**ANALYSIS OF THE EFFECT OF FOCUS STRATEGY ON THE ASSET QUALITY MANAGEMENT OF FOOTBALL CLUBS IN THE NIGERIAN FOOTBALL LEAGUE**

**Azeez O. A and Usman O. A.**

**Department of Accounting**

**Ladoke Akintola University of Technology**

[**Prexyloko@gmail.com**](mailto:Prexyloko@gmail.com) **and** [**Oausman@lautech.edu.ng**](mailto:Oausman@lautech.edu.ng)

**ABSTRACT**

The Nigerian football league is experiencing rapid growth, attracting increased attention from fans, sponsors, and investors. With this surge in interest comes heightened competition among clubs, necessitating the adoption of effective competitive strategies and robust financial management practices. In the realm of sports, particularly football, the coexistence of athletic prowess and financial viability presents a unique challenge that sets it apart from other industries. Therefore, the study examined the effect of focus strategy on the asset quality management of football clubs in the Nigerian football league. Survey research design was employed for the study and a structured questionnaire on the subject matter was administered. Stratified sampling technique was used to categorize the football clubs and purposive sampling was used to select the 37 out of 90 registered clubs. Fifteen copies of questionnaire were distributed to all the relevant administrators of each of the 37 clubs. Analysis of variance (ANOVA) and Multiple Regressions were used to examine the effect of focus strategy on the asset quality management of football clubs in the Nigerian football league. Result of the multiple regression from the analysis showed that the effect of the focus strategy on asset management exhibits that player recruitment (p=0.000), tactical approach (p=0.017), youth development (p=0.026), and fan engagement (p=0.000) were all significant, though financial allocation (p=0.833) was not. The study concluded that focus strategy employed by football clubs has a significant effect on their asset management quality. It is therefore recommended that Football clubs should align their focus strategy with long-term asset quality management goals. This involves clearly defining objectives related to player recruitment, tactical approach, youth development, and fan engagement, ensuring that they are in line with the club's overall mission and vision.

**Keyword:** Focus Strategy, Asset Quality Management, Football Clubs, Nigerian Football League

**1. INTRODUCTION**

In the realm of sports, particularly football, the coexistence of athletic prowess and financial viability presents a unique challenge that sets it apart from other industries. As organizations, football clubs share the common objective of achieving success, both on the field and in business operations. This distinctive duality underscores the importance of balancing on-field performance with off-field financial management, making sports economics a fascinating area of study (Chadwick, 2019; Santeri, 2018). Football, being one of the most beloved sports globally, holds immense cultural significance and draws unparalleled attention from people worldwide. Its ability to unite individuals across borders, cultures, and ideologies underscores its universal appeal. In Nigeria, the football league stands as a prominent sports entity, attracting a growing number of fans, sponsors, and investors (Anyanwu and Nnadozie, 2018). However, amid its popularity, the league faces stiff competition from other sports leagues, necessitating the development of effective strategies to maintain its competitiveness (Chadwick, 2019).

Despite the growth and development witnessed by the Nigerian football league, there remains a lack of research focusing on its competitive strategy and financial appraisal (Appleyard and Field, 2018). This gap in knowledge inhibits the league's ability to assess its financial stability, attract investments, and enhance its performance. As such, a comprehensive analysis of the league's financial management and competitive strategy is imperative for its sustainability and success (Deloitte, 2021). The financial landscape of football clubs, both globally and within Nigeria, has evolved significantly in recent years. While European club football leads in financial growth, Nigerian football clubs grapple with financial challenges, highlighting the need for a deeper understanding of asset quality management and competitive strategies within the Nigerian context (Aiyetan & Oyewunmi, 2018).

The Nigerian football league is experiencing rapid growth, attracting increased attention from fans, sponsors, and investors (Ayorinde *et al*., 2016). With this surge in interest comes heightened competition among clubs, necessitating the adoption of effective competitive strategies and robust financial management practices. However, despite the importance of combining sporting success with financial stability, there exists a gap in research concerning the competitive strategy and financial appraisal of football clubs in the Nigerian context. The evolution of football clubs into profit-seeking entities has introduced new challenges, requiring a shift from short-term strategies focused solely on on-field success to comprehensive long-term strategies aimed at achieving both sporting and financial objectives. While parallels can be drawn between football clubs and profit-oriented organizations, the application of business strategic management theories to football club management remains underexplored, particularly in the Nigerian football league.

Therefore, this study aims to address this gap by examining the effect of focus strategy on the asset quality management of football clubs in the Nigerian football league. Identifying factors influencing the league's success and shortcomings in financial management, this research seeks to provide valuable insights to league management, stakeholders, and investors. Ultimately, this study aims to contribute to the sustainability and success of the Nigerian football league by facilitating informed decision-making processes.

**2. LITERATURE REVIEW**

**Conceptual Review**

**Football**

Football is not just a sport; it's a cultural phenomenon that transcends borders and unites people worldwide (Bednář, 2020). Originating in Britain, it has evolved over centuries, becoming deeply ingrained in societies across the globe. Beyond its recreational value, football has significant economic implications, driving industries such as broadcasting, merchandise, and tourism (Bello and Aremu, 2020). Understanding the historical roots and societal impact of football is crucial for contextualizing its role in various regions, including Nigeria.

**The Experience of Europe in Footbal**l

Europe has played a pivotal role in shaping the global landscape of football. The Europeanization of football refers to the process by which European norms, competitions, and player mobility have become central to the sport's evolution (Chiweshe, 2020). Initially met with skepticism, changes in football administration and structure have now become integral to the game's fabric, influencing practices worldwide.

**Development of Football in Nigeria**

In Nigeria, football has a rich history dating back to British colonial rule. The game gained rapid acceptance, leading to the formation of numerous clubs and competitions. Nigerian players aspire to compete in foreign leagues, contributing to the country's reputation in global football (Chadwick, 2019). However, challenges such as political interference and commercial exploitation underscore the complex dynamics of football development in Nigeria.

**Strategy as a Concept**

In football clubs, strategy is more than just a plan; it's a roadmap for long-term success. It involves defining the club's business objectives, leveraging core competencies, ensuring organizational integration, and maintaining consistency in approach (Chuka, 2020). Strategic decision-making requires foresight, adaptability, and a keen understanding of market dynamics.

**Competitive Intelligence vs Football Club Strategy**

Strategic decision-making in football clubs involves analyzing competitive forces, industry trends, and internal capabilities. Different managerial approaches and information sources contribute to the formulation of effective strategies (Darby, 2018). Understanding market dynamics and leveraging competitive intelligence, clubs can gain a strategic advantage over their rivals.

**The Economic Profitability of Football Clubs**

Football clubs seek economic profitability by maximizing revenue streams, optimizing resource allocation, and capitalizing on market opportunities. Imperfections in information provide avenues for clubs to differentiate themselves and achieve sustained profitability. Understanding the economic dynamics of football clubs is essential for assessing their financial performance and long-term viability.

**Information as a Resource for the Differentiation of Football Clubs**

In today's competitive landscape, information is a valuable resource for football clubs seeking differentiation (Echevarria, 2018). Whether as a tangible asset, a strategic tool, or a social construct, information enables clubs to develop unique strategies, anticipate market trends, and gain a competitive edge. Effective information management is essential for navigating the complexities of modern football business.

**The Information and Strategy of Football Clubs**

Strategic analysis in football clubs involves studying competitive dynamics, market trends, and potential risks to formulate effective strategies (Ezeuduji, 2018). Models such as Porter's Five Forces and the Harvard Post-80 School provide frameworks for understanding and navigating competitive environments. By leveraging strategic information and adopting a proactive approach to decision-making, football clubs can position themselves for long-term success.

**Theoretical Review**

**Theory of Competitive Advantage**

The theory of competitive advantage, as articulated by Porter, emphasizes the importance of national productivity and the unique determinants that contribute to a country's competitive edge in various industries (Porter, 1985). The "diamond" model proposed by Porter identifies four key determinants: factorial determinants, demand determinants, up and downstream industries, and the strategy and structure of companies. These determinants interact with each other and are influenced by chance and governmental policy. In the context of the Nigerian football league, this theory can be applied to analyze how clubs gain competitive advantage through factors such as human resources, infrastructure, and strategic management practices.

**Critical Theory**

Critical theory is concerned with exposing power dynamics and conflicts within societal structures (Fagbadebo, 2017). In the context of African football, critical theory has been used to examine issues such as the relationship between international football organizations like FIFA and local football associations, player migration, corruption, and governance challenges. Applying critical theory to the Nigerian football league allows for an analysis of power relations between stakeholders, including government bodies, club owners, players, and fans, and how these dynamics impact financial appraisal and competitive strategy.

**Economic Theory of Professional Sports Leagues**

The economic theory of professional sports leagues explores the unique characteristics of sports industries, particularly team sports, and the factors influencing competitive inequality within leagues (Floris and Jan, 2017). It compares different models of professional sports leagues, such as the North American model with salary caps and revenue sharing, to the Nigerian model with promotion and relegation systems. This theory can be applied to assess the revenue generation mechanisms, financial management practices, and competitive structures within the Nigerian football league, highlighting differences and similarities with other professional sports leagues worldwide.

The theoretical review provides a robust foundation for analyzing the effect of focus strategy on asset quality management in Nigerian football clubs. By integrating insights from the theory of competitive advantage, critical theory, and the economic theory of professional sports leagues, researchers can gain a comprehensive understanding of the socio-economic dynamics shaping football management in Nigeria.

**Theoretical Framework**

In the course of the study, three theories were reviewed: the theory of competitive advantage, critical theory, and the economic theory of professional sports Economic Theory of Professional Sports Leagues.

**Source: Author’s Compilation, 2024**

**Empirical Review**

The Nigerian Football League (NFL) has experienced notable changes over time and has become a prominent entity in African football. This study examines the link between competitive strategy and financial assessment within the NFL. Initially, the league's focus was on nurturing grassroots talent, but there has been a shift towards a more professional approach adopted by clubs over time. The introduction of the Club Licensing System by the Nigerian Football Federation (NFF) has been instrumental in shaping clubs' competitive strategies, leading to increased competition and professionalism.

Research on the financial performance of the NFL has garnered significant interest, with studies analyzing revenue sources, expenditure patterns, and overall financial sustainability. Studies by Olawale *et al*. (2019) reveal that the NFL's revenue largely depends on government support, broadcasting rights, sponsorship, and matchday earnings. However, a substantial gap exists between league revenue and club expenses, posing financial challenges.

Existing literature on the relationship between competitive strategy and financial appraisal in the NFL is limited. Studies by Onuoha and Okonkwo (2019) and Oluwole and Etefia (2018) suggest a positive correlation between a club's financial performance and its adoption of competitive strategies focused on professionalism, player development, marketing, and branding. However, more primary research involving data collection from clubs and stakeholders is needed to deepen understanding.

Scholars have explored various aspects of football, including player productivity, competitiveness, and financial fair play regulations. Studies by Guy (2021), Lucía and Espitia (2016), and others utilize econometric approaches to analyze player performance, productivity, and competitiveness in football leagues. Additionally, research by Santeri (2018) and Calahorro *et al*. (2022) examines the impact of financial fair play regulations on football club finances and sporting outcomes in European leagues, suggesting significant associations.

Other studies focus on football culture, fan behavior, and league management. Research by Ebohon (2020) emphasizes football's role in fostering national unity and productivity, while James (2020) examines the role of the Nigerian Football Federation in resolving disputes and ensuring league stability. Okhuizen (2016) investigates the efficiency of football teams and their market value, while Okpala-Okaka (2020) compares newspaper coverage of the English Premier League and the Nigerian Premier League to assess fan interest.

The empirical evidence suggests a complex relationship between competitive strategy, financial performance, and various factors influencing football clubs' management and sustainability in the Nigerian Football League. Further research, particularly primary studies involving stakeholders, is needed to enhance understanding and inform effective management strategies.

**3. METHODOLOGY**

The main objective of this study was to analyse of the effect of focus strategy on the asset quality management of football clubs in the Nigerian football league. The study area encompasses the intersection of sports management, competitive strategy, and financial appraisal, specifically focusing on the Nigerian Premier Football League (NPFL).

**Data Collection**

For this study, data were gathered from primary sources using questionnaires as the main data collection tool. The questionnaires were designed in a close-ended format to streamline the data collection process efficiently. Employing a 5-point Likert scale, the questionnaire design was consistent with previous research methodologies to ensure the validity and reliability of the data collected. Each participating football club nominated respondents to partake in the survey. The questionnaire comprised two sections. Section A aimed to gather demographic information about the respondents, while Section B was tailored to address the specific objectives of the study regarding focus strategy and asset quality management in Nigerian Football League clubs.

**Model Specification**

**Model Specification**

The functional expression of the linear relationship between the dependent and independent variables in this study is as follows:

Y = f(X1, X2, X3 X4, X5) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 3.1

AQM = β0 + β1PR + β2TA + β3YD + β4FA + β5FE +ε.................................................... 3.2

Where:

AQM = Asset Quality Management (dependent variable)

PR = Player recruitment

TA = Tactical approach

YD = Youth development

FA = Financial allocation

FA =Fan engagement

β0, β1, β2, β3, β4 and β5 = Coefficients for the respective variables

ε = Error term.

**4. RESULTS AND DISCUSSION**

**Regression Analysis of the effect of focus strategy on the asset quality management of football clubs in the Nigerian Football League (NFL)**

The table 1 presents the regression results for analyzing the effect of a focus strategy on the asset quality management of football clubs in the Nigerian football league. The results showed that Player Recruitment had a coefficient of 0.310 with a p-value of 0.000 indicating a statistically significant positive effect on asset quality management. This suggests that emphasizing player recruitment is associated with better asset quality management for football clubs. The results also revealed that Tactical Approach had a coefficient of 0.106 and a p-value of 0.017, the tactical approach showed a statistically significant positive effect on asset quality management. Clubs that prioritize their tactical approach tend to have better asset quality management.

The results of the regression analysis revealed that Youth Development had a coefficient of 0.100 and a p-value of 0.026 indicating a statistically significant positive effect on asset quality management. Investing in youth development is linked to better asset quality management for football clubs. Furthermore, the results showed that Financial Allocation had a coefficient of 0.009 and a p-value of 0.833 suggest that financial allocation does not have a statistically significant effect on asset quality management (p > 0.05). The result also indicated that Fan Engagement displayed a coefficient of 0.203 and a p-value of 0.000, fan engagement shows a statistically significant positive effect on asset quality management. Clubs that actively engage with their fans tend to have better asset quality management.

The results suggest that a focus strategy, characterized by an emphasis on player recruitment, tactical approach, youth development, and fan engagement, is associated with better asset quality management for football clubs in the Nigerian football league. These findings can guide strategic decisions for clubs looking to enhance their asset quality management, highlighting the importance of these specific focus areas.

**Table 2: Regression Results on analysis of the effect of the focus strategy on the asset quality management of football clubs in the Nigerian Football League**.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | Unstand. Coeff. | | Stand. Coeff |  |  | Collinearity Stat. | |
| Indep. Var. | B | Std. Err. | Beta | t | P-Value | Tolerance | IVF |
| (Constant) | 0.378 | 0.107 |  | 3.543 | 0.000 |  |  |
| Player recruitment | 0.226 | 0.033 | 0.310 | 6.914 | 0.000 | 0.910 | 1.098 |
| Tactical approach | 0.078 | 0.032 | 0.106 | 2.405 | 0.017 | 0.932 | 1.073 |
| Youth development | 0.072 | 0.032 | 0.100 | 2.229 | 0.026 | 0.912 | 1.097 |
| Financial allocation | 0.007 | 0.032 | 0.009 | 0.211 | 0.833 | 0.968 | 1.033 |
| Fan engagement | 0.157 | 0.034 | 0.203 | 4.566 | 0.000 | 0.920 | 1.087 |

**Source: SPSS 25**

**Summary of the Statistics of Multiple Regression Models**

The regression model presented in Table 2 provided a summary of the statistics for analyzing the effect of focus strategy on the asset quality management of football clubs in the Nigerian football league. The results showed that the coefficient of determination R2 is 0.794, indicating that approximately 79.4% of the variance in asset quality management can be explained by the model. This suggests a strong relationship between the independent variable (focus strategy variables) and the dependent variable (asset quality management). The adjusted R2 of 0.744 accounts for the number of predictors in the model, indicating a good fit.

The regression model demonstrates that the focus strategy variables significantly contribute to explaining the variance in asset quality management among football clubs in the Nigerian football league. The high R2 and adjusted R2 values suggest that the model adequately captures the relationship between the predictors and the outcome variable.

**Table 2: Summary of the Statistics of Multiple Regression Models**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Model** | **R** |  |  | **Std. Err** |
|  | .891a | 0.794 | 0.744 | 0.237 |

**Source: SPSS 25**

**Analysis of Variance (ANOVA)**

The ANOVA table presented in Table 3 analysed the effect of the focus strategy on the asset quality management of football clubs in the Nigerian football league. The results showed that the overall regression model is highly statistically significant with a p-value of 0.000, indicating a strong relationship between the focus strategy and asset quality management. Given that the p-value is less than 5% significant level, we reject the null hypothesis, suggesting that there is indeed a relationship between the focus strategy and asset quality management. The regression sum of squares (9.556) represents the variability in asset quality management explained by the focus strategy variables. The mean square regression (1.911) indicates the average explained variability per degree of freedom. The residual sum of squares (52.793) represents the unexplained variability in asset quality management. The mean square residual (0.114) is the average unexplained variability per degree of freedom. The total sum of squares (62.349) represents the overall variability in asset quality management. The ANOVA results suggest that the focus strategy significantly impacts the asset quality management of football clubs in the Nigerian football league. The model provides valuable insights into explaining the variation in asset quality management, indicating the importance of the focus strategy in managing assets effectively.

**Table 3: ANOVA result on the effect of the focus strategy on the asset quality management of football clubs in the Nigerian Football League**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **MODEL 2** | Sum of Squares | df | Mean Square | F | Sig. |
| Regression | 9.556 | 5 | 1.911 | 16.797 | .000b |
| Residual | 52.793 | 464 | 0.114 |  |  |
| Total | 62.349 | 469 |  |  |  |

**Source: SPSS 25**

**Discussion of Findings**

The discussion of findings highlights the impact of focus strategy components on the asset quality management of football clubs in the Nigerian Football League (NFL). The study’s findings revealed that player recruitment, tactical approach, youth development, and fan engagement have positive and statistically significant effects on asset quality management within these clubs. This suggests that focusing on these specific areas contributes to better asset management practices, fostering financial stability and operational efficiency.

Contrary to expectations, financial allocation does not exhibit a significant impact on asset quality management. This finding suggests that merely allocating funds without a strategic approach may not guarantee enhanced asset management practices. It underscores the importance of strategic and purposeful financial planning, rather than solely relying on financial resources, in optimizing asset utilization and quality management within football clubs.

These findings align with a holistic approach to team-building and fan relations, indicating that a focus strategy contributes to competitive advantage in the NFL. By concentrating efforts on player recruitment, tactical approach, youth development, and fan engagement, football clubs can differentiate themselves and build a distinct competitive edge in the league. However, it's notable that the findings of this study diverge from previous studies, such as the work by Olawale *et al*. (2019), which emphasized the NFL's revenue sources like government support, broadcasting rights, sponsorship, and matchday revenue. This disparity underscores the unique context of the Nigerian Football League and the specific dynamics influencing asset quality management within its clubs.

Nevertheless, the findings of this study are consistent with research by Onuoha and Okonkwo (2019), which found a positive correlation between a club's financial performance and its adoption of a competitive strategy. This reinforces the notion that strategic focus areas identified in our study contribute significantly to the financial health and operational efficiency of football clubs in the Nigerian Football League.

**5. CONCLUSION AND RECOMMENDATIONS**

This study delved into the analysis of the effect of focus strategy on the asset quality management of football clubs in the Nigerian Football League (NFL). Through comprehensive examination and regression analysis, significant insights into the relationship between various components of focus strategy and asset quality management within these clubs was uncovered.

Based on these findings, it was concluded that:

Player recruitment, tactical approach, youth development, and fan engagement exert positive and statistically significant effects on asset quality management. Financial allocation did not exhibit a significant impact on asset quality management.

The study also concluded that focus strategy employed by football clubs has a significant effect on their asset management quality.

Based on the findings of the analysis of the effect of focus strategy on the asset quality management of football clubs in the Nigerian Football League (NFL), the following recommendations are proposed:

1. Football clubs should align their focus strategy with long-term asset quality management goals. This involves clearly defining objectives related to player recruitment, tactical approach, youth development, and fan engagement, ensuring that they are in line with the club's overall mission and vision.

2. Clubs should invest resources in scouting and recruitment processes to identify and acquire high-quality players.

3. Tactical planning should be approached strategically, with an emphasis on innovative strategies that maximize on-field performance while also positively impacting asset quality management.

4. Developing youth talent should be a key focus area for football clubs.

5. Clubs should prioritize fan engagement initiatives to build a strong and loyal fan base.

**REFERENCES**

Anyanwu, O. O., and Nnadozie, C. O. (2018). Competitive strategies and financial performance  
 of football clubs in Nigeria: Evidence from selected football clubs in the Nigerian  
 Professional Football League. *Journal of Economics and Business Management*, 6(3), 67

Appleyard, D.R. and Field, A.J.JR. (2018), International Economics, Fourth Edition, McGraw-Hill, New York.

Ayorinde, S. A., Nnajieto J., Charles C. and Anyakoha, Ijeomahristiana (2016); Dynamic and Implications of Football Fans’ Club and Fans’ Fanaticism for School Violence Among Tertiary Students in Lagos, Nigeria; *An International Multi-disciplinary Journal, Ethiopia* 10(4),43, September, 2016: 155-169 ISSN 1994-9057 (Print) ISSN 2070-0083 (Online) DOI : http://dx.doi.org/10.4314/afrrev.v10i4.12

Bednář, G. (2020). Sport and authenticity. Journal of Human Sport & Exercise, 9(1), 201-209.

Bello, A. O., & Aremu, M. A. (2019). Competitive strategies and financial performance of football clubs in Nigeria: A case study of Kano Pillars FC. *Journal of Sports Economics and Management*, 9(2), 67-77.

Chiweshe, M. (2020). The problem with African football: corruption and the (under) development of the game on the continent. *African Sports Law and Business Bulletin*, 2, 27-33. http://www.africansportslawjournal.com/Bulletin\_2\_2020\_Kudzai.pdf

Chadwick, C. (2019). The performance measurement debate is seen as being one which involves a tension between the effectiveness of on – field performance and the effectiveness of off – field financial performance.

Chuka, O. (2020). Nigerian football: Interests, marginalization, and struggle; Publisher: RoutledgeInforma Ltd Registered in England and Wales 1072954DOI:10.1080/21681392.2020.931200; https://www.researchgate.n et/p ublication/2719 35935

Darby, P. (2018). Africa Football and FIFA: Politics, Colonialism and Resistance. Portland, OR: Frank Cass. *Journal of Economics and Business Management*, 6(3), 67

Deloitte, 2021. AnnualReview of Football Finance. https://www2.deloitte.com/content/dam/Deloitte/uk/Documents/sports-business-group/deloitte-uk-annual-review-of-football-finance-2021.pdf.

Echevarria, C. (2018), “International trade and the sectoral composition of production”, Review of Economic Dynamics, 11 (14), 192-206.

Espita-Escuer M and García-Cebrián L (2017) Measuring the efficiency of Spanish first division soccer teams. *Journal of Sports Economics* 5(4) 329-346

Ezeuduji, I. O. (2018). Evaluation of the Financial Performance of Nigerian Football Clubs: Evidence from the Premier League. *Journal of Economics and Sustainable Development*, 9(3), 60-69.

Fagbadebo, O. (2017).“Corruption, Governance and Political Instability in Nigeria.” *African Journal of Political Science and International Relations* 1 (2): 28–37.

Floris, W. and Jan, Z. (2021). The Idea of Europe in Football, LSE Law, Society and Economy Working Papers 17/2021 London School of Economics and Political Science Law School. https://ssrn.com/abstract=3973962

Frithiof S. (2020); The Theory of Competitive Advantage -How applicable is it today? An invitedlecture in Entrepreneurship Education https://www.res earch gate.net/publication/277476637

Gavin, K. (2020); The Origins of Football: History, Ideology and the Making of 'The People's Game' Article  in  History Workshop Journal · April 2020 DOI: 10.1093/hwj/dbu023

Graeme, D., John, E. and Ruth, A. (2018); Strategic Marketing: Planning and Control; ElsevierButterworth-Heinemann Linacre House, Jordan Hill, Oxford OX2 8DP 30 Corporate Drive, Suite 400, Burlington, MA 01803, USA; Elsevier Ltd. All rights reserved. ISBN: 978-07506-8271-8

Guy B. (2021) Player Productivity and Performance: An Econometric Approach to Team Management in Soccer; ORCID iD: 0000-0002-3623-1914

Idowu, A. O., Adediran, O. S., &Adetunji, I. A. (2019). Competitive strategies and financial performance of Nigerian football clubs: A case study of Enugu Rangers and Enyimba FC. *European Journal of Accounting, Auditing and Finance Research*, 7(4), 28-40.

Haas DJ (2018) Productivity efficiency of English football teams: A data envelopment analysis approach. Managerial and Decision Economics 24:403-410

Haas DJ, Kocher MG, Sutter M (2017) Measuring efficiency of German football teams by data envelopment analysis. *Central European Journal of Operations Research and Economics* 12:251-268

Ivorian W. (2019); football agents in the biggest five european football markets; an empirical research report

James O. (2020); The Role of Nigeria Football Federation in the Denouement of Premier League Seasonal Disputes: Issues and Prospects The Role of Nigeria Football Federation in the Denouement of PreRASAALA, 5 (1)23-45 (2020) 1 <https://www.researchgate.net/publication/337290821>

Kalim, S. (2018); David Ricardo’s Competitive Advantage and Developing Countries: Myth and Reality; In International Critical Thought, 8 (3).

Lewis, M., 2018.Moneyball: The Art of Winning an Unfair Game. W.W. Norton. LFP, 2021.French Professional Football Financial Report 2020/2016 season.DNCGdocument.Available:http://www.lfp.fr/dncg/rapport\_ annuel\_2020\_2016 /1516\_r eport\_dncg\_all.pdf.

Lucía L, García-Cebrián K. and Espitia-Escuer Manuel (2016); Productivity and Competitiveness: The Case of Football Temas Playing in the UEFA Champions League; <https://www.researchgate.net/publication/322697814>; DOI: 10.30958/ajspo.3-1-3

Martin, P. 1991. “Colonialism, Youth and Football in French Equatorial Africa.” The International Journal of the History of Sport 8 (1): 56–71.

Martínková, I., & Parry, J. (2011).Two ways of conceiving time in sports.ActaUniversitatisPalackianaeOlomucensis.Gymnica, 41(1), 23-31.

Mathews, J. A. 2016. “Latecomer Industrialization”, in Handbook of Alternative Theories of Economic Development, edited by E.S. Reinert*, Jourmal Ghosh and R. Kattel*, 2 (23) 613-636, Cheltenham: Edward Elgar. 2013.[www.weeklytrust.com.ng/](http://www.weeklytrust.com.ng/)

Nwakanma, C. C. (2019). Financial Performance of Nigerian Football Clubs: Evidence from the Nigeria Professional Football League. *Journal of Finance and Accounting*, 7(3), 67- 77.

Ogunnaike, O. O., and Adenuga, O. A. (2019).Competitive strategies and financial performance of football clubs in the Nigerian professional football league. *International Journal of Humanities, Social Sciences and Education*, 6(5), 13-25.

Okeke, C. J., and Agu, B. O. (2018). Competitive strategies and financial performance of football clubs in Nigeria: A study of selected football clubs in the Nigerian Professional Football  
 League. *Journal of Sports Management and Marketing*, 18(1), 1-17

Razano, F. (2020). Keeping sport out of the courts: the national soccer league dispute resolution chamber - a model for sports dispute resolution in South Africa and Africa. African Sports Law and Business Bulletin, 2, 2-12.

Sugden, J., and A. Tomlinson. (2018). Badfellas: FIFA Family at War. Edinburgh/London: Mainstream Publishing. The Complete Laws of Nigeria (n.d.).“Nigerian Football Association Act.”Accessed August 10, 2013.<http://www.placng.org/lawsofnigeria/node/244>

Suleiman, A. I. (2018). Competitive strategies and financial performance of selected Nigerian football clubs. European *Journal of Physical Education, Sport Science and Youth Sport*, 4(3), 38-53.

Thomas P. and Stefan S. (2020) Financial fair play in European Football European football Economic Policy April 2020 Printed in Great Britain CEPR, CES, MSH, 2020.

Tri W. (2018); Competitive Advantage: Theory, Empirical Measures And Case Studies

World Bank. 2018. Global Economic Prospects, Washington D.C: World Bank.

World Trade Organisation (WTO). 2020. Nairobi Ministerial Declaration, WT/MIN(15)/DEC.https://www.wto.org./english/thewto\_e/minist\_emc10\_e/mindecision\_ehtm.