

Factors Affecting Customers Attitude towards Market Offering: A Study on Texas Soccer Academy

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Abstract

This study focuses on the Texas Soccer Academy's (TSA) growth and expansion in terms of Child Soccer Involvement (CSI) toward the academy. Five selected independent variables review depict a strong association to CSI which ultimately determines TSA success in the competitive market scenario. The results indicate that, if parents have positive expectation & encouragement towards their children regarding soccer and positive perceived organizational accountability towards sports organization, they would be more likely to send their children to a soccer training institution like Texas Soccer Academy. From a strategic point of view, the challenge for Texas Soccer Academy would be to enhance the level of expectation and encouragement of parents for their children to play soccer and also gaining the trust of parents by operating as an accountable Soccer Training Institution. However, the model's independent variables explained that 60.1% of the variance in (CSI) and the adjusted R square is 0.598 or 59.8%. F- Value of 176.633 was analyzed at parameter level $p < 0.001$. The analysis clearly implies necessity of TSA's multidimensional focus to the associated variables through initiating newer programs and market offering to retain its competitive edge.

Keywords: Customer involvement, Attitude, Regression, Soccer.

Introduction

Customer involvement can be defined as the level of interaction and regard a consumer has with a given product. In another way customer involvement can be referred to how much time, thought, energy and other resources people devote to the purchase process. Tyebjee (1979,p.298) observed that there is little agreement about the definition of involvement. Tyebjee stated (1979) that low involvement products can be predictable to be susceptible to advertising pressure because such products are characterized by weak beliefs and low perceived brand differences. Bennett (1995) claims that consumer involvement tends to be higher for products that are expensive or are considered highly significant in the consumer's life. Depending on a consumer's experience and knowledge, some consumers may be able to make quick purchase decisions and other consumers may need to get information and be more involved in the decision process before making a purchase. The level of involvement in buying decisions may be considered a continuum of decisions that are fairly routine to decisions that require extensive thought and a high level of

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involvement. Whether a decision is low, high, or limited, involvement varies by consumer, not by product.

As noted by Wakefield & Blodgett(1996, pp.45 – 61) customer involvement has largely focused on measuring service quality and satisfaction associated with the service itself, with little attention given to the effect of the physical surroundings of the service setting. CSI in particular, may be concerned with how consumers perceive the quality of the “soccer academy” and what effect it has on customer satisfaction. Results indicate that parent’s encouragement and expectation toward soccer academy does play an important role in determining customer affective and behavioral response to the service.

Consumers can become committed to Texas Soccer Academy when that institution becomes ego involving to them (Slatton,2012). Texas Soccer Academy has tried to produce such commitment by attempting to tie their product to the central value systems of parent’s expectations. In the strategic marketing literature, the focus has largely been for the influence of satisfaction on parent’s encouragement and organizational loyalty or accountability. Andreassen & Lindestad (1998) argues that there is a positive association between customer satisfaction and customer loyalty is generally acknowledged. This holds especially for services in which customers are relatively highly involved. We propose that for high involvement services like soccer academy customer support decisions may be affected by consumers' emotional states experienced during the service delivery process to the children. Therefore, in this paper, we examine the simultaneous effect of satisfaction and positive emotions in a number of service settings that differ in level of involvement and the responsibility of the Texas Soccer Academy. The results reveal that the relationship between parent’s encouragement and excitement with respect to extended soccer academy’s services is moderated by positive emotions in the case of high involvement service settings. In contrast, this type of interaction does not play a role of significance in determining customer loyalty with soccer academy that can be classified as low involvement services.

A business's performance depends in large part on its ability both to attract and retain customers. The implications of growth for business profitability are well known. Clearly, a central strategic challenge to Texas Soccer Academy is the dual requirement of customer involvement and customer retention. This means that the more Texas soccer academy is market oriented, the more it is continuously discovering additional meaningful benefits for its target customers (children). Thus, the amount of "customer involvement" by a soccer academy is necessarily positively related to the parent’s expectations and encouragement. Texas Soccer Academy is supposed to benefit from launching or entering into relationships with existing consumer, around the social descriptions of their services, to fulfill business goals: increased sales, positive word-of-mouth and more effective market segmentation. Its main aim for involvement remains the understanding and engagement of individuals and groups of customers to strengthen them as a customer focused academy and, performance as a landlord, by making it more focused on customer and community needs. Customer involvement helps Texas Soccer Academy to know what their customers want and that it understands the importance they place on and, satisfaction they have with their services (Texas United FC ,2013).

One has to keep in mind that customer satisfaction and involvement does not change easily, so it will not change rapidly. Therefore, customer involvements are a lagging indicator, not a current one or a leading one. It usually reflects what the customer has experienced over a long period of time, perhaps over years, and surely, indication of past satisfaction is not a guarantee for future customer satisfaction. Variations in the market dynamics and the competitive environment change customer involvement. Therefore, past involvement ratings are no substitutes to continual feedback and monitoring, that has the potential to uncover any lurking problems with the company offerings. If this organization cannot recognize that customer involvement develops lines of accountability to their better performance it will create bad reputation. However, the nature of customer involvement implies the listening of customers not only to match their current needs, but with a purpose for innovation. Currently, the main purpose of customer involvement falls to the need to identify current needs, thus avoid possible losses (Lundkvist and Yakhlef, 2004).

Texas Soccer Academy, founded by Christopher Alex is a developing Youth Soccer Training Institute in Dallas Fort Worth area that was founded four years ago. Though, the organization experienced exponential growth in its initial four years, at this moment, the owner Christopher Alex felt the necessity to conduct a market analysis as he is concerned about the further growth of his organization. Among his four different available growth areas mentioned in the case, we decided to focus on his U10 market and conducted the market research accordingly which are using primary and secondary data to support ideas. For the sake of simplicity, we have considered Child Soccer Involvement (CSI) as the dependent variable of our research. Child Soccer Involvement (CSI) refers to the involvement of children (U10 group) with soccer in form of practicing, playing or taking professional training at an institute (Green and Chalip, 1997). Previous research has shown that children's intention to get enrolled in a Soccer Institution is highly driven by their soccer involvement. But what are the factors that affect Children Soccer Involvement (CSI)? Our intensive background research has proved the validity of the statement that parents play the most powerful role in their children's soccer involvement (CSI) in the U10 market and the key variables identified were parent's encouragement and expectations, accessibility of soccer training, organizational accountability, parent's socialization and cost.

Problem Statement

This study focuses on identifying the factors which affecting consumer's involvement toward the market offering in regard of Texas Soccer Academy while it also focuses on the intensity of factors relationship with consumer's involvement with their level of influence.

Research Objectives

The research objectives of this study are as follows:

- To identify the factors affecting consumer's involvement toward market offering.
- To know the extent of relationship and influence of the factors on consumer's involvement.
- To give a set of recommendations for Texas Soccer Academy to improve its current status.

Research Delimitations

The delimitations of this study are as follows:

- The study focuses on only selected associated factors involved with consumer's involvement in regard to the Texas Soccer Academy.
- This study focuses on measuring the extent of relationship along with influences among variables associated.
- This study is based on very specific empirical phenomenon based on the Texas Soccer Academy's surrounding target group of customers which should merely be related other conceptual dimensions of marketing rather than consumer demographic and psychographic factors affecting the level of involvement.

Literature review

In order for the Texas Soccer Academy (TSA) to retain its growth it needs to identify the factors affecting the Child Soccer Involvement (CSI). By fulfilling the requirement of the factors that are positively related to Child Soccer Involvement and by negating the affect of the factors that are negatively related to Child Soccer Involvement, TSA can continue its growth from the perspective of U10 market.

There are several major soccer clubs in Dallas, Texas that can be proved as direct competitors of Texas Soccer Academy. First direct competitor of Alex's academy is Lonestar Soccer Club located in Dallas and they offer soccer training to all levels of young people in the age group of 4 to 19. Second direct competitor is Texas United FC that has currently 800 youth players from the age of 5 to 10 (Texas United FC, 2013). The third major competitor of Texas Soccer Academy is the Solar Dallas Academy located in Dallas as well as Frisco.

Among the four different growth options of TSA, we have chosen to do research on the U10 market for the low penetration of TSA into that market because since children aging under 10 are at the very primary stage of their life as well as soccer career; building a very positive attitude in their mind regarding soccer at this age would make them more motivated towards soccer in their upcoming days. This effort would not only increase the growth of TSA into the U10 market but also would create stability among the children regarding soccer that would influence them to join the senior teams of TSA as they grow up.

Parents play a significant role in their children's sports life whether it is playing soccer or any other game. According to Green & Chaplin (1997), Leisure choices may constrain or be constrained by the family members or parents and this is especially true in the case of children's sport programs because parents typically make the initial decision to enroll their children. That is why, while designing the soccer coaching program for the children it is extremely important to focus on measuring the attitude of parents towards this kind of program. On a practical level, knowledge of the paths by which parents and children affect one another's interest and

commitment can help to better design and market sport programs (cf. Carlson & Grossbart, 1988; Filiatrault & Ritchie, 1980; Ward & Wackman, 1972).

For the purpose of the study Children Soccer Involvement (CSI) has been considered as the dependent variable that would ultimately enhance the growth of Texas Soccer Academy (TSA) if increases and several independent variables have been determined both related to parents and children that would affect the CSI either positively or negatively.

This research on Child Soccer Involvement (CSI) has found parental encouragement as an integral positive element of CSI. According to Green, B., & Chaplin, L. (1997) parental encouragement depends on the expectation that a parent have on his/her child regarding a particular issue. So here, higher parent expectations lead to increased level of encouragement which in turn results higher performance by the children (Rosenthal & Jacobson, 1968). And, a child having high performance skill in soccer would naturally have a higher soccer involvement.

Accessibility to Soccer Training is one of the major factors that is required to take into action while offering soccer coaching for the children/youth. According to McCormack, R. (2012) the largest obstacle that America is facing in the way of its soccer growth is "United States lacks a soccer culture". Unlike, many other countries where soccer is the first and only choice to play due to its inexpensiveness, in United States, kids and youth have a number of other exciting play opportunities like football, basketball, hockey, baseball etc. As a result, the passion for soccer among the kids of United States is not that strong as that of many other countries. However, days are changing nowadays. The worldwide popularity of Soccer (Football outside in US) is also affecting the people of United States gradually that led to different soccer teams, leagues and soccer training academies in different states. So, it can be assumed that if parents get Soccer Training facility for their kids at their reach they will let their children to join these kinds of institutions.

Accountability is a concept of ethics that deals with either expectation or assumption of being answerable to the stakeholders. In youth soccer accountability is a concept often used in the context of issues such as quality of coaching, officiating, responsiveness to stakeholders, scheduling of games, building parental involvement and support, and philosophical orientation to the sport. (Duffus, L. 2012). In this research (Duffus, L. 2012), parents were asked to grade their perception about these seven categories of accountability of a Soccer Organization within a grade scale A to F and the assessed grade varied from B- to B+; indicating that in general, parents have a favorable perception of the seven youth soccer accountability issues identified. So, as a whole we can assume, organizational accountability would be positively related with the Children Soccer involvement (CSI).

Multiple researches have provided the fact that parent's socialization is a very important factor that positively influences their children's soccer involvement into a soccer institution. Research has shown that parental motives for volunteering and participating in youth sports are not always child centered (Coakley, 2007). It has been identified that parental socialization plays a major

benefit of parental participation in their children's sports activities (Lewko and Greendorfer, 1988; Green and Chalip, 1997; Kidman, McKenzie & McKenzie, 1999). Also, parents often seek vicarious pleasure, with the hope of gaining glory from their children's success (Bower, 1979). In addition, sometimes, parental ambitions exceed those of their children, to a point where children participate in a particular sport as a duty rather than for pleasure (Evans, 1993). Analyzing, all these research evidences it can be strongly assume that parental socialization is positively related to Child Soccer Involvement (CSI).

Parent's perception of cost of their children's participation into an activity is an important element into their decision to their children's participation. Cost is an indicator of the amount of sacrifice needed to purchase a product (Dodds, Monroe, & Grewal, 1991) and considered as a barrier to leisure participation (Jackson & Dunn, 1991). If we keep the benefits of participation into soccer program constant and keep increasing the cost, the higher the cost, the higher the sacrifice to participate in it. However, the cost may not be only in terms of money but can also refer opportunity cost. For instance, if a parent expends \$100 in a season to register his/her child in a local soccer club, then he or she has \$100 less to spend on other activities that the child may want or need in the future, thereby limiting the child's opportunities. (Ferreira & Armstrong, 2002). From, this analysis it can be assumed that cost of participating into a Soccer Institution is negatively related to the Children Soccer Involvement (CSI).

Research Framework

Five hypotheses have been developed which have subsequently being tested. The association among the independent and dependent variables have been shown below through a schematic diagram in the findings part.

$$\text{CSI} = c + \text{Parent's encouragement \& expectation}X1 + \text{Accessibility}X2 + \text{Organizational Accountability}X3 + \text{Parent's socialization}X4 + \text{Cost}X5 + e$$

H1: Parental encouragement and expectation towards their children's soccer activities are positively related to CSI.

H2: Accessibility of Soccer training is positively related to CSI.

H3: Organizational Accountability is positively related to CSI.

H4: Parent's Socialization is positively related to CSI.

H5: Cost is negatively related to CSI.

Methodology

This is a descriptive type of research that focuses on judging the perception of parents towards Child Soccer Involvement (CSI) in U10 market that would ultimately impact the growth of Texas Soccer Academy. Here the unit of study is individual and they are the parents of children aging less than 10 years. The study requires both primary and secondary types of data. Secondary data have been collected through reviewing different peer reviewed articles and journals related to the study. This review of secondary sources has helped to identify the variables related to the problem. The determined variables further been considered as a base for collecting primary data.

The variables are including Parent's encouragement, parent's satisfaction, organizational accountability, accessibility, parent's socialization and cost.

To collect the primary data a questionnaire was designed. The survey was partially adopted from Duffus, L. (2012) and based on the secondary data from different related peer reviewed articles finally designed for our Child Soccer Involvement (CSI) sub category. An initial version of the questionnaire was pilot tested among 30 students in a Marketing Research class at Texas A&M University-Commerce and 25 parents familiar with the issue for the readability, ease of use and clarity. After making their suggested changes the final questionnaire was created that included some demographic, some dichotomous and rest on perception based questions related to our variables measured on a 5 point Likert Scale.

The survey was conducted on the parents of children that fall Under 10 group (students of 4th and 5th grade in the Elementary School). We chose five elementary schools from Greenville, McKinney and Frisco area of Texas and the questionnaire was sent to hundred parents falls into our target market in each school. The administration of each school was contacted by taking personal appointment for the approval to conduct our survey. Upon having their approval, the link of our survey from www.surveymonkey.com was given to them and requested them to conduct a survey on behalf of us by emailing the link to the parents of children that fall into under U10 category. For choosing the parents from the targeted pool a random sampling procedure was followed.

The total time period of the survey was twenty days starting from October 15 to November 05. Due to heavy workload, respondents might not care about the time issues of this survey. To avoid prospective time complexities, two reminders were given on a seven days interval. Another e-mail was sent on the eighteenth day. To ensure the better rate of return the last reminder was given on the last day of the time period. A total of 500 parents were sent the questionnaire from which we finally received 309 usable replies, represents a response rate of 61.8%.

The first measure included the background information where the parents were asked to provide some basic demographic information of them which included age, sex and income per annum. In addition, there were two more questions to measure the general interest of parents towards soccer which included 'how interested they are in soccer' and 'how often do they watch soccer'. Intensity of parents in these two questions was measured in a five point Likert scale.

Parental encouragement and expectations are basically two terms in which encouragement is dependent on expectation. If parents have higher expectation towards their children, it naturally leads to higher encouragement. As a result, here, we measured the parent's level of both expectation and encouragement towards their children. To measure the expectation and encouragement level of parents we asked them five questions in our questionnaire which we all adopted from Green, B., & Chaplin, L. (1997). The issue of the questions included how often parents see their children to play and practice soccer, how often they discuss soccer with their children, what level of involvement they like their children to have with soccer, what is their

expectation about their children's soccer potential and how likely they want to see their children as professional soccer athlete. A five point likert scale was used to measure the intensity of each question.

Accessibility was measured by asking parents a question about if there is a standard soccer training academy at their reach, would they be interested to send their children to that institution. This scale was measured in a 5 point Liker scale from 'very unlikely' to 'very likely'. To measure the parent's perception about the accountability of a Child Sports Institute, parents were asked by questions which are "How responsibly do you think sports organizations meet your related queries?" and "What level of ethical behavior do you expect from a Children Sports Institution?" their perception in both these questions were measured through a 5 point Likert Scale. These scale were adopted from (Duffus, L. 2012)

Parent's perception about their socialization through their children's sports institution was measured by their feeling towards these two statements – "Sport is a kind of social activity" and "How likely you are to volunteer in a Child Sports Program?" Their answers were measured in a 5 point Likert scale adopted from Green, B., & Chaplin, L. (1997). Parents perception about cost of sending their children into a Sport training institute was measured by asking a question, "In which extent do you think that the cost of learning soccer is affordable?" Their responses measured through a five point Likert scale with options starting from "Not at all affordable" to "Highly Affordable".

Research Findings

1. Description of descriptive Statistics:

From Table-1(appendix, part-A), we found that the number of sample size is 309 includes male and female respondents. The numbers of male respondents are 91 and female respondents' number is 218 which represents 29.45% and 70.55% respectively.

According to Age distribution, 12 respondents age belong to 18-24. The maximum respondents are from age range of 25-34, which contains 187. The percentage of this age range is 60.52%. The number of total respondents is 76 who are belong age range of 35-44. The respondents' number is 31 and age structure is 45-54 which shows 10.03%. The total numbers of respondents are 03 who belong to age distribution of 55-64.

In terms of household income (per annum), the respondents number is 4 who are earning less than \$25000. The respondents number is 138, who belong to the income range of \$25000-\$49999. The percentage is 44.66%.

The total respondents are 114 who positioned to the income range of \$50000-\$74999. The percentage is 36.89%. The income range of \$75000-\$99999 positioned with 46 respondents and the percentage is 14.89%. The respondents' number is 7, who are earning \$100000 or more and the percentage is 2.27%.

2. Description of Correlation Matrix:

We found correlation among the independent variables to engage in CSI.

Parent encouragement & Expectation:

From correlation matrix we have found that,

Correlation=0.641, a value close to 1. This means there exist strongly positive correlation between Parent encouragement & Expectation and Accessibility.

Correlation =0.442, a value close to 1. It shows strongly positive correlation between Parent encouragement & Expectation and organizational accountability.

Correlation = -0.172, a value close to -1. This means there exist negative correlation between Parent encouragement & Expectation and parent socialization in CSI.

Correlation =0.144, a value close up to 1. This means weak positive correlation between Parent encouragement & Expectation and cost.

Correlation = -0.42, a value close to -1. This means there presence weakly negative correlation between Parent encouragement & Expectation and CSI.

Accessibility:

Correlation =0.18, a value close to 1. This means there exist weak positive correlation between Accessibility and organizational accountability.

Correlation =0.259, a value close to 1. It shows there exist weak positive correlation between Accessibility and parent socialization.

Correlation =0.455, a value close to 1. This means there exist moderate positive correlation between Accessibility and cost.

Correlation =0.26, a value close to 1. This means there exist weak positive correlation between Accessibility and CSI.

Organizational Accountability:

Correlation = -0.236, a value close to -1. It describes weak negative correlation between organizational accountability and parent socialization.

Correlation = -0.94, a value close to -1. This means there presence strongly negative correlation between organizational accountability and cost.

Correlation = 0.19, a value close to 1. This means there presence weak positive correlation between organizational accountability and CSI.

Parent Socialization: Correlation = 0.221, a value close to 1. This means there presence weak positive correlation between parent socialization and cost.

P=0.124, a value close to 1. This proves there exist weak positive correlation between parent socialization and CSI.

Cost:

Correlation =0.499, a value close to 1. This means the cost is positively related with CSI.

According to Table2, cost is the most influential factor on CSI. It is positively related with Accessibility, Parent Socialization and it is negatively related with parent encouragement and expectation.

Trends that have been analyzed through researching the secondary data, the importance of investigating a model of parental factors influencing Child Soccer Involvement (CSI) in the under 10 (U10) market has been reinforced. The model Figure 1 can serve as a springboard for empirically testing the proposed hypothesis as well as fill in some of the gaps in the extant literature.

Our research question was to identify the parental factors that are affecting their Child Soccer Involvement (CSI). From the background research the factors that have been identified which ultimately have impact on CSI were parental encouragement & expectation, accessibility, organizational accountability, parent's socialization and cost. This research was examined via regression analysis with the model's variables entered into the regression simultaneously.

The Sample size was 310. Because $n-1=309$.

There are 5 independent variables. Because $k=5$

$$\hat{y}=a+b_1x_1+ b_2x_2+ b_3x_3+ b_4x_4+ b_5x_5$$

$$\text{Child soccer involvement} = -1.149+ 0.678_{x_1}+ 0.159_{x_2}+0.426_{x_3}+0.259_{x_4}- 0.062_{x_5}$$

CSI is positively correlated with parent's encouragement and expectation. When parent's encouragement and expectation increase, CSI also increases.

CSI is positively correlated with accessibility.

CSI is positively correlated with organizational accountability. As organization accountability increases CSI also increases.

CSI is positively correlated with parent's socialization. CSI increases when parent's socialization also increases.

CSI is inversely correlated with cost. As cost goes up CSI goes down.

Coefficient of multiple determinations:

$R^2=0.624$. It means dependent variable that is CSI is 62.4% explained by independent variables that are parent's encouragement and expectation, accessibility, organizational accountability, parent's socialization and cost.

Calculation of T value for individual regression coefficient:

$$T= b_i-0/S_b$$

For parent's encouragement and expectation $T=15.96$

For accessibility $T=3.162$

For organizational accountability $T=4.136$

For parent's socialization $T=3.194$

For cost $T= -2.147$

The computed T ratio is 15.96 for parent's encouragement and expectation, 3.162 for accessibility, 4.136 for organizational accountability, 3.194 for parent's socialization. All of these T values are in the rejection region to the right of 2.5758. Thus we conclude that the regression coefficient for the parent's encouragement and expectation, accessibility, organizational accountability and parent's socialization variables are not zero. Correlation values of different directions and patterns were found from the analysis.

For the independent variable Parent encouragement & Expectation $p=0.641$, a value close to 0.5. This means Parent encouragement & Expectation in the child soccer involvement is positively related with Accessibility while $P=0.442$, a value close to 0.5 which means Parent encouragement & Expectation is positively related with organizational accountability. Parent encouragement & Expectation is negatively associated with parent socialization in CSI as the correlation value $P= -0.172$, a value close to 0.01 was found. Cost was also found positively correlated with Parent encouragement & Expectation with the value of $P=0.144$. On the other hand $P= -0.42$, a value close to 0.01 explains Parent encouragement & Expectation is negatively associated with CSI. For the independent variable Accessibility $P=0.18$ which means Accessibility is positively related with organizational accountability while the value was found $P=0.259$ that means Accessibility is positively related with parent socialization. Again, $P=0.455$, a value close to 0.5. This means Accessibility is positively connected with cost. $P=0.26$ also found which means Accessibility is positively related with CSI. In case of the independent variable Organizational Accountability $P= -0.236$ found which means organizational accountability is negatively related with parent socialization in the same direction $P= -0.94$ which produces a negative relationship with cost. On the other hand $P= 0.19$ was found that means organizational accountability is positively related with CSI.

For the independent variable Parent Socialization $P= 0.221$, a value close to 0.5. This shows parent socialization is positively related with cost while $P=0.124$ which also means parent socialization is positively related with CSI. The last independent variable Cost for which $P=0.499$, a value close to 0.5. This means cost is positively related with CSI. Furthermore, according to the analysis cost is the most influential factor on CSI. It is positively related with Accessibility, Parent Socialization and it is negatively related with parent encouragement and expectation. The following Table 1 illustrates the regression analysis based on the CSI equation mentioned above.

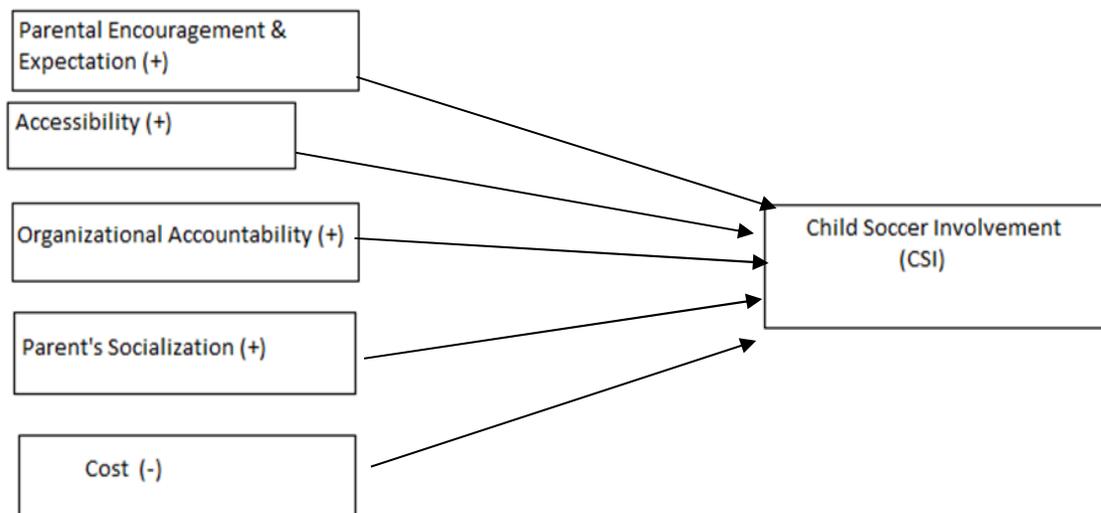
Table 1: Regression with Child Soccer Involvement (CSI) as Dependent Variable

Dependent Variable: Child Soccer Involvement (CSI)			
	Coefficients		
	B	T	Sig
Constant	-1.149	- 4.129	*
Parent's encouragement & expectation	0.678	15.96	**
Accessibility	0.159	3.162	**
Organizational Accountability	0.426	4.136	**
Parent's Socialization	0.259	3.194	**
Cost	-0.062	-2.147	***
F	172.523		***
R Square	0.624		
Adjusted R Square	0.579		

* $p < .05$, ** $p < .01$, *** $p < .001$

The analysis indicates that 60.24 percent of the variance in Children Soccer Involvement (CSI) can be explained by the model's independent variables with a significant F value of 172.523 ($p < .001$). The regression analysis results shown in Table 1 indicate that all variables are significant. Parent's encouragement & expectation and organizational accountability have the strongest effect on CSI with beta weights of 0.678 and 0.426 respectively, with both being significant at $p < .01$. The statistical data adopted from (Wright & Marcos, 2013) supports the reliability of such strong correlation. Besides, socialization with a beta weight of 0.259 is significant at $p < .05$ (adopted from Green, B., & Chaplin, L. (1997)), accessibility with a beta weight of 0.159 is significant at $p < .01$ (adopted from McCormack, R. (2012)) and cost with a beta of - 0.062 is significant at $< .001$ (adopted from (Ferreira & Armstrong, 2002)). So, from the analysis it is clearly visible that all the variables followed our model's hypothesized direction.

As a result, the assessment of our hypotheses H1-H5, based on the regression analysis using the identified antecedents clearly supports all of our hypotheses. As reflected in Table 1, all the independent variables are found to significantly impact the Child Soccer Involvement (CSI). The findings have shown through the following diagram.



Conclusion

TSA is a well-known Soccer Academy in Texas and particularly around Dallas-Forth Worth areas. From the above analysis this is evident that all the selected variables are associated with the CSI as they are depicting our hypothesized direction. The reasons of selected variables association with CSI are a matter concerning an explanatory study which will clearly manifest the logics of relationship. At this level concern for the academy to attract more members where drawing the attention of parents may be a pivotal factor. Targeting those independent variables

Texas Soccer Academy should consider the following strategies for its future growth and expansion within the turmoil competitive scenario. These guidelines may create a premise for TSA to grow and get the competitive edge over its rivals. Again, keeping in mind that these recommendations are prospective ways for TSA which may be taken as action plan only if a rigorous study is conducted based on the feasibility of the different dimensions.

To increase the parent's encouragement and expectations, TSA should increase its advertising and promotional expenditure to attract more of the parents who ultimately decide and influence the child soccer enrollment and involvement. Apart from online advertising TSA should be more focusing to personal communication and should adopt physical campaigning strategies.

Accessibility is also within an extent related to the CSI. This is observed that for the relatively older children this factor is not any influential determinant whereas for the small children parents normally search for the institutions around their living places. To increase the accessibility TSA may initiate some branches to the county levels in the selected cities with limited facilities suitable for the entry level children who will subsequently be transferred to the head office.

Organizational Accountability has also remarkable association to CSI. To ensure better accountability, apart from regular query services TSA should come with a twenty four hour service plan to meet the queries of the customers which will necessarily boost up the confidence and hence attraction of the prospective customers. Moreover, its physical query facility should also be strengthening with more manpower and supportive logistics.

Parent Socialization has also important influence over the CSI. To get out of the parents perception that sports engagement of the children is a duty for them, TSA needs to focus on the newer strategies. TSA can increase more facilities for the parents in terms of logistics within the academy. It may initiate more social programs to recognize the successful parents to create a unique image in the society which will ultimately drive the parents' socialization perception for being involved with soccer.

In terms of cost which is negatively associated with CSI, TSA should have a rigorous review. This is not worth of saying that TSA has been charging highly than its competitors rather it should be more focusing to review whether cost worthy services are given to the members. Keeping the existing cost, if TSA can successfully initiate more value adding service comparing its competitors that may drive the customers' perception toward a positive direction may be a good tactic. Apart from that it TSA may conduct a customer survey concerning the various dimension of cost for its future strategies.

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Appendix

Part– A

Statistical Tools:

Table 1: Study Subject Demographics

Sample Size: 309		
Variable	Frequency	%
Gender		
Male	91	29.45
Female	218	70.55
Age		
18-24	12	3.89
25-34	187	60.52
35-44	76	24.59
45-54	31	10.03
55-64	3	0.97
65 -74	0	0
Household Income (per annum)		
<\$25,000	4	1.29
\$25,000 - \$49,999	138	44.66
\$50,000 - \$74,999	114	36.89
\$75,000 - \$99,999	46	14.89
\$100,000 or more	7	2.27

Table 2: Correlation parental factors and Child Soccer involvement (CSI)

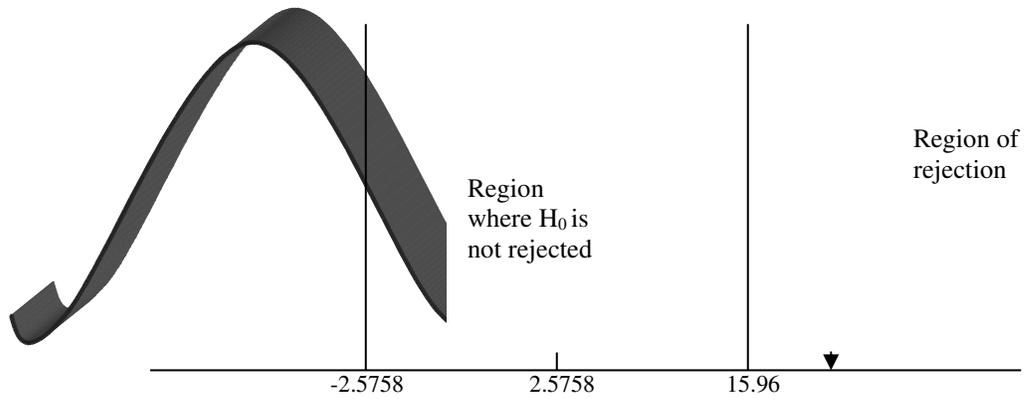
Variable	1	2	3	4	5	6
Parent's encouragement & expectation	1	0.641**	0.442*	-0.172	0.144	-0.42
Accessibility		1	.18	.259	.455**	0.26
Organizational Accountability			1	-.236	-.94	0.19
Parent's Socialization				1	.221	0.124
Cost					1	0.499**
Child Soccer Involvement (CSI)						1

*=P<.05, **=P<.01

Evaluation of individual regression coefficient:**For parent's encouragement and expectation:**

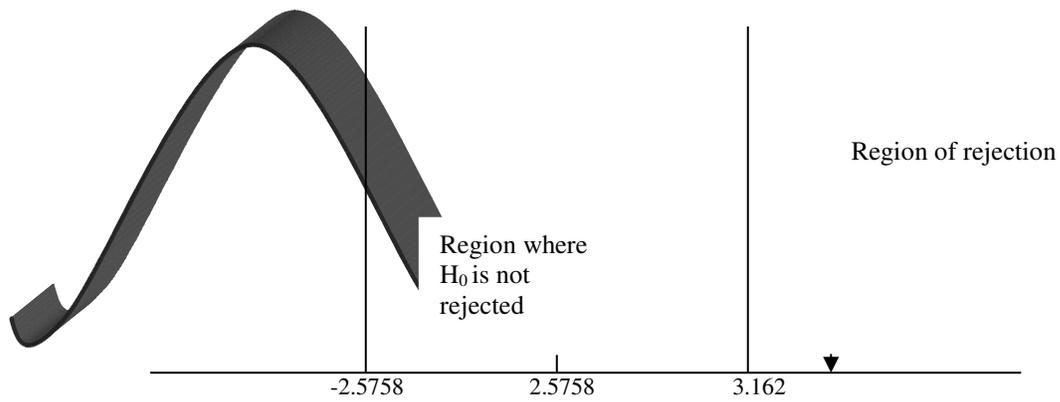
$$H_0: \beta_1 = 0$$

$$H_1: \beta_1 \neq 0$$

**For accessibility:**

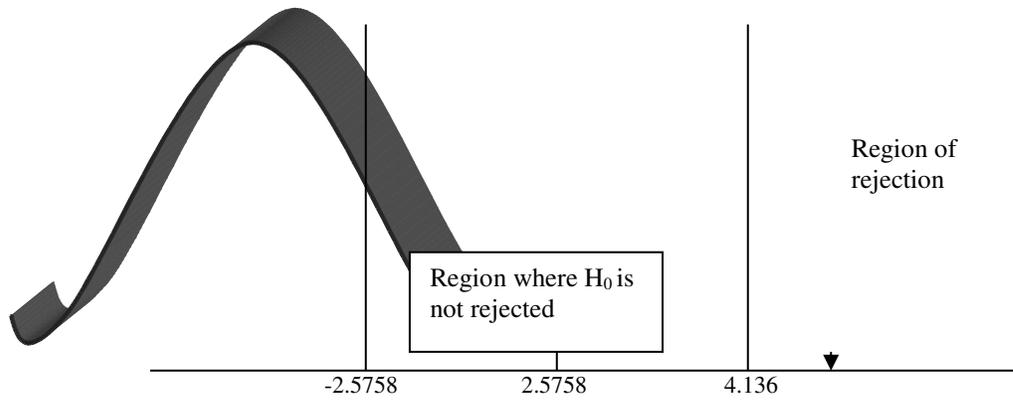
$$H_0: \beta_1 = 0$$

$$H_1: \beta_1 \neq 0$$

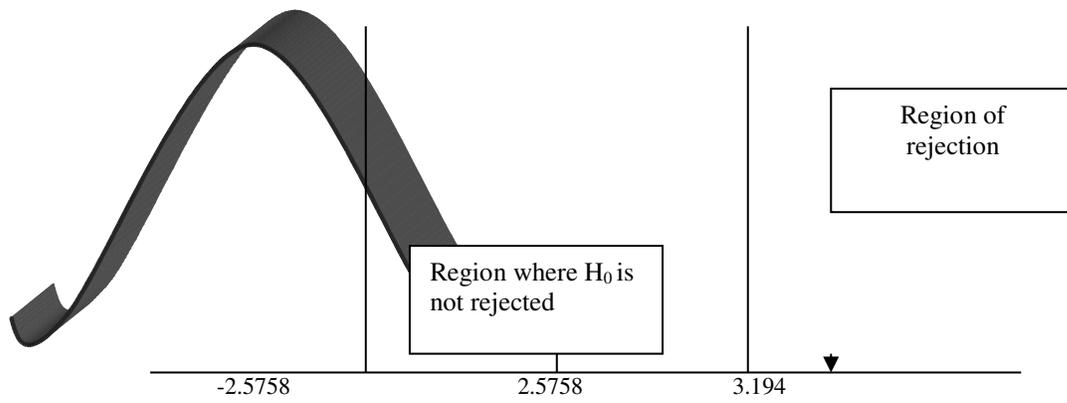
**For organizational accountability:**

$$H_0: \beta_1 = 0$$

$$H_1: \beta_1 \neq 0$$



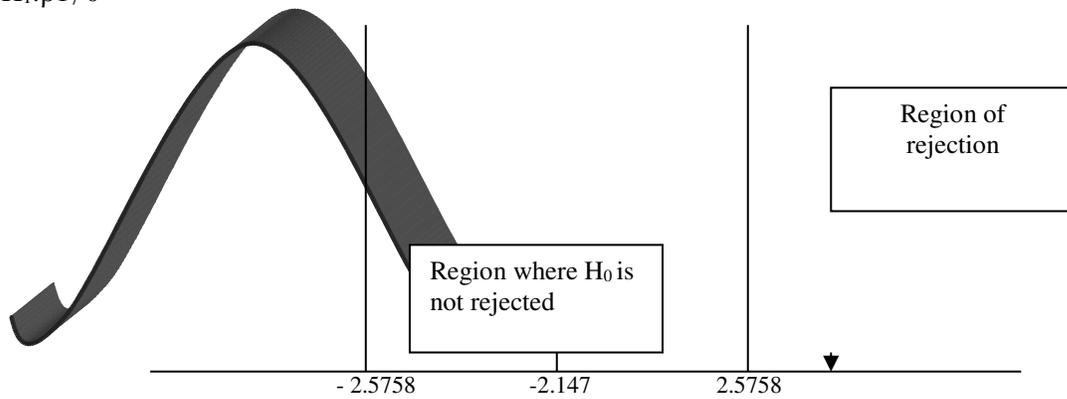
For parent's socialization:



For cost:

$H_0: \beta_1 = 0$

$H_1: \beta_1 \neq 0$



The test statistics follows students 'T' distribution will be $n-(k+1)$ df. In our case $df=320-(5+1) =314$. The critical value of T is ± 2.5758 for a two tailed test with 314 df. (From appendix B.2: T test). We assume the level of significance =0.05.

Part - B

Questionnaire

Age:

Sex:

1. Income level (per annum):
 - a) Below 25,000
 - b) 25,000-50,000
 - c) 50,000-75,000
 - d) 75,000-100,000
 - e) Above 100,000
2. How interested are you in the subject of soccer?
 - a) Not at all interested
 - b) Less Interested
 - c) Somewhat Interested
 - d) Interested
 - e) Very much interested.
3. How often do you watch Soccer?
 - a) Never
 - b) Not remarkable.
 - c) Sometimes.
 - d) Frequently.
 - e) Very frequently
4. How often do you watch your children play and practice soccer?
 - a) Never
 - b) Not remarkable
 - c) Sometimes
 - d) Frequently
 - e) Very Frequently
5. How often do you and your child discuss soccer?
 - a) Never
 - b) Not remarkable
 - c) Sometimes
 - d) Frequently
 - e) Very Frequently
6. How much involvement do you like to have your child towards soccer?
 - a) Least involvement
 - b) Minimal involvement
 - c) Moderate involvement
 - d) High involvement
 - e) Very High Involvement
7. What level in Soccer do you believe your child have potential to reach?
 - a) Participate just for fun
 - b) Average recreational player
 - c) High School varsity athlete
 - d) College athlete
 - e) National class or Professional Athlete
8. How likely you are to attain your child as an athlete if you have your choice?
 - a) Very unlikely
 - b) Unlikely
 - c) Neither likely nor unlikely
 - d) Likely
 - e) Very likely.
9. In which extent do you think that the cost of learning soccer is affordable?
 - a) Not at all
 - b) Somehow affordable
 - c) Moderately affordable
 - d) Remarkably affordable
 - e) Highly affordable.
10. As a parent, how likely would you volunteer in a Children Sports Program?
 - a) Very unlikely
 - b) Unlikely
 - c) Neither likely nor unlikely
 - d) Likely
 - e) Very likely
11. "Sport is a kind of social activity" – in which extent do you like to agree with this statement?
 - a) Strongly Disagree
 - b) Disagree
 - c) Neutral
 - d) Agree
 - e) Strongly Agree
12. How responsibly do you think Sports Academies meet your related queries? (quality of coaching, safety etc.)
 - a) Highly irresponsible
 - b) Irresponsible
 - c) Neither responsible nor irresponsible
 - d) Responsible
 - e) Highly responsible
13. What level of ethical behavior do you expect from the Children Sports Institutions?
 - a) Least
 - b) Minimal
 - c) Moderate
 - d) High
 - e) Very High
14. If there is an Ideal Soccer Training Institution in your reach how likely you will be to have your children avail the training there?
 - a) Very unlikely
 - b) Unlikely
 - c) Neither likely nor unlikely
 - d) Likely
 - e) Very likely

Thanks for your participation