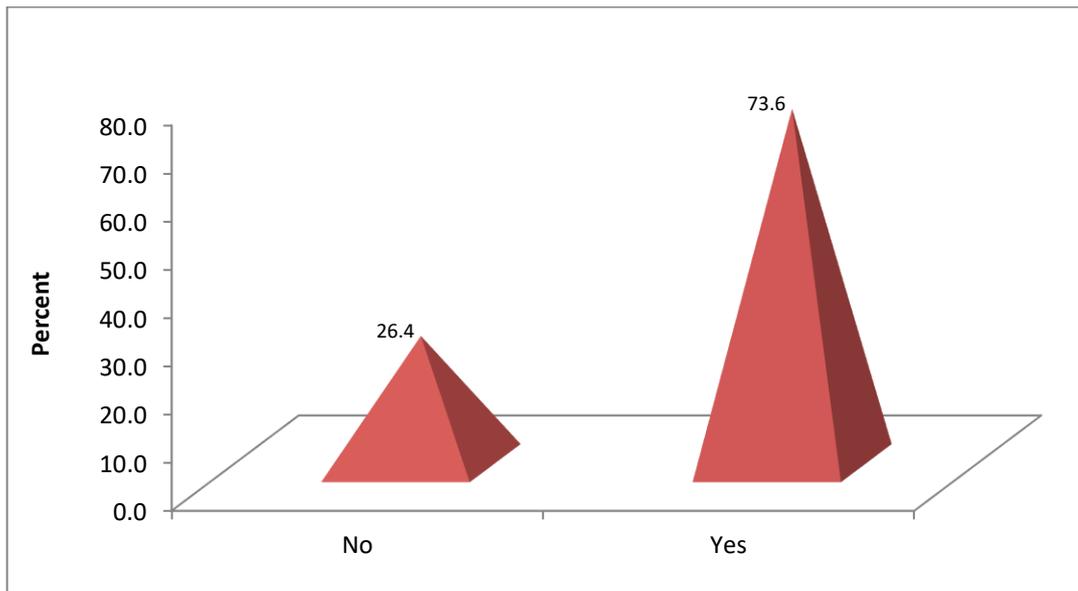
	Gender	Race	Age	Designation	Administrator	Manager	Coach	Umpire	Player	Franchise
Have any financial difficulties that your franchise experienced, been reported to higher management?	0.418	.016*	0.108	0.301	0.205	0.209	0.168	0.235	0.137	.039*

(\*indicates significant p value <0.05)

There is also a significant relationship between 'reporting financial difficulties to higher management' and 'franchises', where the p value of .039 and the hypothesis  $r = 0.691$  (B9)  $p = 0.004$  (B9.1) indicate that financial difficulties had been reported to higher management, that the matter took a few days, weeks and sometimes months, or was not attended to. Table 5.5 indicates that there is a significant and positive relationship in franchises having financial difficulties. This statement, however, has a negative impact on the finances of the franchise, if not reported to higher management. Furthermore, reporting financial difficulties to higher management creates awareness that the franchise needs financial support. This could also have a negative impact on the franchise where all races could be affected by the scant attention received by management. CSA has identified the need for additional funding and has created a new funding model so that additional funding could be sourced from income such investments, coach hire, amateur and professional income, which could assist in the funding of cricket in South Africa (CSA, 2017). As indicated in section 3.5, in the past teams in other countries, such as baseball in the USA, struggled owing to financial difficulties but reporting this to management did not help much (McKinney, 2018:70). Furthermore, teams became financial organisations and team owners transformed teams into business enterprises that sustained franchises by maximising profits (Sandy et al., 2004; McKinney, 2018:70). Accordingly, financial difficulties could be overcome through the introduction of team owners. There could be salary complaints owing to financial difficulties.

### 5.3.4 Salary complaints

Figure 5.3 illustrates the ratio of respondents who had complained about their salaries.



**Figure 5.3: Salary complaints (n = 53, p < 0.001)**

The results show that 73.6% of the respondent had complained about their salaries. A total of 26.4% had no salary complaints. About three in every four respondents had complained about their salaries. This is an indication that those employed in the system were not paid well. A small percentage of employees did not complain about their salaries. These could be some senior administrators above 50 years of age or some senior players that compete internationally who earned lucrative salaries.

**Table 5.6: Hypothesis testing for salary complaints**

	Gender	Race	Age	Designation	Administrator	Manager	Coach	Umpire	Player	Franchise
Have you complained about your salary?	0.947	0.145	.005*	0.185	0.228	0.241	0.729	0.268	0.14	0.221

(\*indicates significant p value <0.05)

The results show that there is a significant relationship between 'salary complaints' and 'age', with a p value of 0.005,  $r = 0.362$  (B10),  $p = 0.008$  (D13.1). This indicates that those employed at the semi-professional level aged below 25 years had complained about their salaries (see 3.11.2). Age does impact on salary complaints, as the new semi-professional dispensation offers a minimum salary to players younger than 25 years (Brink, 2013). It stands to reason that those players represent the largest percentage of employees. Coaches and administrators complained about their salaries, but they represented a smaller percentage of employees. According to Diaz-Bernardo (2012), the agency theory suggests that managers are motivated

through good salaries to achieve organisational objectives. Therefore, salaries motivate employees in achieving organisational objectives (Krautmann, 2017:30; Oregon, 2019:100; Ray, 2019). By the same token, reasonable salary remuneration should be paid to cricket employees in South Africa (Nkosimbini et al., 2015). Thus, if franchises had adequate funding, then there should not be any salary complaints within the franchise system in South Africa. Were the salaries adjusted?

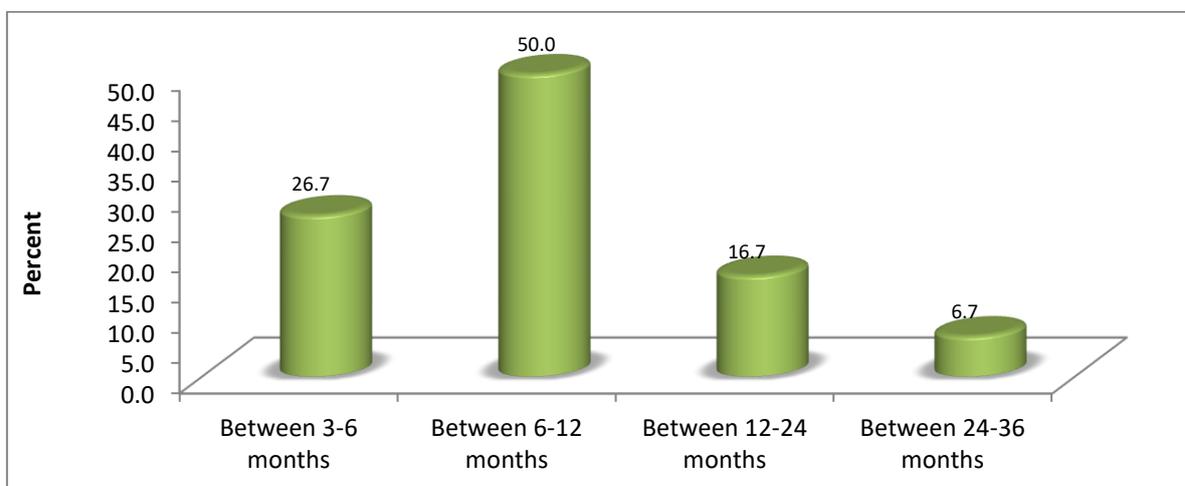
**Table 5.7: Salary adjustment (n = 21, p = 0.513)**

	Per cent
Yes	57.1
No	42.9

The results show that 57.1% of the respondents who complained about their salary had their salary adjusted in response. There were 42.9% of the respondents who had no salary adjustments. A little more than half of those who responded had had their salaries adjusted. There is an indication that 42.9% had no salary adjustments. However, there is no significant relationship between the variables and salary adjustments. This finding indicates that the franchise system is experiencing financial difficulties. It is the responsibility of the franchise system to improve its financial status so that their employees are well paid. Franchises in other countries improved salaries through labour laws (Osborn, 2021:1). Through such labour laws the waiting period for salary increases will be minimised.

### 5.3.5 Waiting period for salary increases

Figure 5.4 indicates the waiting period for salary increases.



**Figure 5.4: Salary Increase (n = 30, p = 0.006)**

It can be seen that 50% of the respondents waited for their salary increase for between 6 and 12 months. There were 26.7% of the respondents who waited for their salary increase for between 3 and 6 months. A total of 16.7 % of the respondents waited for their salary increase between 12 and 24 months and 6.7% who waited for between 24 and 36 months.

Upon notification of the increase, approximately three-quarters (76.7%;  $p < 0.006$ ) of the respondents indicated that the waiting period was between 3 and 12 months. The remaining respondents waited for between 12 and 36 months for their salaries. The results indicate that those respondents who had waited more than 12 months suffered owing to the financial difficulties of the system. It stands to reason that if the system had not suffered from financial difficulties, all employees would have had an annual increase. However, there was no significant relationship between salary increase and waiting period. It could become the responsibility of the franchise to improve its financial status so that employees could receive an annual increase. It is imperative that a franchise should function effectively in meeting its financial objectives in areas such as salaries. On the other hand, the free-agency system was used in the USA and in Europe, where players' salaries were determined by market conditions and their salaries were increased through auctions (Andreff & Saudohar, 2000:44; Saika & Bhattachjee, 2011; Quinn, 2021: 3446). Section 3.11.2 indicates that there were salary benefits paid to players (Chadwick et al., 2017; Brown, 2015: 5 Derek & Ricardo, 2021:7).

### 5.3.6 Adequacy of sponsorship

Table 5.8 indicates the adequacy of respondents' sponsorship.

**Table 5.8: Adequacy of sponsorship (n = 50)**

			Has your franchise secured sponsorship?		Total	p value
			Yes	No		
How adequate is the sponsorship?	Not nearly adequate	Count	1	0	1	
		% of Total	2.0%	0.0%	2.0%	
	Not quite adequate	Count	12	1	13	
		% of Total	24.0%	2.0%	26.0%	
	Adequate	Count	25	2	27	0.850
		% of Total	50.0%	4.0%	54.0%	
	More than adequate	Count	9	0	9	
		% of Total	18.0%	0.0%	18.0%	
Total	Count	47	3	50		
	% of Total	94.0%	6.0%	100.0%		

Of the 83 respondents, 50 who answered the question relating to whether their franchise had a sponsor, rated the adequacy of the sponsorship. Nearly three-quarters of the respondents (72.0%) believed that the sponsorship was adequate. The results show a high rate of adequate sponsorship which was due to the election of a new CSA president who secured new sponsorship (SAPA, 2012). The results show that 94.0% of the respondents' franchises have secured sponsorship. There were 50.0% that secured adequate sponsorship, and 18% of the sponsorship was more than adequate. The results show that 24.0% of the franchises of the respondents did not quite secure adequate sponsorship. A total of 2% of the franchises of the respondents had sponsorship that was not nearly adequate, and 6.0% had not secured any sponsorship.

**Table 5.9: Hypothesis testing for adequacy of sponsorship**

	Gender	Race	Age	Designation	Administrator	Manager	Coach	Umpire	Player	Franchise
How adequate is the sponsorship?	0.574	0.056	0.964	.032*	0.472	0.305	0.567	0.504	0.805	.005*

(\*indicates significant p value <0.05)

The results show that there is a significant relationship between 'the adequacy of sponsorship' and 'designation', where the p value 0.032 indicated that those with the stated designation of managers do have the expertise to secure sponsorship, other than the president. However, sponsors could be attracted through management leadership skills (see 3.9.1). Likewise, managers with skills can achieve adequate sponsorship. (Koronios et al., 2021:295). On the other hand, the lack of knowledge by managers about potential challenges and opportunities will impact securing sponsorship negatively (Hadian et al. 2020:2). Accordingly, skilled managers are crucial for securing sponsors. For this reason, CSA has employed skilled managers with many years of experience who can deal with potential challenges and opportunities (see Table 5.1)

The results also show that there is a significant relationship between 'the adequacy of sponsorship' and 'franchises'. The p value 0.005  $r = 0.483$  (B7)  $p = 0.002$  (C11.1) indicates that the franchise was supported by adequate sponsors. Likewise, the adequacy of sponsorships is crucial for sustaining franchises who market a sponsor's brand (NSRP, 2012; Greenhalgh et al., 2021:113). Furthermore, partnerships should be created to maintain the adequacy of sponsorship (NSRP, 2012; Greenhalgh et al., 2021:113). For this reason, CSA has attracted and maintained its sponsors like Momentum and Hollywood Bets, to name a few (CSA, 2021). However, sponsors will not always sustain franchises financially, but there are

other areas of business that are essential, for example merchandising and broadcasting, which create more revenue for the successful operation of the franchises (Boronczyk & Breuer, 2021; Miller & Washington, 2011: 60; Yüce et al., 2020:141).

#### 5.4. Questionnaire Section C: Development of amateur cricket by franchises

##### 5.4.1 The development of amateur cricket by franchises.

The statements in Figure 5.5 indicate that the development of amateur cricket by franchises influences the scoring patterns

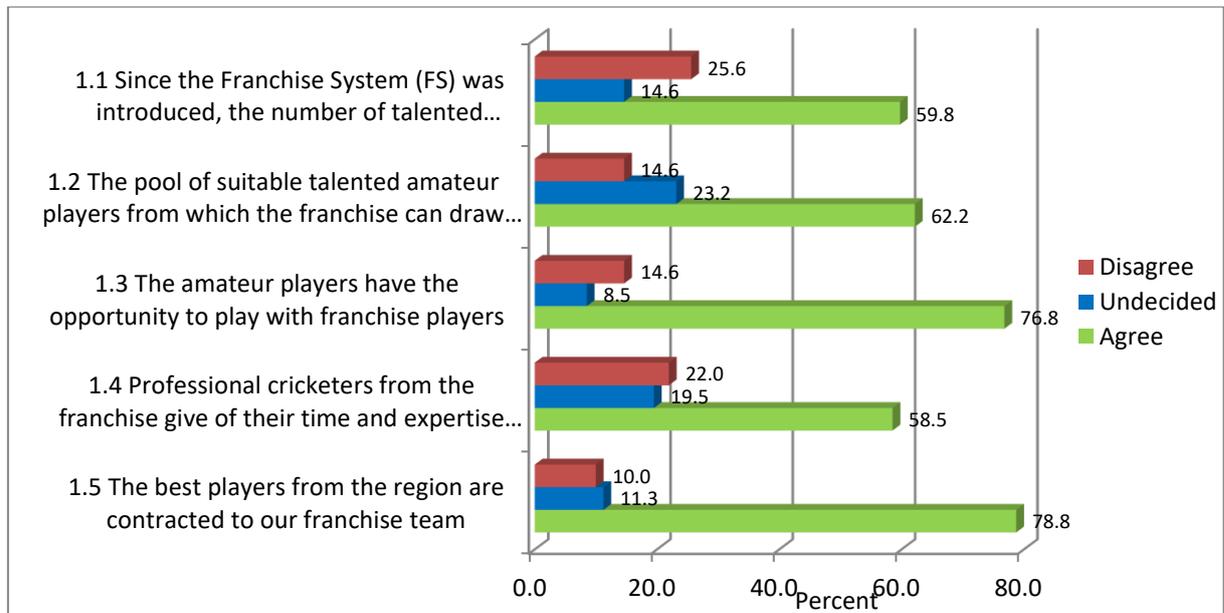


Figure 5.5: Summarised scores for amateur development (n = 82, p < 0.001 for each statement)

##### 5.4.1.1. Statement 1.1

Since the franchise system was introduced, the number of talented cricketers has increased in South Africa.

A total of 59.8% agreed that, since the franchise system had been introduced, the number of talented cricketers had increased in South Africa. A total of 25.6% disagreed that, since the franchise system had been introduced, the number of talented cricketers had increased in South Africa, while 14.6% were undecided. The steady increase in player talent was, however, not well sustained. In fact, the 25.6% who disagreed that there had been an increase in player talent represented just over a quarter of the population. The population that disagreed lacked the necessary support staff in their region. (Brink, 2013; CSA, 2017)

#### **5.4.1.2 Statement 1.2**

A total of 62.2% of the respondents agreed that the pool of talented amateur cricket players that the franchise can draw from is adequate, while 14.6% disagreed and 23.2% were undecided. According to CSA (2017), the talent acceleration programmes could have increased the number of talents in some regions. However, not all regions had the benefit of academies. The talent of those that disagreed had fewer opportunities for being developed by franchises and some found opportunities overseas (CSA, 2019; GCB, 2018). A lack of developing bowling technique in black African players could have resulted in some players not being selected into a pool of talents (Taliep et al., 2015:43).

#### **5.4.1.3 Statement 1.3**

Of the respondents, 76.8% agreed with the statement that the amateur players had the opportunity to play with franchise players, while 22.0% disagreed and 8.5% were undecided. Some opportunities were created for amateur players in some regions for those that disagreed (GCB, 2018).

#### **5.4.1.4 Statement 1.4**

Of the respondents, 58.5% agreed that professional cricketers from the franchise gave their time and expertise to develop amateur cricket, while 22.0 % disagreed and 19.5% were undecided. The expertise was given to develop amateur players who were selected by the new dispensation (CSA, 2017)

#### **5.4.1.5 Statement 1.5**

Of the respondents, 78.8% agreed with the statement that the best players from the region were contracted to the franchise team, while 11.0% were undecided and 10.0% disagreed. The best players, like Kevin Pietersen, Vernon Darryl Philander, Duanne Olivier and others, signed overseas contracts and were not contracted to the team (Compton, 2011; CSA, 2019).

The average level of agreement is 67.2% ( $p < 0,001$ ). Two of the statements scored similarly (77.0%), while the remaining three averaged at about 60.0%. Each statement discussed is represented in Figure 4.5 and Table 4.10.

i) Since the franchise system (FS) was introduced, the number of talented cricketers has increased in South Africa

The result shows that there is a significant relationship between ‘the introduction of franchises increasing talent’ and ‘players’. The p value 0.039 indicates that, since the franchise was introduced, the number of talented players had increased.

**Table 5.10: Hypothesis testing for the development of amateur cricket**

	Gender	Race	Age	Designation	Administrator	Manager	Coach	Umpire	Player	Franchise
Since the franchise system (FS) was introduced, the number of talented cricketers has increased in South Africa	0.583	0.305	0.098	0.519	0.104	.015*	0.274	0.595	.039*	.000*
The pool of suitable talented amateur players from which the franchise can draw is adequate	0.065	.014*	0.329	0.749	0.204	0.369	0.763	0.993	0.097	.016*
Amateur players have the opportunity to play with franchise players	0.802	0.257	0.682	0.701	0.379	0.197	0.077	0.472	0.207	0.101
Professional cricketers from the franchise give of their time and expertise to develop amateur cricket	0.679	0.2	0.378	0.477	0.171	0.113	0.361	0.889	.014*	.000*
The best players from the region are contracted to our franchise team	0.922	0.443	0.868	0.321	0.797	.042*	0.071	0.861	0.726	0.314

(\*indicates significant p value <0.05)

Although talent was increased, there were some losses (Compton, 2011). The franchise system had lost talented players since its introduction, such as Jacques Rudolph, Kevin Pietersen and others (CSA, 2019). Other losses could have occurred because of a lack of activity-based programmes in different regions (CSA, 2017). The increase in talent is determined by the quality of techniques developed in players (Taliep et al., 2015:43), while the quality of coaching will increase talent in players (Wang et al., 2014:102; Taliep et al., 2015:43). Chandrakar and Das (2021: 566) propose that cricket teams require skilled batters, bowlers and fielders to succeed in playing. For this reason, the talent in players has increased since the introduction of the franchise system by acquiring those skills through quality coaching. Through such achievement players found opportunities and left the country.

There is also a significant relationship between ‘the introduction of franchises increasing talent’ and ‘franchises’, where the value ( $p < 0.001$ ) indicated that there was a positive impact on increasing talent by franchises, but the system did lose some talent owing to overseas opportunities. Although talent has increased in franchises since the introduction of the

franchise system the talent was limited to six franchise teams (CSA, 2017). According to the *FRCR* (Cricket South Africa, 2008), two additional franchises that were to be awarded to the South-Western Districts (SWD) and the former Transkei, did not materialise. Although talent does exist, there were slim chances that players could find opportunities for being selected by franchises because of the selection roster and the limited number of franchises. CSA's strategic operational plan is based on the sustenance of cricket. This plan aimed to assist the semi-professionals so that talent could be increased and drawn into franchises. (CSA, 2017). Likewise, if opportunities were created for all players, the talent would have increased further in franchises (Dove, et al., 2016:22).

A *p* value of .015 indicates that there is a significant relationship between 'talent and managers', increasing the number of talented players since the franchise system was introduced. As managers, it is ideally their job to recruit and develop talent, but they have no control over the Kolpak deal. Talented players, such as Andrew Strauss, Jonathan Trott and many others left the country, as did many lesser-known South Africans who signed the Kolpak deal to play in England and elsewhere (CSA, 2017). Furthermore, the talent of players has increased since the introduction of the franchise, and management of CSA has created opportunities for more players to be developed and retained (CSA, 2017). Likewise, managers create opportunities through developing talent in players, which is determined by the quality and standard of facilities and coach education programmes (Agha & Coates, 2018; Romann et al., 2018:2031). The skills within management are crucial in making decisions about talent development (Arnold et al., 2016:355). King et al. (2020:4) have identified that effective management provides adequate training facilities for talent development. Accordingly, CSA employs skilled managers who have between five and more than ten years of experience in management so that their decision-making is effective.

ii) The pool of suitably talented amateur players from which the franchise can draw is adequate. The results show that there is a significant relationship between 'the pool of suitably talented amateur players from which the franchise can draw is adequate' and 'race'. A *p* value of 0.014,  $r = 0.590$  (C 121),  $p < 0.001$  (C12.2) indicates that the pool of talented cricket players from which the franchise could draw has been adequate since the introduction of the franchise system.

Although transformation did not materialise fully, race did create a negative impact on selecting players (Taliep et al., 2015:43). Furthermore, black African players were poorly selected into the pool of talents owing to a lack of bowling skills (Taliep et al., 2015:43). Therefore, CSA has re-engineered its operational model so that more disadvantaged black African players are

drawn into the franchise (CSA, 2017). The franchise employs the largest percentage of white talented players (see Table 5.1). It stands to reason that race does affect players drawn to the franchises. Therefore, CSA has identified that the poor retention and growth of black African players in disadvantaged communities as a weakness of CSA (CSA, 2017).

Although a total of 62.2% agreed that the pool of talented amateur players from which the franchise can draw is adequate, there was a significant relationship between 'the adequacy of suitable amateur players' and 'franchise', with a p value of .016,  $r = 0.295$  (C11) and  $p = 0.034$  (C12.2), which indicates that the adequacy of talent is determined by the skills of amateur players being selected into franchises. The cricket pipeline model is based on identifying, retaining, developing, and attracting amateur talent which could be adequately drawn into the franchise (CSA, 2017). Dove, et al. (2016:22) identified that if opportunities are created for amateurs to develop skills in all communities, the pool of amateur players would be adequately drawn into franchises. Furthermore, if amateurs developed bowling skills within different communities the pool of talented players would increase and be adequately drawn into franchises (Taliep et al., 2015:43).

iii) Amateur players have the opportunity to play with franchise players

The results show that there were no significant relationships between amateur players having the opportunity to play with franchise players and gender, race, age, designation, administrators, managers, coach, umpires, player and franchise.

This was due to the new semi-professional dispensation that was introduced in 2011, where age restricted the number of players being selected. The 22% of players who were not given the opportunity represented the age group above 25 years. According to Brink (2013), CSA has created opportunities for amateurs by introducing the new semi-professional dispensation in 2011, so that players under the age of 25 will be paid and retained. Furthermore, the provincial academy system is aimed at creating opportunities among developing players for franchises and retaining talent (CSA, 2017).

iv) Professional cricketers from the franchise who gave their time and expertise to develop amateur cricket. The results show that there is a significant relationship between 'the professional cricketers from the franchise who gave their time and expertise to develop amateur cricket' and 'player'. The p value of 0.014 indicates that franchises did create a positive impact in developing amateur players. The new dispensation and the amateur cricket unions created opportunities between professionals and amateurs for developing talent (CSA, 2017). Schoenfield (2010:30) proposes that professional team players develop talent through

competitions between franchises and amateurs. Amateurs are developed through competition between professional and amateur teams (GCB, 2017). It stands to reason that professional cricketers play a key role in developing amateur cricket through competitions.

There is a significant relationship between 'professionals developing amateurs' and 'franchise': a p value of  $p < 0.001$  indicates that the franchise did play an important role in development. The CSA Pipeline Player Performance Plan is aimed at increasing the flow of successful performing players at all levels of development so that professionals could give their expertise to amateurs (CSA, 2017). Likewise, the IPL has created opportunities for younger players to play against world-class players so that they could be developed and drawn by the professional teams (Enderwick & Nagar, 2010:130). Accordingly, the talent of amateurs should be developed by professionals so that amateurs could move to the next level of development (Roberts, 2010; McKinney, 2018:66).

v) The best players from the region are contracted to the franchise team

The results show that there is a significant relationship between 'the best players from the region are contracted to the franchise team' and 'managers'. The p value of 0.042,  $r = 0.320$  (C12.1),  $p = 0.004$  (C12.5) indicate that, since the franchise system was introduced, the best players from the region were contracted to the team by the managers who do have the expertise to select the best players to the franchise but have no control over contracts. Some of the country's top players, like Andrew Strauss, Jonathan Trott and others were not contracted and made their debut in England (Steward, 2008), According to the *FRCR* (Cricket South Africa, 2008), the franchise aim may not have materialised fully. Therefore, management of CSA will monitor all programmes to ensure that talent is identified and retained so that the best players are contracted to the franchise (CSA, 2017). McKinney (2018:66) proposes that management of franchises should attract and retain the best players so that they compete effectively and contribute towards increasing the revenue of teams through contracts. Therefore, through contracts and effective decision-making by managers, franchises could be sustainable through having the best players and the aims of the franchise system could be achieved.

## 5.5 Questionnaire Section D: The aims of the franchise system

### 5.5.1 The aims of the franchise system.

The summarised scores are given in Figure 5.6.

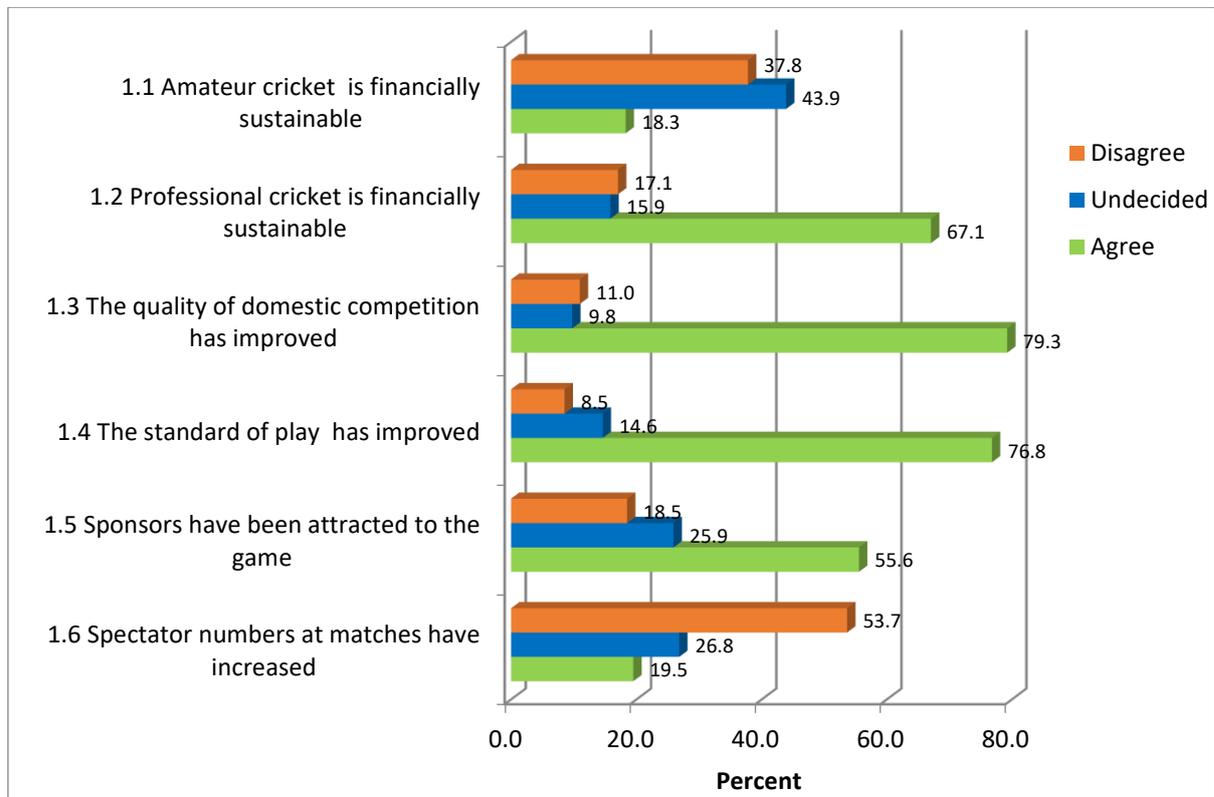


Figure 5.6: Aims summarised (n = 82, p < 0.001 for each statement)

#### 5.5.1.1 Statement 1.1

Amateur cricket is financially sustainable. The results show that 37.8% disagreed that, since the franchise system had been introduced, amateur cricket had been financially sustainable. A higher percentage of 43.9% indicated that they were undecided and 18.3% agreed that, since the franchise system was introduced, amateur cricket had been financially sustainable. The reason could be that players represented the higher percentage of the population and might not know as much about finances since playing is their profession. Moreover, these could be new players who had been recruited. A small percentage of amateurs are financially sustainable. This could be regions where franchises were financially sustainable such as the Gauteng Cricket Board, which has a strong funding model that sustains amateurs in their region (GCB, 2017)

According to GCB (2017), since the franchise system was introduced, amateur cricket was not financially sustainable; therefore additional revenue was created. Furthermore, amateurs operate within a non-profit sector and are financially disadvantaged (Gabbett, 2000:303–307; Martinez-Moreno et al., 2021:12, Varmus et al. 2021:43). In a non-profit sector, amateurs

depend on subsidies and cross-support activities to be sustainable (Vermus, et. al, 2021:43). Amateurs require adequate financial resources within the social environment to be financially sustainable. Accordingly, CSA has identified the potential challenges and created additional revenue sources to sustain amateurs (CSA, 2017).

#### **5.5.1.2 Statement 1.2**

Professional cricket was financially sustainable. The results show that 67.1% of the respondents agreed that professional cricket was financially sustainable, while 17.1% disagreed and 15.9% were undecided. According to the *FRCR* (Cricket South Africa, 2008), professional cricket received R12 million to sustain a franchise. Although professional cricket is financially sustainable through funding, there are areas that are not. Franchises struggled for funding during away games and sourced additional funding elsewhere (GCB, 2017). Therefore, only 17.1% disagreed with the statement that professional cricket is financially sustainable. The GCB has created a funding model that sustains the franchise because of insufficient funding from CSA (GCB, 2017). Additional revenue was also generated through business by some franchises to sustain the franchise (GCB, 2017; Titans 2018). Although CSA is a non-profit organisation, profits were generated by some franchises. According to Varmus (2021:43), in a non-profit organisation profit should not be earned since it is a violation (see 3.11.2). Consequently, there could be a violation within the franchise system.

#### **5.5.1.3 Statement 1.3**

The quality of domestic competition has improved. The results show that 79.3% of the respondents agreed that the quality of domestic competition had improved, while 11.0% disagreed and 9.8% were undecided. The franchise system has encouraged international competition between South Africa and its international counterparts in the Champions League CL/T 20 competition held in South Africa. This did impact on improving the quality of domestic competition. Furthermore, the academies that develop coaches added to the quality of competitions (CSA, 2017). The quality of domestic competition is determined by the standard of play (Wang et al., 2014: 102). Furthermore, the skills of the players are determined by the quality of coaching and techniques developed in batting and bowling that improve domestic competition (Wang et al., 2014:102; Taliep et al., 2015:43). Chandrakar and Das (2021: 566) propose that cricket teams require skilled batters, bowlers, and fielders to succeed and improve in domestic competition. On the other hand, players who have good playing profiles and winning abilities improve the standard of domestic competition (Sharma et al., 2018:279). Through the quality of domestic competition, the standard of play could improve.

#### **5.5.1.4 Statement 1.4**

The standard of play has improved. The results show that 76.8% of the respondents agreed that the standard of play had improved, while 14.6% were undecided and 8.5% disagreed. The standard of play has improved owing to the player pipeline model introduced by CSA (CSA, 2017). CSA implemented development programmes that will improve the standard of play. Although the standard of play has improved, there were fewer opportunities for players owing to the limitations of the franchises (Dove et al., 2016:22). The standard of play is determined by the skills developed in players (Dove, et al., 2016:22). Therefore, development programmes are crucial for developing skills in players.

#### **5.5.1.5 Statement 1.5**

Sponsors have been attracted to the game. The results show that 55.6% of the respondents agreed that sponsors had been attracted to the game, while 25.9% were undecided and 18.5 % of the respondents disagreed. Such an improvement was achieved after the new CSA president was elected and attracted sponsors to the game (SAPA, 2012). Of the respondents, 18.5% disagreed that corruption had led to the loss of sponsors during the term of the previous president (Nyoka, 2012). Sponsors are attracted to the game through effective management and marketing skills (Christopher, 2018:443; Dulani, 2015; National Sports and Recreation Plan, 2017). Marketing technique is associated with the sponsor that generates brand awareness and attracts sponsors (Christopher, 2018:443). Cohen (2012: 60) postulates that sponsors are attracted to the game if they find opportunities through marketing to promote their brands. From the above, it can be seen that CSA has attracted and maintained its sponsors.

#### **5.5.1.6 Statement 1.6**

Spectator numbers at matches have increased. The results show that 53.7% of the respondents disagreed that the spectator numbers at matches have increased, while 26.8% were undecided and 19.5% agreed. Although there was a large percentage who disagreed, the spectator numbers at matches could have increased if there were quality entertainment. On the other hand, franchises complained that there were insufficient benefits from gate takings (FRCC, Cricket South Africa, 2008). Likewise, the initial goal of the franchise was to maintain spectator support, which has not materialised. For this reason, the previous and present systems failed to achieve this goal (CSA, 2008; 2017). To increase the number of spectators at stadiums, Symcox (2012d) suggests that the quality of entertainment should be improved. Consequently, gate receipts will increase. Dlulani (2015) proposes that the quality of competition also improves spectator turnover. On the other hand, quality entertainment is an important source of revenue that attracts spectators and improves gate receipts

(Apostolopoulou, 2011; Buraimo & Simmons, 2015:450). The number of spectators at matches could have improved if quality entertainment and the quality of competitions were maintained.

**Table 5.11: Hypothesis testing – Aims**

	Gender	Race	Age	Designation	Administrator	Manager	Coach	Umpire	Player	Franchise
Amateur cricket is financially sustainable	0.456	.000*	0.239	0.365	0.193	0.667	0.655	0.327	0.069	0.066
Professional cricket is financially sustainable	0.494	0.384	0.088	.002*	0.173	0.799	0.903	0.514	.023*	.044*
The quality of domestic competition has improved	0.852	0.41	0.282	0.467	0.173	0.455	0.288	0.947	.015*	0.237
The standard of play has improved	0.611	0.972	.045*	0.648	0.085	0.195	0.225	0.962	0.134	0.215
Sponsors have been attracted to the game	0.283	0.172	.040*	.032*	0.532	0.186	0.365	0.747	0.195	.017*
Spectator numbers at matches have increased	0.141	0.233	0.806	0.649	.024*	0.735	0.586	0.525	.002*	.000*

(\*indicates significant p value <0.05)

The following statements are analysed from Table 5.11

i) Amateur cricket is financially sustainable. The result shows a significant relationship between 'amateur cricket is financially sustainable' and 'race', with  $p < 0.001$ ,  $r = 0.362$  (B10),  $p = 0.008$  (D13.1). This indicates that amateur cricket was not financially sustainable, and that all races complained about salaries. Since the franchise system was introduced, amateur cricket has not been financially sustainable and there were salary complaints (CSA, 2017). At amateur level, there was little financial support by professionals which impacted negatively on financial resources. At this level, success was measured through franchises functioning as businesses, which had a positive impact on the sustenance of amateurs where all races benefitted (GCB, 2017; Titans, 2018). According to Diaz-Bernardo (2012), the resource-scarcity theory suggests that a franchise creates revenue through business to sustain itself. In franchise sports, both professionals and amateurs benefit financially through profits earned from business (GCB, 2017; Oval & North, 2008; Pritchard, 2011; Smith, 2008:21). As mentioned by Varmus et al. (2021), there should be a sound funding model to sustain amateurs. Although business models and business plans have an impact on sustenance of amateurs, it is a violation to earn profits in a non-profit organisation (Varmus et al., 2021).

ii) Professional cricket is financially sustainable. The results show that there is a significant relationship between 'professional cricket is financially sustainable' and 'players'. The p value 0.023,  $r = 0.405$  (C12.2),  $p < 0.001$  (D13.2) indicates that professional cricket is financially sustainable. Professional cricket is played with skilled players who are remunerated for participating in franchises (Brown, 2015:5; Storm, 2009; Robinson & France, 2011). Furthermore, professionals are highly valuable players who improve the probability of a team's success through their winning abilities, and who benefit from earning lucrative salaries (Chandrakar & Das, 2021:565). On the other hand, players participate in franchises to win competitions because of their skills and performance level, which sustain franchises (Leggat et al., 2021: 370). Diaz-Bernardo's (2012) resource-scarcity theory suggests that a franchise is business related, which is profit motivated. Accordingly, talented players play a key role in generating revenue through the commercialisation of sports by sustaining franchises (Schoenfeld, 2010; Varmus et al., 2021).

There is also a strong relationship between 'professional cricket is financially sustainable' and 'franchises'. The p value of 0.044,  $r = 0.427$  (D13.2),  $p < 0.001$  (D13.3) indicates that professional cricket is financially sustainable. Franchises will employ players with good playing profiles and winning abilities so that their winning abilities sustain franchises financially (Olivia et al., 2020:9). Professional cricket is financially sustainable through sound financing strategies, such as business models that sustain franchise cricket (GCB, 2017; Titans 2018). Likewise, players in a franchise who have good playing profiles and winning abilities draw large numbers of spectators. That contributes to the revenue earned through gate receipts, broadcasting rights, sports merchandising, memorabilia, and advertisements (Arshad et al., 2016; Deodhar 2009:15; Henderson, 2010:614). Hence, franchises would be more financially sustainable.

The results show that there is a significant relationship between 'professional cricket is financially sustainable' and 'designation'. The p value of 0.002,  $r = 0.405$  (C12.2),  $p < 0.001$  (D13.3) indicates that those who are employed in the system can make decisions about drawing suitably talented players who would be adequate for franchises to participate in competitions and to win. Furthermore, the financial decision-making by managers is crucial for sustaining franchises. The management of the IPL, for example, recruits the best coaches. Then the pool of adequate talented players and an effective management enhances cricket and makes it a more lucrative business that is financially sustainable (Bhattacharya 2008:138; Sharuka & Vani,2019). Management of the Gauteng Cricket Board, home of the Highveld Lions, has introduced a business model to sustain franchises (GCB, 2017). Their strategic goal is to raise income through their activities and to sustain cricket at all levels within the franchise

(GCB, 2017). The success of the franchise system using business models was applied to a profit-maximising system, which was effective in sustaining franchises (Helleu, 2011; Pritchard, 2011; Sen & Kayal, 2022:7). Also, models used in franchise sports should have a sound restructuring policy of introducing team owners, media, experienced managers and administrative staff, and should operate in the commercial environment to sustain franchises (Varmus et al., 2021:10). Business models are applied to franchise cricket by effective management (GCB, 2017).

iii) The quality of domestic competition has improved. The results show that there is a significant relationship between 'the quality of domestic competition has improved' and 'player'. The p value of 0.015,  $r = 0.593$  (C12.1),  $p < 0.001$  (D13.3) indicates that the quality of domestic competition has improved since the introduction of the franchise system. Owing to the good playing profiles of players, domestic competition has improved since the introduction of the franchise system. Players in a franchise who have good playing profiles and winning abilities improve the quality of domestic competition (Olivia et al., 2020:1). Furthermore, the players who are skilled improve the quality of domestic competition through their winning abilities (Leggat et al., 2021: 370). Additionally, senior players compete with weaker teams, thus improving the quality of domestic competition (Agha & Coates, 2018; Schoenfield, 2010:30). Therefore, franchises employ skilled players to compete with weaker teams so that the quality of domestic cricket is improved (GCB, 2017, Titans, 2018)

iv) Standard of play has improved. The results show that there is a significant relationship between the 'standard of play has improved' and 'age'. The p value of 0.045  $r = 0.220$  (C12.3),  $p = 0.047$  (D13.4) indicates that the standard of play has improved owing to amateur players having the opportunity to compete with players in the franchise. Younger players, who represent 51.8%, are between 21 and 30 years old and are gaining experience in competitions. The 24.1% of players, who are at a 'developed' age of between 31 and 40, are experienced players. Therefore, age does impact on improving the standard of play. In contrast, Singla and Hussain (2020:697) propose that cricket players who are of different age groups, play and win competitions. Furthermore, their skills and performance improve the standard of play through competitions with stronger teams (Schoenfield, 2010:30). For this reason, adult players of any age group are developed in CSA's development programmes, such as academies, so that their skills are developed, and performance level improves the standard of play for all ages (CSA 2017).

v) Sponsors have been attracted to the game. The results show that there is a significant relationship between 'sponsors have been attracted to the game' and 'franchises'. The p value

of 0.017,  $r = 0.486$  (C12.1),  $p < 0.001$  (D13.5) indicates that, since the franchise has been introduced, sponsors have been attracted to the game. Sponsors are attracted to franchise games as a marketing strategy for brand advertising. Cohen (2012) proposes that corporate sponsors are attracted to the game by seeking opportunities in advertising. They are attracted to games to meet the marketing objectives of their company (Greenhalgh et al., 2021:113). On the other hand, maintaining a sponsor is crucial in attracting sponsorship (Greenhalgh et al., 2021:113). A good relationship should be maintained with the sponsor (Jang & Park, 2019:18) because sponsorship is an important tool within a company's communication policy, aimed at enhancing brand awareness, improving the sponsor's image and relationships, and attracting sponsors (Christopher, 2018:444; Jang & Park, 2019:18). For this reason, CSA has attracted and maintained its sponsors such as Momentum and Hollywood Bets, to name a few, during franchise games (CSA, 2021). Sponsorship as primary stakeholders are sources of income for sports organisations and relationships between sports organisations and sponsors should be maintained with long-term agreements (Varmus et al., 2021). Attracting and maintaining sponsors sustains professional franchises.

The results show that there is a strong relationship between 'sponsors have been attracted to the game' and 'age'. The p value of 0.040,  $r = 0.294$  (C12.2),  $p = 0.008$  (D13.5) indicates that sponsors would be attracted to the game if there were an adequate pool of talented amateur players that could be drawn into the franchise, thereby creating more teams to encourage competition, so that sponsors would have opportunities for advertising their brands. Cohen (2012: 60) proposes that sponsors of any age are attracted to the game to promote their brands since this impacts on sales. On the other hand, content sponsorship is communicated naturally from person to person of any age through social media (Jose et al., 2020:161). Therefore, sponsors will sponsor any age groups as a marketing strategy that benefits the sponsor in brand promotion (Kim & Lee, 2017:1086). There are mutual benefits, both tangible and intangible, between individuals sponsors and organisation (Rui et al., 2013 :289). Therefore, communication between people promotes a company's brand as a marketing strategy and sustains individuals through sponsorship where all age groups benefits.

There is a significant relationship between 'sponsors being attracted to the game' and 'designation'. A p value of 0.032,  $r = 0.274$  (C12.4),  $p = 0.013$  (D13.5) indicates that sponsors will be attracted to the game. This is possible through those employed within their designated ranks who make decisions about attracting sponsors. Managers play an important role in maintaining total quality management that attracts and maintains sponsors (Demir et al., 2018:10). On the other hand, lack of knowledge by managers about potential challenges and opportunities will impact negatively on securing sponsorship leading sponsors to leave (Hadian

et al., 2020:2). Maintaining the right managerial approach is crucial for attracting sponsorship (Varmus et al., 2021: 9). Sponsors are also attracted to the game through partnerships with franchises (Smith & Ourand, 2009:124; NSRP, 2012). For this reason, management of CSA has attracted and maintained its sponsors (CSA, 2017)

vi) Spectator numbers at matches have increased. The results show that there is a significant relationship between 'spectator numbers at matches have increased' and 'administrator'. The p value of 0.024,  $r = 0.315$  (C12.1),  $p = 0.004$  (D13.6) indicate that, since the franchise system has been introduced, administrators have not maintained the spectator numbers at the stadiums (Symcox, 2012d). Likewise, there are marketing strategies that draw spectators, such as quality entertainment, travel packages and accommodation, of which administrators are unaware. To increase the number of spectators at stadiums the quality of entertainment should be improved (Dlulani, 2015; Symcox 2012d). Consequently, gate receipts will increase. Furthermore, stadium design, such as environmental features constituting the sportscares in stadiums that influence the behaviour of spectators and increase the number of spectators, improving gate receipts (Dhurup et al., 2010; Varmus et al., 2021) More to the point, spectators are attracted to the stadium because the quality of the game (Agha & Coates, 2015:285). The turnover at stadiums influences the sale of gate receipts and generates revenue through quality competition and entertainment (Dlulani, 2015; Rastogi & Deodhar, 2009:15). On the other hand, spectators at stadiums are also influenced by low price of tickets (Varmus et al., 2021). Above all, spectators at cricket matches have not been maintained and remain a challenge (CSA, 2017) (see 3.10.8)

The results show that there is a significant relationship between 'spectator numbers at matches have increased' and 'player'. The p value of 0.002,  $r = 0.298$  (D13.3),  $p = 0.007$  (D13.6) indicates that, if the quality of domestic competition improves, spectators will be attracted to the game because of the quality of play and winnings. Agha and Coates, (2015:285) propose that high attendance in professional sports is achieved through the quality of games. Dlulani (2015) postulates that the quality of competition improves spectator numbers at stadiums. Therefore, the quality and standard of playing are crucial for attracting a large turnover at stadiums (Chandrakar & Das, 2021:566). For this reason, star players and the quality of competition improve spectators at stadiums.

There is a significant relationship between 'spectator numbers at matches have increased' and 'franchise'. The  $p < 0.001$ ,  $r = 0.225$  (D13.3),  $p = 0.042$  (D13.6) indicates that spectator numbers at franchise matches would increase if season tickets were sold to spectators (Apostolopoulous, 2011). Furthermore, the stadium facilities should consist of seating, parking,

entertainment areas and concession facilities that will attract spectators at franchise competitions (Bunds et al., 2019:8; Long, 2013; Schreyer & Ansari 2022:750). Strong franchise teams with the talent of star players and winning abilities in competitions will attract fans, thus increasing the number of spectators (Andreff & Staudohar, 2002:3; Borsack, 2019:148), On the other hand, the environmental features of stadiums that constitute the sportscares in stadiums will attract spectators and increase revenue as a marketing strategy for franchises (Dhurup, et al., 2010). However, cricket matches are always disrupted by adverse weather conditions and designers should consider designing cricket stadiums with retractable roofs to prevent rain from slowing the pitch and also allowing sunlight for natural grass growth. The aims of the franchise system may not have been fully realised in improving spectator support. CSA has identified this need to improve spectator support as a strategic challenge (CSA, 2017).

## 5.6 Questionnaire Section E. Business franchises

### 5.6.1 Business in sports

This section investigated business in sport, which is divided into two aspects. The first aspect investigates business franchises, which are indicated in the summarised scores in Figure 5.7, and the second aspect investigates income generated by franchises. The questions asked in this section are pertinent to this experiment as specific questions were developed from the literature targeting specific groups of people such as administrators, managers, coaches and players, who will answer in a specific way about what they feel is impacting their career or organisation.

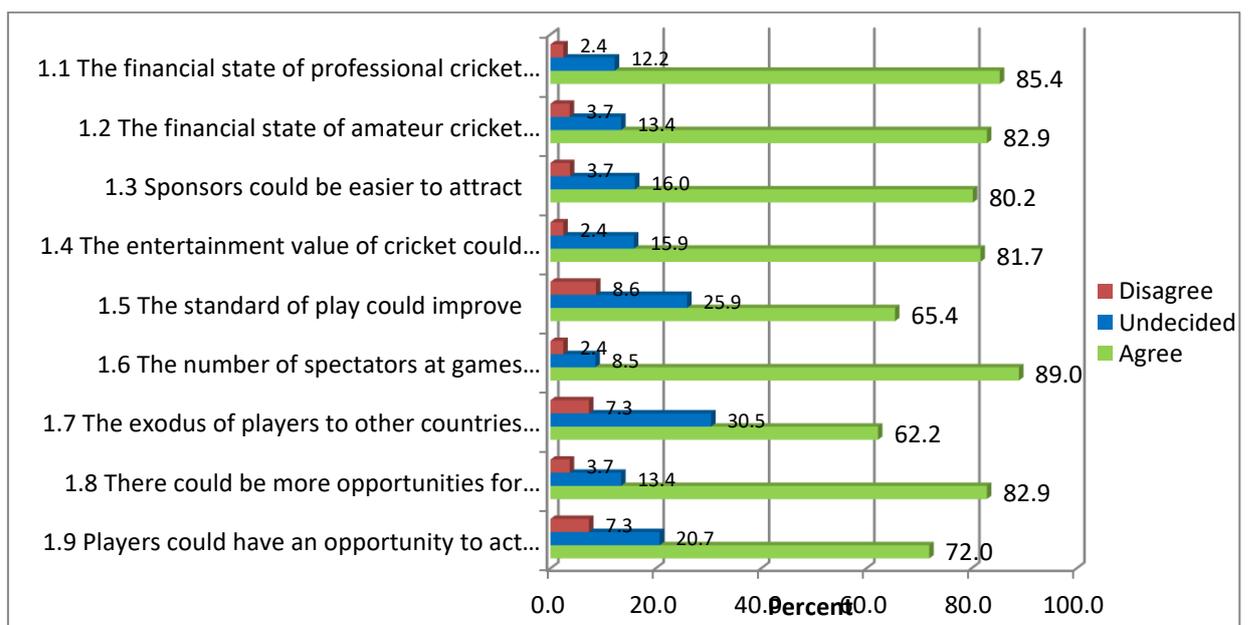


Figure 5.7: Summarised scores in business franchises (n = 82, p < 0.001 for each statement)

The average level of agreement for this section is 78.0% ( $p < 0.001$ ). Seven of the nine statements average above 82%, while two average at about 64%. Each of the statements discussed below is illustrated in Figure 5.7.

#### **5.6.1.1 Statement 1.1**

The financial state of professional cricket could improve. The results show that 85.4% of the respondents agreed that the financial state of professional cricket could improve, while 12.2% were undecided and 2.4% disagreed. According to CSA (2017), the financial state of professional cricket could improve through additional funding. For this reason, CSA has introduced the Mzansi Global League to improve the financial state of professional cricket (CSA, 2017). This is an indication that the financial state of professional cricket is not effective within the current system and could improve if the franchise changed into a business. MLB, for example, decided that their financial state could improve if teams were sold to team owners to encourage investment (Chen et al., 2012:432; Davis & Zutz, 2013; Frank & Jozsa, 2016; Rielly, 2003:221; Sandy et al., 2004:160). Pelkowski (2019:85) postulates that different forms of ownership structures contribute to the effective functioning of the business of sports, benefitting team owners from profits earned. Business models and the influence of media were introduced to franchises, encouraging team owners to invest in teams (Andreff & Staudohar, 2002; Feiler et al., 2019; Read, 2010). The financial state of professional cricket could improve if cricket franchises operate in a fully commercialised environment.

#### **5.6.1.2 Statement 1.2**

The financial state of amateur cricket could improve. The results show that 82.9% agreed that the financial state of amateur cricket could improve, while 13.4% were undecided and 3.7% disagreed. This could be an indication that the financial state of amateur cricket is not functioning effectively since respondents agreed that the financial state could improve. Most of the respondents were in favour of the statement that the financial state of amateur cricket could improve. The financial state of amateur cricket could be improved if business models were introduced and adequate funding were provided (GCB, 2017; Haijkowicz et al., 2013; Oval & North, 2008). Furthermore, the financial state of amateur cricket could improve through a sound funding strategy by government (Varmus et al. 2021:43). Leonardi et al. (2021:5) suggest that in amateur sports government funding sustains amateurs. Therefore, government is responsible for improving the financial state of amateurs.

### **5.6.1.3 Statement 1.3**

Sponsors would be easier to attract. The results show that 80.2% of the respondents agreed with the statement that sponsors would be easier to attract, while 16.0% were undecided and 3.7% disagreed. Franchises would attract sponsors if the franchises were changed into businesses as per the IPL, encouraging a shorter format of the game with longer advertising on television to attract sponsors (Pritchard, 2011). Sponsors could be easy to attract if sponsors could benefit from media exposure and marketing (Boronczyk & Breuer, 2021:739; Cohen 2012: 60) Furthermore, sponsorship could be more easily attracted if the cost of maintaining sports were low and the management were effective in marketing sponsors (Sapatwala & Athawala, 2019; Boronczyk & Breuer, 2021:40; Ertz et al., 2020:199). Sponsors can be attracted through effective management and marketing skills of managers (NSRP, 2012). This could be an indication that the current franchise system is lacking the necessary management skills to attract sponsorship. (see 2.3.5)

### **5.6.1.4 Statement 1.4**

The entertainment value of cricket could improve. The results show that 81.7% of the respondents agreed with the statement that the entertainment value of cricket could improve, while 15.9% were undecided and 2.4% disagreed. The entertainment value of cricket could be improved through attention to business principles, and more income could be generated so that the quality of the entertainment improves (Sturm, 2015:82). Umar (2016:4) proposes that the entertainment, glamour, marketing, and pricing are success factors of a franchise business model that improves the entertainment value of cricket. Likewise, the quality of entertainment enhances the value of cricket, attracting spectators and improving revenue through gate receipts and broadcasting. (Pandian & Raj Kumar, 2017:125). Accordingly, the value of entertainment could increase in cricket in South African franchises through quality entertainment.

### **5.6.1.5 Statement 1.5**

The standard of play could improve. The results show that 65.4 % of the respondents agreed with the statement that the standard of play could improve, while 25.9% were undecided and 8.6% disagreed. This indicates that the current system has not improved much since its introduction. According to CSA (2017), the franchise did improve the standard of play by encouraging competition between professionals and amateurs. The system has improved the standard of play because the CSA TAP Plan was introduced to provide extra training and to improve the standard of play (CSA, 2017). With the introduction of business in sport as in other countries, the best players, coaches, and managers are recruited because of improved salary benefits, thereby improving the standard of play in competitions (Bhattacharya, 2008:138;

Enderwick & Nagar, 2010:130; Varmus et al., 2021). Chandrakar and Das (2021: 566) propose that the standard of play could improve if cricket teams acquired skilled batters, bowlers and fielders to improve the standard of play. Likewise, players who have good playing profiles and winning abilities could improve the standard of play (Sharma et al.,2018:279). Ultimately, the standard of play could be improved through an effective skills development programme in batting, bowling, and fielding.

#### **5.6.1.6 Statement 1.6**

The number of spectators at games could increase. The results show that 89% of the respondents agreed that the number of spectators at games could increase, while 8.5% were undecided and 2.4% disagreed. The high number of agreements showed that there was a need for turnover rate at the stadiums. If the business of sports were introduced, the spectator numbers could improve through sportscapes (Brown & Wale 2009; De Beer & Stander, 2016; Dhurup et al.,2010; Kadapa, 2013; Zheng & Mason, 2018: 34). On the other hand, the spectator numbers at games could increase because of the quality of the game (Agha & Coates, 2015:285), or if the price of tickets were lower (Varmus et al., 2021). Similarly, the Titans franchise hire out suites in the stadium to attract a larger number of spectators (Titans, 2017), while the winning and playing abilities of players in competitions attract large numbers of spectators (Mason & Zheng, 2018; Rastogi & Deodhar, 2009:15; Sharma et al.,2018:279). Furthermore, the quality of entertainment increases the number of spectators (Pandian & Raj Kumar, 2017). It has been seen that both quality competition and entertainment improve the number of spectators, remaining a challenge (CSA, 2017) for management, which plays an important role in maintaining the number of spectators (see 3.10.8).

#### **5.6.1.7 Statement 1.7**

The exodus of players to other countries could decrease. The results show that 62.2% of the respondents agreed that the exodus of players to other countries could decrease, while 30.5% were undecided and 7.3% disagreed. The exodus of players could decrease if franchises functioned as businesses, since there would be sufficient revenue to retain players. This is an indication of the extent of the exodus of players since 2004 (Compton, 2011). Players moved overseas for various reasons, such as having a better life and more money (Compton, 2011). Therefore, the CSA's Player Pipeline Model was introduced, aiming at retaining talented players to avoid the exodus of players to other countries (CSA, 2017). Additionally, the Kolpak policies allow players to sign overseas contracts (see 3.8.2.1)

#### **5.6.1.8 Statement 1.8**

There could be more opportunities for talented players to be developed into star players. The results show that 82.9% of the respondents agreed that there could be more opportunities for talented players to be developed into star players, while 13.4% were undecided and 3.7% disagreed. Brown (2015:11) proposes that opportunities would be created for players if franchises were changed into businesses through government labour policies. Furthermore, salary caps on star players impacted positively in improving the value of the team financially, benefitting and motivating players to be developed into star players (Brown, 2015:11). In a free-agent system there are salary opportunities for players that are negotiated by a Collective Bargaining Agreement that caps players' salaries and motivates star players (Borsack, 2019:130; Hill & Taylor, 2008). According to Diaz-Bernardo (2012), the plural organisation theory suggests that franchises that adapt to the local market take advantage of new opportunities and have motivated managers being successful in business, which impacts the development of talented and star players. In this way, star players are developed within the commercial environment.

#### **5.6.1.9 Statement 1.9**

Players could have the opportunity to act as free agents so that their salaries could be determined by their skills. The result shows that 72.0% of the respondents agreed with the statement that players could have the opportunity to act as free agents so that their salaries could be determined by their skills, while 20.7% were undecided and 7.3% disagreed. Although the free-agent system is not evident in South Africa, players knew that there could be opportunities for them to act as free agents so that their salaries could be determined by their skills. Furthermore, players who sign contracts as free agents earn capped salaries (Quinn, 2021:1). As reported by Zillgitt (2019), teams find opportunities to invest in free agents by exceeding salary caps for the purpose of winning competitions. This has had an impact on franchises globally. Saika and Bhattachjee (2011) propose that star players earned capped salaries of between \$20 000 and \$400 000 in the IPL. On the other hand, salary caps on star players were also determined by the skills of free-agent players in global franchises (Dobson & Gerrard 1999: 259; Helleu, 2011; Quinn, 2021:1; Zillgitt 2019). There are also opportunities for players to act as free agents so that their salaries could be determined by their skills.

**Table 5.12: Hypothesis testing – business franchises**

	Gender	Race	Age	Designation	Administrator	Manager	Coach	Umpire	Player	Franchise
The financial state of professional cricket could improve	0.055	0.523	0.228	0.267	0.083	0.818	0.837	0.911	0.155	0.542
The financial state of amateur cricket could improve	0.12	0.779	0.4	0.674	0.077	0.386	0.877	0.441	0.317	0.675
Sponsors could be easier to attract	0.101	0.849	0.254	0.238	0.584	0.805	0.847	0.896	0.984	0.533
The entertainment value of cricket could improve	0.698	.018*	0.467	0.382	.003*	0.258	0.306	0.6	.005*	0.458
The standard of play could improve	0.647	0.646	0.207	0.623	0.191	0.159	0.231	0.63	0.682	0.6
The number of spectators at games could increase	0.88	0.385	.037*	0.402	0.112	0.641	0.206	0.789	0.801	0.377
The exodus of players to other countries could decrease	80.21	.033*	0.683	0.815	0.414	0.233	0.925	0.95	0.981	0.098
There could be more opportunities for talented players to be developed as star players	0.176	0.104	0.507	0.449	0.38	0.878	0.616	0.9	0.707	0.301
Players could have an opportunity to act as free agents so that their salaries could be determined by their skills	0.637	.006*	0.104	.007*	0.352	0.192	.005*	0.607	0.372	0.209

(\*indicates significant p value <0.05)

i) The financial state of professional cricket could improve. The results show that there is no significant relationship between ‘the financial state of professional cricket could improve’ and ‘gender, age, race, designation, manager, coach, umpire, player and franchise’. This means that there is no correlation between the variables. Pritchard (2011:153) proposes that franchises could change their financial status by introducing the Asian business model. The Asian business model has proven to be an effective business model by introducing the tri-cast system into franchises, which increases revenue in broadcasting through personal computers, telephones, and television (Pritchard, 2011:153). Business models, such as the MCMMG business model, were introduced with great success, sustaining the franchise globally (Andreff & Staudohar, 2002:25; Bekraiem et al., 2011 Borsack, 2019:148). According to Jarvis and Tracey (2007), the resource-scarcity theory suggests that organisations embark on franchising owing to the scarcity of financial resources needed for expansion. Although CSA is franchised, the scarcity of financial resources remains a challenge.

ii) The financial state of amateur cricket could improve. The results show that there is no significant relationship between ‘the financial state of amateur cricket could improve’ and

'gender, age, race, designation, manager, coach, umpire, player, and franchise'. This is an indication that there is no correlation between any of them. On the other hand, the financial state of cricket could be improved if business strategies were introduced (GCB, 2017; Oval & North, 2008). Furthermore, adequate funding and new sources of funding create opportunities to improve the financial state of amateur cricket (Leonardi et al., 2021:8). Furthermore, amateurs are sustained by a sound funding strategy and cross-support activities so that the financial state of amateur cricket improves (Vermus, et. al, 2021:43). Likewise, the CSA Presidential Plan model is aimed at distributing funds to amateurs for the development of skills and retaining players at all levels of cricket (CSA, 2017). The funds could improve the financial state of amateur cricket.

iii) Sponsors could be easier to attract. The results show that there is no significant relationship between 'attracting sponsorship' and 'gender, age, race, designation, manager, coach, umpire, player and franchise'. This means that there is no correlation between any of them since respondents of any age, gender or race can attract sponsors. Any individual who has skills can attract sponsors. Sponsors could be attracted to the game if stadiums were designed to market the sponsor (Cohen, 2012: 60). Although sponsors may be easy to attract, more sponsors could be attracted through effective management and marketing skills (NSRP, 2012). According to CSA (2017), success factors such as creating partnerships with the private sector could impact on sponsorship and the growth of the game through effective leadership. Management could play an active role in creating partnerships with sponsors so that more revenue could be earned. Accordingly, the skills of management are crucial in attracting sponsors (Greenhalgh et al., 2021:113).

iv) The entertainment value of cricket could improve. The results show a significant relationship between 'the entertainment value of cricket could improve' and 'race', where the p value of 0.018,  $r = 0.282$  (E14.1),  $p = 0.010$  (E14.4) indicates that the entertainment value could improve the financial state of professional cricket if all races were attracted. Quality entertainment attracts many spectators of any race (Symcox, 2012c). The IPL, for example, provides quality entertainment, attracting spectators of any race, which is broadcasted globally. Umar (2016:4) proposes that the improvement of entertainment and glamour will attract any race. Furthermore, the Cricket T20 matches attract and maintain large audiences of any race through technological innovations, commercial imperatives, and entertainment (Barland, 2013; Sturm, 2015:82).

The results show that there is a significant relationship between 'the entertainment value of cricket could improve' and 'administrator'. The p value of 0.003,  $r = 0.397$  (E14.3),  $p < 0.001$

(E14.4) indicates that the entertainment value of cricket could be improved by administrators who are upper-level managers setting goals in an organisation (Robinson et al., 2021:301). Furthermore, administrators play an important role in improving the entertainment value of cricket by instructing marketing managers (Robinson et al., 2021:301). The IPL, for example, is based on quality entertainment through the decisions of administrators (Ninian, 2010), attracting large spectatorship through effective administrators (Pandian & Raj Kumar, 2017:125). The IPL benefits from quality entertainment through the decisions of administrators (Pandian & Raj Kumar 2017:128). Sturm (2015:82) suggests that the T20 Big Bash competition in Australia attracts a large viewership through its action-packed spectacle and entertainment as a result of good administrative decisions. The decision-making by administrators plays a key role in improving entertainment value in cricket. The results show that there is a significant relationship between 'the entertainment value of cricket could improve' and 'player'. A p value of 0.005,  $r = 0.331$  (E14.2),  $p = 0.002$  (E14.4) indicates that, if the entertainment value were to improve, the spectator turnover would be greater, resulting in higher revenue. The quality of players provides high quality matches, and the quality of the entertainment attracts a large turnover (Pandian & Raj Kumar, 2017). For this reason, a large turnover motivates players (Hansen & Gauthier, 1992; Ninian, 2010). Likewise, a large turnover adds to the spirit of the game, increasing the confidence level of players to perform better (Sturm, 2015:82). Furthermore, large numbers of spectators are attracted to the stadiums through fast-paced entertainment adding to the spirit of the game (Sturm, 2015:82).

v) The standard of play could improve. The results show that there is no significant relationship between 'the standard of play could improve' and 'gender, race, age, designation, administrator, manager, coach, umpire, player, and franchise'. This means that there is no correlation between any of them and the improvement in the standard of play is not affected by the factors. For example, gender does not play a role in whether there is improvement or not.

vi) Number of spectators at games could increase. The result shows that there is a significant relationship between 'the spectator numbers at games could increase' and 'age'. A p value of 0.037,  $r = 0.434$  (E14.4),  $p < 0.001$  (E14.6) indicates that spectator numbers at games could increase if the entertainment value were to improve and that would attract all ages. Entertainment increases the turnover rate at stadiums, attracting any age (Apostolopoulou, 2011; Sandy et al., 2004). Furthermore, the glamour of entertainment and maintaining the culture of the sport impacts positively on the turnover rate at sports events, attracting any ages (Kadapa, 2013; Levin & Roberts 2009:4; Umar (2016:4). The aim of CSA was to improve spectator turnover at games by attracting spectators of all ages and races (CSA, 2017).

However, attracting spectators remains a challenge if all ages are not attracted to franchise cricket in South Africa.

vii) The exodus of players to other countries could decrease. The result shows that there is a significant relationship between 'the exodus of players to other countries could decrease' and 'race'. The p value of 0.033,  $r = 0.346$  (E14.5),  $p = 0.002$  (E14.7) indicates that, if the exodus of players of all races could decrease, then the standard of play would improve owing to a larger selection of talent. CSA's Player Pipeline Model is aimed at retaining all talented players who are trained through their coaching and umpiring Pathway Programme for development of talent, so that the exodus of all races of players to other countries could decrease (CSA, 2017). Although a large percentage of white talented players signed overseas contracts and left the country because of the free movement of players, these players could be retained (CSA, 2017; Marcén, 2016: 215). (see 3.8.2.1)

viii) There could be more opportunities for talented players to be developed as star players. The results show that there is no significant relationship between 'opportunity for development of talented players and gender, race, age, designation, administrator, manager, coach, umpire, player' and 'franchise'. This means that opportunities for improvement in the development of talented players are not affected by gender, race, age, or designation. For example, gender does not play a role in whether there are opportunities for development or not. Although there were fewer opportunities for talented players to be developed as star players within the present system. The present system could have not introduced a business model and a profit-maximising system to develop star players. The introduction of a business model and a profit-maximising franchise system will recruit quality coaches and managers to improve the standard of play, thereby encouraging talented players to be developed into star players because of the increased revenue flow (Bhattacharya, 2008:138; Helleu, 2011).

ix) Players could have an opportunity to act as free agents so that their salaries could be determined by their skills. The results show that there is a significant relationship between 'players could have an opportunity to act as free agents so that their salaries could be determined by their skills' and 'race'. A p value of 0.006,  $r = 0.281$ ,  $p = 0.010$  indicates that, if players were to act as free agents irrespective of their race, the spectator numbers at matches would increase because of the support of star players. Free agents are skilled players, and their salaries are determined by an auction system (Brown, 2015: 5). Furthermore, there are rules under which the team should operate by remunerating free agents (Brown, 2015: 5; Kaser & Oelkers, 2005:322). Borsack (2019:130) states that free agents are supported by labour laws and a collective bargaining system which is applied in a profit-maximising system (Borsack,

2019:130). However, the profit-maximising system is not applied to cricket franchises since cricket functions on a non-profit basis where salaries are paid to players determined by the skills of players.

The results show that there is a significant relationship between 'players could have an opportunity to act as free agents so that their salaries could be determined by their skills' and 'coach'. A p value of 0.005,  $r = 0.378$  (E14.8),  $p < 0.001$  (E14.9) indicates that, if players were to operate as free agents, their salaries could be determined by their skills, which would create opportunities for talented players to be developed as star players by coaches. Coaches play an important role in developing players as star players (Arnold et al., 2016:355). Furthermore, developing talented players creates opportunities for players to become free agents, so that their salaries are capped (Arnold et al., 2016:355; Bhattachjee & Saika, 2011).

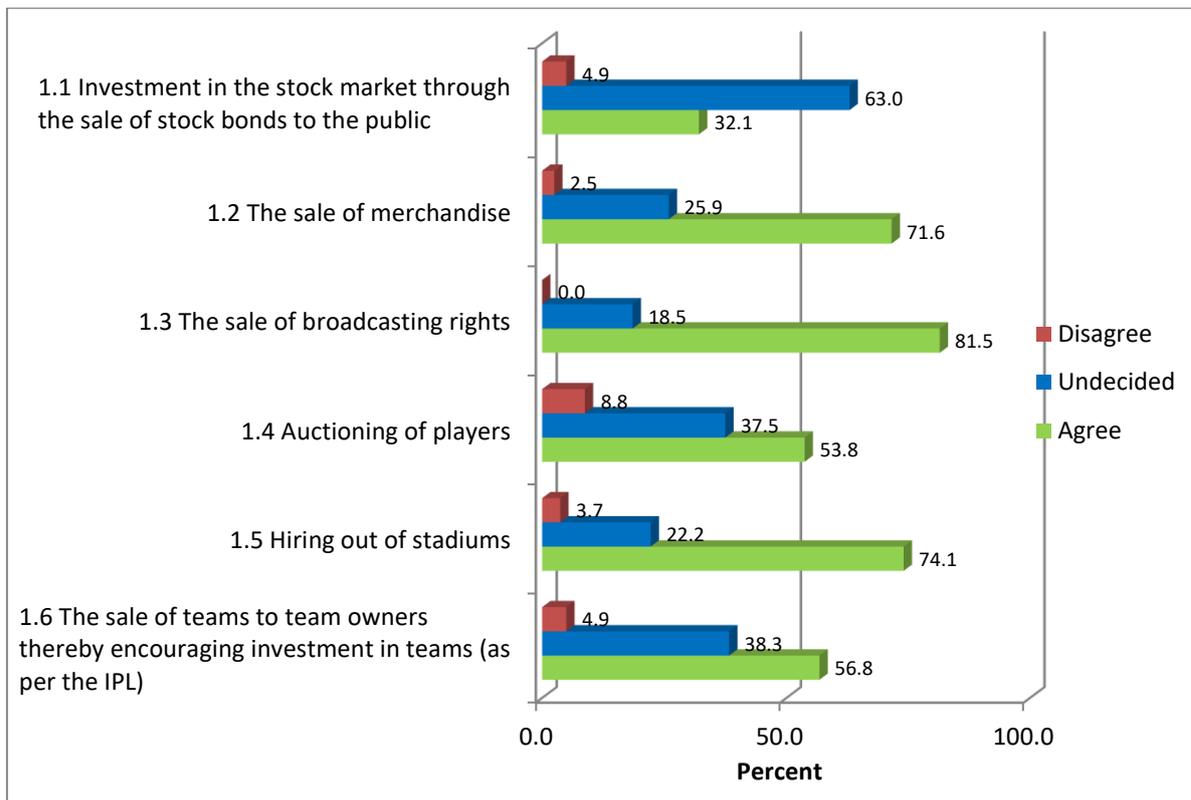
It seems that there was a high level of agreement that the business of sport could improve the franchise system in functioning effectively. According to Diaz-Bernardo (2012), the plural organisational theory gives an organisation a competitive advantage in functioning effectively. Effective coaching is crucial in developing talent in players as free agents, which may not be supported by the franchise system since the free-agent system is characteristic of a profit-maximising system.

## **5.6.2 Generation of income by franchises**

This section investigates the second part of the business in sports and its strategy in generating income by professional franchises. The summarised scores are given in Figure 5.8.

### **5.6.2.1 Statement 1.1**

Investment in the stock market through the sale of stock bonds to the public. The results in Statement 1.1 show that 63.0% of the respondents were undecided whether investment in the stock market through the sale of stock bonds to the public would generate more income for franchises. Of the respondents, 32.1% agreed and 4.9% disagreed. It was observed that respondents preferred not to invest in the stock market, but preferred methods directly related to what they do. Investment in stock markets create additional revenue that sustains franchises (Bekraiem et al., 2011) (see 3.7.4). On the other hand, investment in the capital/stock market is a profit-led business in Europe and the USA (Ehrmann & Jansen 2017:810). Furthermore, , such investment franchises are financially sustainable (Ehrmann & Jansen 2017:810). Although investment is a profit-led business it is also a risky area of investment (Godinho & Cerqueira, 2018:276). For this reason, a high number of respondents were undecided.



**Figure 5.8: Summarised scores in income generated (n = 82, p < 0.001 for each statement)**

### 5.6.2.2 Statement 1.2

The results in Statement 1.2 show that 71.6% of the respondents agreed that the sale of merchandise could generate more income for franchises, while 25.9% were undecided 2.5% disagreed. Although a high percentage of the respondents are in favour of franchises generating more income through the sale of merchandising, there are restrictions by the governance policy of CSA indicating that, through its policies, profits cannot be maximised. According to CSA (2017), their aim is to improve the financial sustainability of cricket in South Africa. Therefore, if the governance policy of CSA is changed from non-profit to profit-maximising, then cricket will have the benefit of being financially sustainable. In a profit-maximising system, profits are earned through the sale of merchandising (Yüce et al., 2020:141). Furthermore, leagues in Europe earn profits through the sale of merchandising (Yüce et al., 2020:141). Therefore, merchandising could be an effective strategy to generate revenue and sustain franchises.

### 5.6.2.3 Statement 1.3

The sale of broadcasting rights. The results in Statement 1.3 show that 81.5% of the respondents agreed that the sale of broadcasting rights could generate more income for franchises, while 18.5% were undecided and 0.0% disagreed. The sale of broadcasting rights earns high income for franchise in a profit-maximising franchise system (Fort, 2003; Zheng

and Mason 2018:111). Furthermore, rights fees that are paid to leagues in a franchise are a lucrative source of revenue (Bunds et al., 2019:817). On the other hand, the IPL franchise has generated large sums of revenue and sustained the franchise through broadcasting via the tri-cast routes (Rastogi & Deodhar, 2009; Pande, 2009; Pritchard, 2011:153; Sen & Kayal, 2022:2). Also, media rights are auctioned between different media providers that earn the IPL lucrative revenue (Biwas & Chacko, 2022:1). Therefore, the sale of broadcasting rights could generate more income for franchises.

#### **5.6.2.4 Statement 1.4**

Auctioning of players. The results in Statement 1.4 show that 53.8% of the respondents agreed that the auction of players could generate more income for franchises, while 37.5% were undecided and 8.8% disagreed. Auctions are a bidding process where the highest price is paid for a star player (Borsack, 2019:148; Umar, 2016:2). Furthermore, players earn lucrative salaries in an auction system as free agents (Umar, 2016:2). Although the auction of players may not be known or practised in South Africa, the system of auctioning players could generate more income for teams through winnings and could benefit players through salaries (Saika & Bhattachjee, 2011; Quinn, 2021: 3446). If the auctioning of players were practised in South Africa, players could generate more revenue for franchises through their winnings as star players.

#### **5.6.2.5 Statement 1.5**

Hiring out of stadiums. The results in Statement 1.5 show that 74.1% agreed that hiring out of stadiums could generate more income for franchises. while 22.2% were undecided and 3.7% disagreed. The hiring of stadiums adds to the revenue sources for franchises. Shields (2015:1) reports that government should finance stadium construction and maintenance and then stadiums should be hired out to teams. Furthermore, the stadiums should include a conference centre that could be hired to the public, which will create additional revenue (Shields, 2015:1). On the other hand, the designing of stadiums with entertainment and fitness spaces could be hired to the public, adding to the revenue streams (Wang et al., 2021:1607). Hiring out of stadium facilities adds to the revenue streams that sustain franchises.

#### **5.6.2.6 Statement 1.6**

The sale of teams to team owners, thereby encouraging investment in teams (as per the IPL). The results in Statement 1.6 show that 56.8% of respondents agreed that the sale of teams to team owners, encourages investment in teams, while 38.3% of the respondents were

undecided and 4.9% disagreed. Franchise cricket in South Africa could overcome its financial difficulties if the sale of teams to team owners and investment were encouraged.

**Table 5.13: Hypothesis testing for income generated**

	Gender	Race	Age	Designation	Administrator	Manager	Coach	Umpire	Player	Franchise
Investment in the stock market through the sale of stock bonds to the public	0.22 1	.009*	0.69 2	0.44 2	0.48 7	0.84	0.96 2	0.15 5	0.33 1	0.37 7
The sale of merchandise	0.54 9	0.08 7	0.13 1	0.50 3	0.40 4	0.17 3	0.15 9	0.46 6	0.26 5	.010*
The sale of broadcasting rights	0.38 6	.049*	0.33 4	0.42 9	0.26 7	0.35 9	0.24	0.10 3	0.24 4	0.12 9
Auctioning of players	.044*	0.07 3	0.19 4	.006*	0.71 7	0.90 7	0.77 7	0.26	0.06 5	0.33 1
Hiring of stadiums	.037*	0.11 2	0.86 3	0.28 6	0.10 6	.026*	0.12 9	.039*	0.49 9	.047*
The sale of teams to team owners, thereby encouraging investment in teams (as per the IPL)	0.34 7	.015*	0.14 4	0.10 5	0.07 3	0.54 4	0.64 6	0.32 8	0.25 9	0.54 7

(\*indicates significant p value <0.05)

i) Investment in the stock market through the sale of stock bonds to the public. The results show that there is a significant relationship between the 'investment in stock market through the sale of stock bonds generates more income' and 'race'. A p value of 0.009,  $r = 0.447$  (B7),  $p = 0.004$  (E15.1) indicates that investment in the stock market could improve the finances of the franchises, through which all races could benefit from revenue earned. Clubs in Europe are listed on the stock exchange to improve finances of franchises although there is a high risk owing to market fluctuation (Szylar 2014:108). Furthermore, the European clubs found that the capital/stock markets are a lucrative area of investment (Szylar 2014:108). In contrast, clubs within the franchise system in the USA and Europe found that the stock/capital markets are a lucrative source of investments (Ehrmann & Jansen 2017:810). Above all, the Europeans were most successful in stock market investment since the stock market was introduced in Europe and the ideology was transferred to the USA (Bonnal et, al, 2013; Privatisation, 2019; Ehrmann & Jansen, 2017:810; Helleu, 2011; Hill & Taylor, 2008; Rielly, 2003; Scelles 2013). Likewise, if the franchise system were changed into business in South Africa, there could be an opportunity for stock market investment that could generate additional revenue. However, investments such as interest earned on capital by management earned a ROE of 5%, which is used as additional funding source for cricket in South Africa that sustained franchises where

all races benefitted (CSA, 2017). This also depends on the economic situation of the country, which influences investments. According to Jarvis and Tracey (2007), the agency theory suggests that talented managers achieve organisational objectives. Therefore, managers that have expertise in stock market investment, which could increase the finances of franchises.

ii) The sale of merchandise. The results show that there is a significant relationship between 'the sale of merchandise' and 'franchises'. The p value of 0.010,  $r = 0.233$  (E15.1),  $p = 0.036$  (E15.2) indicates that franchises could benefit financially through the sale of merchandise, and the funds could be used for sustaining franchises. Those franchises that used merchandising as a source of generating revenue were successfully sustained (Borsack, 2019:148; Miller & Washington 2011: 60; Zheng & Mason, 2018:34). Furthermore, leagues in a profit-maximising and utility-maximising system have increased their income through revenue earned from merchandising (Yüce et al., 2020:141). Merchandising is the promotion and sale of sports-related goods through a retail outlet, which is a lucrative source of revenue for franchises (Borsack, 2019:148; Zheng & Mason, 2018:34). The sale of merchandise and the licensing of merchandise increases the income of franchises through manufacturing (Gratton & Taylor, 2000:142–174; Kaser & Oelkers, 2005:124; Yüce et al., 2020:141). According to Diaz-Bernardo (2012), the agency theory suggests that managers who have talent in a specific field should enable the effective functioning of a franchise by making higher profits from the business, such as through sales. It would be the responsibility of CSA to introduce the sale of merchandise in retail stores so that revenue earned through licensing can benefit franchises financially.

iii) The sale of broadcasting rights. The results show that there is a significant relationship between 'the sale of broadcasting rights could generate more income' and 'race'. A p value of 0.049,  $r = 0.339$  (E14.1),  $p = 0.002$  (E15.3) indicates that the sale of broadcasting rights could improve the financial state of professional cricket, from which all could benefit. Leagues receive rights fees from media providers so that more revenue is generated from broadcasting, sustaining the franchises that employ any race (Bunds et al., 2019:817). Broadcasting, such as on radio and television, and internet used for the purpose of entertainment, advertising and generating revenue, influences all races and sustains franchises (Kaser & Oelkers, 2005; Mason & Zheng, 2018:111). This could become the responsibility of CSA: to improve the system so that broadcasting through commercialisation earns lucrative rights fees that benefit and sustain franchises that employ all races. CSA is heavily reliant on broadcasting rights as a source of revenue (CSA, (2017).

iv) Auctioning of players. The results show a significant relationship between 'the auctioning of players that will generate more income' and 'gender'. The p value of 0.044,  $r = 409$  (E14.1),  $p < 0.001$  (E15.4) indicates that the auctioning of players can generate income to improve the financial state of professional cricket through which all male star players who participate in franchise sports can benefit. However, the NBA franchise introduced WNBA women participation, which could mean that female players can also be auctioned (Darvin et al., 2021:1). On the other hand, male participants in sport have a higher resilience than females, in that males recover faster from the tough challenges faced in sports than females. More males, star players who are developed and auctioned, compete in franchise sports than females (Blanco-Garcia et al., 2021:9). Likewise, franchise cricket in South Africa is a male-dominated sport that employs males in playing cricket within the franchise system (Brink 2013; CSA, 2022). Franchise cricket is dominated by the high employment of male players; however, the auctioning of players is not practised owing to governance policies.

There is also a significant relationship between 'the auction of players will generate more income' and 'players'. The p value of 0.006,  $r = 0.357$  (E14.2),  $p < 0.001$  (E15.4) indicates that players who are auctioned through a bidding process generate more income, which could improve the financial state of professional cricket and could benefit players. Helleu (2011) proposes that free agents generate high income through an auction system that benefits the players through salary caps. Borsack (2019:148) states that the highest price is paid for a star player in an auction; therefore, the auctioning of players is a lucrative source of generating income for players. The auctioning of players is not practised in South Africa; therefore, players might not earn lucrative salaries.

v) Hiring of stadiums. The results show that there is a significant relationship between 'the hiring out of stadiums generates more income' and 'managers', where the p value of 0.026 indicates that stadium managers play an important role in hiring out stadiums so that income can be generated. Management plays a key role in the designing of stadiums with entertainment and fitness spaces which could be hired to the public, adding to the revenue streams (Wang et al., 2021:1607). Management should engage government in stadium construction, which could then could be hired out to the public (Shields, 2015:1). Therefore, the hiring of the stadiums could generate more income, for example. the Titans franchise hires out suites, generating income and sustaining the franchise (Titans, 2018). If all franchises hired out stadiums, franchises could earn more income. However, there are profit-maximising restrictions owing to the governance policy that restricts the earning of profits (Nkosimbini et al., 2015).

The results show that there is a significant relationship between 'hiring of stadiums' and 'gender': a p value of .037,  $r = 0.315$  (C11.1),  $p = 0.023$  (E15.5). This indicates that, if stadiums are hired out to multiple sports activities, more income can be generated. Franchises are male-dominated sports, and stadiums are hired out to teams in league competitions that draw large numbers of spectators, generating large amounts of revenue through competitions (Alrashdi, 2016). However, females also participate in franchise sports and stadiums could be hired out to female participants (Darvin, et al., 2021:1). However, stadiums are hired out to the public, attracting all genders (Titans, 2018)

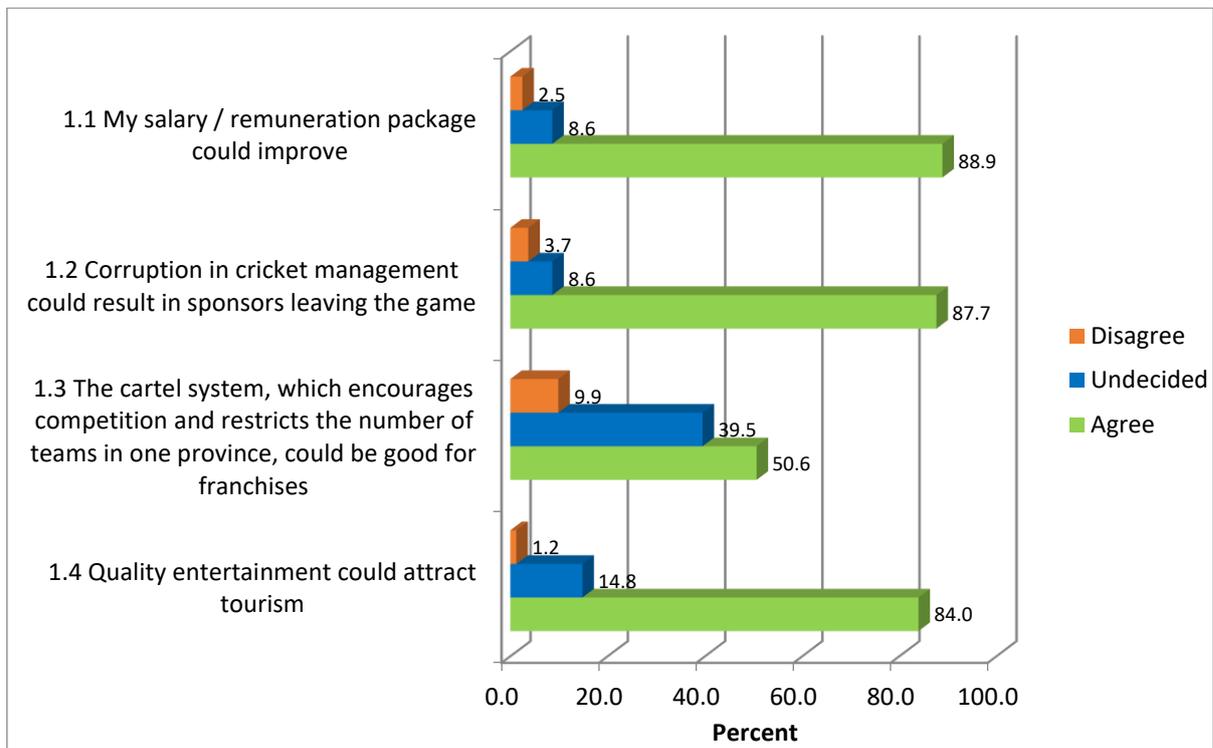
vi) The sale of teams to team owners will encourage investment in teams (as per the IPL). The results show that there is a significant relationship between 'the sale of teams to team owners, thereby encouraging investment in teams' (as per the IPL), and 'race'. A p value of .015 indicates that race does affect the sale of teams. The IPL teams are sold to Indian team owners in an auction system where more revenue is generated for franchises (Prichard, 2011). The  $r = 0.368$  (E15.6),  $p < 0.001$  (F16.4) indicates that, if teams are sold to team owners, team owners will encourage quality entertainment, tourism and spectators through investment. Therefore, sale of teams through an auction system generates large sums of revenue for team owners and team owners invest in teams by encouraging quality entertainment, attracting sponsors and supporters (Kaser & Oelkers, 2005:256; Prichard, 2011). On the other hand, clubs make the highest offer in the auctioning of players, which strengthens franchise teams in competitions and generates large sums of revenue for Indian team owners, encouraging investment (Dimitra, 2020:281; Saika & Bhattacharjee, 2011). The introduction of team owners is not evident in the six franchises; therefore, the sale of teams will not apply to the franchise system in South Africa

From the above, it is evident that all respondents who agreed were in favour of introducing business into franchise cricket. There is not much that is known in South Africa about business in sports or commercialisation; therefore, there was an agreement that the introduction of business in the franchise system will generate more income for franchises.

## **5.7 Questionnaire Section F: General**

### **5.7.1 General**

This section investigates general issues and sustaining franchises financially. The first aspect investigates general issues. The summarised scores are given in Figure 5.9.



**Figure 5.9: General issues (n = 82, p < 0.001 for each statement).**

#### **5.7.1.1 Statement 1.1**

My salary remuneration package could improve. Responses to Statement 1.1 indicate that 88.9% of the respondents agreed that their salary/remuneration package could improve, while 8.6% were undecided and 2.5% disagreed. This is an indication that most of those employed in the franchise are not happy about their salary. If the franchise were changed into business, the salaries/remuneration of the respondents could improve. On the other hand, the respondents' salary/remuneration packages could improve if franchises were financially sustainable so that reasonable remuneration could be paid (Nkosimbini et al., 2015). However, there are opportunities for improving salary remuneration within a profit-maximising system (Osborn, 2021:1). Therefore, there was a high agreement that the respondents' salary remuneration packages could improve.

#### **5.7.1.2 Statement 1.2**

Corruption in cricket management could result in sponsors leaving the game. Responses to Statement 1.2 indicated that 87.7% agreed that corruption could have caused sponsors to leave the game, while 8.6% were undecided and 3.7% disagreed. Corruption has a negative impact on sponsors and should be rooted out. In doing so, more sponsors could be attracted to the sport. CSA has identified the importance of maintaining sponsors and their plan is to create a partnership with government and the private sector to secure and maintain more sponsors (CSA, 2017). The high level of agreement indicates that respondents are aware of

the negative impacts caused by corruption. Kadapa (2013) demonstrates that sponsorship in the IPL, for example, has decreased owing to scandals and corruption, which have a negative impact on sponsors (Chakravarti & Boronczyk, 2021:44). Management, however, plays a key role in maintaining sponsors.

#### **5.7.1.3 Statement 1.3**

The cartel system, which encourages competition and restricts the number of teams in one province, could be good for franchises. Responses to Statement 1.3 indicate that 50.6% of respondents agreed that the cartel system was good for franchises, while 39.5% of the respondents were undecided and 9.9% disagreed. Swayne and Dodds (2011) propose that cartels are single entities that control price and competition within the franchise system. Therefore, the cartel system is good for franchises (Propheter, 2019:82). Furthermore, cartels encourage competition within teams, which is conducive to increasing revenue (Propheter, 2019:82). Administrators could make decisions about whether the cartel system is good for franchises. Although the cartel system may not be known to the respondents or practised in South Africa, it could be good for franchises to realise the financial aims of the franchise system (see 3.6.1)

#### **5.7.1.4 Statement 1.4**

Quality entertainment could attract tourism. In the responses to Statement 1.4, 84% of the respondents agreed that quality entertainment could attract tourism, while 14.8% were undecided and 1.2% disagreed. Although quality entertainment attracts tourism and large numbers of spectators, much more could be done by CSA in creating opportunities, such as reasonable tour packages and accommodation to attract global fans. This could generate more income for franchises. According to CSA (2017), their aim was to improve spectator turnover at games (CSA, 2017). Quality entertainment is an effective strategy in increasing the numbers of spectators and attracting global fans. (Sturm, 2015:82). Karg (2019) proposes that, through entertainment, wider support of audiences can be attracted. Furthermore, quality entertainment is an important source of revenue that attracts spectators and improves gate receipts (Apostolopoulou, 2011; Buraimo & Simmons, 2015:450). Therefore, a large percentage of the respondents agreed that quality entertainment will attract fans and tourists.

**Table 5.14: Hypothesis testing – general**

	Gender	Race	Age	Designation	Administrator	Manager	Coach	Umpire	Player	Franchise
My salary/ remuneration package could improve	0.92 3	0.54 8	.000*	0.11 8	0.38 3	0.58 6	0.93 7	0.51 9	.010*	0.35 8
Corruption in cricket management could result in sponsors leaving the game	0.09 5	0.79 3	0.81 7	0.10 2	0.20 2	.014*	.021*	0.44 6	0.76 4	0.71 9
The cartel system, which encourages competition and restricts the number of teams in one province, could be good for franchises	0.64 9	0.05 3	0.07 5	.032*	0.32 9	0.14 5	0.49 3	0.76 1	0.19 4	.007*
Quality entertainment could attract tourism	0.72 4	0.08 6	0.76 6	0.96 4	0.53 2	0.11 3	0.35 1	0.14	0.58 7	0.61 2

(\*indicates significant p value <0.05)

i) My salary/remuneration package could improve. The results show that there is a significant relationship between ‘my salary/remuneration package could improve’ and ‘age’. The p value of 0.001,  $r = 0.503$  (B10),  $p < 0.001$  (F16.1) indicates that players of all ages complained about their salaries. The respondents’ salary/remuneration packages could improve if franchises were financially sustainable. Salaries are motivational factors for employees in achieving organisational objectives (Krautmann, 2017:30; Oregon, 2019:100; Ray, 2019; ). Saner (2010) proposes that poor remuneration packages impact negatively on the performance levels of employees and that a merit-based recruitment selection is a good option. Brink (2013) demonstrates that the new semi-professional dispensation places limitations on salaries of players under 25. Therefore, a collective agreement should be reached between parties for an annual salary negotiation where all age groups benefit (South African Labour Guide, 2013). On the other hand, the GCB was able to sustain players, coaches and administrators financially and used business models as a sustainable source that improved salaries for all ages of employees (GCB, 2018). Therefore, the aim of the franchise system was to pay reasonable salary remuneration packages, which may not be fully realised.

The results show that there is a significant relationship between ‘my salary/remuneration package could improve’ and ‘player’. A p value of 0.010,  $r = 0.359$  (E14.9),  $p < 0.001$  (F16.1) indicates that, if players act as free agents, their salary remuneration packages could improve. Osborn (2021:1) proposes that players within a profit-maximising system earn lucrative

salaries through labour laws. Accordingly, the labour policies of labour unions affect changes in salary negotiation of players through policies of government (Borsack, 2019:130; Hill & Taylor 2008). Furthermore, a commissioner negotiates on behalf of a player either with unions or through contracts, which improve salary/remuneration packages for players (Brown, 2015:11). However, the free-agent system could only be in effect if cricket franchises were fully commercialised, creating sufficient revenue to improve the salary/remuneration package of players (GCB, 2018).

ii) Corruption in cricket management could result in sponsors leaving the game. The result shows a significant relationship between 'corruption in cricket management could result in sponsors leaving the game' and 'managers'. A p value of 0.014,  $r = 0.344$  (E14.3),  $p = 0.002$  (F16.2) indicates that corruption by managers could cause sponsors to leave the game, but sponsors could be attracted if corruption were rooted out. Corruption and scandals have a negative impact on clubs and attendance at stadiums (Carlo & Paolo 2021:381), leading to the loss of sponsors (Chakravarti & Boronczyk, 2021:44). Zama (2012b) reports that corruption in the management of CSA has led to some sponsors leaving the game. Cricket in South Africa has seen a level of corruption in maintaining sponsors, but the effectiveness of management has maintained sponsors. Managers play a key role in attracting and maintaining sponsors and a good relationship should be maintained (Jang & Park, 2019:18), but corruption in management will result in sponsors leaving the game. The lack of knowledge of sports managers about the potential challenges, opportunities, and problems are also weaknesses within the sports industry (Hadian et al., 2020:14), while maintaining the right managerial approach results in sponsorship from commercial stakeholders within the business environment (Varmus et al., 2021:9). Therefore, management decision-making is important in securing sponsors (Sharma et al., 2018:279)

There is also a significant relationship between 'corruption in cricket management could result in sponsors leaving the game' and 'coaches', with a p value 0.021,  $r = 0.252$  (E14.5),  $p = 0.024$  (F16.2); which indicates that coaches are affected financially if sponsors leave the game owing to corruption, but the game could improve if corruption were rooted out. Corruption in cricket creates a negative impact on sponsors by leaving the game (Nyoka, 2012). Therefore, coaches play an important role in developing talent with assistance from sponsors. If sponsors leave, the standard of play is affected owing to undeveloped skills in players (Wang et al., 2014: 102). Corruption in management could affect skills training by coaches in developing talent among players.

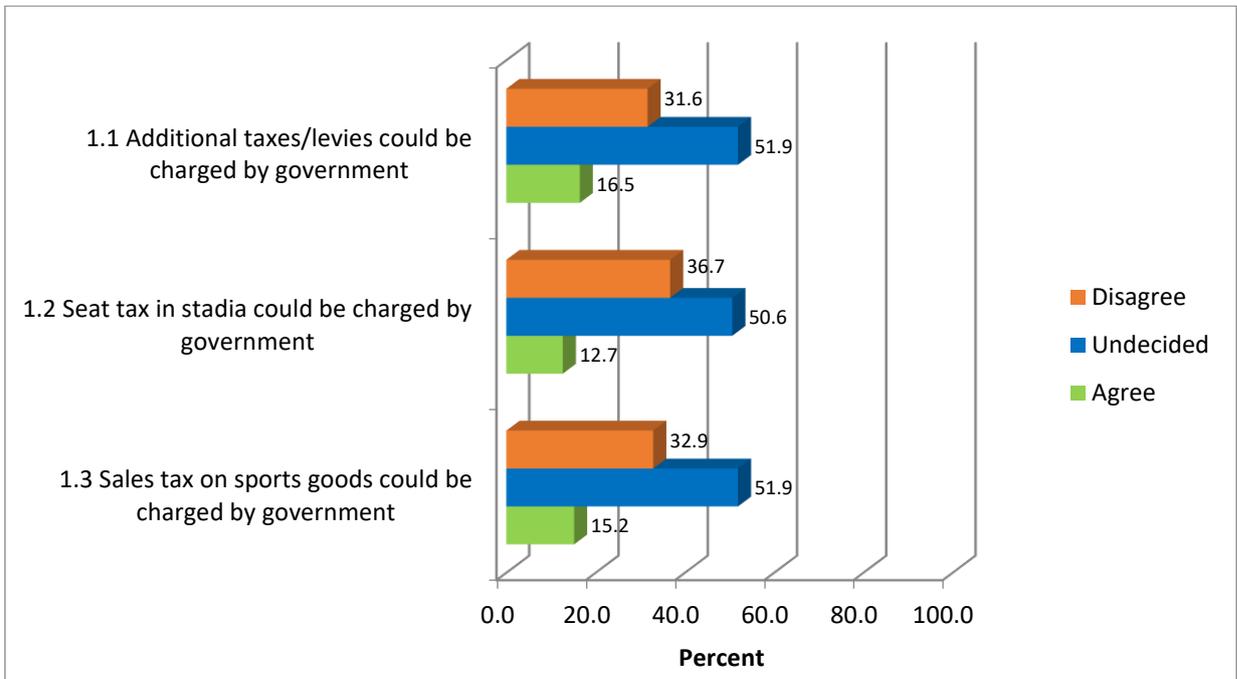
iii) The cartel system, which encourages competition and restricts the number of teams in one province, could be good for franchises. The results show that 'there is a significant relationship between the cartel system' and 'designation'. A p value of .032,  $r = 0.315$  (C12.1),  $p = 0.004$  (F16.3) indicates that the cartel system is good for franchises. The cartel system is used in a profit-maximising system within professional franchises (Propheter, 2019:82). Furthermore, a cartel restricts the number of teams in an area and encourages competition, thus increasing revenue in teams (Propheter, 2019:82). Dodds and Swayne, (2011) propose that cartels encourage competition and increase revenue, which is good for franchises. The cartel system is not applied in franchise cricket; however, the system could be good for franchises. On the other hand, there could be uncertainty about whether the cartel system will increase teams or maintain the current number of franchises. If the franchise system in South Africa were fully commercialised, then administrators could motivate the cartel system which is good for franchises since it has benefitted franchises in other countries where sport was commercialised.

The results show that there is a significant relationship between the 'cartel system' and 'franchise'. A p value of 0.007,  $r = 0.342$  (D13.5),  $p = 0.002$  (F16.3) indicates that, if the cartel system were introduced to franchises, competition would be encouraged, and sponsors would be attracted to the game. The cartel system that encourages competition is good for sport in managing its operations and is functioning effectively, as in overseas franchises (Sandy et al., 2004; Swayne and Dodds, 2011) Hence, the cartel system is effective in operating franchises within a fully commercialised environment.

iv) Quality entertainment could attract tourism. The results show that 'there is no significant relationship between the quality of entertainment could attract tourism' and 'gender, race, age, designation, administrator, manager, coach, umpire, player and franchise'. This means that the relationship between the quality of entertainment attracting tourism is not affected by gender, race, age, or designation. For example, gender does not play a role in whether tourism is attracted or not. Quality entertainment could attract anyone. Quality entertainment increases revenue and attracts spectators anywhere (Dhurup al., 2010; Mehus, 2005; Sandy et al., 2004:170).

### **5.7.2 Financial sustainability of franchises**

The second part of this section investigates the financial sustainability of franchises. The summarised scores are given in Figure 5.10.



**Figure 5.10: Financial scores of franchises (n = 82, p < 0.001 for each statement)**

#### 5.7.2.1 Statement 1.1

Additional taxes/levies could be charged by government. Responses to Statement 1.1 indicate that 51.9% of the respondents were undecided whether additional taxes/levies could be charged by government, while 31.6% disagreed and 16.5% of the respondents agreed. This information might not be known by the respondents since a high percentage of respondents were undecided. However, there are no guarantees that this may work in South Africa owing to the scarcity of funding and the lack of partnership between franchises and government. Franchises could benefit financially by avoiding the high maintenance cost of stadiums if levies were charged by government. Likewise, stadiums within the profit-maximising system are maintained by government levies and taxes, which benefits franchises since there is a high cost in maintaining stadiums (Geoffrey, 2014; Long, 2013:37; O'Brien, 2011). Therefore, a partnership with government could sustain professional franchises through facility development and maintenance. On the other hand, CSA is creating a partnership with government that could have an impact on the financial sustenance of cricket (CSA, 2017).

#### 5.7.2.2 Statement 1.2

Seat tax in stadiums could be charged by government. Responses to Statement 1.2 indicate that 50.6% were undecided whether seat tax in stadiums could be charged by government, while 36.7% disagreed and 12.7% agreed. The high percentage of undecided responses indicated that not much is known about seat tax. If seat tax were charged by government, the playing environment is sustained. Charging seat taxes by government may not be known about in South Africa; however, there is no guarantee that this may be effective. Likewise, seat taxes

are charged within the profit-maximisation system, which is effective in sustaining franchises through facilities (Drukker et al., 2020: 185). Taxes could be effective in South Africa if implemented through a partnership with government (CSA, 2017).

### 5.7.2.3 Statement 1.3

Sales tax on sports goods should be charged by government. Responses to Statement 1.3 indicate that 51.9% were undecided whether seat tax should be charged by government, while 32.9% disagreed and 15.2% agreed in respect of what they felt would benefit the franchise. Most of the respondents were undecided. This may not be effective in South Africa since franchises are not commercialised, so it might escalate the price of tickets. This system has impacted positively in other countries such as the USA (Geoffrey, 2014:77). According to CSA (2017), their challenge is to create a sustainable partnership with government and the private sector to ensure the sustainability and growth of cricket in South Africa.

**Table 5.15: Hypothesis testing – franchises finances**

	Gender	Race	Age	Designation	Administrator	Manager	Coach	Umpire	Player	Franchise
Additional taxes/levies could be charged by government	0.164	0.323	0.209	0.104	0.158	0.353	0.126	0.529	0.477	.033*
Seat tax in stadiums could be charged by government	0.141	0.179	0.191	.049*	0.591	0.624	0.059	0.799	0.932	.020*
Sales tax on sports goods could be charged by government	0.288	0.644	0.137	.036*	0.062	0.287	0.112	0.532	0.342	0.055

(\*indicates significant p value <0.05)

On average, half of the respondents were uncertain and about a third were not in agreement. Each statement discussed is illustrated in Figure 5.10.

i) Additional taxes/ levies could be charged by government The results show a significant relationship between ‘additional levies should be charged by government’ and ‘franchises’. The p value 0.033,  $r = 0.731$  (B10.1),  $p < 0.001$ (F17.1) indicates that, if government taxes and levies are charged, franchises could benefit financially. Owing to the high maintenance costs of stadiums, franchises can benefit if government charges taxes/levies to maintain stadiums. Geoffrey (2014) states that additional levies are charged by government in the USA so that government can use the funds to maintain and build new stadiums. However, there are no

guarantees that this might work in South Africa since franchises operate on a non-profit basis. Moreover, South African sport depends on an annual budget as a sustainable source of revenue. If the business of sport were introduced that maximises profits, then a partnership can be created with government. The government levies could be charged so that government could plough back into the sport by taking a percentage. This could benefit franchises by avoiding high maintenance costs.

ii) Seat tax in stadiums could be charged by government. The results show a significant relationship between 'whether seat tax should be charged by government' and 'designation'. A p value of .049 indicates that those who are employed in the system can make decisions about whether government can charge seat taxes at stadiums. Seat tax, if charged, could be effective if cricket were fully commercialised, and administrators could make decisions about introducing seat tax by creating a partnership with government.

The results show that there is a significant relationship between 'seat tax in stadiums could be charged for by government' and 'franchise', with the p value .020,  $r = 0.785$  (F17.1),  $p < 001$ (F17.2); which indicates that additional taxes and levies could be considered by government, so that the playing facilities of franchises are maintained. Drukker et al. (2020:185) indicate that government in the USA charges seat taxes to maintain and build stadiums so that franchises are sustainable. Long (2013:37) postulates that government and private partnerships as teams share costs in building and maintaining stadium facilities. Therefore, government funding through seat taxes adds to the revenue in sustaining the playing environment for franchises.

iii) Sales tax on sports goods. The results show a significant relationship between 'the sales tax on sports goods should be charged by government' and 'designation', with a p value of .036,  $r = 0.325$  (D13.4),  $p = 0.003$  (F17.3); which indicates that, if sales tax on sports goods were charged by government, more revenue would be saved by franchises owing to government's building and maintaining stadiums. Likewise, government in the USA charges sales tax on sports goods and uses the funds to build and maintain stadiums (Geoffrey, 2014:77; Kaser & Oelkers, 2005). As indicated previously, there are competing sectors for which government needs to apportion sales taxes. However, allocating sales tax on sports goods specifically back to sport would impact positively on the finances, which could be used to improve the standard of play. This system has impacted positively in other countries but has not been adopted in South Africa.

Having discussed the results, the correlations between the variables are crucial in the discussion of sustainability. Therefore, it is imperative to discuss correlation and the strength between the variables that determine the relationships.

### 5.8 Correlations

The correlation analysis is used in this study to identify relationships and to determine the degree of strength between variables. The relationship between variables is referred to as correlations and the correlation strength is the analysis represented by the correlation coefficient value (r). The association of two strong variables of Spearman correlation value (r) will be closer either to -1 or +1, depending on a positive or negative relationship. Positive values in this study indicate a directly proportional relationship between the variables, while a negative value indicates an inverse relationship. An inverse relationship is where one increases and the other decreases. All significant relationships are indicated by a \* or \*\*. The average values of the sections in this study were used to determine the relationships: r = represents the strength between the cross-tabulation, and the p value ( $p < 0.05$ ) indicates whether the relationship between the variables is statistically significant. Bivariate Spearman’s correlation was also performed on the (ordinal) data. The results are found in **Appendix H**. Table 5.16 illustrates the strength of the correlation in this study.

**Table 5.16: Strength of correlation coefficient**

Correlation coefficient value (r)	Correlation strength
0.70–1.00	Very strong
0.50–0.69	Strong
0.30–0.49	Moderate
0.10–0.29	Weak
0.01–0.09	Very weak

Adopted from: (Kauthar et al., 2019)

The correlation value between ‘development of amateur cricket by franchises’ and ‘realisation of the aims of the franchise system’ is 0.488 ( $p < 0.001$ ). This is a directly related proportionality with a moderate relationship. Respondents agreed that the more the emphasis is placed on amateur cricket, the greater the prospect of the franchises realising their aims. Therefore, Pearson correlation coefficient was found to be statistically significant (0.488,  $p < 0.001$ ).

The correlation value between the business in sport and ‘realisation of the aims of the franchise system’ is 0.348 ( $p < 0.001$ ), which indicates that there is a significant but moderate relationship. This is a directly proportional relationship, indicating that without business in sport,

the franchise system will not realise its aim. The correlation coefficient was found to be statistically significant (0.348,  $p < 0.001$ ).

The correlation value between 'professional cricket could generate more income' and 'business in sport' is 0.320 ( $p = 0.004$ ), which indicates that there is a significant and directly proportional but moderate relationship. That is, the more the business aspects of sport improve, the greater the likelihood of professional cricket's generating more income. The correlation was found to be statistically significant, with an  $r$  value of (0.320  $p = 0.004$ ). The relationship indicates that more emphasis should be placed on business in sport in order to generate more income for professionals.

The correlation value between 'general' and 'realisation of the aims of the franchise system' is 0.238 ( $p = 0.032$ ), which indicates that there is a significant but weak relationship. If general issues were addressed, it would help the franchise in realising its aims. Additionally, the correlation value between 'general' and 'business in sport' is 0.504 ( $p < 0.001$ ). This indicates that there is a strong relationship, with the  $r$  value of 0.504, which is statically significant. The respondents agreed that the more general issues would bring about a change through the introduction of business in sport.

The correlation value between 'general' and 'professional cricket could generate more income' is 0.343 ( $p = 0.002$ ). This is also a directly proportion relationship, with a moderate relationship between the variables, where the  $r$  value of 0.343 and ( $p = 0.002$ ) was statically significant. This indicates that the respondents agreed that more general issues would encourage professional cricket to generate more income. Furthermore, the correlation value between 'in order to sustain franchises financially' and 'realisation of the aims of the franchise system' is 0.363 ( $p < 0.001$ ). This indicates that there is a strong relationship. Without franchises being sustained financially, talent will not be developed, resulting in the aims not being realised. Respondents agreed that the more financially sustainable the franchises are, the more the aims of the franchise system would be realised. Finally, the correlation value between 'in order to sustain franchise financially' and 'development of amateur cricket by franchises' is 0.265 ( $p = 0.018$ ). This indicates that there is a significant but weak relationship between sustaining franchises financially and the development of cricket. If franchises are financially sustainable, amateurs can be developed since franchises draw players from amateur ranks.

Having discussed correlations for professionals it is imperative to discuss factor analysis for professionals. This will be discussed in the next section

## 5.9 Factor analysis

Factor analysis is a statistical technique; and its main goal is data reduction and the identification of key components (Field, 2005). Certain components in this study are divided into finer components. Factor analysis was conducted to determine whether factors allocated to different sections measured or belonged to the section, and names are given in *italics*.

**Table 5.17: Development of amateur cricket by franchises**

<b>Development of amateur cricket by franchises</b>	Component
	1
Since the franchise system (FS) was introduced, the number of talented cricketers has increased in South Africa	.808
The pool of suitable talented amateur players from which the franchise can draw is adequate	.789
Amateur players have the opportunity to play with franchise players	.675
Professional cricketers from the franchise give of their time and expertise to develop amateur cricket	.869
The best players from the region are contracted to our franchise team	.562

In Table 5.17, all variables aligned perfectly under one component. This indicated that the theme (component) measured what it was intended to measure. All the variables have strong positive values, which implies that the variables align with this component. The strong association of the variables relates to the component as each one contributes to the development of amateur cricket by franchises. The aim of factor analysis is met in this component as the variables contribute adequately to the structure of the component. The questionnaire measured the development of amateur cricket by franchises. The realisation of the aims of the franchise system is illustrated in Table 5.18.

**Table 5.18: Realisation of the aims of the franchise system**

<b>Realisation of the aims of the franchise system</b>	Component
	1
Amateur cricket is financially sustainable	.367
Professional cricket is financially sustainable	.599
The quality of domestic competition has improved	.886
The standard of play has improved	.875
Sponsors have been attracted to the game	.778
Spectator numbers at matches have increased	.618

In the Table 5.18 it is noted that all the variables aligned perfectly under one component. This indicates that the theme (component) perfectly measured what it was intended to measure.

The strong association of these variables relate to the component as each contributes to the realisation of the aims of the franchise system. Therefore, the aim of factor analysis is met in this component as the variables contribute adequately to the structure of the component. The questions in the questionnaire do measure the aims of the franchise system. Therefore, they are aligned in the table. In Table 5.19 the splitting of components is displayed in relation to business in sport.

**Table 5.19: Business in sport**

<b>Business in sport</b>	Component	
	1	2
The financial state of professional cricket could improve	.797	.112
The financial state of amateur cricket could improve	.864	.176
Sponsors could be easier to attract	.578	.535
The entertainment value of cricket could improve	.300	.672
The standard of play could improve	.242	.701
The number of spectators at games could increase	.713	.290
The exodus of players to other countries could decrease	.059	.678
There could be more opportunities for talented players to be developed as star players	.536	.579
Players could have an opportunity to act as free agents so that their salaries could be determined by their skills	.134	.556

In Table 5.19, the components have been split into two sub-components. The reason for the splitting is that the respondents identified two sub-themes. One of the aspects identified by the respondents was the *financial* aspect in column 1, and the other was the *playing* aspect in column 2. When two aspects within the same component are identified by respondents, splitting occurs. In such cases, respondents answer statements through their opinions and perceptions. Splitting occurs when respondents do not necessarily clearly distinguish between the questions constituting the components. This could be due to interpretation or to the structure of the questions (variables) themselves. Therefore, the correlation values are high and align with a sub-component. The groupings of the variables suggest common threads of measurements: one for finance and the other regarding playing aspects. Finance will relate to business and playing will relate to winning, since large numbers of spectators support winning teams resulting in higher revenue earned from gate receipts. The questions in the questionnaire did measure the business aspects since they are aligned in Table 5.19. A similar pattern occurs in Table 5.20, which relates to income generation by professionals.

**Table 5.20: Professional cricket could generate more income through**

Professional cricket could generate more income through	Component	
	1	2
Investment in the stock market through the sale of stock bonds to the public	.178	.608
The sale of merchandise	.865	.133
The sale of broadcasting rights	.686	.418
Auction of players	.075	.841
Hiring out of stadiums	.812	.044
The sale of teams to team owners, thereby encouraging investment in teams (as per the IPL)	.139	.811

The components in the above table are split into two sections. Respondents to the statements identified two aspects which were answered according to their perceptions. One of the aspects identified was *investment* in column 2 and other aspect was *business* through sales, in column 1. The splitting of the components occurs when two aspects are identified by the respondents. The statements in the overlapping components indicate that they did not specifically measure what they set out to measure. One of the possibilities is that respondents did not clearly distinguish between the questions constituting the components. This could be with respect to interpretation, or to their inability to comprehend what the questions were measuring. The investment aspect is income earned through money invested and the business aspect is money earned through sales. The high correlation values imply correct alignment of the variables to the components. General issues are displayed in Table 5.21, which addresses general issues.

**Table 5.21: General**

General	Component
	1
My salary/ remuneration package could improve	.683
Corruption in cricket management could result in sponsors leaving the game	.621
The cartel system, which encourages competition and restricts the number of teams in one province, could be good for franchises	.456
Quality entertainment could attract tourism	.686

In Table 5.21 the variables loaded under one component. This implies that the variables were seen by the respondents as belonging to this component. The questions in the questionnaire did measure general issues. Therefore, they aligned in Table 5.21. Table 5.22 addresses the methods used to sustain franchises financially.

**Table 5.22: In order to sustain franchises financially**

In order to sustain franchises financially	Component
	1
Additional taxes/levies could be charged by government	.892
Seat tax in stadiums could be charged by government	.919
Sales tax on sports goods could be charged by government	.857

In Table 5.22, responses to the statements indicated that they probably understood and answered the questions according to what they knew, or they would not respond. This implies that the statements comprising these themes measured what they set out to measure. The correlation values are significant and imply an affiliation to this component. The questions in the questionnaire measured the financial aspects since they are aligned in Table 5.22. The next section presents an articulation of the findings.

## 5.10 Articulation of findings

### 5.10.1 Financial sustainability of professional cricket

The aim of the study was to determine the impact of the franchise system on the sustainability of professional and amateur cricket in selected provinces of South Africa. Hence, this section articulates the findings of the professionals. The findings from the professional results revealed that the franchise system had both a positive and a negative impact on sustainability in selected provinces of South Africa. From the results, it appears that 67.1% of professional cricket is financially sustainable, while other franchises were not. According to the Gauteng Cricket Board Annual Report (2017), funding from CSA was inadequate to sustain the franchise and additional funding was created by the franchise. A p value of 0.041,  $r = 0.222$  (C12.1),  $p = 0.017$  (D17) indicates that coaching was affected, and a p value of 0.011,  $r = 0.434$  (D15.1),  $p < 0.001$  (D17) indicates that franchises were affected.

The adequacy of funding ( $n = 40$   $p = 0.024$ ) by CSA for professional cricket created a negative impact on some franchises. A large percentage (57.5%) ( $p = 0.024$ ) of the professionals indicated that funding from CSA was not adequate, although there were some franchises that were financially sustainable. The inadequacy of funding had a negative impact on salaries, where a large percentage (73.6%) ( $p < 0.001$ ) complained about their salaries. There were 85.4% ( $p < 0.001$ ) who indicated that the financial state of cricket could improve. The Spectators – Subsidies – Sponsors – Local (SSSL) model is a source of funding which was used in the past. This is indicative of CSA's source of funding for professionals. The MCMMG business model has replaced the SSSL model as a source of generating income within the global economic environment. The franchise system in South Africa relies on a funding model

as a source of revenue through gate receipts but operates in the commercial environment of being a non-profit organisation. On the other hand, the franchise system impacted negatively in maintaining spectator numbers. As a result, not much revenue was created (CSA, 2017). A large percentage of 53.7% indicated that the system failed to maintain spectator numbers at matches. According to CSA (2017), a low turnover rate at stadiums during franchise competitions is a challenge. The p value of 0.024,  $r = 0.315$  (C12.1),  $p = 0.004$  (D13.6) indicates that, since the franchise system has been introduced, administrators lacked marketing strategies for drawing spectators. The design of stadiums is important for attracting spectators who influence behaviour through sportscapes.

The findings revealed that additional funding was needed for coaches, spectator turnover was not maintained, and there were salary complaints. Furthermore, some franchises generated revenue through business and were financially sustainable. This could be a violation since CSA is a non-profit organisation. Although the results show that franchise cricket is financially sustainable, this was due to additional revenue created by some franchises. One might argue that franchise cricket is not financially sustainable. To achieve financial sustainability, the MCMMG business model can generate revenue and sustain professional cricket in a profit-maximising system. This model also maintains turnover at stadiums, shares revenue with amateurs and supports development through competitions between professionals and amateurs.

However, there were success factors in the franchise system in terms of developing talent. CSA has introduced academies in some regions that will develop and retain coaches, umpires, and players (CSA, 2017). Furthermore, effective development programmes were implemented so that opportunities could be created for all players. Shortcomings were financially related. From the results, it can be seen that CSA does not have a sound funding strategy to sustain all franchises. The findings of the study revealed that the franchise system was in favour of a small percentage of professionals in the selected provinces. The results evinced more weaknesses than strengths. Varmus et al. (2021) mentioned that a sound funding strategy can sustain professional sports in a non-profit organisation through the support of government.

### **5.11 Summary**

In this chapter, the empirical survey was explained and the respondents' views in the questionnaires were captured by means of statistical analysis and interpretation. The respondents were administrators, managers, coaches, umpires and players for the professionals. Respondents to the questionnaire from various franchises had to provide data pertaining to the functions of the cricket organisation and its financial impetus as independent

variables relative to their given profile. The results showed that, although franchises were financially sustainable, there were some weaknesses in funding. Some franchises conducted businesses to be financially sustainable. If franchises did not conduct business and raise additional funding, then most franchises would not be financially sustainable. It is the view of the researcher that the franchise system is not financially sustainable for professional cricket. Therefore, business models in a for-profit organisation have an impact on generating revenue, sustaining franchises and maintaining spectators through sportsclashes.

The next chapter addresses the analysis and results of the amateurs in terms of the adequacy of funding, financial difficulties, areas of benefits and the aims of the franchise system.

## **CHAPTER 6: ANALYSIS AND RESULTS – AMATEURS**

### **6.1 Introduction**

In the previous chapter the results and the analysis were presented and discussed for the professional franchises. The data were analysed by means of statistical techniques that help to investigate variables, their effects, relationship, and the patterns of involvement (Welman & Kruger, 2001:194; Saunders et al., 2019:128). In this chapter, the analyses are presented, and the results discussed which were obtained from the data collected for the amateurs. The data collected were analysed with SPSS Version 20.0, which was consistent with the pilot study. The results are presented in the form of graphs, cross-tabulations and other figures.

The items in the amateur cricket questionnaire comprised the following section: Section A: Profile of the respondents, Section B: Environment, Section C: Development of cricket playing structures, Section D: Impact of the franchise system on amateur cricket, and Section E: Finance.

In the analysis section, the frequency distribution data table for amateurs is listed in Appendix J. The hypothesis testing table that summarises the Chi-square tests is found in Appendix K. The correlation data table is found in Appendix L, and the correlation cross-tabulation table is found in Appendix M. All values that have an \* next to them denote that there is a significant relationship between the row and column variables, which are discussed in the text. The amateur cricket respondents answered different sections in the questionnaire. The results are presented in different sections. Each statement is explained in respect of the significance of the response result and commences with the profile of the responses.

### **6.2 Questionnaire Section A: Demographic profile of the sample**

This section provides information on the profile of the respondents, such as gender, race, present designation, and the length of employment in current position for amateurs. This section is addressed in section A of the questionnaire. The information in this section determines the impact of experience on the given designation and an overview of gender and race within the franchise system. The profile of the respondents is illustrated in Table 6.1

**Table 6.1: Profile of respondents**

	Amateurs		
	Number (N)	Frequency %	P Value
Gender • Male • Female	(n=123)	97% 3%	p=0.467
Race • Black • Coloured • Indian • White		24% 30% 3% 43%	
Present designation • Administrators • Managers • Coach • Umpire • Player	(n=125)	8% 8% 8% 6% 70%	p<0.001
Length of employment in current position  Administrators Never 1–5 years 5–10 years 10+ years		32% 12% 24% 32%	0.061
Managers Never Less than a year 1–5 years 5–10 years 10+ years		32 % 0% 42% 21% 5 %	0.200
Coaches Never Less than a year 1–5 years 5–10 years 10+ years		19% 15% 22% 25% 19%	0.280
Umpires Never – Less than a year 1–5 years 5–10 years 10 years		36% 0% 22% 21% 21%	0.257
Players Never Less than a year 1–5 years 5–10 years 10 + years		2% 18% 55% 7% 18%	0.010
Region represented (Franchise affiliates) Lions Warriors Knights Titans Cape Cobras	(n=125)	19% 19% 19% 20% 22%	p=0.975

### **6.2.1 Gender**

According to the results obtained from the amateur questionnaire (see Table 6.1), 97% of the respondents indicated being males and 3% indicated being females. This is an indication of a skewed distribution with unequal responses from the population. The unequal representation was due to mostly male players being employed within the franchise system (Brink, 2013). However, the females who responded were administrative and support staff employed within the franchise system (CSA, 2017). The population constituted the number of respondents (n=123, p=0.467)

### **6.2.2 Race**

With regard to race, 43% of the respondents who completed the amateur questionnaire indicated being white, 30% indicated being coloured, 24% were blacks and 3% were Indians. There were slightly more coloured than black respondents. This is an indication that most whites employed at amateur level completed the questionnaire. Although the white community showed a high rate of respondents it could be due to the bowling talent of players since there was a lack of bowling talent among the black population of amateurs (Taliep et al., 2015:44). This could have impacted on the lower percentage of black participation. Dove et al. (2016:22) identified a lack of bowling techniques among black participants. This could have impacted on the lower percentages of participants in the selection process since transformation did not materialise fully (Dove et al., 2016:22; FRCR Cricket South Africa, 2008). The population constituted the number of respondents (n=123, p=0.467)

### **6.2.3 Present designation**

Of the respondents who completed the amateur questionnaire, 70% indicated being players, 8% were administrators, 8% managers, 8% coaches, and 6% were umpires. Apart from the high number of players in the sample, there was an equal split of 8% that represented administrators, managers and coaches. The lowest percentage represented umpires. According to CSA (2017). The operational model is aimed at developing and retaining umpires and coaches. Brink (2013) demonstrates that a high number of semi-professional players are recruited within the franchise system. Consequently, a large percentage is developed as professionals, which impacts on the selection process where the best players are chosen in franchise teams (Dove et al., 2016:22). The population constituted the designation of respondents (n=125, p<0.001).

## **6.2.4 Length of employment in current position**

### ***Administrators***

Of the respondents who completed the amateur questionnaire, 32% indicated that they had been employed as administrators for more than 10 years, 32% indicated that they were never employed as administrators, 24% indicated that they had been employed as administrators for between 5 and 10 years, and 12% had been employed as administrators for between 1 and 5 years. From the results, it can be seen that a large percentage of the administrators who were employed had the most years of experience. Therefore, administrators with many years of experience can make good decisions within organisations (Jalab & Ghazi, 2021:6117). O'Boyle (2017:136) proposes that experienced administrators set goals and meet development goals with minimal budgets and limited resources. Furthermore, administrators are committed to achieving goals by maintaining good relationships with the support staff (Robinson et al., 2020:301). It is evident that CSA has employed experienced administrators who led amateur cricket.

### ***Managers***

Of the respondents who completed the amateur questionnaire, 42% indicated that they had been employed as managers for between 1 and 5 years, 32% indicated that they had never been employed as managers, 21% indicated that they had been employed as managers for between 5 and 10 years, and 5% had been employed as managers for more than 10 years. The results show that a large percentage of managers had fewer than 5 years of experience in their current position.

Therefore, managers with many years of experience play an important role in decision-making at amateur club level in maintaining sustainability (Demir et al., 2018:10). Furthermore, managers with many years of experience play an important role in maintaining total quality management to achieve sustainability at amateur level (Demir et al., 2018:10). Likewise, skills within management are crucial in developing and sustaining amateurs (Arnold et al., 2016:355). Furthermore, managers at semi-professional level should have leadership skills to maintain sustainability and to manage the high level of stress among amateurs (Arnold et al., 2016:355). For this reason, CSA employs amateur cricket managers with experience at club level to make decisions to achieve development goals (CSA, 2017). Nevertheless, more managers at amateur club should have more than five years of experience to make good decisions about development since amateurs operate on scarce resources. From the results, it can be seen that a smaller percentage of managers had more than five years of experience. It is the researcher's view that more experienced managers should be employed who can make decisions about sustainability.

### ***Coaches***

Of the respondents who completed the amateur questionnaire, 25% indicated that they had been employed as coaches for between 5 and 10 years, 22% indicated that they had been employed as coaches for between 1 and 5 years, 19% indicated that they had been employed as coaches for more than 10 years, 19% indicated that they had never been employed as coaches, and 15% indicated that they had been employed as coaches for less than a year. Although a high number of coaches were employed for between 5 and more than ten years there was a fair amount (22%) who had lesser experience in coaching. Dhurup (2019:456) proposes that coaches who have many years of experience develop skills at amateur level. Furthermore, experienced coaches have the ability to influence amateurs participating in an activity (Dhurup, 2019:456). Therefore, coaches should have a professionalised and specialised approach to amateur participation at club level (Basson, et al., 2018:110). Although CSA employs experienced coaches to develop amateur talent, it stands to reason that CSA's development programme is aimed at developing and retaining coaches for the purpose of developing talent among amateurs (CSA, 2017).

### ***Umpires***

Of the respondents who completed the amateur questionnaire, 36% indicated that they had never been employed as umpires, 22% indicated that they had been employed as umpires for between 1 and 5 years, 21% had been employed as coaches for between 5 and 10 years and for more than 10 years. Although there was a high percentage of umpires who had more years of experience, there was a high percentage who indicated that they were never given the opportunity. The decisions of experienced umpires have an impact on the result of the game (Kasey et al., 2016:1535). Besides, experienced umpires are employed in cricket to make decisions on games (Livingstone & Forbes, 2017:97). Additionally, umpires with experience can pass on their skills to amateur umpires (Maguire et al., 2021:1167). CSA has identified the need for more experienced umpires and has created an operational plan that will develop and retain umpires (CSA, 2017).

### ***Players***

Of the respondents who completed the amateur questionnaire, 55% indicated that they had been employed as players for between 1 and 5 years, 24% who indicated being employed as players had been employed for more than 10 years, 18% do less than a year, 7% for between 5 and 10 years, and 2% of the respondents indicated that they had never been employed as players. The results show that, although a large percentage of amateur players had between 1 and 5 years of employment, a large percentage had 10 years and more being employed as amateur players. The amateur players who had been employed for ten years and more should

be employed at franchise level. Therefore, there were experienced players who had left the country owing to a lack of opportunity in terms of selection (Crompton 2011). Dove et al. (2016:22) identified a poor selection of amateur players in franchises. For this reason, CSA has created the Player Pipeline Model that is aimed at developing amateur players who will be given opportunities at senior level.

### ***Region represented (franchise affiliates)***

The results show that the sample constituted respondents belonging to the affiliated franchises. The sample was almost evenly distributed across the franchises with the range being only 3.2%. Therefore, the region represented by amateurs under the franchises were ( $n = 125$ ,  $p = 0.975$ )

The profile of the respondents provides insight into understanding the demographics and the experience of those who are employed within the franchise system. Owing to multiple roles played by the respondents, the total number of respondents exceeded  $n=125$  ( $p<0.05$ ). By understanding the demographic profiles of amateur cricket, the effective functioning of the franchise system and the impact on sustainability can be determined. The following sections provide the analysis of amateur cricket in the environment.

## **6.3 Questionnaire Section B: The environment – facilities**

### **6.3.1 Playing /practising facilities**

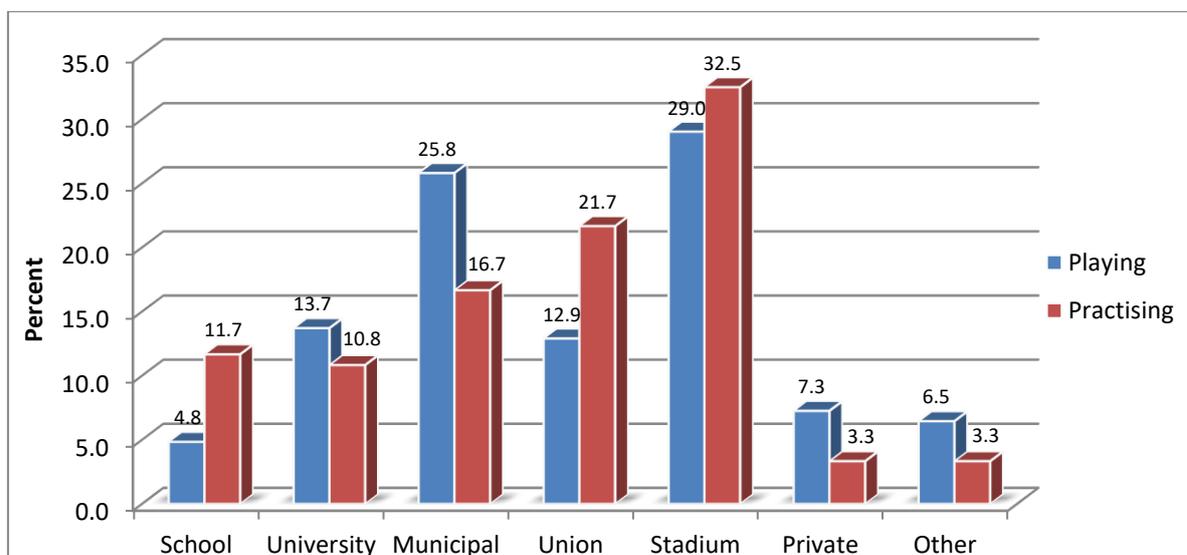
Figure 6.1 illustrates the responses on the facilities that are used for playing and practising. Each option separately adds up to 100%, as respondents had to choose a single option for each category. The variation ( $n =124$ ; 120) resulted from 124 respondents who answered the questions on playing and 120 respondents who answered the questions on practising. A total of four respondents did not answer the questions on practising.

#### **6.3.1.1 Playing/practising facilities**

The results show that 32.5% practise at stadium facilities, 21.7% at union, 16.7% at municipal, 11.7% at schools, 10.8% at university, 3.3% use private facilities, and 3.3 % use other facilities. As for the playing facilities, 29.0 % play at stadium, 25.8% at municipal, 13.7% at university, 12.9% at union, 7.3% private, 6.5% at other facilities, and 4.8% play at schools.

Although 21.7% of practice takes place at unions and 32.5% at stadium facilities, fewer games are played in stadiums and at unions owing to franchise controls. From the combined practising results most practising takes place outside stadium facilities. Practising is conducted at

stadiums facilities for warm up games which is before the final game. Therefore, there were fewer practising at stadiums from the combined practising results.



**Figure 6.1: Playing and practising facilities (n = 124; 120) (p < 0.001 for both variables)**

As for the playing results, 29% of the players play at stadiums owing to competitions between strong teams (strength vs strength) (CSA, 2008). The result shows that 25.8% of the players play at municipal facilities which is a high number compared to stadiums. The combined results also show that most playing was conducted outside stadiums. Therefore, municipal facilities account for most of the games played and the playing environment should be sustainable. However, sustainability remains a challenge in maintaining municipal facilities (CSA, 2008; NSRP, 2012).

**Table 6.2: Hypothesis testing – playing/practising**

	Gender	Race	Designation	Administrator	Manager	Coach	Umpire	Player	Region	Franchise
Which facilities do you usually use for playing?	0.37 9	.048*	0.17 5	0.48 8	0.46 3	0.11 9	0.23 5	0.28 7	.001*	.003*
Which facilities do you usually use for practising?	0.11 7	0.07 9	0.47 9	0.51 2	0.43 9	0.08 3	0.44 6	.001*	.000*	.002*

(\*indicates significant p value <0.05)

7) Which facilities do you usually use for playing? The results show that there is a significant relationship between 'which facilities do you usually use for playing' and 'region'. The p value of 0.001 indicates that certain regions are affected by the

maintenance of playing facilities owing to financial difficulties. According to CSA (2017), most of the professional and semi-professionals play at stadium facilities which are well maintained owing to international competitions. Although most games are played at stadium facilities, a fair number of games are played at municipal facilities. Although a fair number of games are played there, municipal facilities were poorly maintained owing to a lack of funding (NSRP, 2012). On the other hand, CSA has identified the weaknesses in municipal support and the challenge was to maintain facilities at club level (CSA, 2017). Tactical training facilities for playing should be provided for amateurs in different regions (CA, 2020). However, in profit-maximising systems, amateurs are well supported by professionals through funding of facilities in all regions (Agha & Coates, 2015:2). Through such funding support facilities are well maintained in all regions (Agha & Coates, 2015:2).

The results show that there is a significant relationship between 'which facilities do you usually use for playing' and 'franchise'. The p value of 0.003 indicates that franchises usually use stadium facilities, which are well maintained, for playing. CSA has a strong performance system that develops senior players who play at stadiums (CSA, 2017). Therefore, tactical training facilities for playing are provided for professionals in stadiums (CA, 2020). CSA has identified the need for effective development and has introduced the academy for tactical to improve playing performance of franchise players in stadiums (CSA, 2017). Most franchise games are played in stadiums owing to the quality and standard of playing facilities.

The results show that there is a significant relationship between 'which facilities do you usually use for playing' and 'race'. The p value of 0.048 indicates that all races play at municipal and stadium facilities. Furthermore, most players that lack the necessary skills in disadvantaged black communities play at municipal facilities in different regions (CSA, 2008). The black community lacked bowling talent among the amateur players in disadvantaged communities (Taliep et al., 2015:44). Dove et al. (2016:22) identified that there was a lack of bowling techniques among black amateur participants. Here, government plays a key role in sustaining the municipal playing environment where all races could benefit.

ii) Which facilities do you use for practising? The results show that there is a significant relationship between 'which facilities do you usually use for practising' and 'player'. A p value of < 0.001 indicates that practice facilities impact positively on players as they improve their skills. Although a high number of players practise at stadiums owing to franchise control, the combined results show that most practising was conducted outside stadium facilities. Practising at stadiums will accommodate selected players to practise for specific events. On

the other hand, municipal facilities will accommodate players for the purpose of developing skills within municipalities (NSRP, 2012). Practising facilities, where all players benefit, are crucial within development.

The results show that there is a significant relationship between 'which facilities do you usually use for practising' and 'region'. A p value of  $< 0.001$  indicates that players practise at different facilities within their region. Although a high percentage practise at stadiums, the combined results show that a larger percentage practise at different facilities within their regions. Stadiums within the regions have good practising facilities owing to international competitions (CSA, 2017). Furthermore, stadiums will accommodate players at semi-professional and professional level owing to franchise competitions (GCB, 2017). The franchise within each franchise region creates opportunities for semi-professionals to practise at stadiums (Titans, 2018). Through such opportunities, amateurs are sustainable within the playing/practising environment.

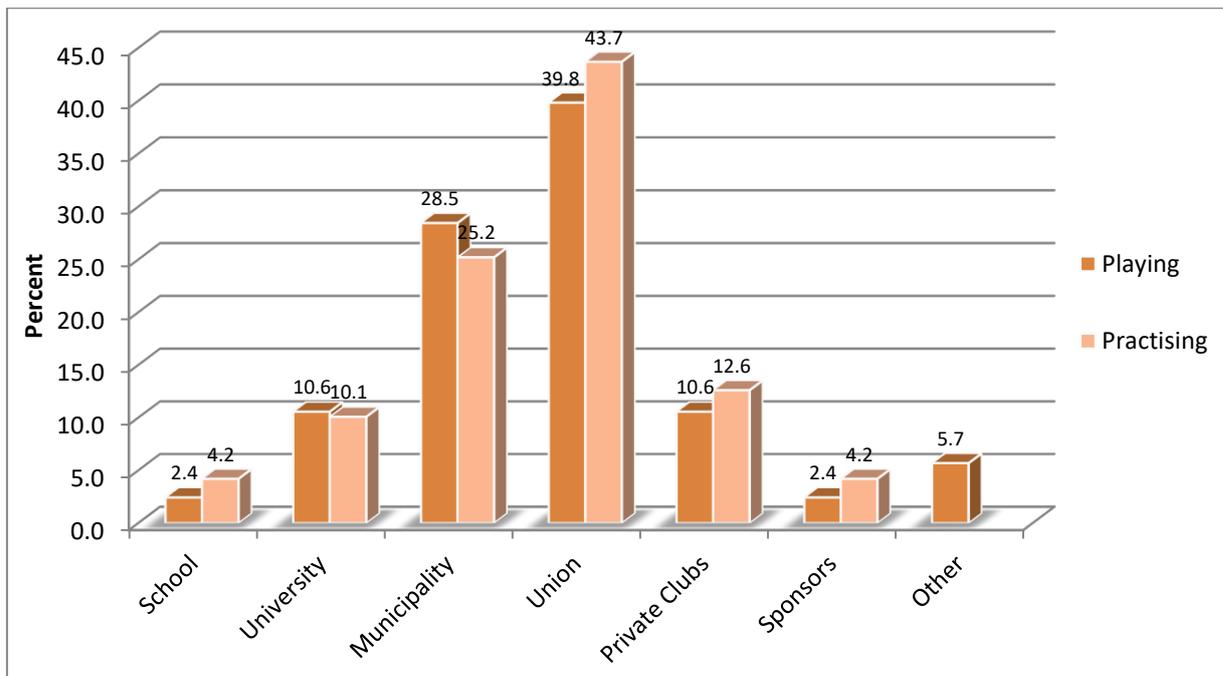
The results show that there is a significant relationship between 'which facilities do you use for practising' and 'franchise'. A p value of 0.002 indicates that franchises use stadium facilities owing to the quality and standard of practising, which impacts on talent development (CSA, 2017). Amateurs and professionals who belong to a franchise will practise at stadiums since stadiums are franchise controlled (CSA, 2014). Franchises, for example, also practise at stadium facilities that are used by professional players in competitions (CA, 2020). However, maintaining facilities becomes a responsibility owing to the high quality and standard of practising.

### **6.3.2 Maintenance responsibility**

The discussion linked to Figure 6.2 illustrates the organisation that is responsible for maintaining the facilities.

#### **6.3.2.1 Maintenance playing/practising**

The respondents' view of maintenance showed that 43.7% of practising and 39.8% of playing is conducted at union facilities and the union maintains these facilities. At municipal facilities, which are maintained by the municipality, 28.5% of the players play and 25.2% practise. The private clubs maintain 12.6% of the practising and 10.6% of the playing facilities. The University maintains 10.6% of the playing and 10.1% of the practising facilities. Of other facilities, 5.7% are maintained by voluntary means, while schools maintain 4.2% of practising and 2.4 % of playing facilities. The sponsors maintain 4.2% of practising and 2.4% of playing facilities.



**Figure 6.2: Responsibility of maintenance (n = 123; 119) (p < 0.001 for both variables)**

7) Who maintains the facilities? The results show that there is a significant relationship between 'who maintains the facilities for playing' and 'region'. The p value of  $p < 0.001$ ,  $r = 0.520$  (B 6),  $p < 0.001$  (B 6.1) indicates that the unions maintain their facilities for playing in different regions, while some are maintained by municipalities (NSRP, 2012). However, there were challenges in municipal facilities. CSA has identified the weaknesses in municipal support and the challenge of CSA is to maintain facilities at club level (CSA, 2017). On the other hand, the union maintains the playing facilities in different regions of South Africa. The University maintains the playing facilities within universities and private clubs will maintain the playing facilities within private organisations.

**Table 6.3: Hypothesis testing – maintenance**

	Gender	Race	Designation	Administrator	Manager	Coach	Umpire	Player	Region	Franchise
Who maintains the facilities? - Playing	0.62 2	0.08 7	0.17 2	0.24 3	0.47 9	0.24 9	0.13 8	0.24 5	.000 *	.000 *
Who maintains the facilities? – Practising	0.13 1	0.81 4	0.62 4	0.51	0.31 3	0.65 1	0.25 6	0.52 9	.000 *	.001 *

(\*indicates significant p value <0.05)

Furthermore, a small percentage are maintained by schools and sponsors while other means of maintaining the playing facilities are through activist groups and community involvement. Both public and private partnerships maintain the playing facilities (Bunds et al. 2019:817; Long, 2013:37). In a not-for-profit cricket organisation, the playing facilities are well supported by government (CA, 2020).

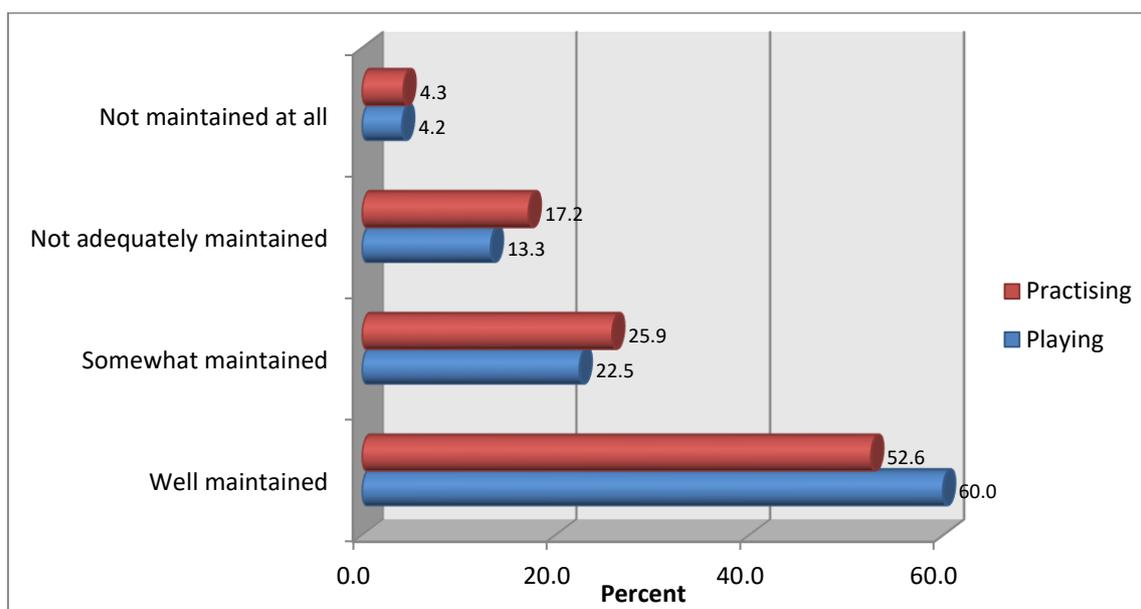
The results show that there is a significant relationship between 'who maintains the facilities for playing' and 'franchise'. A p value of ( $p < 0.001$ ),  $r = 0.432$  (B6.1),  $p < 0.001$  (B6.1), indicates that franchises use union facilities based in stadiums for playing because of their quality and standards. Therefore, unions are responsible for maintaining playing facilities in franchise-controlled regions (CSA, 2017). The municipalities maintain playing facilities in other countries such as the USA, which are franchised controlled (O'Brien, 2011; Long, 2012:37). On the other hand, partnerships between the public and private sector are crucial in sustaining playing facilities (Bunds et al., 2019:817). Likewise, government plays a key role in maintaining franchise playing facilities (Varmus et al., 2021:40).

The results show that there is a significant relationship between 'who maintains the facilities for practising' and 'region'. A p value of ( $p < 0.001$ ) indicates that the different regions are responsible for the maintenance of the facilities. However, some regions depend on municipalities for maintenance (NSRP, 2012). Practising facilities are maintained by the union through funding from CSA (CSA, 2017). The municipalities in other countries, such as the USA, which are franchised controlled, maintain practising facilities by charging taxes (O'Brien, 2011; Long, 2012:37). Therefore, the responsibility lies with municipalities to maintain facilities with adequate funding as a sustainability source (Varmus et al.,2021:40). In South Africa, the municipalities struggle financially to sustain the practising facilities as a result of vandalism (NSRP, 2012).

The results show that there is a significant relationship between 'who maintains the facilities for practising' and 'franchise'. A p value of ( $p < 0.001$ ) indicates that franchises use union facilities for practising owing to their quality and standards. According to (CSA, 2017), the union maintains practising facilities for franchises. Likewise, in the USA, practising facilities are maintained by municipalities as a partnership with franchises (Bunds et al. 2019:817). Furthermore, partnerships with government ease the stress of maintaining facilities by franchises (Long, 2012:37). Therefore, the maintenance of facilities is crucial in sustaining the playing environment.

### **6.3.3 Maintenance of facilities**

Figure 6.3 illustrates the level of maintenance for playing and practising



**Figure 6.3: Facility maintenance (n = 120; 116) (p < 0.001 for both variables)**

### 6.3.3.1 Facility maintenance playing/practising

The respondents' views show that 60% of the playing facilities and 52% of the practising facilities were well maintained. There were 25.9% of the practising and 22.5% of the playing facilities that were somewhat maintained, while 17.2% of the practising and 13.3% of the playing facilities were not adequately maintained. Fewer than 4.3% of the practising and 4.2% of the playing facilities were not maintained at all. It was felt that fewer than 5% had no maintenance at all. It is obvious that most respondents are provincial amateurs who play and practise at stadiums. Of the respondents, 60% agreed that their playing facilities were well maintained, while 52.6% of the respondents also practised in well-maintained facilities at stadiums. The 22% playing and 26% practising respondents indicated that their facilities were maintained to some extent. According to the *FRCR* (CSA, 2008), and *NSRP* (2012), most municipal facilities lacked actual municipal support because of funding. The management of CSA have identified the weaknesses of local government funding and have created a budget of R 6 million as their transformation plan for maintaining facilities (CSA, 2017).

i). How would you describe the maintenance of these facilities? The results show that there is a significant relationship between 'playing facilities maintained' and 'player', with a p value of (p < 0.001), r = 815 (B 8), p < 0.001(B 8.1), which indicates that well-maintained facilities impact positively on players' winning abilities, whereas poorly maintained facilities impact negatively on their performance in winning. According to CSA (2017), most of the semi-professional players play and practise at stadium facilities which are well maintained owing to international

competitions. Playing facilities that are well maintained have an impact on producing quality competitions (Bunds et al., 2019:7; Enderwick & Nagar, 2010: 130). Facilities should be well maintained through a sound funding strategy that improves playing performance (Varmus et al., 2021:40). Therefore, well-maintained playing facilities, which impact on players' performance, need the requisite funding in order to be sustainable.

**Table 6.4: Hypothesis testing – maintaining facilities**

	Gender	Race	Designation	Administrator	Manager	Coach	Umpire	Player	Region	Franchise
How would you describe the maintenance of these facilities? – Playing	0.53 5	0.07	0.54 2	0.67 7	0.66 5	0.61 8	0.84	.000*	0.26 5	0.19 8
How would you describe the maintenance of these facilities? – Practising	0.60 8	0.09 8	0.43 1	0.64 9	0.46 4	0.70 1	0.55 4	.002*	0.12 5	0.05 7

(\*indicates significant p value <0.05)

There is a significant relationship between the 'practice facilities maintained' and 'players'. The p value of 0.002 indicates that the facilities for practising are well maintained. Well-maintained practise facilities contribute towards the development of players' talent in competitions (CSA, 2017). Likewise, quality practising facilities develop talent in players and should have sound financial support for maintenance (Enderwick & Nagar, 2010:130; Varmus et al. 2021:40). Although there were practising facilities that were maintained, a fair number of facilities were not well maintained. The lack of being well maintained was due to a poor funding strategy (CSA, 2017; NSRP, 2012). One might argue that the lack of facilities being well maintained is due to the high rate of vandalism.

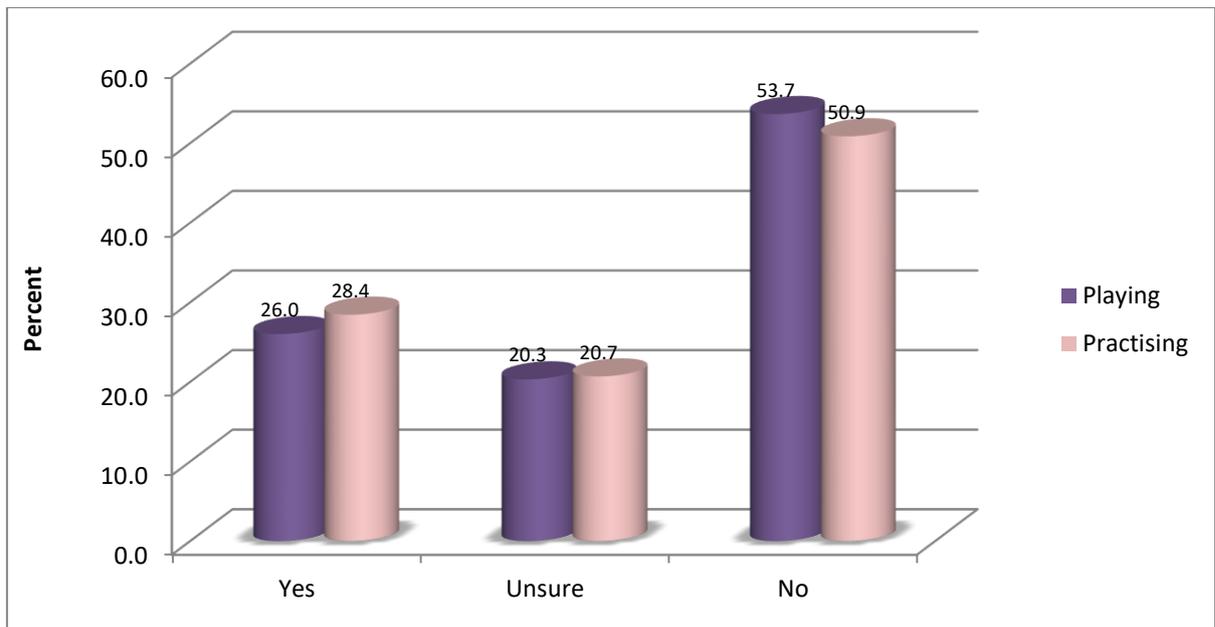
### 6.3.4 Vandalised facilities

Figure 6.4 below indicates whether facilities had been vandalised in the past 12 months.

#### 6.3.4.1 Vandalised facilities playing/practising

The results show that the respondents identified that 53.7% of the playing and 50.9% of the practising facilities had not been vandalised in the past 12 months. Although there was a high percentage of agreement that there had been no vandalism, the respondents also agreed that 28.4% of the practising and 26.0% of the playing facilities were vandalised, while the

respondents were unsure that 20.7% of the practising facilities had been vandalised, and 20.3% of the playing facilities had been vandalised.



**Figure 6.4: Vandalised facilities (n = 123; 116) (p < 0.001 for both variables)**

7) Have your facilities been vandalised in the past 12 months-Playing? The results show that there is a significant relationship between the 'playing facilities been vandalised' and 'players'. A p value of 0.032 indicated that players who answered 'no' were not affected by vandalised playing facilities and those players who answered 'yes' were affected by vandalised facilities.

The results show that there is a significant relationship between 'facilities been vandalised in the past 12 months for playing' and 'race'. Race does not impact on vandalism since persons of any race vandalise. According to the NSRP (2012), municipal facilities are vandalised mostly in disadvantaged communities and, consequently, suffer from lack of maintenance, since insurance companies are loath to reimburse municipalities for vandalism experienced.

**Table 6.5: Hypothesis testing – vandalised facilities**

	Gender	Race	Designation	Administrator	Manager	Coach	Umpire	Player	Region	Franchise
Have your facilities been vandalised in the past 12 months? – Playing	0.479	.002*	0.746	0.659	0.228	.006*	0.474	.032*	0.064	0.406

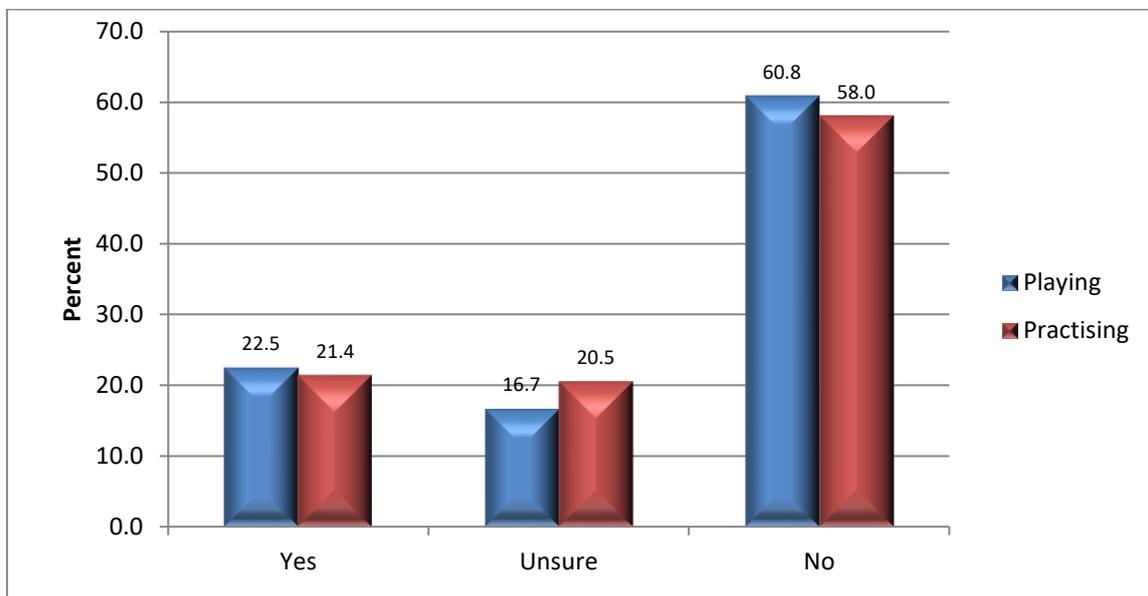
Have your facilities been vandalised in the past 12 months?	0.429	.002*	0.208	0.355	0.605	.007*	0.192	0.285	0.246	0.386
Practising										

(\*indicates significant p value <0.05)

ii) Have your facilities been vandalised in the past 12 months – Practising? The results show that there is a significant relationship between ‘facilities being vandalised in the past 12 months’ and ‘coach’. A p value of 0.007,  $r = 0.928$  (B9),  $p < 0.001$  (B9.1) indicates that vandalism occurs when facilities are neglected. Coaches are responsible for the production of players and should have knowledge of managing sports facilities owing to their training and decision-making abilities (Stavropoulos et al., 2012:119). Facilities play an important role in developing players, and if adequately maintained, coaches could encourage development programmes so that talent is developed (CSA, 2017). Therefore, vandalism will have a negative impact on coaches since vandalised facilities are neglected and coaching is not possible owing to damages and facilities that can be dangerous. In developing talent in players, facilities should be well kept and maintained.

### 6.3.5 Upkeep of facilities

Figure 6.5 investigates whether facilities have been neglected in the past 12 months.



**Figure 6.5: Upkeep of facilities (n = 120; 112) (p < 0.001 for both variables)**

The variation in figures (n = 120; 112) was due to eight players not completing the section.

### 6.3.5.1 Upkeep of facilities playing/ practising

On average, the respondents indicated that 60.8% of the playing facilities and 58.0% of the practising facilities have not been neglected in the past 12 months. There were 22.5% of the playing and 21.4% of the practising facilities that were neglected while it was uncertain that 20.5% of the practising and 16.7% of the playing facilities were neglected.

**Table 6.6: Hypothesis testing – upkeep of facilities**

	Gender	Race	Designation	Administrator	Manager	Coach	Umpire	Player	Region	Franchise
Have your facilities been neglected in the past 12 months? – Playing	0.264	0.075	0.07	0.816	0.421	0.191	0.397	.000*	0.586	0.348
Have your facilities been neglected in the past 12 months? – Practising	0.223	.023*	0.491	0.456	0.504	0.347	0.202	.002*	0.078	.039*

(\*indicates significant p value <0.05)

7) Have your facilities been neglected in the past 12 months-Playing? The respondents' views shows that there is a significant relationship between 'playing facilities being neglected' and 'players', where the p value of ( $p < 0.001$ ),  $r = 0.615$  (B8),  $p < 0.001$  (B10) indicates that well-maintained facilities were not neglected. Furthermore, players would travel to well-maintained facilities that enhance their performance (CSA, 2017). Although there were some neglected facilities, these could be municipal facilities that lacked funding (NSRP, 2012). Some players were unsure of facilities being neglected. These could be new recruits within the amateur ranks. On the other hand, most playing occurs at stadium facilities that are well maintained. There was a high agreement that no neglect of facilities occurred. Also, franchises that generated additional revenue maintained their facilities (GCB, 2017).

ii) Have your facilities been neglected in the past 12 months-Practising? There is also a significant relationship between 'practice facilities being neglected' and 'players', with a p value of 0.002,  $r = 0.529$  (B8.1),  $p < 0.001$  (B10). This indicates that the practice facilities are well maintained. According to CSA (2017), the stadium facilities are not neglected since they must be maintained to international standards because of the quality of competitions. Although there were some practise facilities neglected these could be municipal facilities that are easily accessible to the public.

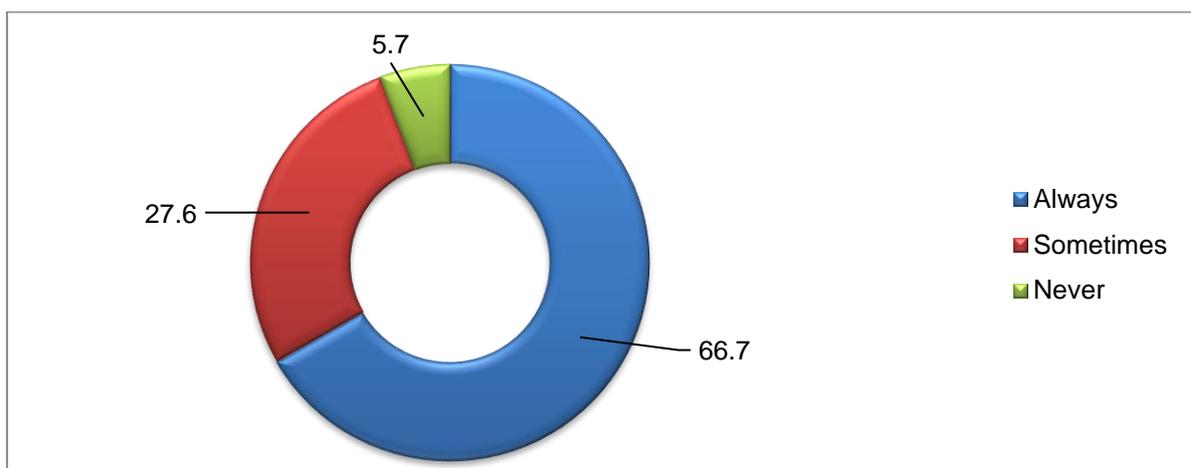
The results show that there is a significant relationship between ‘neglected facilities in practising’ and ‘race’. A p value of 0.023 indicates that race does not impact on neglected facilities. Neglect can occur because of financial difficulties. CSA has identified the need for developing talent in black African players who are in disadvantaged communities and their challenge is to assist in the upkeep of facilities (CSA, 2017). This is an indication that, in disadvantaged communities, there are challenges in the upkeep of facilities.

The results show that there is a significant relationship between ‘neglected facilities in practising’ and ‘franchise’. A p value of 0.039,  $r = 328$  (B9),  $p < 0.001$  (B10) indicates that practise facilities that are used by the franchise are not neglected or vandalised because of the maintenance of international standards and strong security measures (CSA, 2017). Furthermore, franchises are supported by a funding strategy and revenue is generated; therefore, the facilities are not neglected. Although some respondents identified neglected facilities which could not directly impact on players’ performance within franchises, those who were unsure of any neglect had the benefit of well-maintained facilities. Facilities that are neglected will not encourage playing or practising therefore there could be a negative impact on talent development which could affect the playing structures.

#### 6.4 Questionnaire Section C: Playing structures

##### 6.4.1 Transport

Figure 6.6 illustrates whether the club/union provides adequate transport for players during away games.



**Figure 6.6: Adequacy of transport (n = 123, p < 0.001)**

Two-thirds (66.7%) of the respondents indicated that transport was provided. Although transport was provided, 27.6% of the respondents still experience transport difficulties.

### 6.4.5.1 Adequacy of transport

Of the respondents to the amateur questionnaire, 66.7% agreed that their club always provided players with adequate transport when playing away games; however, 27.6% of the respondents indicated that sometimes adequate transport was provided, while 5.7% of the respondents indicated that adequate transport was never provided

**Table 6.7: Hypothesis testing for adequate transport**

	Gender	Race	Designation	Administrator	Manager	Coach	Umpire	Player	Region	Franchise
Does the club/union provide adequate transport for players when playing away games?	0.86 6	0.90 4	0.70 4	0.32	0.29 1	0.41 1	0.80 6	.013 *	.003 *	0.20 4

(\*indicates significant p value <0.05)

#### 7) Does the club/union provide adequate transport for players when playing away games?

The results show that there is a significant relationship between ‘adequate transport’ and ‘player’. A p value 0.013,  $r = 0.439$  (C12),  $p < 0.001$  (C11) indicates that transport was provided for players during away games. According to CSA (2017), players were provided with adequate transport, while some players did not benefit. The adequacy of transport is crucial in developing talent in players (Jost et al., 2022:349). Furthermore, the adequacy of transport allows for sufficient training time which has significant competitive advantage for a player (Jost et al., 2022:349). Accordingly, the adequacy of transport for players is crucial in developing talent. Although there was disagreement this was due to some cricket regions in the South-Western Districts that were provided with inadequate transportation of players (SWD 2015-2018). Transportation of players is a challenge in some regions of South Africa (CSA, 2017).

The results show that there is a significant relationship between the ‘adequacy of transport’ and ‘region’. A p value of 0.003,  $r = 0.392$  (C13),  $p < 0.001$  (C11) indicates that transport was provided in most regions. Some regions were affected by transport, which could have affected the mobility of players (SWD, 2015–2018). Although some regions experienced transport difficulties, adequate transport could have been provided in other regions (CSA, 2017). CSA has identified the need for transport in some regions and their Plan Model is aimed at improving transport (CSA, 2017). All regions should be provided with adequate transport for the

development of talent and during injuries. Kiyohara et al. (2020:286) propose that the injury risk in cricket is high and that essential transportation should be provided for players. Transportation is not only an effective means of transporting players to venues, but it should also be provided during injuries (Burke & Woolcock, 2014; Hirschhorn et al., 2018:906; Sorupia, 2005). Through the adequacy of transport, players and coaches benefit since delays in training are minimised.

### 6.4.2 Coaches

Figure 6.7 reflects the respondents' views of the quality of coaching.

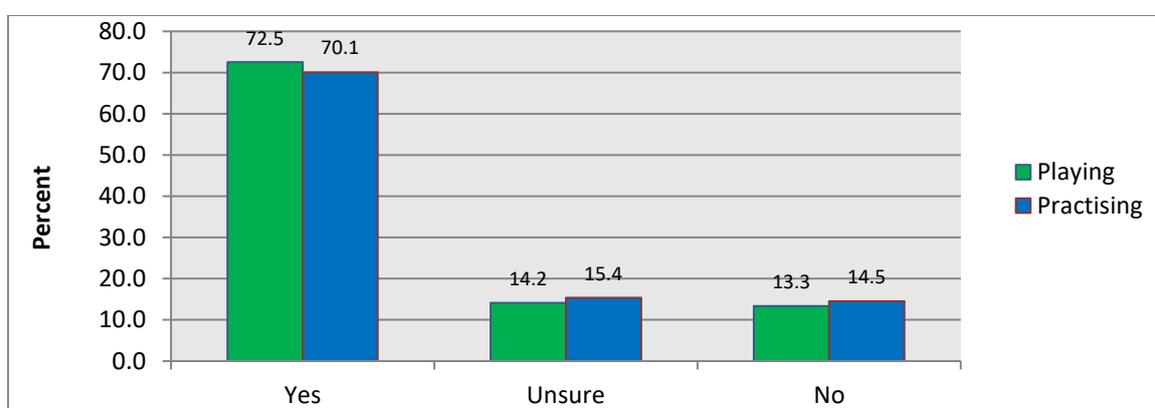


Figure 6.7: Quality coaching (n = 120; 117) (p < 0.001 for both variables)

The variation in population (n = 120; 117) indicated that, while 120 responded to the section on playing and 117 on practising; three of the respondents did not respond. The variation is a difference in the number of respondents that answered each set of questions relating to playing/practising. There were similar scoring patterns for the different rating levels for playing and practising.

#### 6.4.2.1 Quality coaching

**Playing:** The response of 72.5% indicated that their club had access to good quality coaches in playing, while 14.2% of the respondents were unsure, and 13.3% indicated that they had no access to good quality coaches for playing. Those who were unsure may not have the benefits of quality coaching for developing playing skills.

**Practising:** The response of 70.1% indicated that their club had access to good quality coaches for practising, while 15.4% of the respondents were unsure, and 14.5% indicated that they had no access to quality coaches for practising. Those who were unsure may not have benefitted from practising skills by quality coaches.

i). Does your club have access to good quality coaches? Playing: The results show that there is a significant relationship between 'having access to good quality coaches in playing' and 'administrators'. The p value of 0.023 indicates that quality coaches are provided. It also becomes the responsibility of the administrators to provide quality coaches to those who do not have them. Administrators play an important role in providing experienced coaches for players (Dhurup, 2019:456). Furthermore, experienced coaches have an influence on amateur participation (Dhurup, 2019:456). Good quality coaching by experienced coaches should have a professional and specialised approach at amateur level (Basson et al., 2018:110). Administrators play a key role in providing quality coaching in playing to all clubs.

**Table 6.8: Hypothesis testing for quality of coaches**

	Gender	Race	Designation	Administrator	Manager	Coach	Umpire	Player	Region	Franchise
Does your club have access to good quality coaches? – Playing	0.63 8	0.23 3	0.62 5	.023*	0.65 4	0.73 1	0.67 8	.004*	0.05 7	0.29 8
Does your club have access to good quality coaches? – Practising	0.64 9	0.53 2	0.52 9	.014*	0.72 3	0.81	.044*	.001*	.043*	0.08 5

(\*indicates significant p value <0.05)

The results show that there is a significant relationship between 'clubs having access to good quality coaches – playing' and 'player', with a p value of 0.004,  $r = 0.431$  (C12),  $p < 0.001$  (C13). Although quality coaches were provided in most regions, players in other regions lacked the knowledge and skills of quality coaches (CSA, 2017). This could have a negative impact on the development of the skills of players by coaches. CSA's Presidential Plan is aimed at creating training programme for coaches who will be retained and developed, which could lead to effective player development in all regions (CSA, 2017). Players benefit from coaches who have a specialised and professional approach in developing player talent (Basson et al., 2018:110). Through such an approach amateur players are influenced and developed in clubs (Dhurup, 2019:456). For this reason, CSA has introduced the academies and development programmes that will develop quality coaching to clubs in all regions.

Practising: There is also a significant relationship between 'having access to good quality coaches in practising' and 'administrator'. A p value of 0.014,  $r = 899$  (C12),  $p < 0.001$  (C12.1) indicates that certain clubs have access to good quality coaches, for which administrators are responsible. According to CSA (2017), there was a lack of quality coaches in some regions

owing to poor retention of coaches and academies. The quality of coaches improves the standard of play developed in players, and talents are drawn into professional teams through decisions made by administrators (Dhurup, 2019:456; Enderwick & Nagar, 2010). Diaz-Bernardo's (2012) agency theory suggests that the knowledge of managers impacts positively on achieving organisational objectives. Administrators, as senior managers, lead the organisation by making decisions to provide good quality coaches for practising so that amateur talent is developed.

Results show that there is a significant relationship between 'having access to good quality coaches – practising' and 'umpire'. A p value of 0.044,  $r = 0.269$  (B9.1),  $p = 0.004$  (C12.1) indicates that access to good quality coaches could be provided in areas where facilities are not vandalised. Clearly, facilities must be 'playable'; the wicket must produce a good bounce off the ball and there must be even grass coverage for a good spin. Umpires can perform their duties more effectively, making good decisions during quality play, which coaches are responsible for producing because of their training skills. On the other hand, poor decision-making by umpires can stop the game and playing rhythm in all games, main events and practice games (Mahmood et al., 2012:12282). Quality coaches and umpires enhance the skills of the player by providing quality practising and good decisions made by umpires in matches (Greenwood et al., 2012). CSA has identified the need for more umpires and created the Pathway Programme that will develop and retain umpires (CSA, 2017).

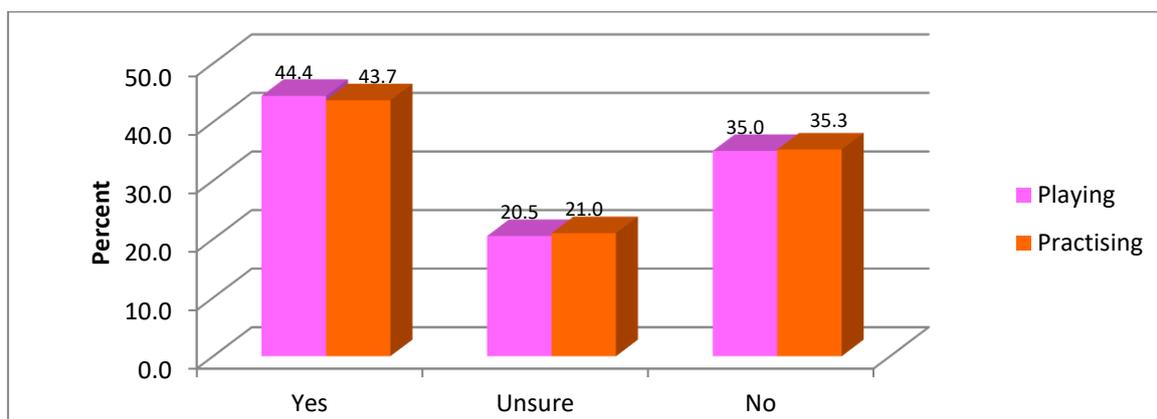
The results show that there is a significant relationship between 'having access to quality coaching – practising' and 'player', with a p value of 0.001,  $r = 0.323$  (B10),  $p < 0.001$  (C12.1). This indicates that quality coaches could be provided in areas where facilities are not neglected. Players too cannot perform well on neglected facilities owing to the irregular bounce of the ball on uneven turf wickets and damaged or torn synthetic fibre grass on concrete practice nets. Players play well, owing to quality practising that influences participants and motivates coaches (Dhurup, 2019:456; Stavropoulos et al., 2012) Accordingly, the quality of coaches develops skills in players during practising sessions (Agha & Coates, 2018; Dhurup, 2019:456). CSA introduced the academy system that will develop skills in players and coaches so that practising improves.

Results show that there is a significant relationship between 'having access to good- quality coaches – practising' and 'region'. A p value of 0.043, and  $r = 0.551$  (C12.1),  $p < 0.001$  (C13) indicates that the franchise regions could have had quality coaching because of the presence of the provincial amateur teams. Some regions had strong financial support, recruiting quality coaches so that practising improves among players (GCB, 2017). However, some regions

lacked quality coaching which was identified by CSA (CSA, 2017). Adequate practising facilities should be provided for quality coaching that enhances practising skills in players (King et al., 2020; Leonardi et al., 2021: 8). The quality of coaches enhances the performance of players in practising, where all regions benefits (Stavropoulos et al., 2012:119).

### 6.4.3 Fitness trainers

Figure 6.8 indicates the responses to whether clubs had access to quality fitness trainers.



**Figure 6.8: Access to quality fitness trainers**

(n = 117; 119) (p = 0.010) for each variable using the Chi-square test which tests whether the frequencies are uniform across the options for each variable taken separately. For practising and playing, the frequencies across 'yes', 'unsure' and 'no' are not the same.

Table 6.9 presents the Chi-square test results for 'Does your club has access to good quality fitness trainers? – Practising'. 'Does your club have access to good quality fitness trainers? – Playing'

**Table 6.9: Access to quality fitness trainers – test results**  
*Chi-square tests*

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	167.146	4	.000
Likelihood ratio	164.197	4	.000
Linear-by-Linear association	84.966	1	.000
N of valid cases	99		

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The results indicate that there is a significant relationship ( $p < 0.000$ ) between practising and playing with respect to having quality fitness trainers. There were almost similar scoring patterns for this comparison. More than one-third (35.0%) of the respondents disagreed that they had access to good quality fitness training in playing, while 44.4% of the respondents agreed with the statement. From the results, the 'yes' and 'no' figures are fairly close. Although fitness trainers were provided, 35.0% of the respondents lacked fitness training. More than 43.7% of the respondents agreed that they had access to good quality fitness trainers for practice, while 35.3% disagreed.

#### 6.4.3.1 Fitness trainers – playing

The response of 44.4% of the respondents indicated that their club had access to good quality fitness trainers for playing. Of the respondents, 35.0% indicated that their club had no access to good quality fitness trainers for playing, and 20.5% were unsure that their club had access to good quality fitness training for playing. Although fitness training was provided, not all clubs benefitted from having access to good quality fitness training for players. Fitness trainers are crucial in clubs so that players develop mental and physical strength which impacts on performance (King et al., 2020:4).

#### 6.4.3.2 Fitness trainers – practising

The response of 43.7% of the respondents indicated that their club had access to good quality fitness trainers for practising, while 35.3% of the respondents indicated that their club had no access to good quality fitness trainers for practicing, and 21.0% of the respondents were unsure that they had access to good quality fitness training for practising. Although fitness trainers were provided, not all clubs benefitted from good quality fitness trainers during practising. Martinez-Moreno et al. (2021:7) identifies fitness training as an important aspect that enhances performance in players during regular practising.

**Table 6.10: Hypothesis testing for fitness trainers**

	Gender	Race	Designation	Administrator	Manager	Coach	Umpire	Player	Region	Franchise
Does your club have access to good quality fitness trainers? – Playing	0.61 4	0.26 8	0.70 7	0.18 6	0.18	0.59 7	0.66 2	.003 *	.013 *	0.17 3

	Gender	Race	Designation	Administrator	Manager	Coach	Umpire	Player	Region	Franchise
Does your club have access to good quality fitness trainers? – Practising	0.90 8	0.51 4	0.85	0.16 8	0.14 4	0.16 3	0.34 2	.000 *	0.12	0.14 8

(\*indicates significant p value <0.05)

i). Access to good quality fitness trainers–playing: The results show that there is a significant relationship between ‘access to quality fitness trainers in playing’ and ‘players’, with a p value 0.003,  $r = 0.914$  (C13),  $p < 0.001$  (13.1), which indicates that, although fitness trainers were provided, there were some players who were affected by the lack of fitness training. According to CSA (2017), fitness trainers were provided to players; however, not all players did benefit. Physical fitness and mental well-being are crucial in obtaining results in competitions (Houlihan, 2011; Vilchez et al., 2017: 365). Therefore, fitness training is crucial for enhancing the performance of players. (Gabbett et al. 2009; King et al., 2020:4). Amateur players should be provided with quality fitness trainers (Christie et al., 2020). In New Zealand, for example, high quality fitness trainers were provided to amateurs for developing talent in playing (New Zealand Cricket Board, 2014). CSA has identified the need for fitness trainers so that players benefit (CSA, 2017).

There is also a significant relationship between ‘access to quality fitness trainers in playing’ and ‘region’, with a p value 0.013,  $r = 0.556$  (B8),  $p < 0.001$  (C13), which indicates that access to fitness trainers should be provided in regions that have fitness training facilities, since it impacts on playing performance. Fitness trainers were provided in some regions and some regions lacked fitness trainers; however, CSA has identified the need for fitness trainers in all regions (CSA, 2017). Fitness trainers should be provided to all amateurs in different regions that have training facilities (King et al., 2020:4). There is a lack of quality fitness trainers in all regions of South Africa (King et al., 2020:4). Therefore, according to the researcher, all regions should have fitness training facilities and qualified fitness trainers to facilitate players playing quality games in different regions.

ii) Access to good quality fitness trainers–practising: The results show that there is a significant relationship between ‘having access to good quality fitness trainers for practising’ and ‘player’, with a p value of ( $p < 0.001$ ),  $r = 0.496$  (B8.1),  $p < 0.001$  (C13) which indicates that some players had fitness trainers for practising, while others were disadvantaged. According to CSA

(2017), there was a need for fitness trainers so that all players benefit from quality practising which improves physical fitness. King et al. (2020:1) propose that fitness training through quality fitness trainers enhances the performance of players during practising. Martinez-Moreno et al. (2021:7) identify fitness training as an important aspect of improving performance in players, and state that clubs should have access to quality fitness trainers. Quality fitness trainers provide quality fitness training during practising, which is an important aspect of developing players. CSA has identified academies that will provide for fitness training so that practicing improves (CSA, 2017)

#### 6.4.4 Fitness training

Figure 6.9 indicates the frequency of fitness training at clubs.

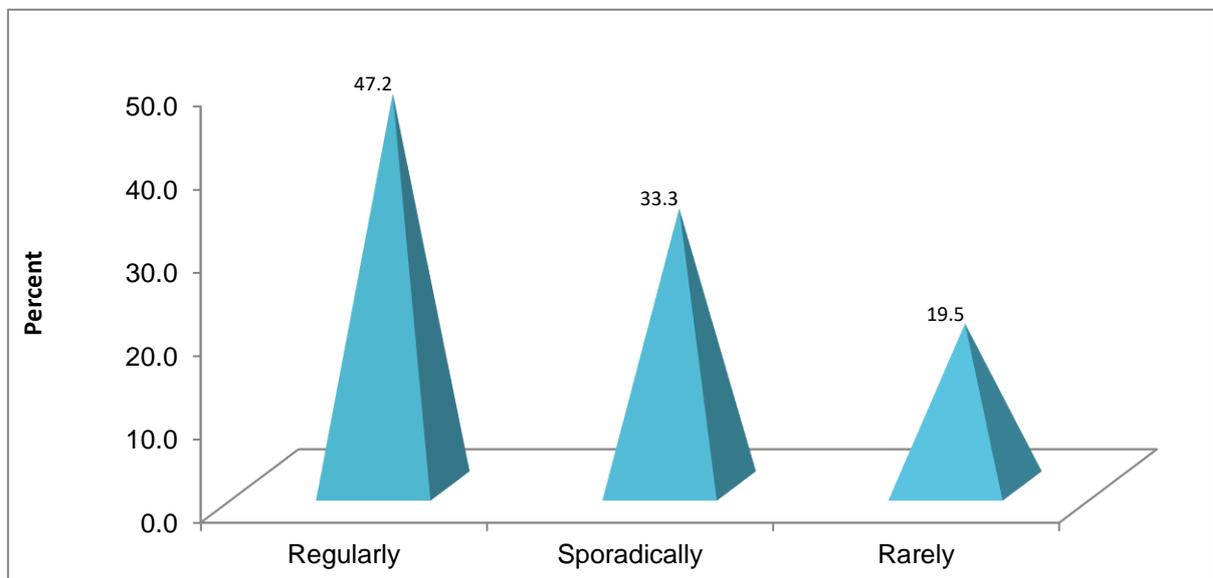


Figure 6.9: Fitness training (n = 123, p < 0.001)

##### 6.4.4.1 Fitness training

Approximately half of respondents (47.2%) indicated that they had training regularly while 33.3% had fitness training sporadically and significantly fewer respondents (19.5%) had fitness training rarely.

Table 6.11: Hypothesis testing for fitness training

	Gender	Race	Designation	Administrator	Manager	Coach	Umpire	Player	Region	Franchise
How often do you have fitness training?	0.45	0.05	0.46	0.19	0.53	0.37	0.84	0.08	0.10	0.05
	6	4	3	2	7	4	7	7	3	5

(\*indicates significant p value <0.05)

7) How often is fitness training provided? There is no significant relationship between 'how often fitness training is provided' and 'franchise'. This means that fitness training provided is not affected by the franchise, player, race or region. For example, franchise does not play a role in whether fitness training was provided or not. A p value of 0.05 indicates that the franchise players may have had regular fitness training; however, the 19.5% that had fitness training rarely is an indication that fitness training was not offered regularly to all respondents. CSA have identified certain weaknesses in fitness training and have introduced the National Academy Programme where optimal strength and fitness training is one of their main goals. That will have a positive impact on the development programmes (CSA, 2017).

## 6.5 Questionnaire Section D: Impact of the franchise system on amateur cricket

### 6.5.1 The impact of the franchise system on amateur cricket.

Figure 6.10 indicates the level of agreement with each of the statements.

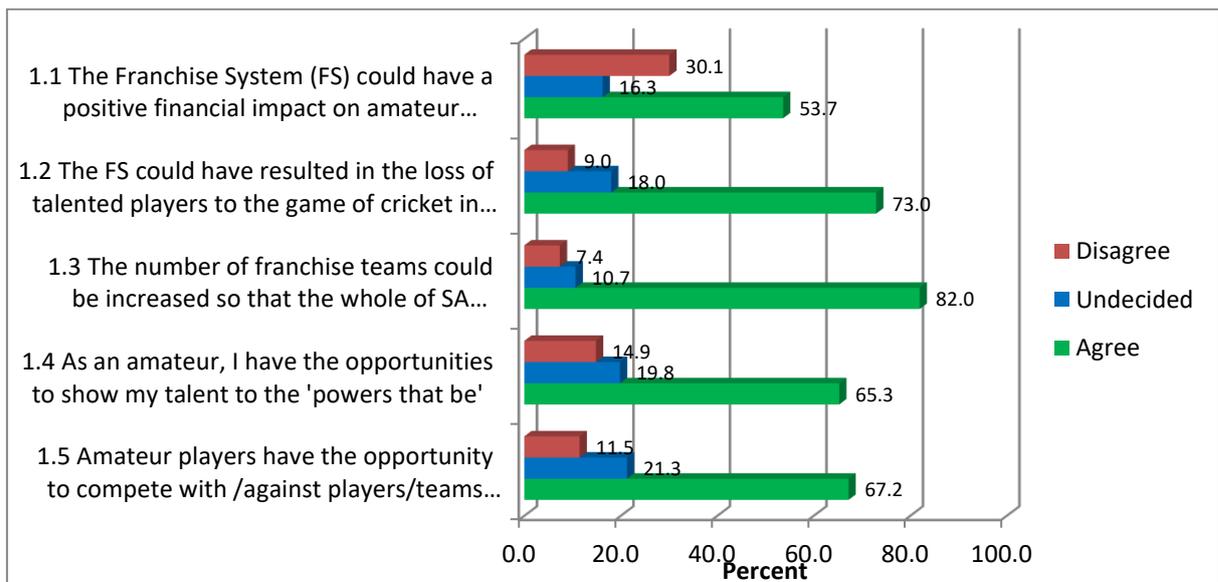


Figure 6.10: Summary scores on the impact of the franchise system on amateurs (n = 122)

The average level of agreement is 68%, with a high of 82.0% of the respondents agreeing that the number of franchises should be increased, and a low of 53.7% for the franchise system (FS) having a positive financial impact on amateur cricket in SA.

#### **6.5.1.1 Statement 1.1**

The franchise system (FS) could have a positive financial impact on amateur cricket in South Africa. A total of 53.7% of the respondents agreed that the franchise system could have a positive financial impact on amateur cricket, while 30.1% disagreed and 16.3% were undecided. The high level of agreement showed that the franchise system could have a positive financial impact on amateur cricket. This could mean that there are possibilities that the franchise system could have a financial Impact through commercialisation. However, commercialisation may not have materialised fully. Therefore, additional funding models were used that assisted amateurs in some regions (GCB, 2017). The CSA Presidential Plan model is aimed at distributing funds to amateurs, which could have a positive financial impact on amateurs (CSA, 2017). Furthermore, the franchise system is sustainable in a profit-maximising franchise system and amateurs are supported in a pooled-revenue sharing system (Agha & Coates, 2018:2; Peeters, 2015:1275; Sandy et al., 2004:176). However, in a not-for-profit franchise system a sound funding strategy is used by government to sustain amateur cricket (CA, 2020; Varmus et al., 2021:44). Likewise, cricket in South Africa is a non-profit organisation and is governed by its governance policy (Nksimbini et al., 2015). It stands to reason that cricket in South Africa is not a 203ndicate203lized sport. The franchise system is a commercial activity where profits are earned which could have a positive financial impact on amateurs. Those who disagreed and were unsure that the franchise system could have a positive financial impact may not know that the franchise system is business related, which generates profits.

#### **6.5.1.2 Statement 1.2**

The FS could have resulted in the loss of talented players to the game of cricket in South Africa. A total of 73.0% of the respondents agreed that a loss could have occurred while 18.0% were undecided and 9.0% disagreed. The high number of agreements from the respondents showed that there were players who had found opportunities overseas. However, the system retained players for as long as 10 years at amateur level without pay (Compton, 2011). It is obvious that players will seek employment elsewhere and leave if they cannot find opportunities in franchises. Compton (2011) stated that players left the country so that they could find opportunities elsewhere. Those respondents who were undecided and disagreed that the loss could have occurred may not be aware of the Kolpak agreement that allowed players to leave by signing contracts overseas.

#### **6.5.1.3 Statement 1.3**

The number of franchise teams could be increased so that the whole of South Africa is covered. The majority (82.0%) of the respondents agreed that the number of franchise teams could be increased so that the whole of South Africa is covered, while 10.7% were undecided and 7.4% disagreed. It had been suggested that teams would increase since the introduction of the franchise system but did not materialise (CSA, 2017; FRCR, 2008). The whole of South Africa could be covered if franchises were generating revenue and had a strong financial support. Therefore, increasing and decreasing teams will depend on the financial strengths of franchises (Adgully, 2021:1; Ninian, 2010).

#### **6.5.1.4 Statement 1.4**

As an amateur I have the opportunity to show my talent to the 'powers that be'. A total of 65.3% of the respondents agreed that they had opportunities to showcase their talent, while 19.8% were undecided and 14.9% of the respondents disagreed. Those who disagreed could be from a disadvantaged community. Although CSA developed talented players, retaining talent was a challenge (CSA, 2017). Those respondents who disagreed that they had the opportunity to showcase their talent were either not selected or drawn into franchises. The respondents who were undecided could be new recruits at development stage. Taliep et al. (2015:44) confirm that there was a lack of bowling technique among black players that could have led to amateurs not showcasing their talent to the 'powers that be'.

#### **6.5.1.5 Statement 1.5**

Amateur players have the opportunity to compete with/against players/teams in franchises. Most of the respondents (67.2%) agreed that they had the opportunities to compete with players in the franchise, while 21.3% were undecided and 11.5% disagreed. The respondents who agreed could be older players who had played for between 5 and 10 years, and who had experience in competing with professionals. However, the 11.5% who disagreed could be players who were in a talent development programme. According to CSA (2017), the franchise system has impacted positively in developing talent owing to competition between franchise teams and amateurs at club level. In other countries, competition between franchise professional and amateurs had a positive impact in identifying talent who were drawn into professional franchises (Enderwick and Nagar, 2010; Schoenfield, 2010). Those respondents who were undecided had no opportunities to compete or they were new recruits who were developing skills.

7) The franchise system (FS) could have a positive financial impact on amateur cricket in South Africa. The results show that there is a significant relationship between the franchise system that 'could have a positive financial impact' and 'region'. The p value of 0.002,  $r = 0.248$  (C12),  $p = 0.007$  (D15.1) indicates that the franchise system could have a positive financial impact in all regions if the system were commercialised. According to CSA (2017), some regions have not benefitted financially from the franchise system, owing to a lack of funding; therefore, additional funding was created by CSA as a sustainable source. On the other hand, franchises have created business models and sustained the amateurs in their regions (GCB, 2017, Titans, 2018). Likewise, business models and business strategies that are used globally were applied to amateurs which had a financial impact on those amateurs (Agrawal 2011; Oval & North 2008:16). If franchises were commercialised, team owners would be encouraged to invest in teams and large sums of revenue could be generated, which could impact financially on amateurs through revenue sharing.

**Table 6.12: Hypothesis testing – Influence of the franchise system on amateurs**

	Gender	Race	Designation	Administrator	Manager	Coach	Umpire	Player	Region	Franchise
The franchise system (FS) could have a positive financial impact on amateur cricket in SA	0.771	0.325	0.366	0.27	0.424	0.297	0.821	0.053	.002*	.004*
The FS could have resulted in the loss of talented players to the game of cricket in SA	0.336	0.364	.008*	0.155	.026*	0.223	0.479	0.12	.000*	.014*
The number of franchise teams could be increased so that the whole of SA could be covered	0.523	0.843	.030*	0.127	0.598	0.633	0.229	.011*	.000*	.036*
As an amateur, I have the opportunities to show my talent to the 'powers that be'	0.531	0.206	0.555	0.259	0.365	0.509	.015*	0.111	.030*	.028*
Amateur players have the opportunity to compete with /against players/teams in the franchises	0.967	0.88	0.211	0.462	0.187	0.306	.050*	0.27	0.075	0.086

(\*indicates significant p value <0.05)

There is also a significant relationship between the 'franchise system that could have a positive financial impact' and 'franchise'. A p value of 0.004 indicates that the franchises are also affected if the franchise system does not provide the requisite financial support. Some franchises, such as the Lions, had strong financial support through the introduction of business models that sustained the franchise (GCB,2017). Franchises in the USA are a profit-maximising system where franchises earn huge sums of profits through commercialisation (Schoenfeld 2010:30; Ian, 2017: 7). However, Varmus et al. (2021:44) state that franchises in Europe maximise winnings rather than profits, and franchises are sustained through government funding. Therefore, the franchise system could have a positive financial impact if the franchise system were changed into a profit-maximising system. Also, a sound funding strategy by government in a not-for-profit franchise system could have a positive financial impact on franchises (Varmus et al., 2021:44). According to Diaz-Bernardo (2012), the resource-scarcity theory suggests that a franchise will engage in business through scarce financial and managerial resources. In South Africa, the governance policy of CSA restricts commercialisation; therefore CSA's Presidential Plan model is aimed at creating and distributing funds to sustain the franchises, which could have a positive financial impact on them (CSA, 2017).

ii) The franchise system could have resulted in the loss of talented players to the game of cricket in South Africa. The results show that there is a significant relationship between 'the franchise system could have resulted in the loss of talented players' and 'franchise'. A p value 0.014,  $r = 0.234$  (B 8.1),  $p = 0.012$  (D15.2) indicates that franchises could have lost more talented players, although some players were lost. According to Compton (2011), players were lost because of opportunities and benefits in other countries. Therefore, CSA Pipeline Model was introduced so that opportunities are created to sustain, develop, and retain players (CSA, 2017). Olonso (2012:98) proposes that franchises lose players because of salary caps in other countries. On the other hand, some franchises were able to sustain and retain players through an improved salary (GCB, 2018). By retaining players within the franchise and the academy system the loss of talent would have not resulted.

There is also a significant relationship between 'the franchise system could have resulted in the loss of talented players' and 'region'. A p value of  $p < 0.001$  indicates that most regions are affected if the best players are lost. The best players from all regions were lost by signing the Kolpak deal and left owing to overseas opportunities (Compton 2011;CSA, 2017). The loss of players could have been greater if academies were not introduced in order to retain players (CSA, 2017, 2019).

The results show that there is a significant relationship between 'the loss of talented players' and 'manager'. A p value of 0.026 indicates that managers play an important role in maintaining player talent so that talent is not lost to other countries for diverse reasons such as better pay (Olonso, 2012:98)). Managers play an important role in making decisions to higher management about the extent of the exodus of players (Compton, 2011; Hadian et al.,2020:2). According to Jang and Park (2019:14), the agency theory is used within the franchise system as a solution to resolve a conflict of interest. Therefore, good decision by managers as agents could avoid the loss of talented players.

The results show that there is a significant relationship between 'the franchise system could have resulted in the loss of talented players to the game of cricket' and 'designation'. A p value of 0.008 indicates that those who are employed in the system play an important role in maintaining and retaining player talent. Administrators lead the organisation and can make decisions on development programmes so that talent is developed and retained. Therefore, administrators of CSA have introduced the Player Pipeline Model, which is aimed at retaining all talented players so that the loss of talented players to the game of cricket might not occur (CSA, 2017). Administrators, managers, coaches and umpires play key roles in making decisions so that talent is developed and maintained, and players are retained.

iii) The number of franchise teams could be increased so that the whole of South Africa is covered. The majority (82.0%) of the respondents agreed with the statement that the franchise numbers could be increased so that the whole of South Africa is covered. The results show that there is a significant relationship between 'the number of franchise teams that could be increased' and 'player'. A p value 0.011 impacts positively on players, as players find opportunities in representing franchises in the country. The increase in teams will retain the best players and the whole of South Africa will be covered. Likewise, increasing teams will depend on the pool of talented players who are selected into franchises (Dove et al. 2016:22). According to Yoost (2009), increasing the number of teams in geographical areas benefits players by retaining their talent and could create opportunities for players to be selected into franchises. However, increasing the number of teams does have cost implications. (Adgully, 2021:1; Ninian, 2010).

There is also a significant relationship between 'the franchise increasing the number of teams' and 'region'. A p value of  $p < 0.001$ ,  $r = 0.372$  (D15.2),  $p < 0.001$  (D 15.3) indicates that the region could benefit if franchises are increased to avoid the loss of talented players. According to the FRCR (Cricket South Africa, 2008), the intention of the system was to increase franchises, but this did not materialise. Teams might increase in the regions owing to the

retaining and development of players through the new Player Pipeline Performance Plan (CSA, 2017). On the other hand, in the North American franchise system teams increased owing to financial strengths in different locations (Borsack, 2019:148). In South Africa, not all regions are208ndicatially sustainable to increase the number of teams. Therefore, the number of teams has not increased in different regions since the introduction of the franchise system.

The results show that there is a significant relationship between 'the franchise increasing the number of teams' and 'franchise': a p value of 0.036,  $r = 0.229$  (B8.1),  $p = 0.014$  (D15.3), which indicates that the franchise could increase the number of teams if CSA had the financial strengths. The franchise could benefit if teams were increased, so that opportunities are created for all and the whole of South Africa is considered. Additional franchises were promised in 2008 (CSA, 2008). This, however, did not materialise; therefore, CSA introduced the Player Pipeline Performance Plan which is aimed at developing and retaining players so that the franchise might increase the number of teams (CSA, 2017). The financial strengths of a franchise might increase the number of franchise teams (Adgully, 2021:1). Therefore, franchises might increase if there are strong financial resources and opportunities for developing and retaining talent.

There is a significant relationship between 'the franchises increasing the number of teams' and 'designation'. A p value of 0.036 indicates that those employed in the system can make decisions and address the matter to higher authorities. The FRCR (CSA, 2008) indicated that the number of franchise teams would increase, but this did not materialise. The designation of administrators, managers, coaches, and umpires play key roles in making decisions on talent and finance so that teams might be increased (Bhattacharjya, 2019:1). Teams will increase depending on the financial strengths of a franchise (Adgully, 2021:1; Ninian, 2010). Accordingly, those employed within the designation make decisions on finance and talent to increase the number of teams. Above all, development programmes such as the TAP, which is aimed at retaining talent, might increase the number of teams (CSA, 2017). Development programmes, and decision-making by management could increase the number of franchise teams.

iv) As an amateur I have the opportunity to show my talent to the 'powers that be'. The results show a significant relationship between 'amateurs having the opportunities to show their talent' and 'franchise'. A p value of 0.028,  $r = 0.226$  (D 15.2),  $p = 0.013$  (D15.4) indicates that the franchise could have lost many talented players if amateurs did not have the opportunity to show their talent. Compton (2011) proposes that not many opportunities were created for talented players within the franchise system owing to the limitation of six franchise teams. On

the other hand, amateurs lacked bowling talent in black communities which did not create many opportunities for being developed so that they could showcase their talent and be selected in franchises (Taliep et al., 2015:43). Weerakkody and Allen (2017:1954) state that amateur players are less skilled and lack the necessary bowling skills for playing cricket. Schoenfield (2010:30) states that amateurs had the opportunity to show their talent so that they could be drawn into franchise teams in other sports globally. Therefore, the operational plan of CSA is aimed at improving skills for amateurs to show their talent to the franchise (CSA, 2017).

The results show that there is a significant relationship between 'amateurs having the opportunities to show their talent' and 'region'. The p value of 0.030,  $r = 0.306$  (D 15.5),  $p < 0.001$  (D17) indicates that the amateur regions could benefit more if the franchises impacted positively on their finances. CSA has identified the need for creating opportunities for amateurs to show their talent to the powers that be in all regions (CSA, 2017). Some amateurs who had benefitted from showing their talent to the powers that be had the advantage of strong financial support (GCB, 2017). In some regions there was a lack of opportunities (SWD 2015-2018). A sound financial strategy has an impact on amateur talent development that creates opportunities for amateurs (Varmus et al., 2021). Accordingly, strong financial support creates opportunities for amateurs to show their talent to the powers that be in all regions.

The results show that there is a significant relationship between 'amateurs having the opportunities to show their talent to the powers that be' and 'umpire'. A p value of 0.015 indicates that umpires' decisions become easy if the quality of talent is maintained by amateurs. Likewise, experienced umpires could make good decisions on matches if amateurs showed their talent to the umpire (Livingstone & Forbes, 2017:97). On the other hand, experienced umpires make good decisions on the game owing to the quality of play. (Kasey et al., 2016:1535). The Umpire Pathway Plan is aimed at developing umpires so that decision-making in umpiring is effective (CSA, 2017). Umar (2016) postulates that good training facilities develop amateur players so that their talent is showcased and identified by umpires.

v) Amateur players have the opportunity to compete with /against players/ teams in franchises. The results show that there is a significant relationship between 'amateurs having the opportunity to compete with teams in the franchise' and 'umpires'. The p value of 0.050,  $r = 0.462$  (D15.4),  $p < 0.001$  (D15.5) indicates that the quality of competition can be determined by the umpires because of competition between franchised teams and amateurs. Umpires with experience can make good decisions on the game between professionals and amateurs (Livingstone & Fobes, 2017:97). Enderwick and Nagar (2010:130) state that competition

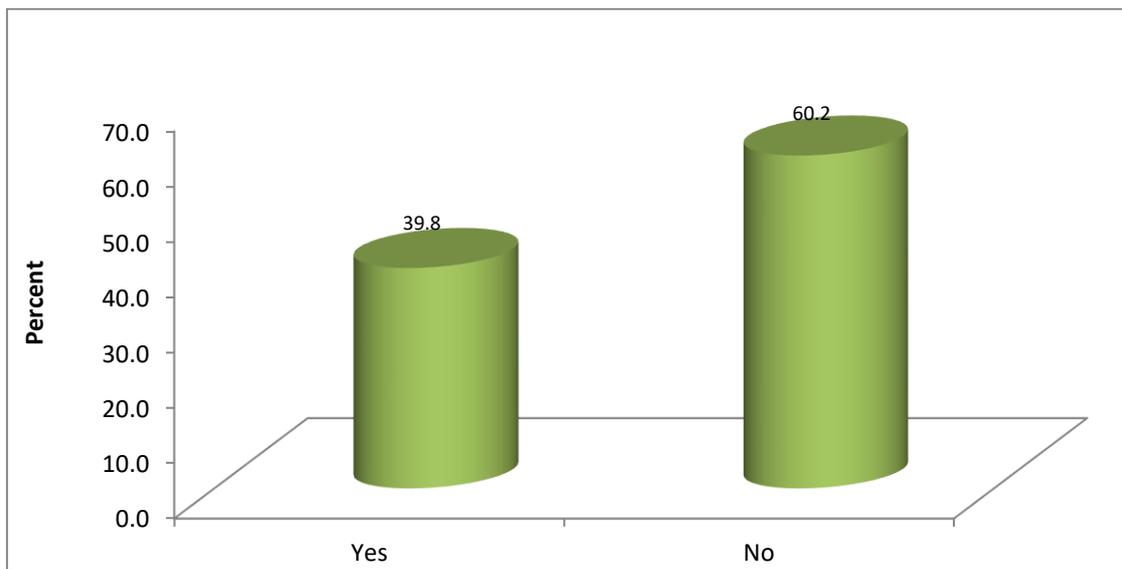
between professionals and amateurs creates opportunities for amateurs to showcase their talent. During competitions between professionals and amateurs, professional umpires, employed by franchises, make decisions on the game (Kasey et al., 2016:1535). The Umpire Acceleration Programme is aimed at transforming, attracting, developing and retaining umpires who will assist in developing and identifying talented amateur players who will be drawn into the franchise (CSA, 2017).

### 6.5.2 Club assistance

Figure 6.11 indicates the level of agreement regarding assistance received from franchises

#### 6.5.2.1 Assistance received from franchises

The results show that 60.2% of the respondents received no assistance from franchises, while 39.8% of the amateurs received assistance. Nearly 40% of the respondents believed that the franchise did result in the improvement of cricket at club level, while 60% of the respondents disagreed that the franchise assistance had improved their club. According to Brink (2013), there was some assistances by franchises. The GCB (2017) did provide some assistance to amateurs from the franchise to improve cricket at club level.



**Figure 6.11: Assistance received from franchises (n = 122, p = 0.024)**

- 7) Opportunities by franchises to assist clubs in improving their game. The results show that there is a significant relationship between 'the franchise creating opportunities for improving amateurs' and 'coaches'. A p value of 0.012,  $r = 0.212$  (B6.1),  $p = 0.021$  (D16) indicates that franchises did not create opportunities for amateurs in areas of coaching. Although some amateur clubs received assistance from franchises, most amateurs did not receive any assistance from franchises (GCB, 2018). Games can also

be improved through quality coaching and technical skills developed at amateur level (Wang et al., 2014: 102). In a profit-maximising franchise system, franchises create opportunities for amateurs through competitions (Enderwick & Nagar 2010:130; Roberts, 2010; Schoenfield, 2010; Vrooman, 2015). CSA has created development programmes such as academies to develop and retain coaches who will assist amateurs so that the game improves and amateurs' benefit (CSA, 2017). Administrators and managers with the requisite skills can make decisions on improving the game at amateur level by providing quality coaching.

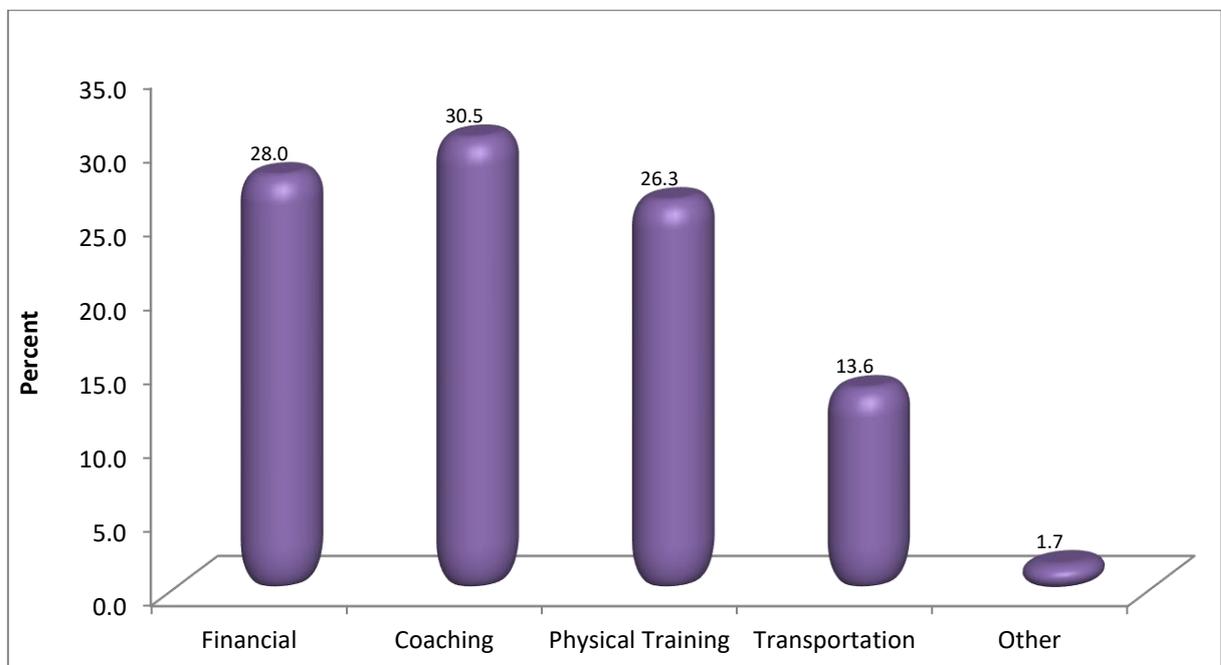
**Table 6.13: Hypothesis testing for assistance received from franchises**

	Gender	Race	Designation	Administrator	Manager	Coach	Umpire	Player	Region	Franchise
Did the franchise create opportunities by assisting your club in improving the game in any form?	0.09	0.59	.010	0.96	0.29	.012	0.80	0.53	0.32	.551
	8	4	*	9	1	*	6	5	8	

(\*indicates significant p value <0.05)

### 6.5.3 Benefit areas

Figure 6.12 indicates areas where amateurs benefitted



**Figure 6.12: Areas of benefit**

### 6.5.3.1 Areas where amateurs benefitted

The most common benefits were coaching (30.5%), financial (28.0%), and physical training (26.3%), Transportation benefits were 13.6% and other benefits included 1.7%.

Table 6.14 indicates the p value on areas of benefit.

**Table 6.14: Areas of benefit**

	n	Percent	p value
<b>Financial</b>	33	28.0	< 0.001
<b>Coaching</b>	36	30.5	
<b>Physical training</b>	31	26.3	
<b>Transportation</b>	16	13.6	
<b>Other</b>	2	1.7	

The results show that these factors are directly related to playing affairs and sound financial organisational strategies at club level. This, however, represented a smaller percentage of the respondents (28.0%) with a significant  $p < 0.0001$  while the total of 30.5% of the respondents agreed that coaching was the most common benefit. Physical training benefits were 26.3%  $p < 0.0001$ , while transportation amounted to 13.6% and other benefits amounted to 1%  $p < 0.0001$ .

- 7) **Financial:** The results show that there were financial benefits within some amateur clubs while most of the amateur clubs did not benefit financially. Some franchises generated revenue through business that sustained amateurs financially (GCB, 2017; Titans 2018). Furthermore, funding models were created that benefitted amateurs in that region (GCB, 2017). If funding were not provided by the franchise in that region, then the amateur clubs would have not benefitted financially. Furthermore, amateurs were supported by professionals in the funding of facilities development within the profit-maximising system (Agha & Coates, 2015:2). Likewise financial sustainability within amateurs in a not-for-profit organisation is achieved through a sound funding strategy by government (Varmus et al., 2021:44, CA, 2020). It stands to reason that amateurs are sustained by government funding and should not benefit financially, as it is a violation (Varmus et al., 2021:45). For this reason, CSA has identified the need for

sustaining amateur cricket in all regions and has introduced the Presidential Plan model. The model is aimed at distributing funds to amateurs (CSA, 2017).

ii) Coaching: The results show that there were some coaching benefits within amateur clubs in some regions. According to the GCB (2017), additional funding was provided to coaches within the franchise region. This could have benefitted coaches in developing amateurs. A low percentage of amateurs benefitted from coaching. In profit-maximising franchises, a sound funding structure was provided so that amateurs were developed through adequate coaching (Andreff & Staudohar, 2002; Agha & Coates, 2018:2). Coaches should be professionals and should have a specialised approach towards developing amateurs, which could lead to more clubs benefitting from coaching (Basson et al., 2018:110). CSA has identified the weakness in coaching in different regions and has created the academy system where coaches will be developed and retained, benefitting all amateur regions (CSA, 2017)

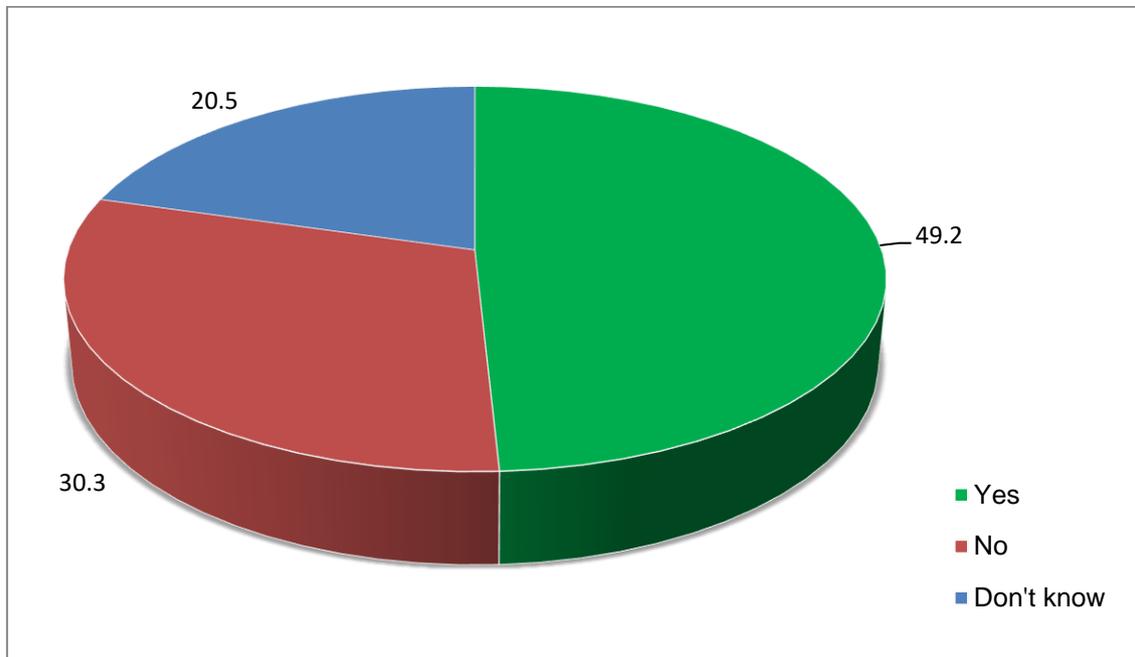
iii) Physical training: The results show that only a small percentage of amateurs benefitted from fitness/physical training. This was due to the lack of facilities such as academies in most regions where a very small percentage of amateurs benefitted (CSA, 2017). On the other hand, amateurs benefitted through fitness training programmes in some regions (GCB, 2017). Fitness space should be provided so that all amateurs are conditioned and developed (Wang et al., 2021:1607). Lin (2020:1) proposes that amateur players benefit through fitness, leisure and the health policies of government. Quality fitness training should be provided to amateurs to enhance their skills (Agha & Coates, 2018; Christie et al., 2020). The provincial academy system was introduced by CSA which has created opportunities for fitness training so that amateurs in all regions could benefit (CSA, 2017).

iv) Transportation: The results show that a very small percentage of amateurs benefitted from transport in all regions. Some franchises provided transport to amateurs in their region (GCB, 2017). According to CSA, transport was a challenge for most amateur regions. An effective transport system is essential for the transportation of amateur players where injury risks are high (Kiyohara et al., 2020:286). Also, transporting amateur players to training sites in different locations is crucial in developing talent (Jost et al., 2022:349). Efficient transportation provides sufficient training time in developing amateur players (Jost et al., 2022:349). Transportation pickup in rural areas requires careful planning and additional transport service (Jost et al., 2022:349). However, some cricket regions such as the South-Western Districts experienced poor transportation (SWD 2015-2018). Therefore, transportation of amateur players remains a challenge in some regions of South Africa (CSA, 2017).

## 6.6 Questionnaire Section E: Finances

### 6.6.1 Financial difficulties

This section deals with the financial implications of the amateurs, which are depicted in Figure 6.13.



**Figure 6.13: Financial difficulties (n = 122, p < 0.001)**

Nearly half of the respondents (49.2%) indicated that their clubs experienced financial difficulties, while 30.3% of the respondents did not experience financial difficulties, and 20.5% were undecided. The 30.3% who did not experience financial difficulties were amateur clubs that were sustained financially by the franchise in that region (GCB, 2017). Those who did not know could be new recruits who had not experienced financial difficulties.

**Table 6.15: Hypothesis testing for financial difficulties**

	Gender	Race	Designation	Administrator	Manager	Coach	Umpire	Player	Region	Franchise
Does your club suffer from financial difficulties?	0.31	0.11	0.16	0.54	0.16	.041	.009	0.17	.015	.011
	9	7	2	6		*	*	4	*	*

(\*indicates significant p value <0.05)

- 7) Financial difficulties suffered by clubs: The results show that there is a significant relationship between the 'clubs suffering financial difficulties' and 'regions'. A p value of 0.015,  $r = 0.241$  (E17.1),  $p = 0.009$  (D18) indicates that almost half of the amateurs

regions suffered financial difficulties owing to inadequate funding from CSA. Although some funding was provided to amateurs, most regions suffered financial difficulties (GCB, 2017) This, however, added to the 30.3% of amateurs who did not experience financial difficulties. If additional funding was not provided by GCB, then all amateurs could have suffered financial difficulties. Financial difficulties could be overcome through a sound funding strategy by government (Varmus et al., 2021:44, CA, 2020). In a profit-maximising system, amateurs are supported by professionals in the funding of facilities (Agha & Coates, 2015:2). Furthermore, in a profit-maximising system funding is provided through international tiers (Helleu, 2011). Amateurs are funded globally through funding models (Ilan, 2017:7; Varmus et al., 2021:43). Adequate funding should be provided by government to sustain amateur clubs in all regions.

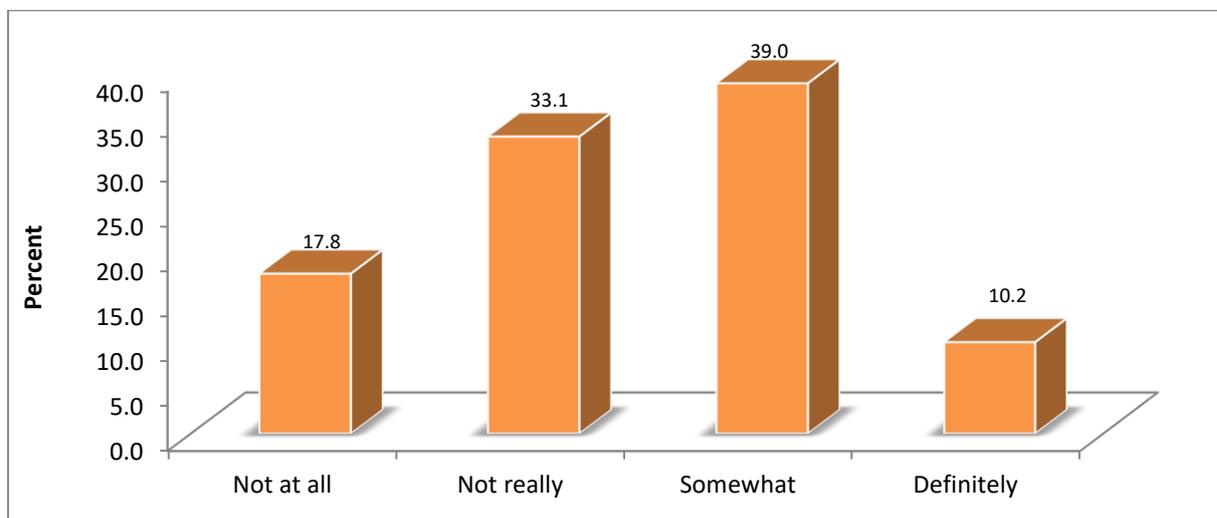
There is also a significant relationship between the 'clubs facing financial difficulties' and 'coaches'. The p value of 0.041,  $r = 0.222$  (C12.1),  $p = 0.017$  (D17) indicates that clubs suffer financial difficulties preventing them from having access to good quality coaches. According to GCB (2017), additional funding was created for amateur cricket coaching since amateur clubs faced financial difficulties. In other countries like Scotland and Australia, for example, quality coaches were provided to amateurs through adequate funding (CS, 2019; CA, 2020). On the other hand, business models are used to generate revenue for amateurs to overcome financial difficulties and to afford quality coaches (Oval & North, 2008:16; Agrawal, 2011). An improved revenue source will overcome financial difficulties for coaches.

There is a significant relationship between 'clubs facing financial difficulties' and 'franchises'. A p value of 0.011,  $r = 0.434$  (D15.1),  $p < 0.001$  (D17) indicates that the franchise system could have a positive financial impact on clubs if the franchise had a sound funding strategy or functioned as a business. According to Helleu (2011), business models used in franchises generate revenue and overcome financial difficulties. In South Africa, business models were used by some franchises to sustain amateur clubs financially (GCB, 2017; Titans, 2018). However, in a profit-maximising system, the franchise assisted clubs by funding facilities (Agha & Coates, 2015:2). Franchises can assist clubs in overcoming financial difficulties.

The results show that there is a significant relationship between 'clubs facing financial difficulties' and 'umpires'. A p value of 0.009,  $r = 0.278$  (D16),  $p = 0.002$  (D17) indicates that umpires were not assisted by their franchises to create opportunities to assist clubs optimally in any form. Both franchise and amateur clubs faced financial difficulties in most regions. According to the GCB (2017), financial difficulties were faced by the amateur clubs in the regions, which impacted on umpires. Bougen et al. (2013:32) identify the corporate

governance model, which is based on funding, as being responsible for development programmes in which umpires and amateur clubs benefit. CSA has weak financial strengths in sustaining amateur clubs, which has a negative impact on sustaining umpires (CSA, 2017).

### 6.6.2 CSA club funding



**Figure 6.14: Adequacy of funding (n = 118, p < 0.001)**

Figure 6.14 indicates the adequacy of the smooth running of the club through monies received by CSA. Half of the respondents (51%) believed that the financial assistance did not do much to help, 39% believed that club funding did help 'somewhat', while 10% agreed that club funding was definitely adequate

#### 6.6.2.1 Adequacy of funding

The views of the respondents showed that 39.0% the funding from CSA was somewhat adequate for the smooth running of the club, while 33.1% said that the funding was not really adequate and 17.8% said that it was not adequate at all. A small amount of 10.2% indicated that the funding was definitely adequate fo the smooth running of the club.

**Table 6.16: Hypothesis testing for adequacy of funding**

	Gender	Race	Designation	Administrator	Manager	Coach	Umpire	Player	Region	Franchise
Is the money your club receives from CSA adequate for the smooth running of the club?	0.861	0.247	0.311	0.984	0.544	0.609	0.075	0.277	0.25	0.467

(\*indicates significant p value <0.05)

7) Is the money received from CSA adequate for the smooth running of the club? The results indicate that there is no significant relationship between monies received from CSA being adequate for the smooth running of the clubs. This is not affected by whether adequate monies received or not since there was no significant relationship between franchise, region, player, and coaches. In the cross-tabulation,  $r = 0.244$  (B8) and  $p = 0.008$  (D18) indicates that funding was not adequate for the maintenance of playing facilities, and  $r = 0.209$  (B9) and  $p = 0.027$  (D18) indicates that funding was not adequate for practice facilities. The  $r = 0.240$  (C13),  $p = 0.011$  (D18) indicates that funding was inadequate to gain access to good quality fitness trainers. The  $r = 0.241$  (E17),  $p = 0.009$  (D16) indicates that funding was inadequate, and, therefore, clubs suffered financial difficulties. According to the GCB (2017), the amateur region did not run smoothly owing to the inadequacy of funding by CSA and additional funding was created by the franchise for amateurs. It is, therefore, important for the franchise system to adopt the business model in sport to function effectively, as franchises in other countries have done in for-profit organisations. In a non-profit organisation, a sound funding model should be created (Varmus et al., 2021) Therefore, CSA Plan Model is aimed at sustainability of amateur cricket as their future intervention (CSA, 2017)

Having discussed the results, it is imperative to discuss correlation for amateurs to determine whether the variables discussed are statistically significant. The correlation strength between the variables could determine whether the variables are statistically significant.

## 6.7 Correlations

The average values of the sections were used to determine the relationships:  $r$  = represents the strength between the cross-tabulations, and the  $p$  value ( $p < 0.05$ ) indicates whether the relationship between the variables is statistically significant.

All values that have an \* next to them imply that there is a significant relationship between the row and column variables. The correlation matrix table for combined sections for amateurs is found in **Appendix L**. The correlation coefficient table represents the correlation strength.

**Table: 6.17: Strength of correlation coefficient**

Correlation Coefficient Value	Correlation Strength
-------------------------------	----------------------

0.70–1.00	Very strong
0.50–0.69	Strong
0.30–0.49	Moderate
0.10–0.29	Weak
0.01–0.09	Very weak

**Adopted from: Kauthar et al. (2019)**

The correlation value between ‘finance’ and ‘access to quality fitness trainers and coaches’ is 0.344 ( $p < 0.001$ ). This is a directly related proportionality with a moderate relationship. Respondents agreed that the more the emphasis is placed on finance, the greater the prospect is of amateurs achieving quality fitness trainers and coaches. Therefore, there is a statistically significant relationship in the cross-tabulation, where the  $r$  value of 0.344,  $p < 0.001$ ).

The correlation between the ‘impact of the franchise system on amateur cricket’ and ‘finance’ is 0.350 ( $p < 0.001$ ) indicating that there is a directly related proportionality with a moderate and statistically significant relationship. This indicates that the finance of the franchise system has an impact in sustaining amateur cricket. If the finances of the franchise system improve, it will impact on sustaining amateur cricket financially.

The correlation value between ‘does your club have access to good quality fitness trainers – playing?’ (C13.1) and ‘which facilities do you usually use for playing?’ (B6) is 0.195 ( $p = 0.036$ ). This value indicates that there is a weak relationship which is statistically significant (0.195,  $p = 0.036$ ). Respondents agreed that if quality fitness trainers are accessible to clubs at stadium facilities, then it will improve playing abilities since stadiums have well-maintained facilities and fitness training space. Therefore, if fitness training improves, playing improves.

The correlation value between ‘does your club have access to good quality fitness trainers – practising?’ (C13.1), and ‘which facilities do you usually use for playing?’ (B6) is 0.217 ( $p = 0.018$ ). The values indicate that there is a significant but weak relationship. This indicates that if quality fitness trainers are accessible to clubs it improves practising at the stadium facilities where most games are played.

The correlation value between ‘how often do you have fitness training?’ (C14) and ‘how would you describe the maintenance of these facilities – playing?’ (B8) is 0.217 ( $p = 0.018$ ). There is a directly proportional but weak relationship which is statistically significant (0.12  $p = 0.018$ ). This indicates that if fitness training occurs often, playing will improve and facilities will be maintained. The increase in fitness training will contribute to more usage of playing facilities. Therefore, there would be an increase in the maintenance of playing facilities.

The correlation value between 'how often do you have fitness training?' (C14) and 'how would you describe the maintenance of these facilities – practising?' (B8.1) is 0.239 ( $p = 0.010$ ). There is a significant but weak relationship which is statistically significant (0.239,  $p = 0.010$ ). This indicates that if fitness training occurs often, practising will improve and facilities will be maintained. The increase of one will increase the other. If fitness training increases, the maintenance of practising facilities will increase owing to increased use of the facilities.

The correlation value between 'the franchise system could have a positive financial impact on amateur cricket in SA' (D15.1) and 'which facilities do you usually use for practising?' (B6.1) is 0.231 ( $p = 0.012$ ). This is a directly related proportionality, indicating that if the franchise system had a positive financial impact on amateur cricket, the practice facilities in all regions would be well maintained. Therefore, there is a significant but weak relationship (0.231  $p = 0.012$ ). If the franchise system had a positive financial impact on amateur cricket, then the practising facilities of the unions will be well maintained.

The correlation value between 'the franchise system could have resulted in the loss of talented players to the game of cricket in SA' (D15.2) and 'how would you describe the maintenance of these facilities – playing?' (B8) is 0.181 ( $p = 0.049$ ). This is a directly related proportionality with a weak but statistically significant relationship (0.181  $p = 0.049$ ). This indicates that if players were retained and developed, playing facilities will be well maintained owing to more use and the loss of talented players might have not resulted.

The correlation value between 'the franchise system could have resulted in the loss of talented players to the game of cricket in SA' (D15.2), and 'how would you describe the maintenance of these facilities – practising' (B8.1) is 0.234 ( $p = 0.012$ ). This is a directly related proportionality with a weak but statistically significant relationship. This indicates that well-maintained practising facilities will improve talent in players. The surplus of talent and the lack of opportunities could have resulted in the loss of talented players. Therefore, when talent improves, opportunities should be created. An increase in talent will increase opportunities.

The correlation value between 'the number of franchises could be increased so that the whole of SA is covered' (D15.3) and 'which facilities do you usually use for practising?' (B6.1) is 0.246 ( $p = 0.007$ ) which is a directly related proportionality. The results show a statistically significant but weak relationship. This indicates that if franchises increase, the practising facilities will increase.

The correlation value between 'the number of franchises could be increased so that the whole of SA is covered' (D15.3) and 'who maintains the facilities for practising?' (B7.1) is 0.211 ( $p = 0.023$ ). The results show a statistically significant but weak relationship. This indicates that if franchises increased, practising facilities will increase and the franchises that use stadium facilities will maintain those practising facilities.

The correlation value between 'the number of franchises could be increased so that the whole of SA is covered' (D15.3) and 'how would you describe the maintenance of these facilities – practising?' (B8.1) is 0.229 ( $p = 0.014$ ) shows a significant but weak relationship. This indicates that if franchises increase practising facilities, there will be an increase in the maintenance of the facilities.

The correlation between 'did the franchise create opportunities in assisting your club in improving the game in any form?' (D16) and 'which facilities do you use for practising?' (B6.1) is 0.012 ( $p = 0.021$ ) shows a significant but weak relationship. This indicates that if the franchise creates opportunities for assisting clubs, there would be an increase in the number of clubs using stadium facilities since they are franchise controlled.

The correlation between 'does your club suffer from financial difficulties?' (D17) and 'how would you describe the maintenance of these facilities – playing?' (B8) is 0.246 ( $p = 0.007$ ), which shows a statistically significant but weak relationship. This indicates that if the financial difficulties increase, then the playing facilities will be affected, resulting in an increase in neglect.

The correlation between 'does your club suffer from financial difficulties?' (D17) and 'how would you describe the maintenance of these facilities – practising?' (B8.1) is 0.240 ( $p = 0.010$ ) is statistically significant. This has a directly proportional but weak relationship, indicating that if clubs suffer from financial difficulties there will be a lack of maintenance of the practising facilities.

The correlation between 'is the money your club receives from CSA adequate for the smooth running of the club?' (D18) and 'how would you describe the maintenance of these facilities – practising?' (B8) is 0.240 ( $p = 0.008$ ), which shows a directly proportional relationship. The results show a weak but statistically significant relationship. This indicates that if adequate money is received, clubs will run smoothly and there would be an increase in the number of practising facilities that will be maintained.

The correlation between 'does your club have access to good quality coaching – practising?' (C12.1) and 'have your facilities been neglected in the past 12 months?' (B10.1) is 0.272 ( $p = 0.004$ ), which is a statistically significant but weak relationship. This indicates that an increase in the number of clubs having access to quality coaching in practising will increase the number of facilities not being neglected. If good quality coaches are increased, the practising facilities will be more often used and there would not be an increase in neglect.

The correlation between 'how often do you have fitness training?' (C14) and 'does your club provide adequate transport when playing away games?' (C11) is 0.240 ( $p = 0.008$ ), which is a statistically significant but weak relationship. This is a directly proportional relationship, indicating that if fitness training occurs often, more clubs will increase training and adequate transport will have to be provided by clubs.

The correlation between 'as an amateur I have the opportunity to show my talent to the powers that be' (D15.4) and 'does your club have access to good quality fitness training?' (C13) is 0.240 ( $p = 0.010$ ), which is a statistically significant but weak relationship. This indicates that if amateurs had the opportunity to demonstrate their talent, the access to good quality fitness training will increase. Therefore, the increase in talent will increase quality fitness training.

The correlation between 'as an amateur I have the opportunity to show my talent to the powers that be' (D15.4) and 'the franchise system could have resulted in the loss of talented players to the game of SA' (D15.2) is 0.226 ( $p = 0.013$ ), which has a directly proportional but weak relationship. This indicates that if there is an increase in the number of talented players through opportunities created to showcase talent, then there would be an increase in opportunities within the franchise system. If opportunities are not created, and amateurs could not show their talent to the powers that be, this will result in the loss of players. Therefore, an increase in opportunities will maintain players and a lack of opportunities will lose players.

The correlation between 'did the franchise create opportunities for assisting your club?' (D16) and 'does your club have access to good quality fitness trainers – practising?' (C13.1) is 0.296 ( $p < 0.001$ ) which is statistically significant with a weak relationship. This is a directly proportional relationship, indicating that if the franchise has created opportunities for assistance, then there would be an increase in clubs being assisted and the quality of fitness trainers in practising will increase.

The correlation between 'does your club suffer from financial difficulties?' (D17) and 'did the franchise system create opportunities for assisting your club in any form?' (D16) is 0.278 ( $p =$

0.002), which is statistically significant with a weak relationship. This is a directly proportional relationship, indicating that If the financial difficulties increase, then there would be an increasing number of clubs that will suffer from not being assisted.

The correlation between ‘is the money your club receives from CSA adequate for the smooth running of the club?’ (D18) and ‘does your club suffer from financial difficulties?’ (E17) is 0.241 ( $p = 0.009$ ), which is statistically significant with a weak relationship. This is a directly proportional relationship, indicating that if the funding is increased by CSA, then the number of clubs will increase owing to being financially sustainable. Having discussed correlations for amateurs, it is imperative to discuss factor analysis for amateurs. This will be discussed in the next section.

## 6.8 Factor analysis

Factor analysis is a statistical technique. The main goal of factor analysis is data reduction and the identification of key components. There are certain components that are divided into finer components. Factor analysis in this study was done to determine whether the factors allocated to different sections measured or belonged to that section. Table 6.8 explains the rotated component matrix. It contains the rotated factor loadings (factor pattern matrix), which represent both how the variables are weighted for each factor: the correlation between the variables and the factor (component). Since these are correlations, possible values range from -1 to +1 (Stephens, 2004:136). Names are given in *italics*

### 6.8.1 Areas relating to the environment.

**Table 6.18: Environment matrix**

<b>Environment – Rotated component matrix</b>		
	Component	
	1	2
Have your facilities been vandalised in the past 12 months? – Playing	.969	.149
Have your facilities been vandalised in the past 12 months? Practising	.966	.161
Have your facilities been neglected in the past 12 months? – Playing	.206	.941
Have your facilities been neglected in the past 12 months? – Practising	.103	.961

In Table 6.18, the components have been split into columns 1 and 2. The reason for splitting was that respondents identified two aspects. One of the aspects that was identified was *vandalism* in column 1 and the other was *neglect* in column 2. When two aspects are identified by respondents, splitting occurs. In this instance, splitting occurred because of the two distinguishable aspects that were identified. The vandalism aspect identified security concerns and the neglect aspect identified maintenance concerns.

### 6.8.2 Playing structures

**Table 6.19: Playing structures**

Impact – Rotated component matrix	
	Component
	1
Does your club have access to good quality coaches? – Playing	.815
Does your club have access to good quality coaches? – Practising	.866
Does your club have access to good quality fitness trainers? – Playing	.837
Does your club have access to good quality fitness trainers? – Practising	.876

The correlation values in Table 6.19 are strong and is aligned under one component. The respondents identified that fitness trainers and coaches do almost the same thing, such as training; therefore, the statements aligned under one component. The two questions in the questionnaire do measure fitness training; therefore, they are aligned in the table.

### 6.8.3 Areas of finance

**Table 6.20: Areas of finance**

Finance – Rotated component matrix		
	Component	
	1	2
The franchise system (FS) <b>could have</b> a positive financial impact on amateur cricket in SA	.521	-.298
The FS could have resulted in the loss of talented players to the game of cricket in SA	-.247	.714
The number of franchise teams could be increased so that the whole of SA could be covered	.099	.858

As an amateur, I have the opportunities to show my talent to the 'powers that be'	.798	-.017
Amateur players have the opportunity to compete with/against players/teams in the franchises	.857	.011

In Table 6.20, the components are split into columns 1 and 2. The reason for splitting is that respondents identified two aspects. One of the aspects that was identified was the *financial* aspect in column 1, and the other was the *developmental* aspect in column 2.

The respondents identified financial issues that could have a positive financial impact on amateur cricket so that amateurs could showcase their talent and compete with the franchise. In the second component, respondents identified areas of development that could have resulted in the loss of talented players and in increasing the number of teams. If teams are increased, talented players could be retained. The correlation values are strong and indicate that the variables associate with the respective sub-components. The negative signs imply an inverse relationship to the factor.

## 6.9 Articulation of findings

### 6.9.1 Amateur cricket is financially sustainable.

In the previous chapter, the aims and findings of the professionals on sustainability were discussed. In this chapter, the aim was to determine the impact of the franchise system on the sustainability of amateur cricket. The findings from the amateur results showed that there was a large percentage of disagreement 37.8% ( $p < 0.001$ ) that amateur cricket is financially sustainable, while there was an agreement of 18.3% ( $n=82$   $p < 0.001$ ) that the franchise system sustains amateur cricket. The 18% agreement was supported by the additional funding from the franchises (GCB, 2017). The results show that there is significant relationship between race and financial sustainability of amateurs  $p < 0.001$ ,  $r = 0.362$  (B10),  $p = 0.008$  (D13.1). This is224ndicateve of a negative impact of the franchise system in sustaining amateur cricket since there was poor retention of black players in most regions of South Africa (CSA, 2017).

A large percentage (49.2%) of the amateurs experienced financial difficulties In most regions ( $n = 122$ ,  $p < 0.001$ ). The results show that there is a significant relationship between the 'clubs suffering financial difficulties' and 'regions'. A p value of 0.015,  $r = 0.246$  (B8),  $p = 0.007$  (D17) indicates that regions suffered financial difficulties (GCB, 2017)

The adequacy of funding from CSA did not do much to assist amateur clubs ( $n = 118$ ,  $p < 0.001$ ). More than half of the respondents (51%) ( $p < 0.001$ ) indicated that they experienced

difficulties in the maintenance of facilities such as for practising  $r = 0.244$  (B8) and  $p = 0.008$  (D18) and fitness training  $r = 0.240$  (C13),  $p = 0.011$  (D18) (CSA, 2017; GCB, 2017; NSRP, 2012). A small percentage of 10.2 % definitely received adequate funding. According to the GCB (2017), additional funding was created to sustain amateurs.

From the results, it can be seen that 60% ( $p < 0.024$ ) ( $n = 122$ ,  $p = 0.024$ ) of the amateur respondents disagreed that any form assistance was provided by franchises. A  $p$  value of 0.012,  $r = 0.212$  (B6.1),  $P = 0.021$  (D 16) indicates that there was no assistance from franchise coaches. Agha and Coates (2018) argue that coaches develop players through adequate revenue shared with amateurs. Franchises in other countries, such as the USA, provided assistance to amateurs as a strategy for drawing players (Enderwick & Nagar, 2010). In South Africa, there was not much assistance from franchises in assisting amateurs since only some regions assisted amateurs (GCB, 2017). There was also poor retention of coaches (CSA, 2017). Although there were some benefits of the franchise system, such as financial, 28.0% ( $p < 0.001$ ), coaching 30.5% ( $p < 0.001$ ), physical training 26.3% ( $p < 0.001$ ), transportation 13.6% ( $p < 0.001$ ), and other 1.7% ( $p < 0.001$ ), the benefits did not do much to sustain amateurs in all regions. For instance, a Scottish amateur club that had no financial support from professionals formulated a business plan to ensure its continued existence (Oval & North, 2008). Its projected income increased from £100k to £105k and the projected profit increased by £3k. This is indicated in Table 6.21.

Table 6.21: ECC financial forecast 2008–2011

	<b>2008/2009. Projected</b>	<b>2009/2010 Projected</b>	<b>2010/2011 Projected</b>
Income	£100k	£105k	£105k
Profit	£5k	£7k	£8k

**Source: Oval & North (2008:16)**

This indicates that, at amateur level, there was a start in formulating a business strategy that works. The above projections indicate that profit is earned, which could assist amateurs in, for example, facility maintenance and other areas of development. Amateur cricket in South Africa could benefit from such a business plan which could assist with financial difficulties and development. According to the empirical survey, the financial sustainability of amateur cricket did not materialise fully.

Amateurs could also benefit through the business of sports (Oval & North, 2008: 16). Although business models are effective in sustaining franchises in other countries, they are not used legally in South Africa. CSA is registered under section 21 as a non-profit organisation and

should not make profits (Nkosimbini, 2015). Therefore, a sound funding strategy is needed to sustain amateurs (Varmus et al., 2021).

The findings of the amateurs revealed that some franchises and amateurs were financially sustainable, while most were not. Some amateurs were sustained by franchises that generated income through business, while others suffered financial difficulties. If all franchises and amateurs abided by the mandate of CSA, then all amateurs would not be financially sustainable. Therefore, the financial impact of the franchise system would be negative on amateur cricket. Franchises could not be increased so that amateurs could be drawn into franchises. This was due to a negative financial impact on increasing the number of teams. Ultimately, the results evinced more weaknesses than strengths.

The system did improve the standard of domestic cricket, but there were lacunae in other areas of development, such as a lack of batting technique developed in disadvantaged communities, facility maintenance at municipal level and development programmes such as academies in most regions. Although some academies for development programmes were introduced to retain players, lack of sustainability had a negative impact on amateurs in most regions.

## **6.10 Summary**

In this chapter, the empirical survey was explained and the respondents' views expressed in the questionnaires were captured by means of statistical analysis and interpretation. The respondents were administrators, managers, coaches, umpires and players. Respondents to the questionnaire had to provide data pertaining to the functions of the organisation and its financial impact as independent variables relative to their given profile.

The results indicate that amateur cricket was not financially sustainable, which had a negative impact on amateur cricket. Although there were few financial, coaching, physical training and transportation benefits, the benefits did not do much to sustain amateur cricket. The next chapter will present the recommendations and will draw conclusions.

## **CHAPTER 7**

### **CONCLUSION AND RECOMMENDATIONS**

#### **7.1 Introduction**

The aim of the study was to determine the impact of the franchise system on the sustainability of cricket. It was determined, through this study, that the financial sustainability goals of the franchise system on amateur cricket were not achieved, and that the financial sustainability goals of the franchise system on professional cricket did not materialise fully. The findings of this study were achieved by answering the research-sub-questions and the primary research question.

#### **7.2 Key research findings**

The purpose of this study was attained through the investigation of the relevant literature, as well as the resulting findings and themes from the data analysis. Each secondary objective was derived from the original objective. One could contend that, by achieving sub-objectives that are appropriately formulated, the primary research objective is addressed, the purpose of the study is attained, and the study is concluded.

##### **7.2.1 Primary research objective**

This study sought to ascertain whether franchise cricket in South Africa is sustainable. This objective was addressed primarily through the sub-objectives as presented below.

###### **7.2.1.1 Sub-objective 1**

The first objective was to investigate how the franchise system impacts on the sustainability of amateur cricket in selected provinces in South Africa. The purpose of the first objective focused on investigating how the franchise system had impacted on the sustainability of amateur cricket in selected provinces in South Africa, which entails addressing how the finances of CSA impacted on developing talented amateur players through fitness training and facility maintenance. The finding in the current study revealed that amateur cricket was not financially sustainable. As a result, there was a negative financial impact on facility maintenance where almost half of the amateur regions lacked the maintenance of practising facilities. The inadequacy of funding has impacted on fitness training where under half of the amateur regions had access to quality fitness trainers. By identifying the environmental areas, sustainability can be determined. A strong financial support will impact positively on the environment and a weak financial support will impact negatively on sustainability. Therefore, the environmental areas

are crucial in determining the impact on sustainability. The results also show that there were very low coaching benefits which has a negative impact on talent development. Coaching is also a crucial area in determining financial sustainability. The lack of financial resources will impact negatively on coaches in developing talent in amateurs. The findings in the current study identified that there was inadequate funding for amateurs, which had a negative impact on developing amateurs in the selected provinces. Thus, the aim of providing financial sustainability for amateur cricket was not achieved, with negative impact. However, the study did establish effective strategies which are discussed in subsequent sections.

#### **7.2.1.2 Sub-objective 2**

For the second objective, the study intended to investigate how the franchise system impacts on the sustainability of professional cricket in selected provinces in South Africa. The purpose of the second objective was to focus on investigating how the franchise system had impacted on the sustainability of professional cricket in selected provinces in South Africa, which entails addressing how the finances of CSA had impacted on improving the standard of play and the quality of domestic competition. The findings revealed that professional cricket was financially sustainable, which impacted on improving the quality of domestic competition and the standard of play. The standard of play was crucial in determining how the finances of CSA had impacted on improving the standard of play and domestic competition. The results showed that the standard of play and domestic competition had improved, achieving the aim of the franchise system. Although finances play a crucial role in sustainability, the results show that the finances were not sufficient for the successful operating of the franchise. If the finances were not sufficient for the operation of the franchise, how can the franchise be financially sustainable? One may argue that the franchise system is not financially sustainable. It was established that some franchises conducted business and raised additional revenue which sustained the franchise. There were negative financial impacts owing to inadequate funding from CSA to sustain all professionals. Furthermore, there were salary complaints from the professionals. The finances were crucial in investigating how the franchise system impacted on improving the quality of domestic competition and the standard of play. It stands to reason that the additional revenue generated by franchises would have improved the standard of play and domestic competition in some franchises. Evidently, the financial aim of the franchise system in sustaining professional cricket was not fully achieved with funding from CSA.

#### **7.2.1.3 Sub-objective 3**

On its part, this objective intended to determine the success factors of the franchise system in selected provinces in South Africa. The purpose of the third objective was to focus on

determining the success factors of the franchise system in selected provinces in South Africa, which entails addressing the areas where the franchise system had benefitted professional and amateur cricket in selected provinces in South Africa. The findings revealed that the franchise system had improved the standard of play and improved the quality of domestic competition, thereby achieving the aim. These were crucial areas in determining the success factors of the franchise system on professional and amateur cricket.

The results show that, since the franchise system had been introduced, the number of talented cricketers had increased. By increasing the number of talented players, the success of the franchise system could be determined. The increase in the number of talents will impact on the success of the franchise system in achieving this aim. Amateur players also had the opportunity to play with franchise players so that their talent could improve, which added to the success factors. There was an adequate pool of suitably talented amateur players from whom the franchise could draw. This factor also determined how successful the franchise system is. Professional cricketers from the franchise gave their time and expertise to develop amateur cricket and the best players from the region were contracted to the franchise. The amateurs indicated that their club had access to good quality coaches. The aim of introducing the franchise system was achieved in improving the quality of domestic competition for the professionals, which added to the success factors of the franchise system. The standard of play had improved for professionals, and sponsorships had been attracted to professional games. The professionals had also secured adequate sponsorship. These factors contributed to the success of the franchise system for both professional and amateur cricket.

#### **7.2.1.4 Sub-objective 4**

This objective focused on determining the shortcomings of the franchise system in selected provinces in South Africa. The fourth objective focused on determining the shortcomings of the franchise system in selected provinces in South Africa, which entailed addressing the areas where the franchise system was not successful in sustaining professional and amateur cricket in selected provinces in South Africa. The findings revealed that the financial aims of professional and amateur cricket were not fully achieved. This had a negative impact on sustainability. The spectator numbers were not maintained. This could have occurred owing to poor strategy by the management of CSA. There was a lack of assistance from franchises given to amateurs in terms of coaching. Franchise cricket was sustainable with additional funding from franchises that generated revenue, which is a violation. Less financial, coaching, physical training, and transportation benefits were evident in all amateur regions, and there was inadequate funding from CSA for professional and amateur cricket.

The results for the professionals showed that the financial state of professional cricket could improve by generating income for franchises. Funding from CSA was inadequate for professionals. The results also showed that the respondents reported financial difficulties of the franchise to higher management with scant attention. There were salary complaints and spectator numbers had not increased. The results for the amateurs showed that there was a lack of assistance from franchises. There was no assistance from franchise coaches. Although there were some benefits these did not do much to help. There was inadequacy of funding. Amateurs experienced financial difficulties in most regions.

#### **7.2.1.5 Sub-objective 5**

The last objective was to investigate principles and strategies to improve the franchise system in selected provinces in South Africa. The fifth objective focused on investigating principles and strategies to improve the franchise system in selected provinces in South Africa, which entailed addressing the areas where the franchise system could benefit in applying the principles and strategies established in this study. The findings in this study revealed that effective principles and strategies were established in this study, which could be adopted in improving sustainability of the franchise system.

**Principles** should be maintained by franchises in abiding by CSA's mandate of being a non-profit organisation. This principle should be applied to the franchise system since some franchises were in violation through using the profit-maximising system in a non-profit organisation. Management of CSA should consider its financial status before applying principles and strategies to generate revenue. These were characteristics of a profit-maximising system used in a non-profit franchise system. There should be careful planning, organising, leading and controlling of the franchise system in order to achieve its objectives. CSA has introduced the New SA 20 leagues with weak financial resources and has applied the profit-maximising system in generating revenue. The women's franchise has also been introduced with weak financial resources. CSA should consider its financial resources in introducing new leagues

**Strategies:** Partnerships should be created between government and CSA, which could be an effective strategy in sustaining franchises. In doing so, government negotiates business deals through the marketing of the franchises which government can re-invest into cricket. The funds could then be distributed to sustain both professional and amateur cricket in all aspects of sustainability. Business models can be introduced which are effective strategies for

sustaining franchises. The MCMMG business model, which is effective in a profit-maximising system could be applied if a profit-maximising system is introduced. Team owners could be introduced to franchise teams in considering partnerships with government. Profits could be maximised by using the profit-maximising system. Professionals, who are highly talented, could be sustained by generating revenue through an auction system which is relevant in a profit-maximising system. Amateurs could be sustained through an effective funding strategy created by government. Cricket could become a more commercialised sport. These principles and strategies can act as a guide for management to improve the franchise system in South Africa. The significance of these findings will contribute towards the body of knowledge and can be applied to cricket franchises in South Africa.

### **7.3 Contribution of the research**

The theoretical contribution of this research showed that franchises globally are business related and financially sustainable by using business models in sports. Franchises that use business models maximise profits through commercialisation. Funding models were not effective in sustaining sports. Team owners were the main role players investing in teams that generated revenue. The revenue generated by franchises sustained professionals, and amateurs were sustained by a sound funding strategy.

The methodological contribution of the descriptive research guided the study in conducting an extensive global literature research by analysing academic journals. Through such analysis research questions were derived by identifying variables in the theoretical and conceptual framework, which was used to draw up a set of questionnaires for professionals and amateurs. The questionnaire was used to test knowledge through statistical means.

The contextual contribution provided information to develop a guide so that management can use it to provide solutions to financial problems and to achieve its financial goals. The study contributed towards guiding management in terms of the impact of using business models compared to funding models as a sustainable source. The MCMMG business model was the best model used by franchises globally to sustain amateurs through revenue generated by professionals. However, a partnership with government is a solution to recurring financial problems. This study contributed by publishing a peer-reviewed article on the impact of the franchise system on amateur cricket in selected provinces of South Africa. This study may also contribute towards saving the franchise system from being discontinued.

## 7.4 Recommendations

From the findings of the study, the following recommendations are made based in terms of the objectives. Firstly, the study established that there was a negative financial impact discovered in all of the selected provinces. Amateur cricket should have a sound funding strategy created by government. Furthermore, amateur cricket is a non-profit organisation and generating profits is a violation. Amateur cricket should engage with the local community to involve them in generating revenue through partnerships, and sponsorship should be achieved. In a profit-maximising franchise system international financial support is given to sustain amateurs. If amateurs create more competitions within communities, talent could improve owing to the strength vs strength in teams. Furthermore, donations and additional support could be achieved from the local community such as through facilities development and maintenance. A better funding strategy should be created for amateurs by CSA.

In addition the study recommended that management creates a partnership with government, since CSA is a non-profit organisation. By creating such a partnership, government would take control of the commercial aspects of franchising in generating revenue. The revenue earned could be distributed to professionals and amateurs as a sustainable source. In doing so, there could be economic benefits for the country where sports in general could be sustained since large sums of revenue are earned. The MCMMG business model is best suited for franchise cricket since the model is aimed at sustainability. The model is effective in other sports, and it could be used in cricket franchises since it maximises profits in the commercial sector. This model could be used if cricket were commercialised. There should be a long-term commitment to developing income streams that can support sustainability.

Furthermore, a franchise model should be created that supports players and franchises financially. If CSA changed its mandate, then the hiring out of the stadiums by management could be effective in generating more income for professional cricket. This could be done by designing stadiums that provide accommodation, and suites could be hired out to full capacity. Global tourists could be attracted by creating retail stores, offices, long-distance passenger transport terminals, restaurants within the stadium, travel packages and laundromats. This could provide sufficient revenue to sustain cricket and to create jobs in each region. A model could be developed and called the Stadium Accommodation Tourism Global (SATG) business model. Funding models were used in the past which were not effective in sustaining sports. CSA should discontinue the funding model and use business models if the profit-maximising system could be introduced. Funding models are not effective in sustaining franchise cricket since a franchise is a commercial activity and profits are maximised.

Although the franchise system was successful in developing talent in amateur players with weak financial resources, strong financial support from CSA could improve talent in amateurs. This could mean that South Africa has talent which requires strong financial support to be developed. The adequacy of funding is key to developing talent so that more players are drawn into franchises, increasing the number of teams. Through a sound financial strategy, a high standard of play and the quality of competition can be maintained. More sponsors will be attracted to the game owing to an increase in the number of teams and competition.

The shortcomings of the franchise system were the lack of financial resources in sustaining both amateur and professional cricket. The aims of the franchise system in providing financial sustainability for amateur and professional cricket were not achieved. Franchises generated additional revenue to be sustainable and assisted amateurs in their region. Most of the amateurs and professionals were not financially sustainable since there was inadequate funding from CSA to sustain cricket. CSA sourced additional funding through donations and coach hire, but the lack of financial resources had a negative impact on amateurs in the areas of financial, coaching, physical training, and transportation in some regions. Franchise cricket is not viable.

Finally, the study investigated principles and strategies, as demonstrated earlier, that could be applied to the franchise system in South Africa. The different franchise systems operated differently. One system operated as a profit-maximising system that has huge financial gain. Another system operated as a non-profit system, utility-maximising, which was where winnings were maximised. Although the franchise operated as a not-for-profit system, it operated within the commercial environment. The principles and strategies provided in this study are suitable for a profit-maximising system. The non-profit system could also be restructured since it operates in the commercial environment. The principles and strategies provide a new direction for management of CSA to improve its financial resources.

### **7.5 Future research**

Future research should be conducted on the Mzansi Global League to test the effectiveness of management in introducing the franchise. The franchise could be violating the mandate of CSA, and franchises that conduct business should be investigated. Owing to the COVID-19 pandemic, there was a lack of data from investigating the finances of the franchises that conducted business. The new SA 20 league has characteristics of a profit-maximising system and should also be investigated.

Future researchers could investigate the sustainability of new franchise leagues that are introduced by CSA. The principles and strategies for improving franchise cricket could be tested by future researchers for implementation. This study creates new opportunities for researchers to conduct research, specifically in cricket, and in franchise sports in general.

### **7.6 Limitations of the study**

The study focused on amateur cricket in selected provinces of South Africa, which impacted negatively on the initial goals of the franchise system. The findings of the study do not allow for generalisation to other populations in other provinces since the focus of the study was only on the selected provinces of South Africa which were included in this study. This was because the entire cricket franchise population comprises a very broad area for collecting data, too large for this study. Besides, the study was conducted while the playing season was in session, which caused delays in the respondents from both the franchises and the union completing the questionnaires, adding to a delay in the data collection process.

### **7.7 Conclusion**

This study makes an original contribution to the body of knowledge since no previous studies had been conducted on the sustainability of franchise cricket in selected provinces of South Africa. The findings can be used by future researchers and management in sports franchises and sports science to make cricket viable.

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## **APPENDIX A: THE PARTICIPANT INFORMATION SHEET**

**Study title: The Impact of the Franchise System on amateur cricket in selected provinces of South Africa**

### **Invitation paragraph**

You are being invited to take part in a research study. Before you decide to take part, it is important for you to understand why the research is being done and what it will involve. Please take time to read the following information carefully.

### **What is the purpose of the study?**

The purpose of the study is to ascertain the effectiveness of the franchise system on cricket in SA and to make recommendations for improvement if relevant. The survey has limited time and would like your immediate attention as it benefits cricket in your region. Questionnaires will be distributed to you and you will be asked to complete all the sections. After completion, please hand it in for collection, or email immediately.

### **Why have I been invited to participate?**

You have been chosen as an administrator, manager, coach, umpire or a player in cricket who has some knowledge or experience of the sport.

### **Do I have to take part?**

Please take note: by choosing to take part it will not in any way impact your future appraisal process of your organisation.

### **What will happen to me if I take part?**

You will be given a questionnaire to complete. This should take you from 5-8 minutes to complete. By completing the questionnaire, you are providing your written, informed consent to be part of this project. Once completed, the questionnaires will be collected and placed in a sealed envelope with those of other respondents. The questionnaires will be collected in a mixed order so that your identity is protected. It is therefore important that you do **not** write your name anywhere on the document.

### **What are the possible benefits of taking part?**

The benefits of the research will be to provide more information about your organisation, which will help us to achieve your goals and your organization's goals and may benefit cricket financially.

**Will what I say in this study be kept confidential?**

The survey is kept **anonymous**, and the information will be stored and locked in a safe repository as per the policies of the academic institution in accordance with their ethical criteria and in accordance with the organisation's policies on storing of data.

**What should I do if I want to take part?**

You will be given a questionnaire to complete answer all questions as honestly as possible. The questionnaire is based on your opinion, perception, knowledge and experience.

**What will happen to the results of the research study?**

The results of the research will be used in my thesis for my Doctoral degree which will be published internationally.

**Who is organising and funding the research?**

I am conducting the research as a student of CPUT and I am not funded by any organisation. The study has been approved by the Faculty of Business Research Ethics Committee (FBREC). For further information, contact:

**H. Singh**

Telephone: 031/5781711: 0827340099.

Email [sacricket@mweb.co.za](mailto:sacricket@mweb.co.za).

**Dr HKN Bama - Supervisor**

Telephone: 021/460 4242

Email [Bamah@cput.ac.za](mailto:Bamah@cput.ac.za)

**Prof RK Tengeh - Supervisor**

Telephone: 021/460 3450

Email [Tengehr@cput.ac.za](mailto:Tengehr@cput.ac.za)

If you have any concerns, please let us know.

**Thank you for taking time to read the information sheet**

**Date: ...../...../ 2012.**

## APPENDIX B: QUESTIONNAIRE FOR PROFESSIONAL CRICKET

Please mark your answer with an X in the box provided. All questions should be answered as honestly as possible.

### **Section A    Personal details**

1      What is your gender?

Male	
Female	

2      What is your race?

Black	
Coloured	
Indian	
White	

3.     What is your age?

15–20 years	
21–30 years	
31–40 years	
41–50 years	
Above 50 years	

4      What is your present designation?

Administrator	
Manager	
Coach	
Umpire	
Player	

5      Indicate for how long, if ever, you have been employed in the following positions.

	Never	Less than a year	From 1 to less than 3 years	From 3 to less than 5 years	From 5 to less than 10 years	10 years or more
5.1 Administrator						
5.2 Manager						
5.3 Coach						
5.4 Umpire						
5.5 Player						

6 In which franchise are you currently employed?

Bizhub Highveld Lions	
Chevrolet Warriors	
Chevrolet Knights	
Sunfoil Dolphins	
Nashua Titans	
Nashua Mobile Cape Cobras	

**B Finances: (If you do not know about the finances of the franchise, skip this section and proceed directly to section C)**

7 Indicate the adequacy of your franchise's finances/funding for the successful operating of the franchise

Not nearly sufficient	
Not quite sufficient	
Sufficient	
More than sufficient	

8 If your franchise's finances are sufficient or more than sufficient, when last was your salary adjusted?

Within the past...	
12 months	
24 months	
36 months	
More than 36 months	

9 Have any financial difficulties that your franchise has experienced, been reported to higher management?

Yes	
No	
No financial difficulties	
Not sure	

If you answered 'Yes' to Question 9:

9.1 How long did it take for the matter to be attended to?

Few days	
Few weeks	
Few months	
Few years	
Never	

10 Have you complained about your salary?

Yes	
No	

**If you answered 'Yes' to Q 10,**

10.1 Was your salary adjusted?

Yes	
No	

10.2 How long did you wait for your salary increase?

Between 3 and 6 months	
Between 6 and 12 months	
Between 12 and 24 months	
Between 24 and 36 months	
Above 36 months	

11 Has your franchise secured sponsorship?

Yes	
No	

**If you answered 'Yes' to Q 11:**

11.1 How adequate is the sponsorship?

Not nearly adequate	
Not quite adequate	
Adequate	
More than adequate	

**C Development of amateur cricket by franchises:**

12 Indicate your agreement with the following statements with regard to the development of amateur cricket by the franchises

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
12.1 Since the franchise system (FS) was introduced, the number of talented cricketers has increased in South Africa.					
12.2 The pool of suitable talented amateur players from which the franchise can draw is adequate.					
12.3 The amateur players have the opportunity to play with franchise players.					
12.4 Professional cricketers from the franchise give of their time and expertise to develop amateur cricket.					
12.5 The best players from the region are contracted to our franchise team.					

**D Realisation of the Aims of the Franchise system**

13 Indicate your agreement with the following statements with regard to the realisation of the Aims of the Franchise System

<b>Since the introduction of the franchise system:</b>	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
13.1 Amateur cricket is financially sustainable.					
13.2 Professional cricket is financially sustainable.					
13.3 The quality of domestic competition has improved.					
13.4 The standard of play has improved.					
13.5 Sponsors have been attracted to the game.					
13.6 Spectator numbers at matches have increased.					

**E Business in Sport**

14 Indicate your agreement with the following statements with regard to the adoption of 'Business in Sport'

<b>In the event that the franchises were 'changed' into business as per the IPL:</b>	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
14.1 The financial state of professional cricket could improve.					
14.2 The financial state of amateur cricket could improve.					
14.3 Sponsors could be easier to attract.					
14.4 The entertainment value of cricket could improve.					
14.5 The standard of play could improve.					
14.6 The number of spectators at games could increase.					
14.7 The exodus of players to other countries could decrease.					
14.8 There could be more opportunity for talented players to be developed as star players.					
14.9 Players could have an opportunity to act as free agents so that their salaries could be determined by their skills.					

15 Indicate your agreement with the following statements with regard to income

<b>Professional cricket could generate more income through:</b>	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
15.1 Investment in the stock market through the sale of stock bonds to the public.					
15.2 The sale of merchandise.					
15.3 The sale of broadcasting rights.					
15.4 Auctioning of players.					
15.5 Hiring out of stadiums.					
15.6 The sale of teams to team owners thereby encouraging investment in teams (as per the IPL).					

**F General**

16 Indicate your agreement with the following statements:

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
16.1 My salary/ remuneration package could improve.					
16.2 Corruption in cricket management could result in sponsors leaving the game.					
16.3 The cartel system, which encourages competition and restricts the number of teams in one area, could be good for franchises.					
16.4 Quality entertainment could attract tourism.					

17 Indicate your agreement/ disagreement with the following statements

<b>In order to sustain franchises financially:</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Undecided</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
17.1 Additional taxes/levies could be charged by government.					
17.2 Seat tax in stadiums could be charged by government.					
17.3 Sales tax on sports goods could be charged by government.					

**Thank you for your participation!**

## APPENDIX C: QUESTIONNAIRE FOR AMATEUR CRICKET

These questions are designed to determine the effectiveness of the franchise system and its impact on amateur cricket in selected provinces of South Africa.

Please mark your answer with an X in the box provided. All questions should be answered as honestly as possible.

### A Personal details

1 What is your gender?

Male	
Female	

2 What is your race?

Black	
Coloured	
Indian	
White	

3 What is your present designation?

Administrator	
Manager	
Coach	
Umpire	
Player	

4 Indicate for how long, if ever, you have been employed in the following positions.

	Never	Less than a year	From 1 to less than 5 years	From 3 to less than 5 years	From 5 to less than 10 years	10 years or more
4.1 Administrator						
4.2 Manager						
4.3 Coach						
4.4 Umpire						
4.5 Player						

3 Region

KZN Inland/Coastal		Eastern Province		Western Province		North-West	
Port Elizabeth		Limpopo		Griqualand West		Gauteng	
Cape Town		South-Western District		Mpumalanga		Northerns	
Border		Boland		Free State		Easterns	

## B Environment

The following questions focus on club facilities.

6 Which facilities do you **usually** use for playing / practising? (Select ONE option in each column only)

	6.1 Playing	6.2 Practising
School		
University		
Municipal		
Union		
Stadium		
Private		
Other		

7 Who maintains the facilities?

	7.1 Playing	7.2 Practising
School		
University		
Municipality		
Cricket Unions		
Private Clubs		
Sponsors		
Other		

8 Are your facilities maintained regularly?

	8.1 Playing	8.2 Practising
Well maintained		
Somewhat maintained		
Not adequately maintained		
Not maintained at all		

9 Have your facilities been vandalised in the past 12 months?

	9.1 Playing	9.2 Practising
Yes		
Unsure		
No		

10 Have your facilities been neglected in the past 12 months?

	10.1 Playing	10.2 Practising
Yes		
Unsure		
No		

### C Playing structures

11 Does the club/union provide adequate transport for players when playing away games?

Always	
Sometimes	
Never	

12 Does your club have access to good quality coaches?

	12.1 Playing	12.2 Practising
Yes		
Unsure		
No		

13 Does your club have access to good quality fitness trainers?

	13.1 Playing	13.2 Practising
Yes		
Unsure		
No		

14 How often do you have fitness training?

Regularly	
Sporadically	
Rarely	

### D Impact of the franchise system on amateur cricket

15 Indicate the extent of your agreement / disagreement with the following statements

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
15.1 The franchise system (FS) could have a positive financial impact on amateur cricket in SA.					
15.2 The FS could have resulted in the loss of talented players to the game of cricket in SA.					
15.3 The number of franchise teams could be increased so that the whole of SA could be covered.					
15.4 As an amateur, I have the opportunities to show my talent to the 'powers that be'.					
15.5 Amateur players have the opportunity to compete with /against players/teams in the franchises.					

16 Did the franchise create opportunities in assisting your club in improving the game in any form?

Yes	
No	

16.1 If you answered YES to Q16 indicate in which areas you received assistance: (tick all that apply)

16.1.1 Financial	
16.1.2 Coaching	
16.1.3 Physical Training	
16.1.4 Transportation	
16.1.5 Other Please Specify	

## E Finances

17 Does your club suffer from financial difficulties?

Yes	
No	
Don't Know	

18 Is the money that your club receives from CSA adequate for the smooth running of the club?

Not at all	
Not really	
Somewhat	
Definitely	

**Thank you very much for your participation!**

## APPENDIX D: GATEKEEPER'S LETTER FROM CSA

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**CRICKET**  
SOUTH AFRICA

13th May 2010

Attention: Cape Peninsula University of Technology

Cricket South Africa  
Wanderers Club  
21 North Street, Illovo 2196  
PO Box 55009, Northlands 2116  
Tel: +27 (0)11 880 2810  
Fax: +27 (0)11 447 8543  
Website: [www.cricknet.co.za](http://www.cricknet.co.za)

Dear Sir/Madam

Cricket South Africa has no objection to candidate Hansraj Singh, student number 208222979 pursuing his studies on Franchise Cricket in South Africa.

We trust all is in order and trust you will contact us if there is any further queries around the candidate pursuing his studies.

Kind regards

*Not signed as sent via electronic mail*

**GERALD MAJOLA**  
CHIEF EXECUTIVE OFFICER

## APPENDIX E: ETHICS APPROVAL LETTER



Cape Peninsula University of Technology  
Faculty of Business Research Ethics Committee

Members present:  
Prof S Davies, Ms C Steyn, Prof H Ballard,  
F Salie (Secretariat)

Venue: Boardroom, Faculty of Business, Cape Town Campus  
Date: Friday 28 May 2010

Please note that applications to the Faculty of Business Research Ethics Committee (FBREC) must include a full research proposal (that has been approved by the supervisor) that includes a section on the ethical issues involved in the study; along with necessary supportive documentation.

Student: SINGH, Hansraj (208222979)  
Supervisor: Prof Davies, Co-supervisor Dr Taliep  
Level: DTech: Tourism and Hospitality  
Title: The impact of the Franchise System on amateur cricket in selected provinces of South Africa

Decision of committee: The Faculty of Business Research Ethics Committee (FBREC) has **approved** the submission and make the recommendation that it be forwarded to Faculty of Business Research Committee (FBRC).

A handwritten signature in black ink, appearing to read "S Davies".

Prof S Davies  
Chairperson: Faculty of Business Research Ethics Committee  
28 May 2010

## APPENDIX F: FREQUENCY DISTRIBUTION DATA TABLE FOR PROFESSIONALS

	Chi-Square	df	Asymp. Sig.
What is your gender?	64.205 <sup>a</sup>	1	.000
What is your race?	37.667 <sup>b</sup>	3	.000
What is your age?	63.084 <sup>c</sup>	4	.000
What is your present designation?	101.518 <sup>c</sup>	4	.000
Administrator	1.333 <sup>d</sup>	4	.856
Manager	5.333 <sup>e</sup>	5	.377
Coach	7.286 <sup>f</sup>	5	.200
Umpire	9.471 <sup>g</sup>	5	.092
Player	16.667 <sup>h</sup>	5	.005
In which franchise are you currently employed?	3.500 <sup>i</sup>	4	.478
Indicate the adequacy of your franchise's finances/funding for the successful operating of the franchise	9.400 <sup>j</sup>	3	.024
If your franchise's finances are sufficient or more than sufficient, when last was your salary adjusted?	63.839 <sup>k</sup>	3	.000
Have any financial difficulties, that your franchise has experienced, been reported to higher management	6.436 <sup>l</sup>	3	.092
How long did it take for the matter to be attended to?	1.800 <sup>m</sup>	3	.615
Have you complained about your salary?	11.792 <sup>n</sup>	1	.001
Was your salary adjusted?	.429 <sup>o</sup>	1	.513
How long did you wait for your salary increase?	12.400 <sup>p</sup>	3	.006
Has your franchise secured sponsorship?	39.706 <sup>q</sup>	1	.000
How adequate is the sponsorship?	33.868 <sup>r</sup>	3	.000
Since the franchise system (FS) was introduced, the number of talented cricketers has increased in South Africa	51.780 <sup>s</sup>	4	.000
The pool of suitable talented amateur players from which the franchise can draw is adequate	76.902 <sup>s</sup>	4	.000
The amateur players have the opportunity to play with franchise players	99.585 <sup>s</sup>	4	.000
Professional cricketers from the franchise give of their time and expertise to develop amateur cricket	50.927 <sup>s</sup>	4	.000
The best players from the region are contracted to our franchise team	89.875 <sup>i</sup>	4	.000
Amateur cricket is financially sustainable	42.024 <sup>s</sup>	4	.000
Professional cricket is financially sustainable	66.902 <sup>s</sup>	4	.000
The quality of domestic competition has improved	111.049 <sup>s</sup>	4	.000
The standard of play has improved	105.927 <sup>s</sup>	4	.000
Sponsors have been attracted to the game	46.840 <sup>t</sup>	4	.000

Spectator numbers at matches have increased	27.268 <sup>s</sup>	4	.000
The financial state of professional cricket could improve	81.610 <sup>u</sup>	3	.000
The financial state of amateur cricket could improve	90.561 <sup>s</sup>	4	.000
Sponsors could be easier to attract	117.210 <sup>t</sup>	4	.000
The entertainment value of cricket could improve	94.488 <sup>u</sup>	3	.000
The standard of play could improve	46.358 <sup>b</sup>	3	.000
The number of spectators at games could increase	97.024 <sup>s</sup>	4	.000
The exodus of players to other countries could decrease	65.927 <sup>s</sup>	4	.000
There could be more opportunity for talented players to be developed as star players	80.146 <sup>u</sup>	3	.000
Players could have an opportunity to act as free agent so that their salaries could be determined by their skills	80.683 <sup>s</sup>	4	.000
Investment in the stock market through the sale of stock bonds to the public	69.765 <sup>b</sup>	3	.000
The sale of merchandise	52.580 <sup>b</sup>	3	.000
The sale of broadcasting rights	26.963 <sup>v</sup>	2	.000
Auctioning of players	24.700 <sup>w</sup>	3	.000
Hiring out of stadiums	94.988 <sup>t</sup>	4	.000
The sale of teams to team owners thereby encouraging investment in teams (as per the IPL)	29.370 <sup>b</sup>	3	.000
I am satisfied with my salary/ remuneration package	109.926 <sup>t</sup>	4	.000
Corruption in cricket management could result in sponsors leaving the game	78.691 <sup>t</sup>	4	.000
The cartel system, which encourages competition and restricts the number of teams in one province, could be good for franchises	66.840 <sup>t</sup>	4	.000
Quality entertainment could attract tourism	75.988 <sup>b</sup>	3	.000
Additional taxes/levies could be charged by government	65.494 <sup>x</sup>	4	.000
Seat tax in stadiums could be charged by government	41.759 <sup>y</sup>	3	.000
Sales tax on sports goods could be charged by government	38.722 <sup>y</sup>	3	.000
Development of amateur cricket by franchises	75.610 <sup>z</sup>	17	.000
Realisation of the aims of the franchise system	48.390 <sup>z</sup>	17	.000
Business in sport	102.390 <sup>a</sup> a	19	.000
Professional cricket could generate more income through	36.358 <sup>ab</sup>	13	.001
General	49.556 <sup>h</sup>	8	.000
In order to sustain franchises financially	104.987 <sup>a</sup> c	8	.000

## APPENDIX G: HYPOTHESIS TESTING DATA TABLE – PROFESSIONALS

The hypothesis testing table summarises the results of the Chi-square tests in the table below

	Gender	Race	Age	Designation	Administrator	Manager	Coach	Umpire	Player	Franchise
Indicate the adequacy of your franchise's finances/funding for the successful operating of the franchise	0.06	0.34 2	0.06 2	0.45 7	0.20 5	0.20 9	0.45 1	0.42 3	0.41 7	.024*
If your franchise's finances are sufficient or more than sufficient, when last was your salary adjusted?	0.98 5	0.12	0.76 5	0.97		0.07 2	.027*		0.17 2	0.33 4
Have any financial difficulties, that your franchise has experienced, been reported to higher management	0.41 8	.016*	0.10 8	0.30 1	0.20 5	0.20 9	0.16 8	0.23 5	0.13 7	.039*
How long did it take for the matter to be attended to?	0.23 2	0.46 1	0.07 8	0.44 5	0.58 7	0.14 7	0.69 8	0.38 6	0.70 3	0.18 6
Have you complained about your salary?	0.94 7	0.14 5	.005*	0.18 5	0.22 8	0.24 1	0.72 9	0.26 8	0.14	0.22 1
Was your salary adjusted?	0.37 5	0.37 5	0.74 7	0.83 4	0.70 9	0.65 9	0.19 9	0.32 9	0.83 3	0.15 8
How long did you wait for your salary increase?	0.41 6	0.24 2	0.24 9	0.25 9	0.38 6	0.24 1	0.14 9	0.38 6	0.77 2	0.31
Has your franchise secured sponsorship?	0.09 1	0.77 2	0.46 5	0.84 4	0.32 5	0.26 4			0.43 8	0.55 2
How adequate is the sponsorship?	0.57 4	0.05 6	0.96 4	.032*	0.47 2	0.30 5	0.56 7	0.50 4	0.80 5	.005*
Since the franchise system (FS) was introduced, the number of talented cricketers has increased in South Africa	0.58 3	0.30 5	0.09 8	0.51 9	0.10 4	.015*	0.27 4	0.59 5	.039*	.000*
The pool of suitable talented amateur players from which the franchise can draw is adequate	0.06 5	.014*	0.32 9	0.74 9	0.20 4	0.36 9	0.76 3	0.99 3	0.09 7	.016*
The amateur players have the opportunity to play with franchise players	0.80 2	0.25 7	0.68 2	0.70 1	0.37 9	0.19 7	0.07 7	0.47 2	0.20 7	0.10 1
Professional cricketers from the franchise give of their time and expertise to develop amateur cricket	0.67 9	0.2	0.37 8	0.47 7	0.17 1	0.11 3	0.36 1	0.88 9	.014*	.000*
The best players from the region are contracted to our franchise team	0.92 2	0.44 3	0.86 8	0.32 1	0.79 7	.042*	0.07 1	0.86 1	0.72 6	0.31 4
Amateur cricket is financially sustainable	0.45 6	.000*	0.23 9	0.36 5	0.19 3	0.66 7	0.65 5	0.32 7	0.06 9	0.06 6
Professional cricket is financially sustainable	0.49 4	0.38 4	0.08 8	.002*	0.17 3	0.79 9	0.90 3	0.51 4	.023*	.044*
The quality of domestic competition has improved	0.85 2	0.41	0.28 2	0.46 7	0.17 3	0.45 5	0.28 8	0.94 7	.015*	0.23 7
The standard of play has improved	0.61 1	0.97 2	.045*	0.64 8	0.08 5	0.19 5	0.22 5	0.96 2	0.13 4	0.21 5
Sponsors have been attracted to the game	0.28 3	0.17 2	.040*	.032*	0.53 2	0.18 6	0.36 5	0.74 7	0.19 5	.017*
Spectator numbers at matches have increased	0.14 1	0.23 3	0.80 6	0.64 9	.024*	0.73 5	0.58 6	0.52 5	.002*	.000*

	Gender	Race	Age	Designation	Administrator	Manager	Coach	Umpire	Player	Franchise
The financial state of professional cricket could improve	0.055	0.523	0.228	0.267	0.083	0.818	0.837	0.911	0.155	0.542
The financial state of amateur cricket could improve	0.12	0.779	0.4	0.674	0.077	0.386	0.877	0.441	0.317	0.675
Sponsors could be easier to attract	0.101	0.849	0.254	0.238	0.584	0.805	0.847	0.896	0.984	0.533
The entertainment value of cricket could improve	0.698	.018*	0.467	0.382	.003*	0.258	0.306	0.6	.005*	0.458
The standard of play could improve	0.647	0.646	0.207	0.623	0.191	0.159	0.231	0.63	0.682	0.6
The number of spectators at games could increase	0.88	0.385	.037*	0.402	0.112	0.641	0.206	0.789	0.801	0.377
The exodus of players to other countries could decrease	0.218	.033*	0.683	0.815	0.414	0.233	0.925	0.95	0.981	0.098
There could be more opportunity for talented players to be developed as star players	0.176	0.104	0.507	0.449	0.38	0.878	0.616	0.9	0.707	0.301
Players could have an opportunity to act as free agent so that their salaries could be determined by their skills	0.637	.006*	0.104	.007*	0.352	0.192	.005*	0.607	0.372	0.209
Investment in the stock market through the sale of stock bonds to the public	0.221	.009*	0.692	0.442	0.487	0.84	0.962	0.155	0.331	0.377
The sale of merchandise	0.549	0.087	0.131	0.503	0.404	0.173	0.159	0.466	0.265	.010*
The sale of broadcasting rights	0.386	.049*	0.334	0.429	0.267	0.359	0.24	0.103	0.244	0.129
Auctioning of players	.044*	0.073	0.194	.006*	0.717	0.907	0.777	0.26	0.065	0.331
Hiring out of stadiums	.037*	0.112	0.863	0.286	0.106	.026*	0.129	.039*	0.499	.047*
The sale of teams to team owners thereby encouraging investment in teams (as per the IPL)	0.347	.015*	0.144	0.105	0.073	0.544	0.646	0.328	0.259	0.547
My salary/ remuneration package could improve	0.923	0.548	.000*	0.118	0.383	0.586	0.937	0.519	.010*	0.358
Corruption in cricket management could result in sponsors leaving the game	0.095	0.793	0.817	0.102	0.202	.014*	.021*	0.446	0.764	0.719
The cartel system, which encourages competition and restricts the number of teams in one province, could be good for franchises	0.649	0.053	0.075	.032*	0.329	0.145	0.493	0.761	0.194	.007*
Quality entertainment could attract tourism	0.724	0.086	0.766	0.964	0.532	0.113	0.351	0.14	0.587	0.612
Additional taxes/levies could be charged by government	0.164	0.323	0.209	0.104	0.158	0.353	0.126	0.529	0.477	.033*
Seat tax in stadiums could be charged by government	0.141	0.179	0.191	.049*	0.591	0.624	0.059	0.799	0.932	.020*
Sales tax on sports goods could be charged by government	0.288	0.644	0.137	.036*	0.062	0.287	0.112	0.532	0.342	0.055

## APPENDIX H: CORRELATION DATA TABLE FOR PROFESSIONALS

Correlation Matrix of Combined Sections-Franchises

			Development of amateur cricket by franchises	Realisation of the aims of the franchise system	Business in sport	Professional cricket could generate more income through	General	In order to sustain franchises financially
Spearman's rho	Development of amateur cricket by franchises	Correlation Coefficient	1.000					
		Sig. (2-tailed)	.					
		N	82					
	Realisation of the aims of the franchise system	Correlation Coefficient	.488**	1.000				
		Sig. (2-tailed)	.000	.				
		N	82	82				
	Business in sport	Correlation Coefficient	.212	.348**	1.000			
		Sig. (2-tailed)	.055	.001	.			
		N	82	82	82			
	Professional cricket could generate more income through	Correlation Coefficient	.181	.191	.320**	1.000		
		Sig. (2-tailed)	.106	.088	.004	.		
		N	81	81	81	81		
	General	Correlation Coefficient	.132	.238*	.504**	.343**	1.000	
		Sig. (2-tailed)	.239	.032	.000	.002	.	
		N	81	81	81	80	81	
	In order to sustain franchises financially	Correlation Coefficient	.265*	.363**	.166	.099	.163	1.000
		Sig. (2-tailed)	.018	.001	.143	.388	.154	.
		N	79	79	79	78	78	79

\*\* . Correlation is significant at the 0.01 level (2-tailed). \* . Correlation is significant at the 0.05 level (2-tailed).

## APPENDIX I: CORRELATION CROSS-TABULATIONS – PROFESSIONALS

B9.1			B9			B8			B7			
N	sig	cc	N	sig	cc	N	sig	cc	N	sig	cc	
15	.680	-.116	36	.283	.184	30	.409	-.156	40		1.000	B7
12	.910	.037	30	.884	.028	31		1.000				B8
15	.004	.691**	39		1.000							B9
15		1.000										B9.1
												B10
												B10.1
												B10.2
												B11
												C11.1
												C12.1
												C12.2
												C12.3
												C12.4
												C12.5
												D13.1
												D13.2
												D13.3
												D13.4
												D13.5
												D13.6
												E14.1
												E14.2
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												E14.8
												E14.9
												E15.1
												E15.2
												E15.3
												E15.4
												E15.5
												E15.6
												F16.1
												F16.2
												F16.3
												F16.4
												F17.1
												F17.2
												F17.3
												C12
												D13
												E14
												E15
												F16
												F17

B11			B10.2			B10.1			B10			
N	sig	cc	N	sig	cc	N	sig	cc	N	sig	cc	
37	.579	-.094	18	.040	-.488*	12	.373	-.283	36	.142	.250	B7
31	.004	-.508**	18	.034	.502*	11	.106	.514	30	.023	-.413*	B8
38	.591	-.090	21	.206	-.287	13	.831	-.066	39	.150	.235	B9
15	.867	.047	9	.604	.201	6	1.000	0.000	15	.051	-.512	B9.1
49	.268	.162	30	.789	.051	21	.375	.204	53		1.000	B10
21	.840	.047	17	.015	.581*	21		1.000				B10.1
29	.928	.018	30		1.000							B10.2
51		1.000										B11
												C11.1
												C12.1
												C12.2
												C12.3
												C12.4
												C12.5
												D13.1
												D13.2
												D13.3
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												F16.2
												F16.3
												F16.4
												F17.1
												F17.2
												F17.3
												C12
												D13
												E14
												E15
												F16

C12.3			C12.2			C12.1			C11.1			
N	sig	cc	N	sig	cc	N	sig	cc	N	sig	Cc	
40	.044	-.320*	40	.108	-.258	40	.002	-.466**	37	.002	.483**	B7
31	.345	.175	31	.584	.102	31	.450	.141	30	.442	.146	B8
39	.766	-.049	39	.997	-.001	39	.467	-.120	38	.418	.135	B9
15	.069	.482	15	.432	.219	15	.818	.065	14	.837	-.060	B9.1
53	.061	-.259	53	.611	-.072	53	.194	-.181	50	.801	-.037	B10
21	.126	.345	21	.124	.346	21	.597	.123	21	.052	-.429	B10.1
30	.157	.265	30	.858	-.034	30	.555	.112	29	.782	-.054	B10.2
50	.238	-.170	50	.355	-.134	50	.287	-.153	50	.578	-.081	B11
52	.197	-.182	52	.034	-.295*	52	.269	-.156	53		1.000	C11.1
82	.002	.334**	82	.000	.590**	82		1.000				C12.1
82	.003	.320**	82		1.000							C12.2
82		1.000										C12.3
												C12.4
												C12.5
												D13.1
												D13.2
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												D13.4
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												D13.6
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												F16.2
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												F16.4
												F17.1
												F17.2
												F17.3
												C12
												D13
												E14
												E15
												F16

D13.2			D13.1			C12.5			C12.4			
N	sig	cc	N	sig	cc	N	sig	cc	N	sig	cc	
40	.001	-.492**	40	.004	-.447**	38	.125	-.253	40	.009	-.407**	B7
31	.835	.039	31	.402	.156	30	.109	.298	31	.211	.231	B8
39	.867	.028	39	.474	-.118	37	.385	.147	39	.960	.008	B9
15	.527	-.178	15	.057	.501	14	.150	.405	15	.934	.023	B9.1
53	.257	.159	53	.008	-.362**	51	.480	-.101	53	.711	-.052	B10
21	.753	.073	21	.061	.415	21	.760	.071	21	.110	.359	B10.1
30	.881	-.028	30	.622	.094	29	.833	-.041	30	.640	.089	B10.2
50	.877	.022	50	.706	.055	48	.068	-.266	50	.404	-.121	B11
52	.112	-.223	52	.189	-.185	50	.144	-.210	52	.032	-.297*	C11.1
82	.003	.320**	82	.258	.126	80	.004	.320**	82	.000	.485**	C12.1
82	.000	.405**	82	.036	.232*	80	.004	.320**	82	.000	.526**	C12.2
82	.834	.023	82	.107	.179	80	.351	.106	82	.000	.506**	C12.3
82	.185	.148	82	.064	.205	80	.001	.365**	82		1.000	C12.4
80	.061	.211	80	.198	.145	80		1.000				C12.5
82	.067	.203	82		1.000							D13.1
82		1.000										D13.2
												D13.3
												D13.4
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												D13.6
												E14.1
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												F16
												---

D13.6			D13.5			D13.4			D13.3			
N	sig	cc	N	sig	cc	N	sig	cc	N	sig	cc	
40	.241	-.190	39	.005	-.437**	40	.001	-.509**	40	.019	-.370*	B7
31	.318	.185	30	.196	.243	31	.061	.341	31	.066	.335	B8
39	.826	.036	38	.777	.048	39	.992	.002	39	.999	.000	B9
15	.323	-.274	14	.823	-.066	15	.806	-.069	15	.719	-.102	B9.1
53	.241	.164	52	.198	.182	53	.822	-.032	53	.714	.052	B10
21	.045	.441*	21	.104	.365	21	.382	.201	21	.134	.338	B10.1
30	.044	.371*	30	.020	.424*	30	.072	.334	30	.071	.334	B10.2
50	.403	-.121	49	.809	-.036	50	.184	-.191	50	.249	-.166	B11
52	.082	-.244	51	.070	-.255	52	.022	-.316*	52	.144	-.205	C11.1
82	.004	.315**	81	.000	.486**	82	.000	.555**	82	.000	.593**	C12.1
82	.112	.177	81	.008	.294**	82	.001	.366**	82	.000	.412**	C12.2
82	.780	.031	81	.078	.197	82	.047	.220*	82	.069	.202	C12.3
82	.003	.328**	81	.013	.274*	82	.001	.346**	82	.002	.335**	C12.4
80	.188	.149	79	.162	.159	80	.000	.527**	80	.000	.539**	C12.5
82	.127	.170	81	.992	.001	82	.180	.150	82	.324	.110	D13.1
82	.042	.225*	81	.015	.270*	82	.000	.414**	82	.000	.427**	D13.2
82	.007	.298**	81	.000	.499**	82	.000	.861**	82		1.000	D13.3
82	.007	.294**	81	.000	.472**	82		1.000				D13.4
81	.000	.547**	81		1.000							D13.5
82		1.000										D13.6
												E14.1
												E14.2
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												E15
												F16
												---

E14.4			E14.3			E14.2			E14.1			
N	sig	cc	N	sig	cc	N	sig	cc	N	sig	cc	
40	.391	-.139	39	.788	.044	40	.128	-.245	40	.734	-.055	B7
31	.310	-.188	31	.020	-.415*	31	.976	-.006	31	.976	-.006	B8
39	.651	-.075	38	.869	.028	39	.686	.067	39	.953	.010	B9
15	.725	.099	14	.299	.299	15	.959	.015	15	.959	.015	B9.1
53	.088	.237	52	.046	.278*	53	.837	.029	53	.185	.185	B10
21	.838	.048	21	.563	-.134	21	.882	.034	21	.710	-.086	B10.1
30	.447	.144	30	.730	.066	30	.020	-.422*	30	.266	-.210	B10.2
50	.921	.014	49	.888	.021	50	.113	-.227	50	.093	-.240	B11
52	.437	-.110	51	.360	-.131	52	.089	-.238	52	.555	-.084	C11.1
82	.416	.091	81	.550	-.067	82	.009	.285**	82	.876	.018	C12.1
82	.390	.096	81	.355	.104	82	.046	.221*	82	.081	.194	C12.2
82	.973	-.004	81	.196	-.145	82	.743	-.037	82	.176	-.151	C12.3
82	.702	.043	81	.445	-.086	82	.084	.192	82	.389	.096	C12.4
80	.290	.120	79	.213	.142	80	.005	.314**	80	.013	.277*	C12.5
82	.946	-.008	81	.314	-.113	82	.582	-.062	82	.302	-.115	D13.1
82	.549	.067	81	.534	.070	82	.108	.179	82	.063	.206	D13.2
82	.118	.174	81	.503	.076	82	.019	.259*	82	.052	.215	D13.3
82	.255	.127	81	.501	.076	82	.036	.232*	82	.173	.152	D13.4
81	.062	.208	80	.009	.290**	81	.051	.217	81	.199	.144	D13.5
82	.621	.055	81	.650	.051	82	.258	.126	82	.443	.086	D13.6
82	.010	.282*	81	.000	.502**	82	.000	.603**	82		1.000	E14.1
82	.002	.331**	81	.005	.311**	82		1.000				E14.2
81	.000	.397**	81		1.000							E14.3
82		1.000										E14.4
												E14.5
												E14.6
												E14.7
												E14.8
												E14.9
												E15.1
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												E14
												E15
												F16

E14.8			E14.7			E14.6			E14.5			
N	sig	cc	N	sig	cc	N	sig	cc	N	sig	Cc	
40	.167	-.223	40	.146	-.234	40	.213	-.201	39	.419	-.133	B7
31	.117	-.287	31	.424	-.149	31	.499	.126	30	.316	-.189	B8
39	.353	-.153	39	.411	-.136	39	.778	-.047	38	.821	-.038	B9
15	.295	.290	15	.172	-.372	15	.717	.102	15	.635	.133	B9.1
53	.379	.123	53	.274	.153	53	.395	.119	52	.497	.096	B10
21	.533	.144	21	.522	-.148	21	.071	.402	21	.730	.080	B10.1
30	.779	.053	30	.661	-.084	30	.440	.146	29	.934	.016	B10.2
50	.297	.150	50	.561	.084	50	.188	-.189	49	.906	-.017	B11
52	.006	-.376**	52	.087	-.240	52	.009	-.360**	51	.326	-.140	C11.1
82	.130	.168	82	.294	.117	82	.103	.181	81	.162	.157	C12.1
82	.199	.143	82	.075	.198	82	.102	.182	81	.438	.087	C12.2
82	.870	.018	82	.865	.019	82	.344	.106	81	.727	.039	C12.3
82	.530	.070	82	.686	.045	82	.280	.121	81	.471	.081	C12.4
80	.892	.015	80	.426	-.090	80	.407	.094	79	.533	.071	C12.5
82	.248	-.129	82	.357	-.103	82	.162	.156	81	.167	-.155	D13.1
82	.481	.079	82	.531	-.070	82	.124	.171	81	.928	-.010	D13.2
82	.730	.039	82	.613	.057	82	.023	.251*	81	.802	.028	D13.3
82	.933	.009	82	.358	.103	82	.134	.167	81	.672	.048	D13.4
81	.000	.383**	81	.017	.264*	81	.002	.332**	80	.012	.280*	D13.5
82	.200	.143	82	.940	.008	82	.299	.116	81	.648	.052	D13.6
82	.051	.216	82	.529	.071	82	.000	.389**	81	.009	.287**	E14.1
82	.000	.483**	82	.285	.120	82	.000	.468**	81	.033	.237*	E14.2
81	.000	.471**	81	.012	.279*	81	.009	.290**	80	.000	.422**	E14.3
82	.000	.410**	82	.027	.244*	82	.000	.434**	81	.000	.433**	E14.4
81	.000	.398**	81	.002	.346**	81	.016	.267*	81		1.000	E14.5
82	.000	.523**	82	.347	.105	82		1.000				E14.6
82	.016	.266*	82		1.000							E14.7
82		1.000										E14.8
												E14.9
												E15.1
												E15.2
												E15.3
												E15.4
												E15.5
												E15.6
												F16.1
												F16.2
												F16.3
												F16.4
												F17.1
												F17.2
												F17.3
												C12
												D13
												E14
												E15
												F16
												---

E15.3			E15.2			E15.1			E14.9			
N	sig	cc	N	sig	cc	N	sig	cc	N	sig	cc	
40	.469	-.118	40	.344	.154	40	.004	-.447**	40	.496	-.111	B7
31	.091	-.309	31	.978	.005	31	.424	.149	31	.142	-.270	B8
39	.616	.083	39	.919	-.017	39	.289	-.174	39	.245	-.191	B9
15	.059	.498	15	.228	.331	15	.505	-.187	15	.731	-.097	B9.1
53	.272	.154	53	.623	-.069	53	.859	.025	53	.013	.340*	B10
21	1.000	0.000	21	.362	-.210	21	.143	.331	21	.415	.188	B10.1
30	.779	.053	30	.873	-.030	30	.180	.252	30	.500	.128	B10.2
50	.316	.145	50	.531	.091	50	.061	.267	50	.478	.103	B11
52	.318	.141	52	.004	.396**	52	.141	-.207	52	.275	-.154	C11.1
81	.508	.075	81	.080	.196	81	.290	.119	82	.681	-.046	C12.1
81	.477	-.080	81	.346	.106	81	.810	.027	82	.525	.071	C12.2
81	.416	.092	81	.361	.103	81	.643	.052	82	.336	.108	C12.3
81	.602	.059	81	.690	-.045	81	.065	.206	82	.886	-.016	C12.4
79	.169	.156	79	.282	.123	79	.975	.004	80	.798	.029	C12.5
81	.861	.020	81	.471	.081	81	.159	.158	82	.802	.028	D13.1
81	.642	-.052	81	.800	-.029	81	.553	.067	82	.319	.111	D13.2
81	.813	.027	81	.363	.102	81	.673	.048	82	.773	.032	D13.3
81	.773	.032	81	.727	.039	81	.342	.107	82	.924	.011	D13.4
80	.701	.044	80	.378	.100	80	.016	.268*	81	.141	.165	D13.5
81	.502	.076	81	.396	.095	81	.000	.414**	82	.010	.281*	D13.6
81	.002	.339**	81	.137	.167	81	.619	.056	82	.015	.268*	E14.1
81	.030	.241*	81	.439	.087	81	.061	.209	82	.095	.186	E14.2
80	.030	.243*	80	.086	.193	80	.772	.033	81	.005	.312**	E14.3
81	.297	.117	81	.669	.048	81	.323	.111	82	.005	.307**	E14.4
80	.070	.204	80	.880	.017	80	.083	.195	81	.089	.190	E14.5
81	.854	.021	81	.392	-.096	81	.376	.100	82	.074	.199	E14.6
81	.507	-.075	81	.864	-.019	81	.115	.177	82	.073	.199	E14.7
81	.732	.039	81	.939	-.009	81	.053	.216	82	.000	.378**	E14.8
81	.100	.184	81	.566	.065	81	.001	.356**	82		1.000	E14.9
81	.038	.231*	81	.036	.233*	81		1.000				E15.1
81	.000	.606**	81		1.000							E15.2
81		1.000										E15.3
												E15.4
												E15.5
												E15.6
												F16.1
												F16.2
												F16.3
												F16.4
												F17.1
												F17.2
												F17.3
												C12
												D13
												E14
												E15
												F16
												---

F16.1			E15.6			E15.5			E15.4			
N	sig	cc	N	sig	cc	N	sig	cc	N	sig	cc	
39	.860	.029	40	.365	.147	40	.093	.269	40	.664	-.071	B7
30	.371	-.169	31	.193	-.240	31	.938	-.015	31	.452	-.140	B8
38	.185	-.220	39	.658	.073	39	.726	.058	39	.875	.026	B9
15	.126	-.413	15	.937	.022	15	.574	.158	15	.741	.093	B9.1
52	.000	.503**	53	.006	.371**	53	.278	.152	53	.048	.273*	B10
20	.051	.442	21	.391	.197	21	.262	.256	21	.970	-.009	B10.1
29	.127	.290	30	.524	-.121	30	.850	-.036	30	.979	-.005	B10.2
49	.520	.094	50	.041	.290*	50	.828	-.031	50	.697	.056	B11
51	.600	-.075	52	.058	-.265	52	.023	.315*	52	.192	-.184	C11.1
81	.323	-.111	81	.845	.022	81	.950	-.007	80	.618	.057	C12.1
81	.744	-.037	81	.020	.257*	81	.952	.007	80	.334	.109	C12.2
81	.310	-.114	81	.449	.085	81	.680	.046	80	.052	.218	C12.3
81	.642	.053	81	.031	.240*	81	.956	-.006	80	.134	.169	C12.4
79	.161	.159	79	.694	.045	79	.736	.039	78	.580	.064	C12.5
81	.366	-.102	81	.348	-.106	81	.758	-.035	80	.564	-.066	D13.1
81	.781	.031	81	.996	-.001	81	.148	-.162	80	.767	-.034	D13.2
81	.895	.015	81	.983	-.002	81	.552	.067	80	.662	.050	D13.3
81	.548	-.068	81	.898	-.015	81	.767	-.033	80	.471	.082	D13.4
80	.742	-.037	80	.306	.116	80	.658	-.050	79	.224	.138	D13.5
81	.462	.083	81	.068	.203	81	.085	.192	80	.229	.136	D13.6
81	.061	.209	81	.001	.366**	81	.024	.250*	80	.000	.409**	E14.1
81	.204	.143	81	.015	.270*	81	.286	.120	80	.001	.357**	E14.2
80	.004	.321**	80	.016	.270*	80	.070	.204	79	.001	.365**	E14.3
81	.021	.257*	81	.685	.046	81	.093	.188	80	.069	.204	E14.4
80	.734	.039	80	.177	.153	80	.788	.031	79	.088	.193	E14.5
81	.010	.284*	81	.211	.140	81	.760	-.035	80	.222	.138	E14.6
81	.232	.134	81	.439	.087	81	.965	.005	80	.025	.250*	E14.7
81	.007	.297**	81	.077	.197	81	.682	-.046	80	.016	.269*	E14.8
81	.001	.359**	81	.002	.335**	81	.038	.231*	80	.002	.349**	E14.9
80	.671	.048	81	.004	.320**	81	.205	.142	80	.008	.294**	E15.1
80	.979	.003	81	.046	.222*	81	.000	.570**	80	.063	.208	E15.2
80	.117	.176	81	.000	.384**	81	.000	.491**	80	.000	.401**	E15.3
79	.057	.215	80	.000	.564**	80	.291	.119	80		1.000	E15.4
80	.039	.231*	81	.020	.258*	81		1.000				E15.5
80	.237	.134	81		1.000							E15.6
81		1.000										F16.1
												F16.2
												F16.3
												F16.4
												F17.1
												F17.2
												F17.3
												C12
												D13
												E14
												E15
												F16
												---

F17.1			F16.4			F16.3			F16.2			
N	sig	cc	N	sig	cc	N	sig	cc	N	sig	Cc	
38	.254	-.190	39	.190	.214	39	.015	-.385*	39	.992	-.002	B7
29	.012	.458*	30	.933	-.016	30	.079	.325	30	.322	-.187	B8
36	.899	-.022	38	.375	.148	38	.130	-.250	38	.784	-.046	B9
13	.029	-.604*	15	.241	.323	15	.610	-.143	15	.191	.357	B9.1
50	.713	.053	52	.046	.278*	52	.040	-.286*	52	.518	.092	B10
19	.000	.731**	20	.061	.426	20	.290	.249	20	.325	.232	B10.1
27	.077	.346	29	.160	.268	29	.699	.075	29	.875	.031	B10.2
48	.593	-.079	49	.944	.010	49	.229	-.175	49	.695	.057	B11
49	.121	-.224	51	.957	-.008	51	.034	-.297*	51	.415	.117	C11.1
79	.071	.204	81	.859	-.020	81	.004	.315**	81	.811	.027	C12.1
79	.004	.318**	81	.882	.017	81	.001	.359**	81	.433	.088	C12.2
79	.533	.071	81	.335	.108	81	.248	.130	81	.325	-.111	C12.3
79	.006	.304**	81	.340	.107	81	.046	.223*	81	.569	-.064	C12.4
77	.459	.086	79	.968	-.005	79	.749	.037	79	.520	.073	C12.5
79	.113	.180	81	.831	-.024	81	.077	.198	81	.257	.127	D13.1
79	.166	.157	81	.654	.051	81	.607	.058	81	.763	.034	D13.2
79	.103	.185	81	.960	-.006	81	.071	.202	81	.223	.137	D13.3
79	.015	.274*	81	.456	-.084	81	.203	.143	81	.330	.110	D13.4
78	.002	.348**	80	.096	.187	80	.002	.342**	80	.957	.006	D13.5
79	.000	.453**	81	.275	.123	81	.007	.296**	81	.490	-.078	D13.6
79	.925	.011	81	.009	.288**	81	.157	.159	81	.012	.277*	E14.1
79	.131	.172	81	.048	.220*	81	.028	.244*	81	.358	.104	E14.2
78	.678	.048	80	.007	.297**	80	.156	.160	80	.002	.344**	E14.3
79	.106	-.183	81	.005	.307**	81	.004	.319**	81	.164	.156	E14.4
78	.600	.060	80	.403	.095	80	.023	.255*	80	.024	.252*	E14.5
79	.111	.181	81	.001	.376**	81	.003	.321**	81	.033	.238*	E14.6
79	.145	.166	81	.601	-.059	81	.001	.361**	81	.134	.168	E14.7
79	.307	.116	81	.042	.227*	81	.006	.303**	81	.674	.047	E14.8
79	.115	.179	81	.160	.157	81	.059	.211	81	.048	.220*	E14.9
78	.003	.328**	80	.852	.021	80	.091	.190	80	.580	.063	E15.1
78	.811	.028	80	.267	.126	80	.495	.077	80	.010	.287**	E15.2
78	.483	-.081	80	.043	.226*	80	.609	-.058	80	.080	.197	E15.3
77	.456	.086	79	.265	.127	79	.052	.220	79	.871	-.019	E15.4
78	.432	-.090	80	.008	.294**	80	.830	.024	80	.004	.319**	E15.5
78	.043	.230*	80	.001	.368**	80	.208	.142	80	.340	.108	E15.6
78	.342	.109	81	.001	.354**	81	.887	.016	81	.020	.258*	F16.1
78	.574	-.065	81	.040	.229*	81	.548	.068	81		1.000	F16.2
78	.004	.322**	81	.398	.095	81		1.000				F16.3
78	.503	.077	81		1.000							F16.4
79		1.000										F17.1
												F17.2
												F17.3
												C12
												D13
												E14
												E15
												F16
												---

D13			C12			F17.3			F17.2			
N	sig	cc	N	sig	cc	N	sig	cc	N	sig	cc	
40	.000	-.576**	40	.009	-.411**	38	.849	-.032	38	.329	-.163	B7
31	.227	.223	31	.447	.142	29	.010	.468*	29	.007	.487**	B8
39	.950	-.010	39	.872	-.027	36	.425	.137	36	.722	-.061	B9
15	.939	-.021	15	.342	.264	13	.124	-.449	13	.013	-.663*	B9.1
53	.330	.136	53	.330	-.136	50	.719	-.052	50	.236	.171	B10
21	.100	.368	21	.445	.176	19	.046	.463*	19	.000	.754**	B10.1
30	.058	.350	30	.690	-.076	27	.022	.438*	27	.134	.296	B10.2
50	.504	-.097	50	.159	-.202	48	.037	-.302*	48	.441	-.114	B11
52	.011	-.350*	52	.034	-.295*	49	.415	-.119	49	.323	-.144	C11.1
82	.000	.536**	82	.000	.763**	79	.038	.234*	79	.265	.127	C12.1
82	.000	.417**	82	.000	.750**	79	.000	.428**	79	.011	.285*	C12.2
82	.144	.163	82	.000	.587**	79	.292	.120	79	.893	-.015	C12.3
82	.001	.369**	82	.000	.806**	79	.007	.303**	79	.032	.242*	C12.4
80	.001	.367**	80	.000	.541**	77	.129	.175	77	.844	-.023	C12.5
82	.000	.412**	82	.075	.198	79	.577	.064	79	.112	.180	D13.1
82	.000	.623**	82	.011	.281*	79	.404	.095	79	.128	.173	D13.2
82	.000	.653**	82	.000	.514**	79	.019	.263*	79	.299	.118	D13.3
82	.000	.673**	82	.000	.510**	79	.003	.325**	79	.133	.170	D13.4
81	.000	.731**	81	.000	.393**	78	.053	.220	78	.005	.312**	D13.5
82	.000	.718**	82	.018	.262*	79	.122	.175	79	.000	.431**	D13.6
82	.072	.200	82	.299	.116	79	.901	.014	79	.840	-.023	E14.1
82	.027	.244*	82	.009	.286**	79	.290	.121	79	.370	.102	E14.2
81	.080	.196	81	.934	-.009	78	.521	-.074	78	.541	-.070	E14.3
82	.074	.199	82	.454	.084	79	.406	-.095	79	.500	-.077	E14.4
81	.259	.127	81	.239	.132	78	.977	-.003	78	.439	.089	E14.5
82	.003	.325**	82	.204	.142	79	.071	.205	79	.151	.163	E14.6
82	.295	.117	82	.197	.144	79	.307	.116	79	.108	.182	E14.7
82	.057	.211	82	.133	.167	79	.742	.038	79	.665	.050	E14.8
82	.020	.257*	82	.554	.066	79	.577	.064	79	.102	.186	E14.9
81	.005	.311**	81	.338	.108	78	.672	.049	78	.018	.266*	E15.1
81	.478	.080	81	.300	.117	78	.219	-.141	78	.180	-.153	E15.2
81	.346	.106	81	.467	.082	78	.038	-.236*	78	.015	-.276*	E15.3
80	.161	.158	80	.058	.213	77	.423	.093	77	.744	.038	E15.4
81	.817	.026	81	.878	-.017	78	.152	-.164	78	.550	-.069	E15.5
81	.281	.121	81	.024	.251*	78	.251	.132	78	.427	.091	E15.6
81	.644	.052	81	.641	-.053	78	.814	.027	78	.353	.107	F16.1
81	.441	.087	81	.771	-.033	78	.128	-.174	78	.354	-.106	F16.2
81	.004	.319**	81	.006	.306**	78	.037	.237*	78	.016	.271*	F16.3
81	.249	.130	81	.709	.042	78	.342	-.109	78	.862	-.020	F16.4
79	.000	.418**	79	.011	.284*	79	.000	.601**	79	.000	.785**	F17.1
79	.001	.377**	79	.198	.146	79	.000	.665**	79		1.000	F17.2
79	.039	.233*	79	.005	.315**	79		1.000				F17.3
82	.000	.488**	82		1.000							C12
82		1.000										D13
												E14
												E15
												F16

F17			F16			E15			E14			
N	sig	cc	N	sig	cc	N	sig	cc	N	sig	cc	
38	.489	-.116	39	.688	-.066	40	.853	.030	40	.031	-.341*	B7
29	.009	.474**	30	.597	-.100	31	.509	-.123	31	.262	-.208	B8
36	.919	.018	38	.218	-.205	39	.745	-.054	39	.333	-.159	B9
13	.033	-.592*	15	.875	-.044	15	.971	.010	15	.829	.061	B9.1
50	.553	.086	52	.142	.207	53	.094	.233	53	.141	.205	B10
19	.000	.764**	20	.006	.589**	21	.604	.120	21	.731	.080	B10.1
27	.113	.312	29	.275	.210	30	.944	.013	30	.974	-.006	B10.2
48	.294	-.155	49	.900	-.018	50	.221	.176	50	.935	-.012	B11
49	.209	-.183	51	.253	-.163	52	.739	.047	52	.049	-.275*	C11.1
79	.147	.165	81	.377	.099	81	.405	.094	82	.117	.174	C12.1
79	.001	.361**	81	.055	.214	81	.348	.106	82	.019	.258*	C12.2
79	.553	.068	81	.729	.039	81	.167	.155	82	.994	.001	C12.3
79	.004	.317**	81	.172	.153	81	.211	.140	82	.323	.111	C12.4
77	.465	.085	79	.536	.071	79	.429	.090	80	.040	.230*	C12.5
79	.274	.125	81	.309	.114	81	.958	-.006	82	.968	.005	D13.1
79	.294	.119	81	.715	.041	81	.517	-.073	82	.248	.129	D13.2
79	.085	.195	81	.270	.124	81	.560	.066	82	.087	.190	D13.3
79	.021	.259*	81	.733	.038	81	.636	.053	82	.101	.183	D13.4
78	.003	.331**	80	.068	.205	80	.234	.135	81	.000	.418**	D13.5
79	.000	.400**	81	.084	.193	81	.011	.280*	82	.132	.168	D13.6
79	.922	.011	81	.003	.324**	81	.000	.387**	82	.000	.518**	E14.1
79	.158	.161	81	.047	.221*	81	.003	.321**	82	.000	.541**	E14.2
78	.828	-.025	80	.000	.423**	80	.002	.347**	81	.000	.621**	E14.3
79	.211	-.142	81	.001	.363**	81	.065	.206	82	.000	.636**	E14.4
78	.705	.044	80	.043	.227*	80	.069	.204	81	.000	.623**	E14.5
79	.052	.220	81	.000	.479**	81	.586	.061	82	.000	.536**	E14.6
79	.126	.174	81	.021	.257*	81	.205	.142	82	.000	.505**	E14.7
79	.364	.103	81	.004	.314**	81	.223	.137	82	.000	.662**	E14.8
79	.060	.213	81	.001	.361**	81	.000	.411**	82	.000	.554**	E14.9
78	.014	.278*	80	.474	.081	81	.000	.517**	81	.009	.291**	E15.1
78	.389	-.099	80	.121	.175	81	.000	.665**	81	.358	.103	E15.2
78	.082	-.198	80	.136	.168	81	.000	.736**	81	.078	.197	E15.3
77	.409	.095	79	.063	.210	80	.000	.682**	80	.000	.391**	E15.4
78	.348	-.108	80	.006	.303**	81	.000	.611**	81	.521	.072	E15.5
78	.044	.229*	80	.009	.291**	81	.000	.707**	81	.076	.198	E15.6
78	.337	.110	81	.000	.642**	80	.050	.220	81	.000	.386**	F16.1
78	.308	-.117	81	.000	.605**	80	.055	.216	81	.006	.304**	F16.2
78	.011	.287*	81	.000	.509**	80	.097	.187	81	.000	.425**	F16.3
78	.956	.006	81	.000	.621**	80	.005	.309**	81	.086	.192	F16.4
79	.000	.907**	78	.045	.227*	78	.117	.179	79	.142	.167	F17.1
79	.000	.897**	78	.220	.140	78	.908	.013	79	.209	.143	F17.2
79	.000	.817**	78	.787	.031	78	.750	-.037	79	.525	.073	F17.3
79	.018	.265*	81	.239	.132	81	.106	.181	82	.055	.212	C12
79	.001	.363**	81	.032	.238*	81	.088	.191	82	.001	.348**	D13
79	.143	.166	81	.000	.504**	81	.004	.320**	82		1.000	E14
78	.388	.099	80	.002	.343**	81		1.000				E15
78	.154	.163	81		1.000							F16
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## APPENDIX J: FREQUENCY DISTRIBUTION DATA TABLE – AMATEURS

	Chi-Square	df	Asymp. Sig.
What is your gender?	109.512	1	.000
What is your race?	39.244	3	.000
What is your present designation?	192.32	4	.000
Administrator	8.8	4	.066
Manager	3.368	4	.498
Coach	5.125	5	.401
Umpire	3.143	4	.534
Player	32.57	5	.000
Region	81.688	11	.000
Franchise	0.48	4	.975
Which facilities do you usually use for Playing	47.952	6	.000
Which facilities do you usually use for Practising	54.65	6	.000
Who maintains the facilities? - Playing	106.407	6	.000
Who maintains the facilities? - Practising	83.84	5	.000
How would you describe the maintenance of these facilities? - Playing	86.467	3	.000
How would you describe the maintenance of these facilities? - Practising	58	3	.000
Have your facilities been vandalised in the past 12 months? - Playing	23.463	2	.000
Have your facilities been vandalised in the past 12 months? Practising	17.086	2	.000
Have your facilities been neglected in the past 12 months? - Playing	41.45	2	.000
Have your facilities been neglected in the past 12 months? - Practising	30.768	2	.000
Does the club/union provide adequate transport for players when playing away games?	70.39	2	.000
Does your club have access to good quality coaches? - Playing	82.85	2	.000
Does your club have access to good quality coaches? - Practising	71.128	2	.000
Does your club have access to good quality fitness trainers? - Playing	10.205	2	.006
Does your club have access to good quality fitness trainers? - Practising	9.395	2	.009
How often do you have fitness training?	14.098	2	.001
The franchise system (FS) has had a positive financial impact on amateur cricket in SA	16.39	4	.003
The FS could have resulted in the loss of talented players to the game of cricket in SA	70.213	4	.000
The number of franchise teams could be increased so that the whole of SA could be covered	110.459	4	.000
As an amateur, I have the opportunities to show my talent to the 'powers that be'	73.256	4	.000
Amateur players have the opportunity to compete with /against players/teams in the Franchises	57.016	4	.000
Did the franchise create opportunities in assisting your club in improving the game in any form?	5.081	1	.024
Does your club suffer from financial difficulties?	15.557	2	.000
Is the money your club receives from CSA adequate for the smooth running of the club?	25.119	3	.000

	Chi-Square	df	Asymp. Sig.
What is your gender?	64.205 <sup>a</sup>	1	.000
What is your race?	37.667 <sup>b</sup>	3	.000
What is your age?	63.084 <sup>c</sup>	4	.000
What is your present designation?	101.518 <sup>c</sup>	4	.000
Administrator	1.333 <sup>d</sup>	4	.856
Manager	5.333 <sup>e</sup>	5	.377
Coach	7.286 <sup>f</sup>	5	.200
Umpire	9.471 <sup>g</sup>	5	.092
Player	16.667 <sup>h</sup>	5	.005
In which franchise are you currently employed?	3.500 <sup>i</sup>	4	.478
Indicate the adequacy of your franchise's finances/funding for the successful operating of the franchise	9.400 <sup>j</sup>	3	.024
If your franchise's finances are sufficient or more than sufficient, when last was your salary adjusted?	63.839 <sup>k</sup>	3	.000
Have any financial difficulties, that your franchise has experienced, been reported to higher management	6.436 <sup>l</sup>	3	.092
How long did it take for the matter to be attended to?	1.800 <sup>m</sup>	3	.615
Have you complained about your salary?	11.792 <sup>n</sup>	1	.001
Was your salary adjusted?	.429 <sup>o</sup>	1	.513
How long did you wait for your salary increase?	12.400 <sup>p</sup>	3	.006
Has your franchise secured sponsorship?	39.706 <sup>q</sup>	1	.000
How adequate is the sponsorship?	33.868 <sup>r</sup>	3	.000
Since the franchise system (FS) was introduced, the number of talented cricketers has increased in South Africa	51.780 <sup>s</sup>	4	.000
The pool of suitable talented amateur players from which the franchise can draw is adequate	76.902 <sup>s</sup>	4	.000
The amateur players have the opportunity to play with franchise players	99.585 <sup>s</sup>	4	.000
Professional cricketers from the franchise give of their time and expertise to develop amateur cricket	50.927 <sup>s</sup>	4	.000
The best players from the region are contracted to our franchise team	89.875 <sup>i</sup>	4	.000
Amateur cricket is financially sustainable	42.024 <sup>s</sup>	4	.000
Professional cricket is financially sustainable	66.902 <sup>s</sup>	4	.000
The quality of domestic competition has improved	111.049 <sup>s</sup>	4	.000
The standard of play has improved	105.927 <sup>s</sup>	4	.000
Sponsors have been attracted to the game	46.840 <sup>t</sup>	4	.000
Spectator numbers at matches have increased	27.268 <sup>s</sup>	4	.000
The financial state of professional cricket could improve	81.610 <sup>u</sup>	3	.000
The financial state of amateur cricket could improve	90.561 <sup>s</sup>	4	.000
Sponsors could be easier to attract	117.210 <sup>t</sup>	4	.000
The entertainment value of cricket could improve	94.488 <sup>u</sup>	3	.000
The standard of play could improve	46.358 <sup>b</sup>	3	.000
The number of spectators at games could increase	97.024 <sup>s</sup>	4	.000
The exodus of players to other countries could decrease	65.927 <sup>s</sup>	4	.000
There could be more opportunity for talented players to be developed as star players	80.146 <sup>u</sup>	3	.000
Players could have an opportunity to act as free agent so that their salaries could be determined by their skills	80.683 <sup>s</sup>	4	.000

Investment in the stock market through the sale of stock bonds to the public	69.765 <sup>b</sup>	3	.000
The sale of merchandise	52.580 <sup>b</sup>	3	.000
The sale of broadcasting rights	26.963 <sup>v</sup>	2	.000
Auctioning of players	24.700 <sup>w</sup>	3	.000
Hiring out of stadiums	94.988 <sup>t</sup>	4	.000
The sale of teams to team owners thereby encouraging investment in teams (as per the IPL)	29.370 <sup>b</sup>	3	.000
I am satisfied with my salary/ remuneration package	109.926 <sup>t</sup>	4	.000
Corruption in cricket management could result in sponsors leaving the game	78.691 <sup>t</sup>	4	.000
The cartel system, which encourages competition and restricts the number of teams in one province, could be good for franchises	66.840 <sup>t</sup>	4	.000
Quality entertainment could attract tourism	75.988 <sup>b</sup>	3	.000
Additional taxes/levies could be charged by government	65.494 <sup>x</sup>	4	.000
Seat tax in stadiums could be charged by government	41.759 <sup>y</sup>	3	.000
Sales tax on sports goods could be charged by government	38.722 <sup>y</sup>	3	.000
Development of amateur cricket by franchises	75.610 <sup>z</sup>	17	.000
Realisation of the aims of the franchise system	48.390 <sup>z</sup>	17	.000
Business in sport	102.390 <sup>aa</sup>	19	.000
Professional cricket could generate more income through	36.358 <sup>ab</sup>	13	.001
General	49.556 <sup>h</sup>	8	.000
In order to sustain franchises financially	104.987 <sup>ac</sup>	8	.000

## APPENDIX K: HYPOTHESIS TESTING DATA TABLE – AMATEURS

	Gender	Race	Designation	Administrator	Manager	Coach	Umpire	Player	Region	Franchise
Which facilities do you usually use for Playing	0.37 9	.048 *	0.17 5	0.48 8	0.46 3	0.11 9	0.23 5	0.28 7	.001 *	.003 *
Which facilities do you usually use for Practising	0.11 7	0.07 9	0.47 9	0.51 2	0.43 9	0.08 3	0.44 6	.001 *	.000 *	.002 *
Who maintains the facilities? - Playing	0.62 2	0.08 7	0.17 2	0.24 3	0.47 9	0.24 9	0.13 8	0.24 5	.000 *	.000 *
Who maintains the facilities? - Practising	0.13 1	0.81 4	0.62 4	0.51	0.31 3	0.65 1	0.25 6	0.52 9	.000 *	.001 *
How would you describe the maintenance of these facilities? - Playing	0.53 5	0.07	0.54 2	0.67 7	0.66 5	0.61 8	0.84	.000 *	0.26 5	0.19 8
How would you describe the maintenance of these facilities? - Practising	0.60 8	0.09 8	0.43 1	0.64 9	0.46 4	0.70 1	0.55 4	.002 *	0.12 5	0.05 7
Have your facilities been vandalised in the past 12 months? - Playing	0.47 9	.002 *	0.74 6	0.65 9	0.22 8	.006 *	0.47 4	.032 *	0.06 4	0.40 6
Have your facilities been vandalised in the past 12 months? Practising	0.42 9	.002 *	0.20 8	0.35 5	0.60 5	.007 *	0.19 2	0.28 5	0.24 6	0.38 6
Have your facilities been neglected in the past 12 months? - Playing	0.26 4	0.07 5	0.07	0.81 6	0.42 1	0.19 1	0.39 7	.000 *	0.58 6	0.34 8
Have your facilities been neglected in the past 12 months? - Practising	0.22 3	.023 *	0.49 1	0.45 6	0.50 4	0.34 7	0.20 2	.002 *	0.07 8	.039 *
Does the club/union provide adequate transport for players when playing away games?	0.86 6	0.90 4	0.70 4	0.32	0.29 1	0.41 1	0.80 6	.013 *	.003 *	0.20 4
Does your club have access to good quality coaches? - Playing	0.63 8	0.23 3	0.62 5	.023 *	0.65 4	0.73 1	0.67 8	.004 *	0.05 7	0.29 8
Does your club have access to good quality coaches? - Practising	0.64 9	0.53 2	0.52 9	.014 *	0.72 3	0.81	.044 *	.001 *	.043 *	0.08 5
Does your club have access to good quality fitness trainers? - Playing	0.61 4	0.26 8	0.70 7	0.18 6	0.18	0.59 7	0.66 2	.003 *	.013 *	0.17 3

Does your club have access to good quality fitness trainers? - Practising	0.90 8	0.51 4	0.85	0.16 8	0.14 4	0.16 3	0.34 2	.000 *	0.12	0.14 8
How often do you have fitness training?	0.45 6	0.05 4	0.46 3	0.19 2	0.53 7	0.37 4	0.84 7	0.08 7	0.10 3	0.05 5
The franchise system (FS) could have a positive financial impact on amateur cricket in SA	0.77 1	0.32 5	0.36 6	0.27	0.42 4	0.29 7	0.82 1	0.05 3	.002 *	.004 *
The FS could have resulted in the loss of talented players to the game of cricket in SA	0.33 6	0.36 4	.008 *	0.15 5	.026 *	0.22 3	0.47 9	0.12	.000 *	.014 *
The number of franchise teams could be increased so that the whole of SA could be covered	0.52 3	0.84 3	.030 *	0.12 7	0.59 8	0.63 3	0.22 9	.011 *	.000 *	.036 *
As an amateur, I have the opportunities to show my talent to the 'powers that be'	0.53 1	0.20 6	0.55 5	0.25 9	0.36 5	0.50 9	.015 *	0.11 1	.030 *	.028 *
Amateur players have the opportunity to compete with /against players/teams in the Franchises	0.96 7	0.88	0.21 1	0.46 2	0.18 7	0.30 6	.050 *	0.27	0.07 5	0.08 6
Did the franchise create opportunities in assisting your club in improving the game in any form?	0.09 8	0.59 4	.010 *	0.96 9	0.29 1	.012 *	0.80 6	0.53 5	0.32 8	.551
Does your club suffer from financial difficulties?	0.31 9	0.11 7	0.16 2	0.54 6	0.16	.041 *	.009 *	0.17 4	.015 *	.011 *
Is the money your club receives from CSA adequate for the smooth running of the club?	0.86 1	0.24 7	0.31 1	0.98 4	0.54 4	0.60 9	0.07 5	0.27 7	0.25	0.46 7

## APPENDIX L: CORRELATION DATA TABLE – AMATEURS

			Environ- ment	Access	Impact of the franchise system on amateur cricket	Finance
Spearman's rho	Environment	Correlation Coefficient	1.000			
		Sig. (2-tailed)	.			
		N	124			
	Access	Correlation Coefficient	-.010	1.000		
		Sig. (2-tailed)	.916	.		
		N	123	123		
	Impact of the franchise system on amateur cricket	Correlation Coefficient	-.033	.159	1.000	
		Sig. (2-tailed)	.718	.078	.	
		N	124	123	124	
	Finance	Correlation Coefficient	.020	-.344**	-.350**	1.000
		Sig. (2-tailed)	.823	.000	.000	.
		N	122	121	122	122
**. Correlation is significant at the 0.01 level (2-tailed).						

# APPENDIX M: CORRELATION CROSS-TABULATION – AMATEURS

B8			B7.1			B7			B6.1			B6			
N	Sig.	Cc	N	Sig.	Cc	N	Sig.	Cc	N	Sig.	Cc	N	Sig.	Cc	
119	.470	-.067	118	.000	.570**	122	.000	.617**	120	.000	.520**	124		1.000	B6
115	.617	.047	117	.000	.527**	119	.000	.437**	120		1.000				B6.1
119	.459	-.069	117	.000	.769**	123		1.000							B7
116	.175	-.127	119		1.000										B7.1
120		1.000													B8
															B8.1
															B9
															B9.1
															B10
															B10.1
															C 11
															C12
															C12.1
															C13
															C13.1
															C14
															D15.1
															D15.2
															D15.3
															D15.4
															D15.5
															D16
															E 17
															E 18

Correlations

810.1			810			89.1			89			88.1			Correlations
N	Sig.	Cc	N	Sig.	Cc	N	Sig.	Cc	N	Sig.	Cc	N	Sig.	Cc	
111	.084	.165	119	.552	.055	115	.439	-.073	122	.220	-.112	115	.377	-.083	B6
111	.390	.084	115	.947	.006	115	.051	.182	118	.081	.162	115	.757	-.029	B6.1
111	.231	.114	118	.626	.045	115	.961	.005	121	.810	.022	115	.359	-.086	B7
110	.173	.131	114	.435	.074	114	.406	.078	117	.439	.072	116	.113	-.148	B7.1
108	.000	.484**	116	.000	.615**	112	.010	.244**	119	.051	-.179	114	.000	.815**	B8
110	.000	.535**	112	.000	.529**	114	.019	-.220*	115	.140	-.138	116	1.000	1.000	B8.1
112	.013	.234*	120	.000	.328**	116	.000	.928**	123		1.000				B9
111	.006	.261**	113	.000	.349**	116		1.000							B9.1
112	.000	.848**	120		1.000										B10
112		1.000													B10.1
															C11
															C12
															C12.1
															C13
															C13.1
															C14
															D15.1
															D15.2
															D15.3
															D15.4
															D15.5
															D16
															E17
															E18

		C11		C12			C12.1			C13			C13.1			
		N	SE	CC	N	SE	CC	N	SE	CC	N	SE	CC	N	SE	CC
B6																
B6.1																
B7																
B7.1																
B8																
B8.1																
B9																
B9.1																
B10																
B10.1																
C11																
C12																
C12.1																
C13																
C13.1																
C14																
D15.1																
D15.2																
D15.3																
D15.4																
D15.5																
D16																
E17																
E18																

Correlations

		C14		D15.1			D15.2			D15.3			D15.4		
		N	SE	N	SE	CI	N	SE	CI	N	SE	CI	N	SE	CI
96		122	.105	121	.121	.010	121	.121	.028	121	.121	.090	120	.329	120
96.1		118	-.231*	140	.132	.140	117	.117	.246**	117	.117	.015	116	.870	116
97		121	-.052	.029	.755	.029	120	.120	.168	120	.120	-.126	119	.172	119
97.1		117	-.131	.077	.412	.077	116	.116	.211*	116	.116	-.110	115	.241	115
98		119	-.041	-.181*	.049	-.181*	118	.118	-.108	118	.118	.168	117	.070	117
98.1		115	.020	-.234*	.012	-.234*	114	.114	-.229*	114	.114	.108	113	.256	113
99		123	-.087	-.006	.949	-.006	121	.121	.086	121	.121	-.065	120	.483	120
99.1		116	-.041	-.067	.477	-.067	114	.114	.151	114	.114	-.086	113	.366	113
910		120	.156	-.092	.317	-.092	119	.119	-.036	119	.119	.069	119	.454	119
910.1		112	.095	.018	.855	.018	111	.111	.027	111	.111	.030	111	.753	111
C11		123	.098	-.015	.873	-.015	121	.121	-.024	121	.121	.068	120	.460	120
C12		120	.248**	.003	.975	.003	118	.118	-.058	118	.118	.174	117	.060	117
C12.1		117	.236*	.035	.711	.035	115	.115	-.161	115	.115	.146	114	.121	114
C13		117	.167	-.021	.827	-.021	115	.115	.055	115	.115	.240*	114	.010	114
C13.1		119	.108	.023	.808	.023	117	.117	.045	117	.117	.191*	116	.040	116
C14		123	.118	-.077	.403	-.077	121	.121	-.079	121	.121	.118	120	.199	120
D15.1		123	1.000	-.186*	.040	-.186*	122	.122	-.123	122	.122	.163	121	.074	121
D15.2		122	1.000				122	.122	.372**	122	.122	-.276*	121	.013	121
D15.3		121	1.000							1.000		.071	121	.442	121
D15.4		121	1.000												121
D15.5															
D16															
E17															
E18															

Correlations

		Correlations																	
		D15.5			D16			D17			D18			E17			E18		
		N	SE	CC	N	SE	CC	N	SE	CC	N	SE	CC	N	SE	CC	N	SE	CC
B6																			
B6.1																			
B7																			
B7.1																			
B8																			
B8.1																			
B9																			
B9.1																			
B10																			
B10.1																			
C11																			
C12																			
C12.1																			
C13																			
C13.1																			
C14																			
D15.1																			
D15.2																			
D15.3																			
D15.4																			
D15.5																			
D16																			
E17																			
E18																			

		Correlations																	
		D15.5			D16			D17			D18								
		N	SE	CC	N	SE	CC	N	SE	CC	N	SE	CC	N	SE	CC	N	SE	CC
B6																			
B6.1																			
B7																			
B7.1																			
B8																			
B8.1																			
B9																			
B9.1																			
B10																			
B10.1																			
C11																			
C12																			
C12.1																			
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C13.1																			
C14																			
D15.1																			
D15.2																			
D15.3																			
D15.4																			
D15.5																			
D16																			
E17																			
E18																			

## APPENDIX N: EDITING CERTIFICATE

*Ricky Woods Academic Editing Services*

### Editing Certificate

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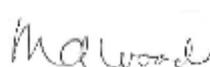
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I believe that the thesis meets with the grammatical and linguistic requirements for a document of this nature.

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24 October 2022



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