



# **SPORTS CINEMA PLUS**

## **(SC+)**

**THE CREATION OF SPORTS CINEMA PLUS (SC+) TO IMPROVE  
FOOTBALL VIEWING EXPERIENCE IN GHANA**

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## **ABSTRACT**

Ghanaians love football and will do anything to watch their favorite football clubs play, however many Ghanaians do not have the means to enable them to watch these football matches at the comfort of their homes. This has however created an opportunity for some entrepreneurs to venture into operating football viewing centers which will show football matches to Ghanaians who cannot afford the means to enjoy it at home. This has now become a very lucrative business in Ghana. The problem however is that, Ghanaians who patronize these football viewing center face a lot of challenges.

There are many theories in the academic literature that explore how a venture can be created to successfully provide the service needed to help its customers resolve their problems. It is for this reason that this thesis seeks to explore how the principles underlying social construction theory, business model canvas and practice theory can be used to create a startup, Sport Cinema Plus (SC+) to provide services which will help resolve the challenges faced by patrons of football viewing centers in Ghana.

Autoethnography was chosen as the method of research as activities undertaken and personal experiences relating to the creation of SC+ were gathered. A journal log was used as a means by which all the gathered data were recorded and tracked. Using autoethnography provided a highly personalized form of writing this thesis as well as the entrepreneurial journey of creating SC+ by using the underlying principles of social construction theory, business model canvas and practice theory in order to provide to needed solution to resolve the challenges faced by Ghanaians who patronize football viewing centers.

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## **CHAPTER 1 – INTRODUCTION**

### **Background and Significance of Study**

Football is the most prevalent and popular sport which has gained attention across various continents in the world (Kunz, 2007). Interest in ‘television soccer viewing has grown steadily in many African nations making the business a highly profitable venture’ (Business of Sport Report, 2012). In West Africa, particularly in Ghana, European football club matches get more views than the local or country-based football club matches. Personally, I am a Barcelona FC fan and would not at any occasion miss any of their matches. Ghanaians love watching football; they love the ‘blues’ (Chelsea Football Club), ‘gunners’ (Arsenal Football Club), and so many other European football clubs and always wish they could be at the stadiums to see some of these football matches in live play. As much as Ghanaians like soccer, most of them cannot afford to buy a DSTV or subscribe to cable network TV to watch these matches at the comfort of their homes, which is largely due to the poverty level in the country.

Beside this obstacle, the menace of constant power outages makes it problematic for football lovers in Ghana to have an uninterrupted soccer viewing experience (CEPA, 2007). The incidence of power outages has gradually become so alarming that, almost every household in Ghana has a standby generator to give that household electricity power whenever there is power outage (CEPA, 2007). As a result, there has also been an increase in the prices of generators and this has become a challenge for the average Ghanaian football lover. Football viewing in Ghana not only bring excitement to viewers but also ‘creates a level of socialization and networking among people who may be supporting the same football club’ (Fredricks and Eccles, 2005).

Most of the local football viewing centers in Ghana have the ‘same setup, with homogeneous services and same size’ (Porter, 2000). Generally the setup consists of, a set of wooden benches (seats), speaker for sounds and a 24inch TV or a white cloth for projection, usually in a wooden dilapidated structure (Figure 17). These local football viewing centers are always overcrowded, very warm, with a high rate of pick-pockets, and generally uncomfortable.

In some cases, you find drinking bars which operate also as football viewing centers full of football lovers mostly standing just to catch a glimpse of their favorite football club playing. These football lovers, after some bottles of alcohol, become intoxicated and some resort to violent activities. Due to lack of security measures in most of these local football viewing centers, these violent activities are not easily controlled and it can lead to damage of properties. Superbet, a local football viewing center, is currently the most popular football viewing center in Ghana, having caught the attention of both football and betting lovers in

the capital city, Accra. The setup of Superbet, is such that many people who patronize their service mostly stand as there are few chairs. In addition, this service provider (Superbet) has little interest in the comfort of its customers as they are purely profit driven. Since betting is a game of chance, that is, either you lose or win, people who lose their bets get disappointed and sometimes become very violent. It is for these several reasons that **this thesis seeks to discuss the entrepreneurial journey to create a startup that will provide a possible solution to this problem and find out whether potential partners and potential customers will embrace the solution by using the underlying principles of some theories in the academic literature.** This thesis will also **discuss the entire process involved in the development of the solution through a reflection of a journal log records on the activities undertaken to create the solution following the underlying principles of social construction theory, the business model canvas, and practice theory.**

The economic development of every country has as one of its key drivers, entrepreneurship (Mullins, 2013). Entrepreneurs engage in creating new businesses and innovative ventures as a way of introducing improved or new ways of thinking, strategies of tackling society's problems, anticipating the trends and threats of the economy and creating viable opportunities (Mullins, 2013). Mullins (2013) argued that, every year, more than 15 million entrepreneurs in the United State of America actively engaged in starting up their own new business to boost the economy of the country. Before starting their businesses, most entrepreneurs create a business plan, approach investors with their plan, organize their workforce team and resources and proceed to the introduction of the new product or services and finally sell it to their potential customers (Blank, 2013). Blank (2013), however argues that, entrepreneurs who do their business this way usually face the problem of producing products or providing non product or service market fit because they mostly neglect the customers' needs and concerns in the production process.

In the course of my two year study of Organizational Innovation and Entrepreneurship at Copenhagen Business School, the passion to enter into the entrepreneurial world became heightened as I wanted to start my own business. The theories I discovered in the academic literature related to business venturing during the course of my study were quite amazing, as well as the diverse ways by which entrepreneurs behave as they engage in the creation of new ventures. As a result of the desire to put this knowledge acquired from studies into practice and all the afore mentioned problems and setbacks in the football viewing center industry, I have come up with the Sports Cinema Plus (SC+), startup idea that I have been working on for some months now. SC+ will be a customer engagement or customer-centered venture that will target Ghanaian football lovers. SC+ will have as its core idea, the alleviation of the pain and discomfort Ghanaian football lovers go through to watch matches of their favorite football clubs.

I am a 'lead user' of football viewing centers in Ghana and know the plight of the average Ghanaian football lover (Osterwalder & Pigneur, 2010). The name Sports Cinema Plus (SC+) is appropriate because, apart from providing its potential customers with a comfortable football viewing environment, customers will enjoy their football viewing in a cinema-like atmosphere. SC+ will have a good ventilation system, wider better projectors for clearer viewing, good speakers for better sound effects, comfortable seats and cold soft drinks and water for its customers. In addition to offering them the service of viewing football matches, SC+ will also provide its customers with good security to maintain orderliness and a toilet facility. In order to avoid violent outbursts by its patrons, SC+ will operate in a market composed of Ghanaian football lovers who are interested only in watching football and, unlike other football viewing centers, will not operate betting alongside showing football matches.

'Many developing countries in Africa (such as Togo, Uganda, Kenya, South Africa, Zimbabwe, Cote D'Ivoire, Senegal, Congo, etc.) who share similar economic conditions' and cultural perceptions also stand to benefit from the SC+ business idea (Economic Report on Africa, 2015). However, the SC+ start-up idea will not be viable in Europe and other developed countries due to their cultural perception and economic condition. 'Many Europeans prefer to buy tickets to watch matches at the stadium' or watch football matches in the privacy of their home (Deloitte and Touche, 2005). In addition, other available conditions, such as availability of cable network TV in every household and a constant power supply, make it even easier for football fanatics in Europe and other developed countries to access football matches in the comfort of their homes. Operating a football viewing center in Europe and other developed countries can, however, be a profitable business if a touch of creative entertainment is provided by the service operator.

SC+ can be seen as 'disruptive innovation' (Christensen, Raynor and McDonald, 2015) – which is when a new venture's business model is able to create values for customers who are ignored by well-established incumbent firms and can also challenge the dominance of existing firms. SC+ will 'become disruptive as it successfully caters for the overlooked customer segment and deliver more suitable value' at a reasonable price (Christensen, Raynor and McDonald, 2015). With time, SC+ will be able to capture incumbent football viewing centers' 'mainstream customers while maintaining its early successfully secured customers' (Christensen, Raynor and McDonald, 2015). The moment SC+ is able to 'entice the mainstream customers of the existing football viewing centers to accept and buy into the value proposition' of SC+, 'disruption has occurred' (Christensen, Raynor and McDonald, 2015).

The techniques of 'autoethnography' will be employed here as a research method to explore the underlying principles of social construction theory, the business model canvas and practice theory for developing SC+, so that it can provide values to solve the problems of Ghanaian football lovers (Wall, 2006). According to

Walls (2006), autoethnography is a research method which helps an entrepreneur to delve into the entire start-up process in ways that other data collection methods cannot. Autoethnography also allows entrepreneurs to have reflexivity in their learning process over time and can also change their behaviors as they come across new information in their start-up process (Wall, 2006). Using autoethnography as the research approach will help to ‘describe and systematically analyze (graphy) personal experience (auto)’ in starting the new venture in order to provide an ‘understanding of cultural experiences (ethno)’ (Elise, 2004; Holman, 2005). It is with the help of this research method that I will observe and record my actions, experiences and activities as I conduct interviews, engage in participant observation, and use the activities undertaken as the data in the process of creating SC+ to provide the solution the challenges faced by patrons of football viewing centers in Ghana.

### **Ghana and the Sports Industry**

Ghana, a former British colony, gained its independence on 6th March, 1957 and became a republic in 1960 with Dr. Kwame Nkrumah being its first president (Abdulai, 2009). In February 1966, Dr. Kwame Nkrumah was overthrown through a combined police and military coup d’état which was the first of four coup d’états in Ghana’s political history (Abdulai, 2009). With the introduction of a multiparty system and the formulation of the national constitution in 1992, Ghana experienced multiple successful elections as well as the enjoyment of a range of human rights and liberties by Ghanaians (Abdulai, 2009). Since the promulgation of the 1992 constitution to date, Ghana has enjoyed an atmosphere of vibrant civil groups, a state of accountability by the government to the citizens, and the independence of the media (Abdulai, 2009). Whitfield and Jones (2008) argue that Ghana is one of the most politically successful counties in Africa considering the immense developments in its democratic governance.

There are three main arms or structures of government in Ghana, namely; the Executive, the Legislature (Parliament) and the Judiciary. The executive arm of government is constituted by the president who yields the dominant power, the police and other civil rights protection agencies, cabinet ministers, regional ministers and other government appointees who head government institutions (Abdulai, 2009). The executive arm of government is mainly responsible for the execution of the laws of the country to ensure the smooth running of the economic and political institutions of the country. The legislature on the other hand is the law making body of the country and it is in the Parliament of Ghana that all the laws governing the country are enacted (Abdulai, 2009). All the members of parliament except a few have political affiliations and tend to vote on for or against issues based on the tenants of their respective political parties (Abdulai, 2009). Hence, it is clearly evident that the party with majority of its members in parliament “drive the legislative process to achieve policy goals regardless of contrary views in and outside parliament, and

in spite of its implications for the democratic order” (Ninsin, 2008, p.54). The judicial arm of government are responsible for ensuring that laws enacted by the legislature are enforced and to maintain peace and order in the country. The judiciary in Ghana is mainly made up of a combination of superior courts and lower courts, where the former comprises the Supreme Court, the Court of Appeal, the High Court and regional tribunals, the latter mainly comprises, circuit courts and tribunals and districts courts (Abdulai, 2009).

Ghana shares boundaries with Togo on the east, Cote d’Ivoire on the west, Burkina Faso on the north, and the Gulf of Guinea on the south. The 2010 national population census estimates Ghana’s population to be about 30 million and the country covers a total land size of about 240,000km<sup>2</sup> (Ghana Statistical Service, 2012). Although there are many ethnic groups in Ghana with their respective local dialects, the official language for both writing and speaking is English (Brown, 2009). The population distribution in relation to gender is such that, women dominate with 50.5% of the total population whilst the men constitute 49.5% of the population (Ghana Statistical Service, 2012).

In 2016, the parliament of Ghana passed a bill called the “Sport Act, 2016” which led to the formation of the National Sports Commission (NSC). The NSC has the mandate to provide for the development, promotion and management of amateur and professional sports and other related activities (Sports Bill, 2016). The key objective of this commission is to organize and encourage the increasing participation of Ghanaians in amateur and professional sports as well as encouraging private sector organizations to sponsor sporting activities (Sports Bill, 2016). The commission is governed by a fifteen member board appointed by the President of Ghana and headed by the Chairperson and the Director-General according to article 70 of the 1992 constitution (Sports Bill, 2016). Except for the Director-General, each member of the National Sports Commission can hold office for four years and is eligible for reappointment by the President for not more than a second term (Sports Bill, 2016).

In relation to football, the Ghana Football Association (GFA) which is under the National Sport Commission, and organizes, promotes and manages all official football activities in Ghana (Pannenberg, 2010). Under the GFA are two boards established to manage the various sectors of the association. At the apex of these boards is the Premier League Board (PLB) which has been given the responsibility to organize the Premier League activities; it is closely followed by the Division One League Board (DOL), which is responsible for managing the Division One football activities (Pannenberg, 2010). The various football clubs in the country also form their own organization called the Ghana League Clubs Association (GHALCA) (Pannenberg, 2010). Football in Ghana can also be grouped into different levels consisting of a second division, a third division, a juvenile league, a women’s league, and many more (Pannenberg,

2010). There are a number of committees which are established by GFA with their respective boundaries and responsibilities and they include: “the Disciplinary, Appeals, Referees, Legal, Finance, Technical and Development, Research and Information Management, Event Management, Football Development, Medical, and International Relations Committee” (Pannenberg, 2010, p.9). GFA has also established committees for each of the national teams, each with its respective jurisdiction and responsibilities, and they include; the Black Stars Committee, the Black Starlets Committee, the Black Queens Committee, and many more (Pannenberg, 2010).

I assume the roles of a researcher (writing this thesis) and an entrepreneur (starting a business) in the course of writing this thesis as I record every activity, thoughts, interviews and meetings I made during the process of creating SC+. The core aim of this thesis is to use the principles underlying social construction theory, business model canvas and practice theory to the entire process of creating SC+ in order to solve the challenges faced by Ghanaian football lovers who patronize football viewing centers. The entrepreneurial procedures will be documented and the effects and values of these specific theoretical frameworks will be evaluated. This thesis will give upcoming entrepreneurs in all spheres of business especially those who want to also venture into the football viewing center business, the framework that will help guarantee success in their startups.

### **Research Question**

Based on the afore mentioned problem, the main research question that will be guiding this thesis is;

*How does using the underlying principles of social construction theory, business model canvas and practice theory in the creation of Sports Cinema Plus (SC+) help to resolve the challenges faced by Ghanaians who patronize football viewing centers?*

Having this research question in mind, the ways by which SC+ can alleviate the pains of Ghanaian football lovers who patronize football viewing centers will be established. This thesis will also show how SC+ will be developed as a new venture by using the principles underlying social construction theory, business model canvas, and practice theory in order to illustrate the link between academic theory and real life practice in starting a new venture. All these will serve the core aim of this thesis.

### **Structure of Thesis**

Ghanaians who patronize football viewing centers face a lot of challenges and this thesis seeks to create SC+ as a solution by using the principles underlying social construction theory, business model canvas and practice theory. This thesis is divided into five main chapters. Chapter one has the introduction which

discusses the challenges in the football viewing center industry in Ghana, a description of Ghana and the sports industry in Ghana and the research question. Chapter two discusses literature on the key concepts and theories used in the creation of SC+ which are autoethnography, social construction theory, business model canvas and practice theory are reviewed. Chapter three is the methodology where the research design and structure is discussed as well as the pattern for analyzing this thesis is explained. Chapter four is the analysis where the activities in the journal log is analyzed with the theories to explore how they were used to create and test SC+ to provide values to help resolve the challenges faced by patrons of football viewing centers in Ghana. Chapter five comprises the discussion made from the analysis, the further perspectives in terms of the other theories which could have been used for this thesis and whether SC+ would be successful or not, conclusion drawn through from this thesis and finally an overview of the findings from the fieldwork.

## **CHAPTER 2 – LITERATURE REVIEW**

### **Introduction**

This chapter of the thesis examines various literature surrounding practice theory, the business model canvas and social construction theory and how their underlying principles can be useful in creating a venture and testing it to find out whether it can deliver its proposed value to its customers in order to resolve their problems. This chapter will also review the academic literature on autoethnography, which is the research method that was used to collect the data on my experiences and all the activities I undertook in the process of developing SC+. Reviewing literature on autoethnography equipped me with the skills of how to do autoethnography, how to write autoethnography and finally, the various approaches and forms to doing autoethnography. I decided to use practice theory by borrowing the ‘Seven Domain Model (SDM)’ of John Mullins’ book *The New Business Road Test* to help me test and evaluate whether SC+ can be successful in terms of its viability, feasibility and its ability to deliver its proposed value to Ghanaian football lovers to solve their problems (Mullins, 2013). Answers to questions posed by the SDM helped by giving me the assurance that I was on the right path to helping to improve the football viewing experience of Ghanaians who patronize football viewing centers.

The Business Model Canvas (BMC), as proposed by Osterwalder and Pigneur (2010), was useful as the nine building blocks of the canvas formed the basis for the type and nature of data I collected and recorded into the journal log for the building of SC+. The BMC equipped me with the necessary elements I needed to collect the most important data in order to secure a position of success and growth for SC+. Social construction theory, which addresses how people construct their understanding of the world around them as they interact with each other, helped me to examine how Ghanaian football lovers perceive the current nature of the football viewing center industry, the problems they encounter and how they think these problems can be eradicated for them to enjoy good football viewing experiences. This chapter will review the literature on these concepts in the order of autoethnography, the business model canvas, practice theory and social construction theory.

### **Autoethnography – Definition of Concept**

Almost all scientific research methods used currently to conduct various studies in the social science advice that researchers distant themselves from their study. This is because these research approaches regard self (researcher) as a bias impurity and may render the validity of the study questionable and as such refuses the involvement of self (Neuman, 1994). According to Neuman (1994), proponents of the positivist perspective argue that, there is only one way by which any scientific research or study must be conducted and this must

conform to the necessary laid down research methods. Most researchers in the past never considered investigations into the study people, their lives and experiences as part of the scientific community but rather regarded scientific research as mainly quantitative and experimental which needed to be conducted and understood by an elite few (Wall, 2006).

At the wake of the postmodern era, there was a rise of a wide range of research strategies which has opened up the academic door for scholars to criticize and question some of the principles of previous scientific research (Wall, 2006). These new research strategies have introduced into the scientific community other innovative ways of knowing, which requires the sharing of subjective and thought provoking stories of experiences that adds up to the knowledge and understanding of the social world and this allows for a reflection into the different knowledge acquired through the new form of learning (Wall, 2006). Autoethnography is one of those research approaches that came up in the wake of the postmodern era to contribute to leaning in the scientific community.

According to Sarah Wall, autoethnography is “an emerging qualitative research method that allows the author to write in a highly personalized style, drawing on his or her experience to extend understanding about a societal phenomenon. Autoethnography is grounded in postmodern philosophy and is linked to the growing debate about reflexivity and voice in social research. The intent of autoethnography is to acknowledge the inextricable link between the personal and the cultural and to make room for nontraditional forms of inquiry and expression” (Wall, 2006, p.5). Carolyn Ellis (2004) on the other hand defines autoethnography as “research, writing, story, and method that connect the autobiographical and personal to the cultural, social, and political” (p. xix).

Although scholars who are inclined to this research method have not come to a common consensus for a general definition for autoethnography, in the 1970s, proponents of this research approach accepted that, autoethnography could be referred to as the “insider ethnography” since it involved the study of a culture or people’s way of doing things of which the researcher conducting the study is a member of (Hayano, 1979, p.103). Since autoethnographers does not accept social research as being an objective study characterized by the researcher isolating him or herself from the study, they have raised a crucial “response to the alienating effects on both researchers and audiences of impersonal, passionless, abstract claims of truth generated by such research practices and clothed in exclusionary scientific discourse” (Ellingson & Ellis, 2008, p. 450).

Autoethnography as a research method and writing style describes and analyzes in a systematic manner (graphy) the personal experiences of the researcher (auto) in order to gain the understanding of cultural experiences (ethno) (Elise, 2004; Holman, 2005). This research method opposes the old approved ways of

conducting research and renders it as a socially-centered, politically and socially conscious study (Adams and Holman, 2005; Spry, 2001). Scholars inclined to autoethnography as an approach to research use the principles prescribed by both autobiography and ethnography, hence making autoethnography both a process and product (Elise, 2004).

Scholars who conduct research using autoethnography as a research approach have used different terms as they conduct their research in this manner (Moustakas, 1990). Moustakas is one of such scholars who is inclined to this way of doing research and referred to it as *Heuristic*, with the goal to “awaken and inspire researchers to make contact with and respect their own questions and problems, to suggest a process that affirms imagination, intuition, self-reflection and the tacit dimension as valid ways in the search for knowledge and understanding” (Douglass and Moustakas, 1985, p. 40). According to Moustakas (1990), there are six steps that a researcher goes through when conducting a heuristic research namely; the initial engagement, the immersion, the incubation, the explication, the illumination and the culmination in the creative synthesis. According to Wall (2006), autoethnography is aimed at integrating the emotions and experiences of the researcher into scientific research.

### **Conducting Autoethnographic Research**

Using autoethnography as an approach to research requires the use of both ethnography and autobiography (Elise, Adams and Bochner, 2010). Autoethnography is a strategic approach of research where the researcher writes out his or her experiences and activities of the past in a selective and retroactive manner by conducting interviews, examining texts and photos and recording them in journals to aid with recalling them in the future (Elise, 2004). Most researchers, when conducting autoethnographic research, give write-ups about their “epiphanies” - the recall of significant moments that impacted the life of the researcher (Elise, Adams and Bochner, 2010), the events that occur in the life of the researcher that change him or her and the unexpected crisis that compelled the researcher to examine and evaluate his or her lived experiences (Zaner, 2004). These epiphanies show ways in which a researcher would choose between “intense situations” and the “effects that linger – recollection, memories, images, feelings – long after crucial incidents is supposedly finished” (Bochner, 1984, p. 595).

When researchers embark on an ethnographic study of a group of people, they seek to gain a better understanding of their culture by studying their relational habits, shared values and beliefs and their shared customs and experiences (Elise, 1986). Ethnographers employ the research instrument of participant observation, as they participate and observe the cultural activities of the people under study and take field notes of cultural happenings (Elise, 1986). During the period of time the ethnographer spends with their subjects, they conduct interviews with the people under study, observe and examine the peoples’ way of

communication and learning, evaluate their approach to the use of space and analyze their perception of artifacts, architecture, books, arts, etc. (Berry, 2005; Elise, 1986; Neumann, 1999). Autoethnographers, apart from telling their stories through retrospective and selective writing are required by social sciences to subject their experiences and data to analysis (Elise, 1986). Autoethnographers in order to express similar realizations or epiphany are required to compare their experiences against the existing research, interviews conducted with the people under study and the analysis of available cultural artefacts (Elise, Adams and Bochner, 2010).

### **Writing up an Autoethnography**

According to Gergen and Gergen (2010), the possession of a good command over the print media (writing skills) is advantageous for researchers if they want to write an autoethnography. An autoethnographic writing should exhibit the characteristics of expressive language and creativity, the use of characters, scenes, names of sites and plot developments in order to engage their readers (Elise and Ellingson, 2000). According to Goodall (2001), a good autoethnographic write-up must reflect on new perspectives of new experiences and seek to fill in gaps found in related storylines. Autoethnographers usually make their text and write-ups artful and creative by sometimes using themselves to tell the story when they (researchers) personally lived and participated in the cultural activity under study (Elise, Adams and Bochner, 2010). Autoethnographers in certain instances also display the scene in such a way to help familiarize the reader of the story to the environment so they can feel as if they are an active witness to the experience or be a part of the event (Elise, Adams and Bochner, 2010).

When scholars conduct autoethnographic research, their main focus is to create an artful and creative description of their personal and interpersonal cultural experience through reoccurring events, feelings and stories which have been made evident through interviews conducted with members of the culture, records kept in field notes and cultural artifacts (Elise, Adams and Bochner, 2010). By so doing, the researcher makes a purposeful personal experience and gives an engaging cultural experience to his or her readers which are usually made accessible to a wider audience to effect a personal and societal change for the world (Elise, Adams and Bochner, 2010).

### **The Diverse Approaches to Doing Autoethnographic Research**

According to Elise, Adams and Bochner (2010), there are diverse ways of conducting autoethnographic research depending on the degree of importance placed on the research, the nature of the interviews conducted, the researcher's self and his or her interactions with others. The following are some of the approaches to conducting autoethnography;

***Reflexive Dyadic Interviews*** deal with the emotional feelings, thoughts and composed meanings that arise from the interview itself (Elise, 2004). With this kind of research method, the prior knowledge of the topic being interviewed on, the feelings and thoughts of the researcher, the emotional and sentimental responses of the researcher and the factors that are motivating the researcher to pursue such an investigation are all considerable but much emphasis is place on the participant's or respondent's story (Elise, 2004). Elise (2004) argues that, despite the fact that little weight is put on the experiences and emotions of the researcher, his or her personal detailed reflection of the event adds context and validity to the story being told about the people being interviewed.

***Personal narratives*** concentrates more on the researcher who sees him or herself as the phenomenon and writes creative stories and narratives with keen focus on his or her research, academic and personal life (Elise, 2004). This form of autoethnography seeks to invite readers to learn, to have a reflection on, understand and be able to cope with their personal lives by understanding the mixture of life events and cultural life of a people (Elise and Ellingson, 2000).

***Narrative ethnography*** requires that the author's experiences are integrated into the description of a peoples' way of life and the analysis of others (Tedlock, 1991). Emphasis of this kind of study is mostly placed on the study of people which results from the contact established between the researcher and the subjects under study which ends up questioning various established patterns and processes (Tedlock, 1991).

***Layered accounts*** mostly encompasses the reviewing of literature, data analysis and the researchers experiences (Charmaz, 1983). According to Kathy Charmaz, layered accounts reveal how "data collected and analyzed, proceed simultaneously" (Charmaz, 1983, p. 110), and the frame of current research as a "sources of questions and comparison" than otherwise assumed as a "measure of truth" (Charmaz, 1983, p. 117). Layered accounts lure readers to engage in the experience of doing and writing research by the use of multiple voices, reflectiveness and self-examination (Elise, Adams and Bochner, 2010).

***Co-constructed narrative*** is another form of conducting autoethnographic research where the researcher emphasizes the connotation of relational and interrelation experience gained by the researcher through how the subjects collaboratively deal with ambiguity and uncertainty making joint activity among subjects under study the prime focus for structuring co-constructed research projects (Elise and Ellingson, 2000).

### **Business Model Canvas Theory (BMC)**

Osterwalder and Pigneur (2010, p.12) explains that "a business model describes the rationale of how an organization creates, delivers and captures value". According to Osterwalder and Pigneur (2010), the business model of every venture presents the entrepreneurs with the blueprint that helps them to know how

they should implement their strategies through laid down organizational structures, systems and processes. Osterwalder (2004, p.15) in describing business models as a framework or guideline to how companies deliver their value proposition to its customers, they pointed out that,

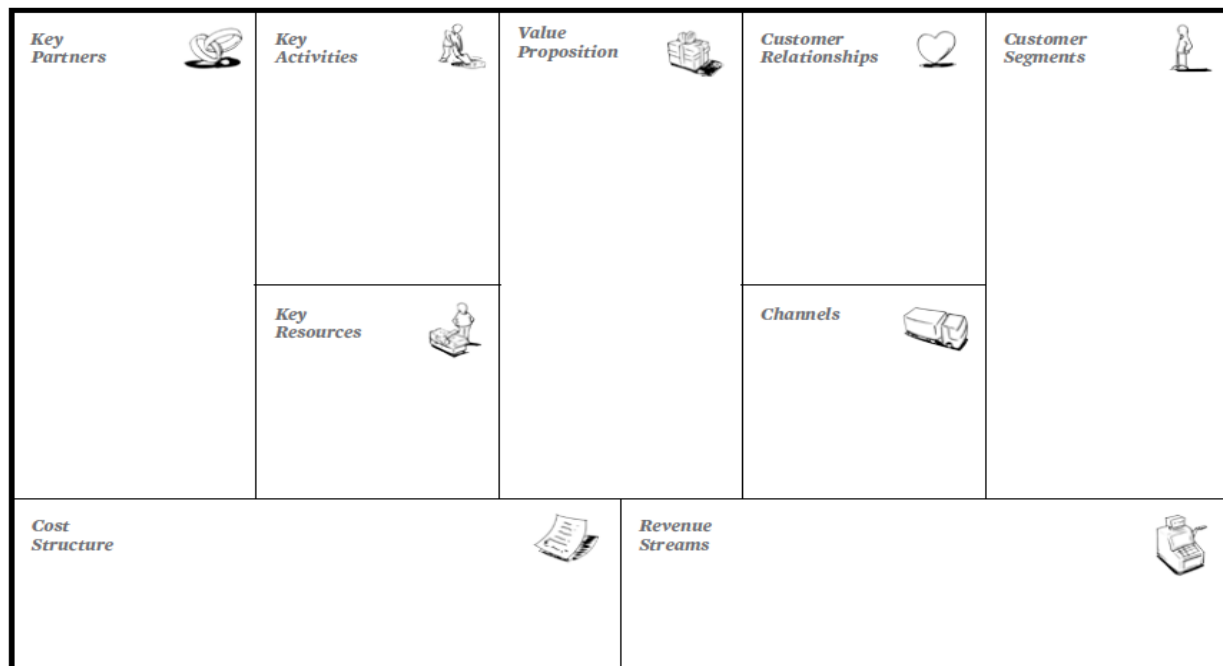
*“A business model is a conceptual tool that contains a set of elements and their relationships and allows expressing a company’s logic of earning money. It is a description of the value a company offers to one or several segments of customers and the architecture of the firm and its network of partners for creating, marketing and delivering this value and relationship capital, in order to generate profitable and sustainable revenue streams”.*

The implementation of these strategies through organizational structures can be described through the nine main building blocks by which an organization is created and operated (Osterwalder and Pigneur, 2010). These nine building blocks, as suggested by Osterwalder and Pigneur (2010), emphasize four main themes or areas of a business which are; the offer or value proposed, the financial viability of the organization, the customers and the organizational infrastructure. These nine building blocks which describe an organization’s business model in no specialized order are; the customer segments, the value proposition, the channels, customer relationships, the revenue streams, key resources, key activities and finally, the cost structure (Osterwalder & Pigneur, 2010). The two main objectives of the business model of every organization is to create value for its customers and to generate revenue to grow the organization (Zott & Amit, 2007). The nine building blocks cannot be used in a vacuum when an organization seeks to create value for its customers and earn money, which is why every company has to create a Business Model Canvas (BMC). This will provide a useful tool for the organization to describe, design and analyze its business model (Amanullah, et al., 2015).

The business model canvas allows the expansion of the building blocks with details on how the organization will understand the relationship between each of the nine blocks in terms of its activities, functions and processes (Amanullah, et al., 2015). The underlying principle behind the use of business model canvas by a business is to orient the company to focus much more on quality than on quantity by enabling the company to adopt an agile mindset of starting, iterating, verifying, planning and developing business ideas (Amanullah, et al., 2015). According to Amanullah, et al. (2015), the business model canvas serves as an important “living document that should be tested and revamped from time to time” (Amanullah, et al., 2015, p.462). The business model canvas provides a company with a common reference and language which is used by internal organizational workers and external individuals such as advisors, investors and partners (Amanullah, et al., 2015).

Business Model Canvas varies from company to company base on the type of business a particular company is involved in, the scope of the business and the business' environment (Amanullah, et al., 2015). It is of key importance to note that every company has a block or two which is usually a key to its success (Amanullah, et al., 2015). For example, in the study of the business model canvas of ITECH Consulting Group Inc. in Washington D.C., Amanullah et al. (2015), identified that, the Customer Relationships block is key to the success of that company. A detailed description of each of the building blocks of the business model canvas has been explained below;

***The Business Model Canvas***



**Figure 1:** A picture of the Business Model Canvas (Osterwalder and Pigneur, 2010)

**Customer Segments:** This block of the canvas shows the target customers or the group of people the company was built to reach and serve (Osterwalder and Pigneur, 2010). Every business is built on its customers and depends on them for its survival, thus making the customers the most important elements of any venture (Osterwalder and Pigneur, 2010). According to Osterwalder & Pigneur, (2010), the customer segment block of every business' BMC divide the company's customers into distinct target groups based on certain commonalities such as, common needs, common tastes, common behavior and other common attributes. A venture or startup can choose to have different customer segments if each customer group requires a distinct offer, needs different types of customer relations, brings into the business substantially different profits and requires different distribution channels (Osterwalder and Pigneur, 2010). For instance, the customer segments of ITECH Consulting Group Inc. include commercial groups and the government

and it has tailored its value propositions, distribution channels and customer relationships to fit its customer segment groups (Amanullah, et al., 2015).

**Value Proposition:** The value proposition block of the BMC describes the various products and services a company offers its customer segments to create value. Osterwalder and Pigneur (2010, p.22), described value proposition as “an aggregation, or bundle, of benefits that a company offers customers and is the reason why customers turn to one company over another.” In their book, *Value Proposition Design*, Osterwalder and Pigneur (2014) identified value proposition as all the processes that goes into the formulation, testing and administering of values to a company’s customer segment. The value proposition an organization provides for its customers can be translated quantitatively in terms of the price and speed of the service or qualitatively in terms of the design and the customer experience (Osterwalder and Pigneur, 2010).

Levitt in 1960 described value by arguing that, value does not necessarily reside in the products and services companies sell to their customers but rather in the outcome or results achieved from the use of those products and resources. This led him to make his popular statement that, *“People don’t want to buy a quarter-inch drill. They want a quarter-inch hole”* (as cited in Day and Moorman, 2010, p.25). Hence, we can deduce that, a customer’s value is only created when the purpose or need for which the consumer purchased the product or service has been fulfilled. According to Johnson et al. (2008, p52), *“a successful company is one that has found a way to create value for customers that is, a way to help customers get an important job done. By ‘job’, we mean a fundamental problem in a given situation that needs a solution.”* The value must be the starting point of the design process of every company which is similar to Johnson et al. (2008, p.52), argument that;

*“Start by developing a strong customer value proposition. Many companies begin with a product idea and a business model and then go in search of a market. Success comes from figuring out how to satisfy a real customer who needs to get a real job done”.*

In the case study conducted by Amanullah, et al. (2015), they found that Kincardin Group (a consulting company in Australia) had as its value propositions the transformation of the enterprise support, enhancing employee capabilities and providing customer support for its customers. These values were created to help their customers solve their problems.

**Channels:** This block emphasizes the means by which a company delivers its proposed value (products or services) to its customer segments. According to Osterwalder and Pigneur (2010), the channel block of the BMC describes all the effective communication means by which a company reaches out to its customers

and provides them with their designed value proposition. Some companies can either adopt online or offline channels (or both) when communicating with their customers. A study of ITECH Consulting Group Inc. by Amanullah, et al., (2015) showed, that the company adopted both an online (banner advertisement on websites) and offline (dropping of business cards) means of reaching their customers. The figure below shows a picture of the channel phases and the types of channels a company may adopt to deliver its value propositions. The communication, sales and distribution channels show the means by which a company gains interface with its customers;

Channel Types			Channel Phases				
Own	Direct	Sales force	1. Awareness	2. Evaluation	3. Purchase	4. Delivery	5. After sales
		Web sales	How do we raise awareness about our company's products and services?	How do we help customers evaluate our organization's Value Proposition?	How do we allow customers to purchase specific products and services?	How do we deliver a Value Proposition to customers?	How do we provide post-purchase customer support?
Partner	Indirect	Own stores					
		Partner stores					
Partner	Indirect	Wholesaler					

**Figure 2:** Channel Phases (Osterwalder and Pigneur, 2010, p.2)

**Customer Relationship:** The relationship that is built between the company and its customers is described in this block of the BMC (Osterwalder and Pigneur, 2010). Customer relationships are key to the survival of any company as no company can survive without consumers (market base) buying its products or enjoying its services (Amanullah, et al., 2015). Customer relationships can range from personal relationship to an informal automated relationship (Amanullah, et al., 2015). The main reasons why a company should have a robust customer relationship is to acquire more customers, retaining existing customers and to boost the sale of the company's products or services (Osterwalder and Pigneur, 2010). Glen Ford, a famous business consultant, seeks to achieve a long term relationship of trust with his customers and "the core value of Glen Ford business is, personal job satisfaction and professional expertise" (Amanullah, et al., 2015, p.469).

**Revenue Streams:** The revenue stream of every business deals with the cash flow that the organization receives from either a "transaction revenue (one-time payments) or recurring revenue (ongoing payments)" (Amanullah, et al., 2015, p.469). It presents the diverse ways by which a company makes money or generates income from its customer segments. Osterwalder and Pigneur (2010) have argued, that there are

two main categories through which a company can generate revenue which are; revenues that are incurred as a result of one-time payments by its customers and recurring revenues that are generated from ongoing payments (mostly through monthly subscriptions) or post-purchase support. The revenue stream of every company comes as a result of the company providing expected values to its customers, for example ITECH Consulting Group Inc. makes its revenue from providing expected value such as organizational restructuring, designing, professional outsourcing services such as Business Process Outsourcing, Knowledge Process Outsourcing, Legal Process Outsourcing and the implementation of strategies, such as social media strategies, to its customers (Amanullah, et al., 2015). There are several pricing mechanisms that companies adopt to stream revenue from its customers and choosing the right pricing mechanism can make a huge difference in the revenue stream of the organization (Osterwalder and Pigneur, 2010).

### Pricing Mechanisms

<b>Fixed "Menu" Pricing</b> Predefined prices are based on static variables		<b>Dynamic Pricing</b> Prices change based on market conditions	
<i>List price</i>	Fixed prices for individual products, services, or other Value Propositions	<i>Negotiation (bargaining)</i>	Price negotiated between two or more partners depending on negotiation power and/or negotiation skills
<i>Product feature dependent</i>	Price depends on the number or quality of Value Proposition features	<i>Yield management</i>	Price depends on inventory and time of purchase (normally used for perishable resources such as hotel rooms or airline seats)
<i>Customer segment dependent</i>	Price depends on the type and characteristic of a Customer Segment	<i>Real-time-market</i>	Price is established dynamically based on supply and demand
<i>Volume dependent</i>	Price as a function of the quantity purchased	<i>Auctions</i>	Price determined by outcome of competitive bidding

**Figure 3: Pricing Mechanisms (Osterwalder and Pigneur, 2010)**

**Key Resources:** Key resources are the most important assets needed by an organization to enable it to produce and provide its value propositions to its customers and in order for that organization to generate revenue (Osterwalder and Pigneur, 2010). The key resource block is what is needed to make the other eight blocks of the BMC function effectively because this block provides the needed assets for the company to create and deliver the proposed values, reach the target markets, maintain customer relationships and earn revenue (Osterwalder and Pigneur, 2010). These key resources range from human resources (specialized, experienced and knowledgeable workforce) to non-human assets (tools, cash, patent and copyrights, brands,

buildings, vehicles, equipment, etc.) (Amanullah, et al., 2015). For example, in the case study of the business model canvas of ITECH Consulting Group Inc. and Kincardin Group by Amanullah, et al. (2015), they discovered, that these two consulting companies had hired consultants who had a large amount of experience and knowledge in the consulting area as its key resources.

**Key Activities:** The key activities in the business model canvas describe the key business processes and procedures that organizations undergo to provide value for their customers and generate revenue (Osterwalder and Pigneur, 2010). Glen Ford, as a well-known consultant, operates as a freelance consultant and a study conducted into his business model showed, that his key activities are mainly on advising and training of his clients (Amanullah, et al., 2015).

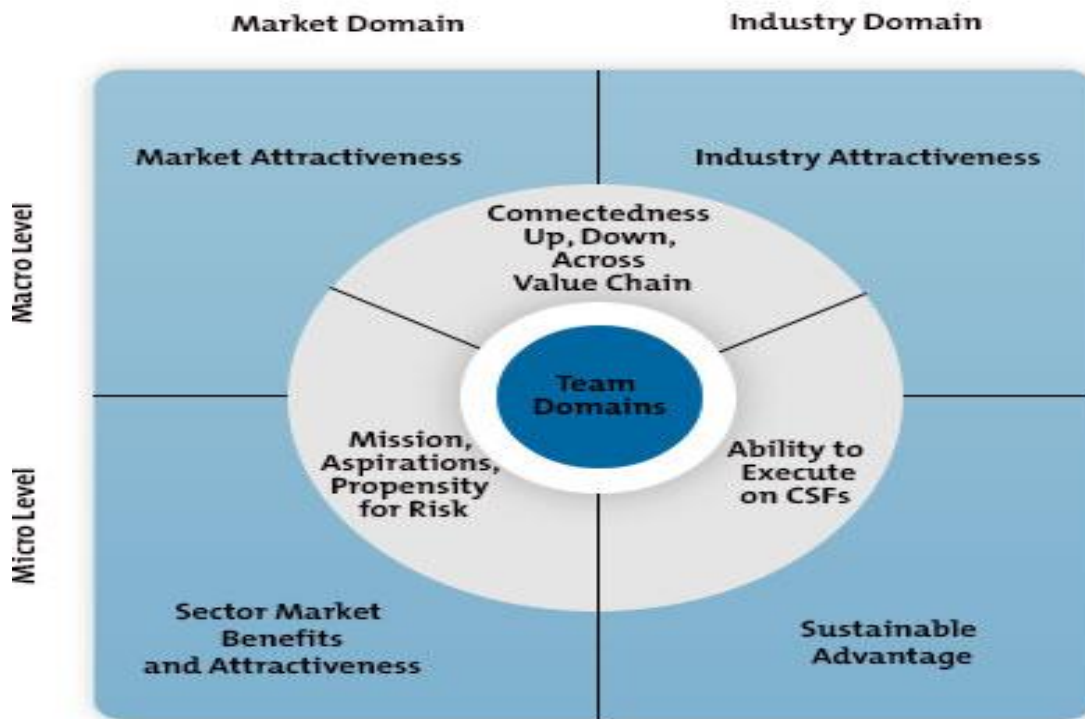
**Key Partnership:** Most organizations form partnership with other companies which complement them as they provide value to their customers. These organizations do not have the capacity to own all the productive resources or perform all the key activities needed for production (Osterwalder and Pigneur, 2010). This block of the BMC comprises a network of suppliers and sponsors that ensures that the business model of the company works (Osterwalder and Pigneur, 2010). The main advantages companies enjoy from these kinds of partnerships are; reduction in production cost, reduced risks, acquiring more resources and optimizing their business model (Osterwalder and Pigneur, 2010). Common forms of partnerships include, cooperation partnership between competitors, strategic alliance partnership between non-competitors and the most common one being the joint ventures partnership in order for companies to establish a buyer-supplier relationship to guarantee reliable and cost-effective supplies (Osterwalder and Pigneur, 2010). ). ITECH Consulting Group Inc. for example has formed partnership with Original Equipment Manufacturer (OEM) for its IT service needs (Amanullah, et al 2015).

**Cost Structure:** This cost structure block deals with all the costs incurred in the running of a company's business model as it embarks on creating and delivering of its values to its customers, maintaining its customer relationships, generating revenue, performing key activities and securing key partnerships (Osterwalder and Pigneur, 2010). Most companies aim at providing values to their customers at a relatively lower cost either via a cost-driven mode to minimize cost by any means possible or by a value-driven mode, which often targets the creation of value (Osterwalder and Pigneur, 2010).

### **Practice Theory – The New Business Road Test**

Entrepreneurs who have been successful in their businesses are believed to have considered three important elements which are; the markets or customers they exist to serve, the industries within which they operate and the people or team involved in the building and running of the business (Mullins, 2013). In John

Mullins' book, *The New Business Road Test*, he outlines the seven domain model which he proposes as the toolkit to better assess the market opportunities, the industrial complexities and the qualities of the entrepreneur or entrepreneurial team of a business (Mullins, 2013).



**Figure 4:** *The Seven Domain Model (SDM) (Mullins, 2013)*

The seven domain model as depicted in figure 4 comprises four of the domains relating to issues of the market and industry both at the micro and the macro levels and the remaining three domains relating to the entrepreneurial team or people starting the business.

**Competitive and Economic Sustainability:** The competitive urge and economic advantage are two important issues any company needs to tackle in order for it to become sustainable (Mullins, 2013). A company is able to enjoy competitive advantage over other companies which produce or provide the same products or services as long as the company is able to provide its customers with differentiated benefits which are unique, better, less expensive or that work better than those provided by its competitors (Mullins, 2013). Gaining competitive advantage of this nature requires the company to have some proprietary rights such as copyrights and patent rights, and should also have inimitable capabilities and resources, as well as

unique superior organizational processes (Mullins, 2013). A company is, however, guaranteed of economic sustainability when it is able to put things in place such that it is able to run effectively without running out of money. Thus, the revenue to be accrued should be proportional to the capital cost to be invested in the business. Also, economic sustainability will become evident in a company if it is able to tackle issues such as making the contribution margins proportionally adequate to take care of incurred fixed costs and putting a cost effective system in place by the company to acquire new customers and retain the existing ones, as well as having a viable customer attraction timeline (Mullins, 2013).

According to Mullins (2013), companies should give considerable attention to the operating cash cycle in terms of the time they give their customers to pay for the product or service offered them, the amount of money invested in the business as the working capital and the time the company has to pay its workers and suppliers. It is important to note that companies with a strong patent right are able to enjoy economies of scale by setting high prices for its products or services to gain a substantial profit margin (Mullins, 2013). Another means of gaining competitive advantage without patent right protection is when the company builds a superior organizational process and capabilities. An example is the strategy Nokia adopted to acquire a skilled workforce and to manage its innovation that helped it to remain an innovative and agile company even though it was large in size (Mullins, 2013). Mullins (2013) argues that in most cases, superior patent right protection, copyright protection and first or newness to introduce a product or service alone is not enough to make a company sustainable, but adding effective organizational processes, resources and capabilities keeps the company at the cutting edge to increase the company's competitive advantage. Mullins encourages nascent entrepreneurs to consider the following factors in their quest to become successful entrepreneurs; superior organizational processes, proprietary protection elements for their products or services, an economically stable business model and imitable resources and capabilities (Mullins, 2013). To ensure an economically driven business model, Mullins (2013) suggests that entrepreneurs must know if the revenue to be accrued from the business is adequate enough to cover the capital investment; how quick their consumers will pay, if the initial fixed costs of the business can be covered by the entrepreneurial team, the speed at which suppliers and employees will be paid and if the cost of acquiring and retaining customers for the company is reasonable.

***Market Attractiveness:*** At this macro level of the model, the entrepreneur seeks to get a broader view of the market in order to assess its attractiveness towards the company (Mullins, 2013). Hero Honda, a well-known automobile company, after a careful survey of the market in India realized that there was great market potential in introducing a motorized two-wheeled vehicle into that market and this facilitated the level at which they advanced and took the lead among their competitors (Mullins, 2013). The two critical success factors for Hero Honda was their ability to identify a large market which had the potential of growth

and also their ability to match or have a best fit product for its Indian market (Mullins, 2013). EMC is one of the companies making big waves in the technology industry because of its ability to identify and go after opportunities consistently as it pays attention to certain key organizational practices such as spending quality time with its customers in order to create a strong customer network to facilitate constant feedback for the company's success. Another advantage EMC enjoys is the timeline between the production phase and the time its products gets to the market (Mullins, 2013). They deploy disruptive innovation techniques by selling their products to low profile customers to reduce the risk of cost failure and finally the entrepreneurial team, when it knows exactly the business they are in, focuses solely on it rather than spending their efforts all over the place to reduce risks (Mullins, 2013).

***Industry Attractiveness:*** Mullins, in explaining how to make sense of the attractiveness of the industry, made extensive use of Michael Porter's five forces which are; competitive rivalry, buyer power, threat of entry, threat of substitute and supplier power (Mullins, 2013). Mullins (2013) identified certain important practices that entrepreneurs can engage in, in order for their ventures to gain the hotspot position in whatever industry they operate in, which are; the company putting in place measures to ensure a high level of difficulty for competitive companies to create substitutes products or services; the company gaining bargaining power over its buyers and suppliers; the company avoiding or being able to overcome competitive rivalry or risks that affect the company negatively; the company should be able to define the industry within which it operates and know the role it has to play in it; and the company must have the necessary structure put in place and be able to go through all of the procedures that will facilitate its entry into a specific industry.

***Target Customer Segment Benefits and Attractiveness:*** According to Mullins (2013), the ability for a company to carefully select and define its target customer segment and know their needs is critical to the success of that company. An example of this is that of Miller Brewing, a brewery company in the United States. After it had carefully selected its target customer segment to be the America beer market, it went ahead to make its customer research and found out that there is a large market for consumers who are interested in low-calorie beer (Mullins, 2013). With this knowledge, they started producing an entirely different beer known as the light beer which has now gained a huge share of the American beer market (Mullins, 2013). It is also important for entrepreneurs to understand that the other side of the coin is equally true and that companies that fail to gain insights or knowledge about their customers are bound to fail (Mullins, 2013). A critical example is that of OurBeginning.com, a company which helps in wedding planning. OurBeginning.com did a good job with carefully identifying its target customer segment, but failed to gain a better understanding of the needs of its customers (Mullins, 2013). This mistake resulted in OurBeginning.com making a wrong investment of a huge sum of money (Mullins, 2013). Mullins (2013)

argues that understanding a company's target customers and putting in effective execution measures work hand-in-hand because if a company fails to identify and understand its target customers up front, execution of the business is more likely to be misled.

***Mission, Aspirations and Propensity for Risks:*** Most new ventures are started by an entrepreneur or a team of entrepreneurs who individually bring on board a unique set of talents and qualities to drive the business to success (Mullins, 2013). According to Mullins (2013), the mission statement of every company must comprise the nature and kind of business the entrepreneur or entrepreneurial team wants to establish, the personal aspirations of the entrepreneurs in terms of their aspired level of achievements and the level of risk they are ready to take or bear, the market or target customers they want to serve, their passion towards the business and the specific industry within which they want to operate. In the mission statement of the company, entrepreneurs are encouraged to concisely and analytically define what they want to build and whether the size will be big or small, the various roles and duties the entrepreneurs will assume and the change the entrepreneurs seek to effect with their business in society (Mullins, 2013).

***Connections Up and Down within the Value Chain:*** Getting connections when starting or creating a business is a very important factor every entrepreneur seeks to take advantage of (Mullins, 2013). It is, however, very crucial for entrepreneurs to study and identify certain types of productive or useful information, such as market trends and changes in the market, in order for them to get first hand access to multiple sources of contacts outside the company before their competitors do (Mullins, 2013). Several useful connections can be identified when certain practices are taken into consideration such as; the company's upward connections in the value chain with suppliers that can be contacted because of a close affiliation the entrepreneur may have with the leaders of the supplying company (Mullins, 2013). The company also establishes downward connections in the value chain with customers and users of its products and services, distributors and its potential customers as well as the connections it establishes across in the industry with companies that produces similar products or services (Mullins, 2013). One important advantage of establishing connections across the industry within which a company operate is that it helps it to identify and get clearer understanding of the critical success factors needed for the company's survival (Mullins, 2013).

***Implementation of the Critical Success Factors (CSFs) of the Company:*** Mullins (2013), suggests that an important way in which a company can become successful is by researching the environment it operates in to identify the factors critical for it to succeed, as well as the ability to put together the best workforce to execute these critical success factors. Several companies however do not make any effort to identify these success factors and some companies that are able to identify its CSFs are not able to execute them (Mullins,

2013). It must, however, be emphasized that identifying these CSFs is not as easy of a task as it seems and requires experts who have gained the knowledge and experience of identifying them (Mullins, 2013). According to Mullins (2013), a good practice for nascent entrepreneurs is to first identify a few decisions or activities that are critical for the success of the company and execute them. If they are done right, it will trigger a positive effect on the company's performance.

### **Social Construction Theory**

Social construction theory deals with the issue of people coming together to construct their own meaning and understanding of the world and proponents of this theory believe that meaning of the world around us come about through the coordinated effort of people rather than separately within each person (Leeds-Hurwitz, 2009). Social construction has also been referred to in several terms as either social constructivist, social construction of reality, social constructionist, social constructionism or social constructivism, all addressing the same line of thought (Leeds-Hurwitz, 2009). This theory is driven on the foundation of two most important elements which are that; human beings make sense of their experiences by how they think the social world works and is modeled (Leeds-Hurwitz, 2009) as well as language which is the most crucial element of the social system and it is through language that people create their realities and experiences of the social world, thus making communication an important tool for preserving the realities of the social world (Leeds-Hurwitz, 2009).

Social construction has as its underlying principle that social realities occur because people communicate with each other and that collaborative effort between individuals is a pre-requisite to construct social reality (Leeds-Hurwitz, 2009). By constructing social realities, people build or make something up which did not hitherto exist through interaction or a collaborative effort made possible through communication in a language common to a group of people (Leeds-Hurwitz, 2009). Social actors (human beings) use language in their communication as they give names to things to substantiate them, give them meaning and make them real (Leeds-Hurwitz, 2009). Social constructionists believe that people use their own distinct language code when interacting with each other to construct the self that is relevant at a particular point in time (Leeds-Hurwitz, 2009). Leeds-Hurwitz, (2009, p.894) argues that "the self is not unitary, but multiple, so there is always a choice of which self is relevant in a particular context. For example, someone may be simultaneously a daughter, lawyer, tennis champion, and cancer survivor."

Since the beginning of the use of social construction theory, scholars have realized its possible application to the world of entrepreneurship (Fletcher, 2006). The study of business and management has noticed that the concepts and shared processes and negotiations people engage in to create realities of their social world can be applied to them too (Fletcher, 2006). Fletcher (2006) in his analysis of the process by which

opportunities are formed (a process that is commonly related to entrepreneurship) employed the use of some social constructionist ideas. Fletcher (2006) believes that building a business is in itself relationally and communally constructed and not strictly modeled by descriptive and linear process models of opportunity negotiations. Fletcher's research aimed at describing the ways by which the processes undertaken to recognize and identify opportunities such as idea sharing, having prior knowledge of the market, team expertise and forming network connections, all of which contributes to how entrepreneurial opportunities are conceived or discovered (Fletcher, 2006). Various theoretical frameworks of opportunity recognition lack many facts to explain and describe why people engage in the search for opportunities that deals with issues of broader social and economic process (Fletcher, 2006). This limitations arise from three major reasons which are that;

- Market disequilibrium is mostly the cause of the up-rise of many opportunities, hence people are able to identify opportunities when there is a disequilibrium in the social or economic world (Fletcher, 2006).
- The power to make assumptions of the gaps in the market or society is vested in a few people because they have the skill and knowledge to discover and identify opportunities (Fletcher, 2006).
- The low attention given to the wider economic, cultural and societal patterns that comprises entrepreneurial activities (Fletcher, 2006).

By applying social constructionist theory to entrepreneurial study, peoples' relationships with each other and their socio-cultural context are often marginalized (Fletcher, 2006). Human beings right from birth are influenced by culture, peers, family and education, which acts as guidelines to how individuals in the society make sense of the things around them (Fletcher, 2006). This is similar to how entrepreneurs start their businesses, as their accounts are based on reflections of the ties and experiences with the economic, societal, political and cultural context in which they were born or live in (Fletcher, 2006). According to Bouwen (2001), there are a lot of evidences showing that the emergence of business ideas are created out of the relationship entrepreneurs build with the things around them. Innovative ideas and the identification of new market opportunities by entrepreneurs are mostly driven by some previous knowledge and experiences acquired from their surroundings (Fletcher, 2006). Before an entrepreneur formally starts his or her venture, he or she discovers and identifies business ideas and tests them with potential customers to know if it will help them solve their problems (Fletcher, 2006). The same is done with potential suppliers to know whether are they ready to come on board with the idea, with venture capitalists to give out business loans and with loyal friends and family to assist with financial, energy and emotional support (Fletcher, 2006). This shows how the entire process of business venturing is always relational with emphasis on economic and socio-cultural elements (Fletcher, 2006).

According to Katz and Gartner (1988), a business or company emerges as a result of the interactions between agents (partner groups, people, parent organization, etc.) and the environment (culture and specific society) which is similar to the underlying principles of social constructionism. Four organizational traits with both processual and structural characteristics are required to be in place in order to identify how a new venture emerges, namely; boundaries, resources, intentionality and exchange (Katz and Gartner, 1988).

***Boundaries:*** This property for knowing how an organization emerges is very important as it defines and clarifies the barrier conditions between the organization and the environment in which it operates (Katz and Kahn, 1978). Cole (1965), argues that most companies have a large amount of power over some of the resources in the environment within the boundary and makes effort to develop exchanges across its boundary taking into account its structured legal and physical formalities. Companies announce their existence in the environment by establishing boundary requirements such as a phone listing, a tax number request and incorporations (Cole, 1965). The individual's (the entrepreneur's) personal lifestyle and the structures of the company are largely separated by organizational boundary and identification emblems such as, a tax identification number, a telephone number and an organization's name and mailing address (Katz and Gartner, 1988). All of these things clearly distinguish the work done by the individual outside the boundary of the company and the work done by the individual as the company's workforce within the boundary of the company (Katz and Gartner, 1988).

***Intentionality:*** Intentionality in terms of organizational theory relates to the process by which an individual makes sense of, organizes and creates realities of the social world around him or her (Katz and Gartner, 1988). The term organizational intentionality encompasses all the activities the entrepreneur has to undertake to discover and identify information necessary to facilitate his or her goal of creating a new venture (Katz and Gartner, 1988). In discussing the issue of organizational intentionality, researchers need to distinguish between the goals of the entrepreneur and goals of others social sectors such as the government sector, health sector, industrial sector, legal sector, etc. (Katz and Gartner, 1988). The difference between the goals of the entrepreneur and that of the environment becomes more differentiated as the company grows and matures (Katz and Gartner, 1988).

***Exchange:*** Organizational exchanges deals with the various cycles of exchanges the company undertakes to ensure the success of the company (Singh, Tucker and House, 1986). These transactions are evident within the boundaries of the organizations by managing its human resources or across the organization with external individuals, the environment and other organizations (Singh, Tucker and House, 1986). Organizational exchange is characterized by two main properties, which are that organizational exchange needs to be a recurring process by nature and the exchange process needs to be beneficial to the company

(Singh, Tucker and House, 1986). Any company that stops its exchange processes is bound to fail. Also, the various exchanges within and across an organization can be compared with each other to know which one is more effective and efficient than the other (Singh, Tucker and House, 1986). Katz and Gartner (1988, p.432), argue that organizational exchange is very important in business venturing because it is the “most dynamic and volatile of the four properties”.

**Resources:** Every organization in its setup requires a set of physical resources (machinery, equipment, lands, vehicles, building, etc.), human resources (workforce), intellectual properties (brands, patent protection right, copyright issues, etc.) and financial resources (stock exchanges, physical cash, credit cards, etc.) (Cole, 1965). Without the regular supply of these resources, a company would not be able to operate effectively and efficiently (Katz and Gartner, 1988).

All four of these properties are required to be available to facilitate the emergence of an organization has its foundation in the social constructionist theory (Katz and Gartner, 1988). Gartner, Bird and Starr (1992), in their work argue that there is a relational link between entrepreneurship which is a process of the emergence of something new and organizational behavior. They identified a connection between how organizational behavior principles were linked to entrepreneurship by thinking of entrepreneurship in the same line as the emergence of an organization (Gartner, Bird and Starr, 1992). The discipline of organizational behavior is complex, hence, Gartner, Bird and Starr (1992) focused their attention and study mainly on behavior and motivation, which are both connected to entrepreneurial discipline. They view entrepreneurship as the process by which organizations are created and use the individual (managers) as the unit of analysis examining the (*what*) activities undertaken by managers (behavior) and the (*why*) reasons they decided to undertake such activities (motivation) (Gartner, Bird and Starr, 1992). Although several differences exist between already established companies and emerging ventures, there are some organizational structures and processes they both have in common (Gartner, Bird and Starr, 1992). According to studies conducted by Hales (1986), the work done by entrepreneurs is similar to the managerial work done by most managers.

New emerging companies mostly grow from an uncertain reality with a future goal of a non-equivocal event happening (Gartner, Bird and Starr, 1992). An emerging venture begins with enactment, which is assuming the role of an already existing business in order for it to interact with its customers, test materials, place orders and carry on all necessary roles performed by an already established company (Gartner, Bird and Starr, 1992). People tend to put up behaviors based on an already established interaction and companies which already exist are able to function effectively because people both within and outside the company have gained knowledge of the cycles of interactions expected of them (Deal and Kennedy, 1982). As

entrepreneurs undertake various activities channeled towards the emergence of their businesses with a degree of uncertainty, and without any foreknowledge of the outcome of their activities, they are encouraged to spend more time on creating, learning and accepting appropriate organizational behaviors (Gartner, Bird and Starr, 1992).

The manner in which people communicate with each other is an important element required for the creation of the reality around them. This is similar to when a good story is told about how a successful business emerged and it inspires the nascent entrepreneur to have the motivation and courage to implement their business ideas (Fletcher, 2007). Narrative accounts of successful entrepreneurs according to Fletcher (2007, p.619) “help inquirers to move beyond the ‘what’ and the ‘how’ of entrepreneurship and be able to answer theoretically ‘why’ such processes migrate and stretch across different cultures and contexts”. The driving force by which people are able to relate and connect to others is by telling or narrating stories of their past events and activities, which makes narrative the “basic figurative process that produces human experience of one’s own life and actions and the lives and actions of others” (Polkinghorne, 1988, p.159). Humans are able to perform certain activities with narratives such as; thinking of situations (Bruner, 1986), making meanings and understanding of events (Joselson and Lieblich, 1995), talking to ourselves and remembering past events (O’Connor, 1998) and engaging in sense-making of social realities (Weick, 1995). With the help of narratives and storytelling, people are able to build a chronological link of events and make assessment of past events and learn some moral lessons out of them (Fletcher, 2007). Storytelling and narratives are evident in all aspects of human life, they are present in conversations, seminars, movies, newspapers and much more. Storytelling affects the way of life of people as “it is the fundamental way in which people compose meaning, inter-relate and connect to each other” (Fletcher, 2007, p.653).

Steyaert and Boiwen (1997), look into narratives in the light of entrepreneurship and argue that understanding and making sense of entrepreneurial activities is achieved, reproduced and scattered by the means of narratives. When entrepreneurs narrate their stories on how they started their businesses, and make reflections on activities and events of the past, the sequence in which they tell these stories may either be in a linear form or fragmented pieces (Joselson and Lieblich, 1995). The entrepreneur gives an account of his or her business venturing in a form of a dialog either between him or herself and the listener or reader or within him or herself in order for the listeners or readers to get full understanding and be able to make sense of their experiences, actions and situations (Joselson and Lieblich, 1995). Entrepreneurial narratives are important in analyzing activities because it helps the entrepreneur to envisage entrepreneurship as a process which comes in the form of storytelling based on the reflections of the past (Fletcher, 2007). These stories are mostly personal and autobiographic in nature and reveal many ways in which the story relates

to how agents such as stakeholders, potential customers, potential suppliers, potential sponsors, family members and friends all play diverse roles in the emergence of the organization (Fletcher, 2007).

The narrative analysis approach helps the researcher to include findings from the subject of inquiry from the researcher's perspective and focus on the relationship that exist between the researcher and his or her research material, which will result in deeper understating and insights into entrepreneurship (Fletcher, 2007). According to Fletcher (2007), the way people act, perform and coordinate their activities expresses how they recall their past relationship with events, conversations, experiences and culture, hence in the entrepreneurial world, researchers will emphasize the entrepreneurial self, the social aspects and more on the relational aspects rather than the cognitive aspects, of the entrepreneur as a person (Fletcher, 2006).

This Chapter reviewed academic literature on the research method which was used collect data relevant for this thesis. It also reviews of literature of the principles underlying, social construction theory, business model canvas and practice theory and how they will be considered in the creation and testing of SC+, which will be a startup to provide services which will resolve the challenges faced by Ghanaians who patronize football viewing centers.

## **CHAPTER 3 - METHODOLOGY**

### **Introduction**

This chapter of this thesis is divided into several parts namely; the geographical area of study, the research procedure the target population, the sampling procedure, the sample size, the research instruments, the data sources, the data handling technique (method of data analysis) and structure of the thesis. The chapter also addresses the rationale behind the choice of information in each of the parts as well as the opportunities and challenges I encountered in the entire research process. The methodology also helps put the readers of this thesis in a position where they can self-evaluate the thesis' validity and reliability. The application of these parts of the methodology (research techniques and procedures) in the selection, identification and analysis of the information obtained will bring about an understanding of the research problem and whether the suggested solution to the problem is viable or not (Kallet, 2004).

Autoethnography was chosen as the research method to provide a guide in describing and systematically analyzing the processes undertaken to start SC+. Due to the uniqueness of this thesis, the principles of autoethnography were used to help provide readers with an understanding of how the principles of social construction theory, the business model canvas and practice theory were applied to the development of SC+ and its attempt to help solve the challenges Ghanaian football lovers who patronize football viewing centers go through. By adopting, autoethnography as a research method, all past activities and experiences which were strictly related to the process undertaken to create SC+ were constructively and selectively written down in a journal log and analyzed with social construction theory, business model canvas and practice theory. Personal narratives were used in this thesis as part of the autoethnographic approach used as the method of research.

According to Ellis, Adams and Bochner (2010), personal narratives occur when researchers consider themselves as a part of the phenomenon and write evocative and connotative accounts with specific focus on their academic, research and personal lives. Since this thesis aim at generating understanding and meaning out of the data gathered in the journal log 'through participant observation and interviews to develop patterns, relationships and explanations' of the challenges faced by patrons of football viewing centers in Ghana in order to create the bet-fit solutions through SC+, it applies an inductive approach or reasoning as the research approach (Bernard, 2011). Also, this thesis is inclined to inductive reasoning by using participant observation and interviews to provide a description of how SC+ was created following the underlying principles of social construction theory, business model canvas and practice theory (Lodico, Spaulding and Voegtle, 2010).

### **Geographical Area of Study: Kumasi.**

Kumasi lies in the Ashanti region of Ghana. It is the capital town and is amongst the largest metropolitan and administrative areas in Ghana and sometimes referred to as “The Garden City” because of the many beautiful species of flowers and plants. The total population of Kumasi is estimated to be about 2,069,350 with a population density of about 8,100 persons per square kilometer (Worldgazatteer.com).

In terms of climate, Kumasi exhibits the features of a tropical rain forest, which is a combination of tropical rain and dry climate with a relatively constant temperature all year round (World Weather Information Service). Kumasi has two main rainy seasons with the longer rainy season from March to July and the shorter rainy season from September through to November and an average rain of 1400mm per annum (World Weather Information Service). The dry season in Kumasi is prevalent during the harmattan season which mostly occurs from December to January.

Kumasi has quite a number of historical landmarks which makes it a unique city in Ghana and Africa as a whole. Some of these historical landmarks include, the Kumasi Fort, The Kumasi National Cultural Center, Manhyian Palace, Kumasi Hat Museum and many more. Kumasi also features some of the biggest commercial markets in Ghana such as the Tafo market and the Kumasi Central Market, as well as has the biggest zoo in Ghana (Government of Ghana, 2017).

The economy of Kumasi is constituted by the, energy, mining, commercial and manufacturing sectors. Kumasi is considered to be the wealthiest city in the Asante kingdom as a result of its large gold deposits. Kumasi contributes to more than 50% of Ghana’s export of gold bars, cocoa and hardwood to other foreign countries (Government of Ghana, 2017).

### **Structure and Research Design**

#### **Target Population**

The population for the study constituted the youthful population in Kumasi between the ages of 16 and 35. This age group forms about 55% of Ghana’s population according to the 2010 housing and population census and constitutes about 700,000 out of the total population of 2,069,350 in the city of Kumasi (Ghana Statistical Service, 2012). However, the target population for this thesis was a sampled 100 people from this age group who are staunch football lovers and frequent users of football viewing centers in Kumasi. 100 potential customers were chosen for this thesis research because results from interviewing this number of participants would provide a richer and deeper perspective into the real needs of the average Ghanaian patron of football viewing centers and their behavior and reaction towards the current conditions of the existing football viewing centers, helping me to make sense of the reality.

The Marketing Managers of Special Ice Water Company and Coco-Cola Company in Kumasi as well as five experts who are owners of football viewing centers were all part of the target population for this thesis work. The Marketing Managers of SC+'s potential partners were added to the target group in order to find out the necessary conditions and procedures laid out by each of them for their partnership with SC+. With this knowledge, SC+ will be able to adhere to the right formalities in order to get their partnership with these companies done smoothly when it is time to proceed to the practical or implementation stage. Experts with experiences from operating their own football viewing centers were also added to the target population in order to acquire in-depth, useful and practical information on how they run their football viewing centers. Choosing five experts from this field will provide adequate information to measure by comparing each of them against each other to know the exact pros and cons in order to be well prepared before fully entering into that venture.

### **Sampling Procedure**

Since the population of the study cannot be all persons within the age group of 16 to 35 years, which constitutes about 700,000 out of total population in the city of Kumasi, purposive and snowball sampling techniques were used to select the 100 persons interviewed as potential customers. Purposive sampling technique have been used by researchers for many years (Campbell, 1955) and basically involve the intentional selection of experience or skills (Prance, 2004). Snowball sampling on the other hand is considered as a non-probability sampling technique where existing research subjects refer other future subjects who may also have knowledge or experience on the research topic (Goodman, 1961). Hence, part of these 100 potential customers were purposely chosen who I knew had keen interest in football and were regular users of football viewing centers in Ghana. The other part of the 100 potential respondents were chosen through a 'chain referral' after interviewing an existing respondent or an expert (owner) in the football viewing center industry (Goodman, 1961).

These purposefully selected 100 respondents also have many experiences with regards to the conditions of the football viewing centers they patronize and what conditions they wish were available in those centers. Purposive sampling technique is used primarily when there are a limited number of people that have expertise in the area being researched as in this case (Newman, 1998). Hence, this sampling method was also applied in choosing the marketing managers of the companies SC+ will be partnering with because, it is the marketing managers in these companies who oversee their company's partnership with any other company. The five experts who have their own football viewing centers were also purposefully selected because I knew they had much knowledge on the pros and cons involved in the football viewing center business.

## **Sample Size**

The thesis made use of only a sample size based on those who were relevant for the study. A total sample size of 107 respondents were used in this thesis. Out of these 107 respondents, 100 respondents are staunch football lovers who regularly patronize the services of football viewing centers in Kumasi, 2 respondents are the marketing managers of the companies SC+ plans to partner with and the remaining 5 respondents are the experts who own football viewing centers. This sample size was chosen based on the nature of the information needed, as well as the time-frame available for the thesis work. Another important reason for choosing this sample size was to enhance the level of reliability and validity of the thesis, as well to save time and money.

## **Research Instruments**

A well-structured interview guide was typed and printed out on a sheet of paper and used in retrieving information from the respondents. The interview guide questions were arranged in a particular order to make the interview flow smoothly while focusing on the research objectives. In the course of some of the interviews, the English language was adjusted in some cases to the local dialect (Twi). Sometimes, respondents were probed far beyond their initial answers. This was done to allow the respondents to freely express their views on the subject matter. The interview guide was basically to help me stay on course during the interview, however, it is also important to mention that the interviewees were engaged in a normal conversation, which resulted in unplanned information that was later found to be very relevant to this thesis.

A face to face interview was conducted with all the respondents and this was very critical to the research design because it provided deep and rich insights regarding the information needed, as well as getting the participants' views on their preferences. The interviews were made by the use of audio recordings with a mobile phone, which was later transcribed into the journal log. The use of the audio recordings helped to get in-depth information that would have otherwise been lost if only notes of the proceedings of the interviews had been kept. The interviews conducted were more 'interactive and more of a collaborative production of knowledge on the part of all those present' (Simms, 2016).

Participant observation was another research instrument employed in getting information for this thesis. This was achieved by buying a ticket to watch football match between Barcelona FC and PSG at Best Soccer, a well-known football viewing center in Kumasi in order to gain a first-hand experience and information on the prevailing conditions in the current football viewing centers there.

## **Research Procedure**

I went to the Ashanti regional headquarters (the region of the city of Kumasi) of the companies SC+ will be partnering with, to book an appointment was to have a face to face meeting with the marketing managers. The receptionists of each of the companies gave me a specific day the manager would be around to see me and fortunately for me, those dates were all on different days. Before the receptionists gave me a specific day to see the marketing managers, details of the discussions I would want to have with the managers were noted down by the receptionists. The purpose of this was so that the managers would be able to familiarize themselves with the kind of information to give me. On the days set for the meetings, I went to their offices with an interview guide questions which were different from the interview guide questions I used to interview the 100 potential customers and the 5 experts. I recorded their responses with the audio recorder on the phone and then I transcribed them into a field notebook. These interviews gave me a general overview of the mechanisms SC+ will need to put in place in order to secure partnerships with these companies and in order be able to enjoy a certain 'level of economies of scale' (Trautmann et al, 2009b).

With regards to the 100 potential customers, I had all their names and telephone number written down and I called 10 potential customers each day to fix a time in the day that I could meet up with them and interview them based on the interview guide questions. Since I knew most of them personally, it was quite easy getting in touch with them. However, I conducted the interview professionally and did not allow familiarity to cloud the credibility of the interview sessions. Similarly, the responses of the interviews conducted with each of the 100 potential customers (football lovers) were recorded with the audio recorder on the phone and later transcribed into the field notebook. The information retrieved from these 100 respondents helped me to build patterns and sequences of the current experiences of these football lovers with the football viewing centers they patronize and to compare it with what they would really love to experience. Hence, this sharpened the value propositions to fit into the actual needs of Ghanaian football lovers.

I went to five of the known football viewing centers in Kumasi and asked to speak to the owners. All of them granted me audience to interview them and with the help of the set interview guide questions, I was able to get the most relevant feedback I wanted recorded down and later transcribed into the journal log. Information from the experts helped me to know and understand the terms and conditions regarding the setting up of a football viewing center in Ghana and challenges and opportunities that I may encounter. I also undertook participant observation by going to watch a football match at Best Soccer, and wrote down all the necessary observations I made and the experiences I had there. The information received from all the interviews which was transcribed in the journal log were analyzed with relevant theories. Thereafter, a conclusion and recommendations was made based on the analysis of the data.

## **Data Sources**

The thesis made use of both primary and secondary data. The primary data were gathered through interviews, personal experiences and participant observation while secondary data were obtained from text books, articles, journals, internet sources as well as empirical literature and related researches.

## **Data Handling (Method of Data Analysis)**

By the help of the journal log, I was able to keep record of data relating to the activities, thoughts, experiences and findings related to the process of starting SC+. The activities undertaken in the business venturing have been coded with a number in a chronological order. I coded the activities undertaken this way to make categorization and the reflection of these activities easier. The data analysis in this thesis was a continuous process as the study is qualitatively oriented because this thesis was strictly based on personal experience, participant observation and autoethnographic research. I organized all the data gathered from both primary data sources and secondary data sources into categories taking into account the theories for analysis. The data gathered were subjected to analysis using the underlying principles of social construction theory, business model canvas, and practice theory. After a thorough examination of the various aspects of the methodology and the objective of this thesis, I chose this research design pattern was designed for analyzing this thesis.

### **Step 1. How social construction theory was used**

The initial phase of analyzing this thesis was about tackling the social construction theory in relation to data from the journal log in the start-up development process. To begin the analysis based on the social construction theory, I categorized all the activities I had recorded earlier in the journal log according to where they belonged in relation to the underlying principles of the theory. By doing so, I add to both academic and practical knowledge so that current entrepreneurs and future young entrepreneurs will know how to make a general sense of and understand the uncertainties and realities involved in new business venturing.

### **Step 2. Business Model Canvas Application**

The second phase of the analysis focused on the business model canvas as postulated by Osterwalder and Pigneur, (2010). I have used their handbook *Business Model Generations* ever since I started the entrepreneurial journey of developing SC+, to provide solutions for the pains of Ghanaian football lovers. In the process of gathering data for the development of SC+, the business model which I had earlier proposed for SC+ changed remarkably and saw much improvement as I discovered new inputs from the

findings. The activities in the journal log were also categorized based on the theories surrounding the business model canvas and this helped me to identify which blocks of the canvas I paid more attention to and was keenly important to the development of SC+.

The core objective of subjecting the data in the journal log to this kind of analysis was to help find out whether the continuous process of modeling, creating and revising the business model of SC+ would give me a better understanding of the general picture of the creation of SC+, the market or customers it wants to serve, the industry in which SC+ would operate in and more importantly if this process of business venturing had yielded any useful outcome.

### **Step 3. The Practice theory to SC+ - SC+'s Business Road Test**

The third and final phase of the analysis was solely focused on John Mullins' *The New Business Road Test*, placing much emphasis on his proposed *Seven Domain Model* (SDM) for testing a business (Mullins, 2013). Mullins (2013) argues that most start-ups irrespective of their line of business fail because of reasons which are related to issues such as opportunity, market or customers, the industry in which they operate and last, but not the least, the entrepreneurial team. Analysis with this theory aligned with three major areas namely; the market, the industry and the people as the data gathered and recorded in the journal log were subjected to a 'road test' (Mullins, 2013). I outlined the seven domain model proposed by Mullins (2013) and categorized the activities from the journal log according to each of the seven blocks. The intention of analyzing the data with this theory was to see how the principles of Mullins' *the new business road test* and his proposed *seven domain model* helped to test SC+.

The proceeding part of this chapter explains in detail how the three theories chosen were used for the analysis of this thesis;

### **Step 1. Development of SC+ - Social Construction Theory**

Berger and Luckmann (1966) argue that social construction theory sees reality as a joint product of individuals and their perception or understanding of the world around them. Relating this line of thought to the concept of entrepreneurship, the social construction theory addresses the entire process by which new businesses are created and how things generally come about in this uncertain environment. It is by using the principles of social construction theory that new or nascent entrepreneurs can understand the processes by which new organizations emerge.

The principles of social construction theory used for the analysis are those proposed by Katz and Gartner (1988) for identifying emerging organizations. Katz and Gartner (1988) argue that it is as a result of the

interactions that occur between agents (organizational groups, partner groups, individuals, etc.) and the environment (society, culture, etc.) that organizations emerge. They further argue that, for a new organization to emerge, four main properties must come to play namely; intentionality, resources, boundaries and exchange. These four key properties were used in analyzing the creation of SC+ as follows; intentionality in the analysis explained the activities in the journal log that I undertook on purpose to assist me in creating SC+; resources encompasses all the tangible and intangible materials needed in creating SC+; boundary establishes how SC+ will become a separate venture having unique and distinct features; and exchange discusses the consistency and cycles of transactions that is identified within and across the territories of SC+.

In analyzing the data collected in relation to social construction theory, I started by identifying from the data gathered in the journal log and categorized the activities that related to each of the four properties outlined by Katz and Gartner (1988), which are, intentionality, resources, boundary and exchange. This process helped me to understand how careful consideration and application of these four properties in business venturing can yield remarkable success.

As part of the analysis, I also considered the relationship that exists between organizations and organizational behavior as postulated by Gartner, Bird and Starr (1992). According to Gartner, Bird and Starr (1992), entrepreneurship is an organizational paradox which helps the organization to make a transition from an uncertain environment to a reality of certainty. This section helped me identify the following (based on the data recorded in the journal log):

- *What* activities I undertook during the initial uncertain or ambiguous stages of the formation of SC+ to act as if the venture (SC+) was an already established organization. An analysis of behaviors in the uncertain environment of the creation of SC+ was made.
- The reasons *why* those activities were undertaken and the results to be achieve from performing those activities. This helped to provide an understanding of the driving force or what motivated me to take those actions.

There are several uncertainties in the entrepreneurial world and as such it becomes difficult to assume that the activities undertaken by the entrepreneur at the beginning stage of starting will yield up the expected results. Knowing what activities I undertook and the reasons why I undertook them helped me to understand the entire business venturing process for SC+.

## **Step 2. Detail application of Business Model Canvas in the creation of SC+**

In the second phase of the analysis, I gave lots of consideration to the business model canvas of SC+ and how it has evolved over the period of starting the business. The business model canvas has nine building blocks and to show how the business model canvas theory guided the creation of SC+, I made a thorough analysis of each block and showed how the content of each of the blocks changed in relation to the information received and recorded in the journal log. By relating the activities I recorded in the journal log to the block of the business model canvas it corresponds to, I was able to know which block received the most focus, as well as its influence in the overall development process of SC+.

I began by showing the very first business model canvas I developed with the available information I had at the beginning of the entrepreneurial journey and consistently tracked how it evolved based on the new information I got through interviews and other activities that I performed related to the business venturing. Each of the activities undertaken and recorded in the journal log was assigned to one of the blocks of the canvas they corresponded to and the final conclusion of the analysis based on the business model canvas theory had the last updated business model canvas.

Usually entrepreneurs start their journey into the creation of new ventures in an equivocal environment with little or no knowledge about what actions and activities are required in order to provide their proposed value to their customers. The rationale behind conducting this analysis is to show how business model canvas theory suggested by Osterwalder and Pigneur (2010) helped me to create SC+ in a way that will help solve the problems Ghanaian football lovers face. Further analysis with this theory included an elaboration of each block of the canvas which are; Key Partners – the external actors (potential suppliers and sponsors) I needed in order for SC+ to operate efficiently; Key Activities – the general operations undertaken within SC+ to ensure its smooth creation and running; Key Resources – the main tangible and intangible materials I intend to use in order for SC+ to deliver to its customers its proposed values; Cost Structure – the total expenditure that would be incurred in the creation of SC+ and for it to deliver its values to its customers; Value Proposition – the solutions SC+ proposes to offer Ghanaian football lovers in order to solve their problems and help them to have an improved football viewing experience; Customer Relationship – the nature of relationship SC+ would establish with its potential customers in order to retain the existing customers and attract more customer; Channel – the means by which the value proposed by SC+ will be delivered to Ghanaian football lovers. It also discusses, the means by which football fanatics gets to know about the value propositions of SC+ in order for them to patronize its services; Customer Segment – clearly stating which main customers SC+ intends to target to provide its value to; and Revenue Stream – the means by which SC+ will make profit in order to ensure the continuous survival of the venture.

SC+ unlike other businesses has one main target customer segment, which is Ghanaians who patronize football viewing centers within the ages of 16 to 35, and as such has adopted a single-sided business model rather than a ‘multi-sided platform’ business model which has multiple target customer segments (Osterwalder and Pigneur, 2010).

### **Step 3. Subjecting SC+ to The New Business Road Test – Practice Theory**

As mentioned before, this part of the analysis tackled the underlying principles in John Mullins’ book *The New Business Road Test* and I evaluated the creation and development process of SC+ to the business road test. I also addressed the *Seven Domain Model* (SDM) proposed by Mullins (2013) and subjected each of the seven elements to the data in the journal log. I explored the three important elements in this theory on the practical process of SC+ as follows;

- Market – The market within which SC+ operates and the customers it provides value to.
- Industry – The football viewing center industry in Ghana and how SC+ deals with the legalities, opportunities, challenges and rivalry, as it operates in that industry.
- People – The people element involved; namely, the entrepreneur and the administrative team who will be hired to assist in the operation of SC+.

I formulated a structure to guide me to determine how the seven domain model helped me to test if SC+ can truly provide its proposed value to Ghanaian football lovers. Another goal was to find out if the SDM had a significant contribution to the creation of SC+. Below is the structure;

#### *Target customer segment benefits and attractiveness – The Market Test - Micro level.*

This section of the thesis tackled mainly the target customer segment or the market of SC+ by finding answers to questions such as; what are the pains of the customers SC+ intends to provide value to resolve and are what the level degree of enthusiasm for its potential customers to buy the value being offered is; who the target customers of SC+ with the identified pain are; how unique or differentiated are the values that SC+ provides its customers that other football viewing centers don’t; whether there is any possibility of scalability for SC+ and is there a possibility of the target market growing; what the incentives or evidence that the potential customers of SC+ will buy its proposed value are; and whether there is a possibility of other markets outside SC+’s business model benefiting from its proposed value offering?

### *Market Attractiveness – Market Test - Macro level;*

This block of SDM will examine, how big the market SC+ intends to serve is and what the parameters for measuring it are; what the growth potential for the market of SC+ is; and the possible demographic, technological, regulatory or economic trends that can affect the market of SC+ and how this will also affect the operations of SC+?

### *Industry Attractiveness – Industry Test – Macro level*

I used Michael Porter's five forces in this section to determine the attractiveness of the industry within which SC+ operates. These five forces are; Threat to entry – are there any barriers to entry in the football viewing center industry and if there are, is it at a low or high level; Supplier power – is it SC+, its suppliers or both that have power to set the terms and conditions of transactions; Buyer power – what degree of power do the potential customers of SC+ have in setting terms and conditions of the venture; Threat of Substitutes – how easy or difficult is it for the other football viewing centers to steal or take the market or customers of SC+; Competitive rivalry – what is the level of competition SC+ faces from rivalry football viewing centers.

### *Competitive and Economic Sustainability – The Micro – Industry Test*

This section of the thesis will examine the competitiveness of SC+ by answering question like; Does SC+ have any patent rights or proprietary elements over the values it proposed for its customers that the other football viewing centers cannot duplicate or imitate and are there any organizational structures and capabilities that SC+ can develop to improve on the value it delivers to its customers in the future that other football viewing centers cannot easily duplicate or imitate. It will also discuss how economical i the business model of SC+ is in terms of the following; Will the revenue SC+ will make over a period of time be enough to sustain the capital investment required for the continuous operates of the venture; How long will SC+ be able to continuously retain its current customers and attract more customers; Can the fixed cost to start SC+ be covered over a period of time; and What will the payment system of customers be like when SC+ delivers the value they need?

### *Mission, Aspirations and Propensity of Risk – Test for Entrepreneur*

What is the mission as an entrepreneur in starting up Sports Cinema Plus in terms of; what market I have in mind to serve with SC+; what values I propose to use SC+ to provide the potential customers; and What the degree of passion and enthusiasm I have towards creating SC+ to resolve the problems Ghanaian football lovers go through is? In terms of the examining aspirations of the entrepreneur there will be

discussion on answers to questions like; What is the level of aspiration I have as a potential founder of SC+ in terms of; whether I want to make SC+ just something which will operate in Kumasi or make it nationwide in the future; how I plan to create and be a good leader in serving Ghanaian football lovers; what degree of risks I am ready to take and endure?

#### *Ability to implement on Critical Success Factors (CSF) Test*

This part of the thesis will examine some of the most important factors that can be identified in the football viewing center industry necessary for success and whether SC+ have the capability and potential to execute the critical success factors in the football viewing center industry?

#### *Connections Up and Down the Value Chain Test*

This sections will provide answers to questions such as; Are there any insiders up the value chain of SC+'s partnering companies that supply it some of its resources and also supply resources to its competitors; What contacts does SC+ have across the value chain among its competitors and substitute companies; and Who do I know down the value chain among the potential customers that SC+ aims at delivering value to?

Providing answers to all the above structured questions shows how SC+ was subjected as new start-up idea to the business road test suggested by Mullins (2013). This also helped me to find out whether or not SC+ could really provide the value needed to resolve the problems of Ghanaian football lovers. Analyzing the data this way also helped me to find out whether practice theory had any added value or shared some light in the process of starting up a business and in the case SC+. I am also hopeful that new and upcoming young entrepreneurs can also learn from how I applied all three of these theories to the creation of SC+ in order to apply it in their entrepreneurial journey.

## **CHAPTER 4 - ANALYSIS**

### **Introduction**

In this chapter of the thesis, all of the data gathered through interviews, participant observation and personal experiences and which have been recorded into the journal log will be analyzed. The analysis will be structured in accordance with the model structured in the methodology section to show how the underlying principles of social construction theory, the business model canvas and practice theory were used to create and test Sports Cinema Plus (SC+) as a solution to the challenges faced by Ghanaians who patronize football viewing centers. The objective of this thesis is to find out, how applying the underlying principles of social construction theory, the business model canvas and practice theory in the creation of Sports Cinema Plus (SC+) can help solve the challenges faced by Ghanaians who patronize football viewing centers. The data gathered from interviews with potential customers, experts and potential partners based on the principles of these three theories for developing SC+ gives much evidence to SC+'s ability to resolve the challenges Ghanaians who patronize football viewing centers face. Hence, using the principles of the social construction theory, the business model canvas and practice theory to create SC+ will place it in a better position to solve the challenges faced by patrons of football viewing centers in Ghana.

The section will also revolve around how the underlying principles of social construction theory, the business model canvas and practice theory are used to analyze the data recorded in the journal log. To enhance readability, all the actions and experiences recorded in the journal log have been grouped to *activities*, which were undertaken over a period of time. These activities have been categorized and analyzed with each respective theory according to their underlying principles. The main aim of this section is to analyze how the three aforementioned theories were used in developing and testing of SC+ to help solve the pains and offered the preferred value for Ghanaian football lovers.

### **Social Construction Theory**

There is a high level of uncertainty and challenges new and upcoming entrepreneurs face when they start their own businesses, thus making the end results of most of the undertaken activities unknown. The challenge for the entrepreneurs mostly lies in getting understanding and 'making sense' (Leeds-Hurwitz, 2009) of the activities to undertake and its resultant effect in an uncertain environment. After some time of personal research into the football viewing center industry and the potential customers a 'Minimum Viable Product (MVP)' was developed, which is a tentative solution (Ries, 2014), in a form of a Facebook fan page for SC+ (Figure 9) and performed many experiments on the potential customers and potential partners (suppliers) to find out if they will buy into the startup idea. The objective of this was to find out whether the solution to be offered through SC+ can resolve the challenges faced by Ghanaian who patronize football

viewing centers. Thus, the aim for performing these activities was known but there were uncertainties in relation to the end results of these activities.

To start the journey into an entrepreneurial world of creating SC+, the four organizational properties suggested by Katz and Gartner (1988) were used as guidelines to starting a business to guide me in the activities I undertook in creating SC+. These four organizational properties explains how an organization or a venture emerges as a result of the interactions between agents (company, entrepreneur, employees, partner groups, etc.) and their environment (culture, lifestyle and tradition) (Katz and Gartner, 1988). This argument is supported by Fletcher (2006) suggestion as he applied social construction to entrepreneurship that business venturing is a relational activity which involves interaction of economic and socio-cultural elements. Hence, the initial phase of the analysis will focus on the activities undertaken which relate to these four properties of an emerging organization which are; *intentionality*, *resources*, *boundary* and *exchange*. The second phase of analysis with this theory will be examining *what* activities were performed and reasons why those activities were undertaken in the creation of SC+. The *what* activities and *why* those activities were performed as discussed in the theory forms a basic foundation of the social construction theory (Osterwalder et al., 2014).

### **Katz and Gartner Four Organizational Properties – The Creating SC+**

***Intentionality:*** As explained by Katz and Gartner (1988), intentionality is when people make sense of, organize and act on the realities of the things around them. The whole idea of starting SC+ came into play when I enrolled as an Organizational Innovation and Entrepreneurship (OIE) student of Copenhagen Business School (CBS) and learned about several theories that an entrepreneur can use to successfully start his or her own business. The idea of organizational intentionality involves all the activities an entrepreneur undertake to discover and identify all relevant information needed to start a new business (Katz and Gartner, 1988). Bouwen (2001) argue that there are a lot of evidences which explains the fact that, business ideas are created out of the relationship entrepreneurs establish with the things around them. As a Ghanaian and knowing the challenges football lovers go through to enjoy a football match of their favorite clubs, I felt the need to start a venture that would help resolve these challenges. The first step undertaken was to conduct research by interviewing five entrepreneurs or experts who were already in the football viewing center industry and then 100 potential customers, then to more complex action of creating and developing a model or plan for the business (Tables 2 & 3). The football viewing center industry has been in existence in Ghana for about 10years now, but they all have the same value propositions that they offer to their customers. However, the creation of SC+ will provide a whole new and better value proposition for its customers. Activities which preceded this were focused much on finding out whether the market will like the value

propositions as well as finding out the target market or customer segment SC+ aimed at serving. From the first business model canvas (Figure 8), the target customers were all football lovers in Kumasi.

Interviews were conducted with 100 potential customers who were sample out of the large pool of Ghanaians who patronize football viewing centers. The business model of SC+ was described to them in order to find out whether it would meet their needs and I also asked them a series of questions. Different sets of questions were presented to the potential customers and the experts (Table 6) and these questions were set with the object of finding out how SC+ can be created to provide the required values to solve the challenges these people faced. According to Gartner, Bird and Starr (1992) an emerging venture begins with enactment, which is assuming the role of an already existing business in order for it to interact with its customers, test materials, place orders and carry on all necessary roles performed by an already established company. The business model of SC+ was described to the 100 potential customers as if it already existed because the physical structure of SC+ is not built yet for them to see. Five experienced entrepreneurs who are already operating their own football viewing centers who are considered experts in football viewing center industry were also interviewed (Activity 32, 35, 38, 40 & 56). The interviews conducted with the five experts and the 100 potential customers helped to clearly define the target customers and also provided other new perspectives for this thesis. A review of the responses from the interviews with the five experts and 100 potential customers influenced the decision of choosing football lovers within the ages 16 to 35 years as the target customer segment (Table 2 & Table 3). One of the entrepreneurs, Kwame Asare who operates the *Wayobia Football Center*, in answer to the question of what age limits his target customers are said that;

*“I mostly allow people from ages 16 to 60 years and I strictly don’t allow children under age 12 to come to my football center since some of the children steal their parents money to come and watch the matches but those within the age limits I allow have jobs and can afford the services”*  
(K. Asare, personal communication, February 23, 2017).

From the interviews with the experts, all five entrepreneurs said they do not allow children blow 16 years into their football viewing centers. Also, all the 100 potential customers interviewed were within the ages of 16 to 35 years who are within the active working class and were willing to pay for the services SC+ would offer them. The information received at this stage of starting SC+ caused changes to be made in the customer segment part of the first business model canvas (Figure 8). The biggest challenge encountered at the beginning phase of developing the first business model canvas was not whether the potential customer would buy into the value propositions of SC+ but whether they could afford the value being offered them.

In an expert interview with Gabriel Owusu, the owner of the *Best of the Bests Football Center* when asked why he charges higher prices than most of the football viewing centers, he said;

*“Good things come with high price tag on them, and so, if I spend so much money to provide my customer with these good values, then I expect them to be able to pay with their big money to enjoy it” (G. Owusu, personal communication, February 25, 2017).*

Review of the feedback after the interviews with the experts and the potential customers showed that customers are always willing to pay a huge amount as far as they are receive services that are worth the money they are paying (Tables 2 & 3). After describing the business model of SC+ to the 100 potential customers interviewed, they were asked if they were willing to pay GHC5 for each football match they watch. 98% of them responded affirmatively and the remaining 2% were indecisive because they had not physically seen SC+ in operation yet. This influenced the decision to peg the price for each ticket at GHC5 and also maintain a modest value proposition in order for the cost capital for starting and operating the business to be proportional or less than the revenue to be incurred from running SC+. (Activity 52). From interviewing the 100 potential customers, all of them that is, 100% of the respondents expressed the same problem of overcrowding, poor ventilation and insecurity as the challenges they face at the football viewing centers they patronized. To give the potential customers a better view of what they would get for patronizing SC+, the SC+ fan page on Facebook (Figure 9) was created, displaying all the wonderful services they can get from patronizing SC+ and the link to the SC+ Facebook fan page was sent to potential customers who had Facebook accounts (Activities 24, 51 & 58).

The first business model had MTN (a telecommunication network in Ghana) and selling tickets at the gate of SC+ as the main sale points for selling tickets to customers who want to patronize SC+, hence making MTN a potential partner of SC+. However after interviewing the 100 potential customers, a review of their responses showed that, they prefer the tickets be sold only at the gate of SC+. The change immediately effected by taking out MTN as a point of sale of tickets to SC+ from the business model canvas (Activity 21 & 54)). Another aspect of intentionality that can be seen in the starting of SC+ was getting the potential partners on board and figuring out the terms and conditions to the partnership agreement. The first business model also had Coca Cola Company and Special Ice Water Company as potential partner, which will supply SC+ with their products (Activities 45, 47, 52 & 53). One of the major things deduced from interviewing the 100 potential customers was that the other football viewing centers they patronized did not sell any soft drinks or water by which they could refresh themselves. The expert interviews also revealed that the owners who ran the football viewing center were profit driven and couldn't care less about their customers (Table 3). For that reason, all the 100 potential customers interviewed were interested in buying coca cola drinks

and sachet water at SC+ at a cheaper price as part of SC+'s value propositions. The marketing managers of the partnering companies, that is Coca-Cola Company and Special Ice Water Company branches in Kumasi were interviewed on different days and partnership proposals were discussed with them (Activities 45, 47, 52 & 53). At the end of the meeting they both came to an agreement with me that they will supply their products to SC+ at a 20% discount and in exchange, SC+ will advertise their products when the football matches go on half-time breaks (Activities 45, 47, 52 & 53).

To have a participant observation experience of the current nature of the football viewing centers in Ghana, I decided to go and watch a Barcelona FC match against PSG at *Best Soccer* (a popular football viewing center in Kumasi) (Figure 13). The experience was just the same as the potential customers interviewed had (poor ventilation, insecure, no refreshment, few chairs, overcrowding, etc.) (Table 5; Activities 48 & 61).

With regards to the organizational intentionality aspect of the developing of SC+, the important activities performed were; identifying the problem in the football viewing center industry that needs to be resolved and interviewing potential customers to find out whether they face the same problem; discovering SC+ and the values it proposes to provide its customers through its business model as the solution to a problem; developing different set of questions to ask respondents (potential customers, potential partners and experts); figuring out the target customer segment by interviewing the potential customers and conducting expert interviews; developing the first business model and business model canvas to provide solution to the problems discovered in the football viewing center industry; contacting and interviewing the 100 potential customers, five experts in the football viewing center industry and the two marketing managers of SC+ partnering companies; recording and later transcribing, their answers, opinions, suggestions and advice in order to get an understanding of entire entrepreneurial journey; developing a simple and clear way to describe the business model of SC+ (storyline) so that it seems like SC+ is an already existing venture; and performing participant observation to feel and see how the current football viewing centers run their businesses.

Researchers in discussing the issue of organizational intentionality, need to make a distinction between the goals of the entrepreneur and that of the other actors or sector of the society (Katz and Gartner, 1988). All the undertaken actions of interviewing the 100 potential customers, the five entrepreneurs already in the football viewing industry, the two potential partners and conducting participant observation helped to give a better understanding of the social realities of the challenges Ghanaian football lovers who patronize football viewing centers face and the values SC+ will offer them to resolve these challenges.

**Resources:** According to Cole (1965) the setup of every organization or venture requires a set of physical resources, human resources, financial resources and intellectual properties. The organizational resources aspect in the case of starting SC+ was quite expensive. The initial process of creating awareness for SC+ was mainly through its Facebook fan page and by word of mouth (talking to people about it). The financial resources available to start SC+ is GH¢ 85,000 which is a sum of my personal saving of GH¢ 60,000 and a GH¢ 25,000 support from family. This is enough financial resource required for a ‘lean startup’ (Ries, 2014) of SC+ from a moderate state (Activity 53). The human resources required for creating SC+ are embedded in the knowledge and skills I have acquired in the two years study of Organizational Innovation and Entrepreneurship. I have acquired rich knowledge in the skills of starting a business and how I can be successful at it through the theories taught in class, the various academic literature about business venturing I have been exposed to and doing a lot of group and individual project assignments. Thus, the human resources is the most important of all the resources for developing and operating SC+.

Time was also an important resource spent in developing SC+. Most of the free school related time were spent on activities relating to developing SC+. Time factor in the creation of SC+ was also spent on travel to and from Ghana to conduct a face-to-face interview with sampled 100 potential customers, the five experts, two marketing officers of the partnering companies and to be able to conduct a participant observation at one of the local football viewing centers (Tables 2, 3 & 5; Activities 48 & 61). The initial financial expenses for the fieldwork was mainly on market and customer research to assess the feasibility and viability for venturing into the football viewing center industry, however there is a high possibility of spending more when the physical structures of SC+ is built and it starts its operation. The anticipated highest expenditure in creating SC+ will be in acquiring the physical resources such as the projectors, the spacious well-ventilated building, the furniture, the projector screen, the refrigerator for storing the Coca-Cola and water, the speakers, good security measures, etc. The important resources identified for the creating of SC+ are;

- Human resource which are the skills, experiences and knowledge acquired through studies.
- Time – The time freed normal life and school schedules to research and work on SC+.
- Physical resources which have all been identified to help in building and operating of SC+.
- Financial resources from money saved personally and some given to me by my parents.

Katz and Gartner (1988) argue that every company requires a regular supply of these resources to be able to operate effectively and efficiently. The human resources, time resources, financial resources and physical resources are all equally very necessary for developing SC+ in order to help solve the challenges faced by Ghanaians who patronize football viewing centers.

**Boundary:** This organizational property is very important in the creation of a business as it sets clear barriers between the organization and the environment within which it operates (Katz and Kahn, 1978). Making SC+ a separate entity was something which was keenly researched and worked on during its developmental phase. This was not an easy task as effort has to be put into finding out what service SC+ would offer that all of the other football viewing centers did not, thereby making it unique. After a careful screening of the football viewing center industry by interviewing the 100 potential customers, participating and observing how things really in the local football viewing centers and talking to the five experts already in the industry, the findings showed that focusing more on customers' needs and providing them with a comfortable atmosphere, as well as refreshing them with drinks and water, will make SC+ unique since the other football viewing centers do not provide these services (Tables 2 & 3; Activities 48 & 61). Another significant element that makes SC+ a more separate and unique football viewing center is the fact that it does not have betting services and the sale of alcoholic drinks as part of the values it offers its customers which is an element common among all the other football viewing centers. This is where SC+ will become 'disruptive' (Christensen, Raynor and McDonald, 2015) and cater for those ignored football lovers who do not like the atmosphere where people drink alcohol and bet, thus introducing a new form of 'structural innovation' (Howells and Edler, 2014).

Creating a good boundary with a separate entity and uniqueness of SC+ from the other football viewing centers will give SC+ a competitive advantage and increase its chances of being successful in the football viewing center industry. According to Katz and Gartner (1988) the entrepreneur's personal lifestyle and the structures should be largely separated such that the work done by the entrepreneur outside the organizational structure should be clearly different from and the work done by the entrepreneur within the boundaries of the organization as a workforce. SC+ will have a distinct telephone number, email address and tax identification number as a company which will be different from personal telephone number, email address, and tax identification number as the entrepreneur.

**Exchange:** According to Katz and Gartner (1988), exchange in an organization happens in two main ways, which are, exchanges within the organization and exchanges outside the boundaries of the organization. However the exchange that occurs within the organization is the highest form of exchange (Katz and Gartner, 1988). I am currently the only person working on and performing all the activities geared towards developing and starting SC+. Organizational exchanges according to Singh, Tucker and House (1986) encompasses the various cycles of transactions within or outside the company to ensure its success. However, since I lack extensive knowledge in sales and finances, I hired my cousin George Obeng, who is a chartered accountant, to oversee the finances and auditing of the accounts of SC+ on a part-time basis (Activity 26). New ideas from friends and family concerning new elements that can add to SC+ which acts

as ‘structural properties’ – ideas gathered from friends and family during business venturing (Fletcher, 2006) were welcomed in creating SC+. Ofori Brenya who is my brother and a staunch patron of local football viewing center, was contacted at the beginning phase of creating SC+ for his objective opinion about my business idea and he said;

*“I think it is a very good business idea and a lot of people will really patronize it, however I think you should add a little game center where the youth can come and play video games and have fun, which will also bring you more revenue considering your cost capital for starting the business”.*  
(O. Brenya, personal communication, September 16, 2015)

Due to this suggestion, the game center will be considered as a value proposition in the future once the main value proposition of providing an improved football viewing experience for Ghanaians who patronize football viewing centers has been achieved.

Exchange across the boundaries for SC+ occurred when potential customers, potential partners (suppliers) and other experts in the football viewing center industry were contacted and interviewed. The interviews were structured such that five potential customers were interviewed each day and after 20 days, all 100 sampled potential customers were interviewed (Table 2). The remaining 7 respondents (2 marketing managers and 5 experts in the industry), were interviewed on separate days agreed on with each of them (Activities 32, 35, 38, 40, 45, 47, 52, 53 & 56). As Singh, Tucker and House (1986) suggested, organizational exchange needs to be a recurring process and should benefit the company involved. Another form of exchange executed with the potential customers interviewed was by sending the link to the SC+ Facebook fan page (Figure 9) to those who had Facebook accounts to invite them to the page (Activities 24, 51 & 58). The SC+ Facebook fan page will be beneficial to the startup because it will be the means by which SC+ will communicate with its customers, attract more customers and retain them. Activities that are undertaken on the Facebook fan page will be a recurring process where the suggestions and concerns of customers will be expressed and addressed which will be beneficial to both SC+ and its customers. The different cycles of exchanges that I could identify from the journal log which occurred within the organization and outside the organization were;

- *Within SC+*: Inviting the expertise of (George Obeng) to handle the finances and accounting aspects of SC+ as well as employing personal experiences and skills acquired in school in the starting of SC+.
- *Outside SC+*: Conducting interviews with potential customers, experts in the football viewing center industry and the two marketing managers of the two partnering companies outside the

boundaries of SC+. SC+ Facebook fan page to maintain a recurring interaction with its customers to know their concerns and address them accordingly which will in long run benefit both parties.

### **Behaviors (What) and the Motivating Factors (Why)**

Gartner, Bird and Starr (1992) argue that organizational behavior is a complex discipline and explained entrepreneurship as the process by which a company is created and using the entrepreneur as the unit of analysis by examining what activities they undertake (behavior) and why reasons that influenced the decision to undertake such activities (motivation). In the quest to find solutions to the challenges faced by Ghanaians who patronize football viewing centers through the creation of SC+, a number of key activities all geared toward getting an understanding of the problems patrons of football viewing centers in Ghana go through, what their needs are and creating SC+ to offer the solution and the reasons why these activities were undertaken, as recorded in the journal log.

*Identifying the common problem faced by Ghanaian football lovers.* **What:** The first action was a recall of the challenges I faced back home in Ghana as a football fanatic who regularly patronized football viewing centers (Activities 2, 3, 4, 5, 6 & 7). 100 potential customers were sampled and on different days, who shared their experiences with the football viewing centers they patronize and what services they would prefer being offered to them. **Why:** These actions were performed to help ascertain the root cause of the challenges faced by Ghanaians who patronize football viewing centers and to know whether the problems they faced were common to all of them. Knowing the root cause make it easier to find a better lasting solution to these challenges.

*Presenting Sports Cinema Plus (SC+) and its Value Proposition as the Solution:* **What:** The name for the startup was created which is Sports Cinema Plus (SC+) with the primary goal of improving the football viewing experience of Ghanaians who patronize football viewing centers and improve the quality of the football viewing center industry as a whole. **Why:** The choice of the name Sports Cinema Plus (SC+) was to assure customers who patronized it of the same comfort and experience they feel when they go to the cinema to watch movies anytime they patronized SC+. The reason for choosing, improvement of the football viewing experience of Ghanaians who patronize football viewing centers as the goal for creating SC+ is because of the poor services offered by the current football viewing centers. It is also because the current football cinemas in Ghana are profit driven motives and this should not be the case.

*Choosing the Geographical Area to Establish SC+.* **What:** Kumasi was chosen as the place SC+ would be built and operated. It will be built on a family land given to me by my parents (Activity 14). Mark Labrosse (an architect and planner), was contacted to help draw a tentative plan for the physical building of SC+ after

the business model and the size of the land was described to him (Activity 14, 16 & 17). **Why:** Kumasi was chosen because it is well-known in Ghana for having a huge football fanatics who patronize football cinemas, a place I come from as well as the fact that my family had a land there at a very strategic position. Mark Labrosse was contacted to draw tentative blueprints for the physical building of SC+ to determine whether the land size was enough to build on or whether there was need to get a new land of bigger size.

*Identifying the Target Customers.* **What:** The reviewed of the responses of the 100 potential customers interviewed showed that they were all within the ages of 16 to 35 years old and were all within the working class (Table 2; Activities 51 & 58). Reviewing the responses of the interviews with the five experts also showed that they only allowed patrons between 16 to 60 years to their football viewing centers. **Why:** Theses activities were performed in order to figure out the target customer segment SC+ will be offering services to and who can afford to pay the services SC+ will be offering them. It was also to know which ages were appropriate to be allowed into Sports Cinema Plus.

*Developing a Business Model Canvas for SC+.* **What:** This was one of the most important activities in the process of creating SC+. In creating the business model canvas, a review of the responses from the interviews with the 100 potential customers, the five entrepreneurs already in the football viewing industry and the two marketing managers of the potential partnering companies to find the best fit for each of the nine building blocks of the business model canvas (Tables 2, 3 & 4). **Why:** The business model canvas was created to guide the creation and smooth operation of SC+ in delivering its value proposition to Ghanaians who patronize football viewing centers. The first business model was created to test the market and industry and after a review of the market and industry responses, the final business model canvas for SC+ was created with the actual value proposition, the key resources, the cost structure, the revenue stream, the key activities, the distribution channel, the customer segment, the customer relationship and key partners required for the building and running of SC+.

*Testing whether Potential Customers will Accept SC+.* **What:** A good storyline to describe the business model of SC+ to the potential customers was developed as well as a Facebook fan page showing all the value propositions SC+ has to offer and sent the link to all of the potential customers who had Facebook accounts to join the page (Activities 24, 51 & 58). **Why:** These actions were aimed at helping the potential customers to know the values SC+ had in store for them as well as to get knowledge and understanding of the market as to whether they will be ready to part with their money in order to enjoy those values.

*Identifying and Contacting Potential Customers.* **What:** Purposive and snowball sampling techniques were used to select the 100 potential customers to be interviewed (Activity 18). These 100 potential customers

included personal contacts who were known football fanatics and patronized football viewing centers on a regular basis (purposive) as well as people who were referred by the potential customers already interviewed (snowball). **Why:** The reason for choosing 100 potential customers to be the respondents for this thesis was because it was a large number, enough for their feedback to be representative of Ghanaians who patronize football viewing centers. The reason for using snowball and purposive sampling techniques was because of the decision to interview people who were already known to be regular patron of the current football viewing centers in Ghana in order to enhance the validity and reliability of the findings or their feedback.

*Getting Potential Partners on board.* **What:** An interview was conducted with the marketing managers of Coco-Cola Company and Special Ice Water Company in Kumasi, both potential partners of SC+ to reach a partnership arrangement with them on the terms of trade. **Why:** One of the main value propositions in SC+'s business model canvas is the sale of Coca-Cola drinks and special ice sachet water to the customers to refresh them. As part of providing this services to SC+ customers, the marketing managers of these two partnering companies were met and discussion were done to reach an agreement with regards to the supply terms.

*Interviewing Experts in the football viewing center.* **What:** Five of the owners of the major football viewing centers in Kumasi were contacted and interviewed on different days. **Why:** These experts or entrepreneurs already running the football viewing centers have rich knowledge on the requirements necessary to start a football viewing center. Speaking with them helped to ascertain the age limits to decide on for the customers who will patronize SC+.

### **Business Model Canvas – Creating SC+**

The entire process undertaken to create the business model for SC+ was very challenging, however, it provided a better perspective into the overall business as well as a clearer understanding of the target customer segment and the value proposition for them. In this section of the analysis, the first business model canvas will be described which was developed for SC+ and the transformation it went through over a period of time as new information was obtained through market, customer and industry research. Each block of the canvas will be examined and its transition according to the activities recorded in the journal log will be described.

From the activities in the journal log, it is evident that most of the activities and time were spent on the beginning stages of developing SC+ to find the target customer segment as well as defining the proposed value to help patrons of football viewing centers in Ghana to solve their problems (Activities 1-25).

However all the nine building blocks received the required time and attention since they were all needed to ensure the smooth creation and running of SC+. Figure 8 shows the first business model canvas created for SC+ and the parts highlighted in red are the changes that were made and were taken out, hence not included in the final business model canvas.

**Key Partners:** Key partners are those important actors who are needed to help a business to operate and can play the roles of suppliers, sponsors, etc. (Osterwalder and Pigneur, 2010). A lot of attention and consideration was given to key partners that would help SC+ in delivering its value proposition to its customers because as part of the value propositions of SC+, it would provide its customers with Coca-Cola drinks and Special Ice sachet water (Activities 45, 47, 52 & 53). Hence, the marketing managers of Coca-Cola Company and Special Ice Water Company in Kumasi were contacted and a meeting was held with them in order to reach an agreement on the terms of the partnership (Activities 45, 47, 52 & 53). In an interview, the marketing manager of Coca-Cola Company in Kumasi, Mr. Opong Ansah, disclosed that;

*“Coca-Cola Company applies one rule when partnering with startup. The rule is that when Coca-Cola supplies a companies or event planning agencies with its products, the company or event planning agency will enjoy a 20% discount on the prices of their products in exchange for advertising their products. So, since the current price of the 330ml Coca-Cola is GHC3, Coca-Cola Company will supply it to their partners at a discounted price of GHC 2.40 and in exchange, the company or event planning agency will show a form of advertisement for Coca-Cola products. We do not however given any form of financial support in the form of money (capital) when we partner with startups. This is the mostly the only form of partnership we engage in” (O. Ansah, personal communication, March 12, 2017).*

This was exactly the same business proposal in the business model of SC+ to be discussed with its potential customers. The terms of this partnership were agreed upon since the business model of SC+ could afford and manage such conditions and decided to make Coca-Cola Company the only supplier of soft drinks for SC+ (Activities 45 & 52). Meeting with Special Ice Water Company also went well as Mr. Kwame Agyare said, when asked if Special Ice Water Company had partnered with a start-up before and what terms of trade does it have with these startups;

*“We have not partnered with any start-up before and all we do is to sell our sachet water to retail shops after producing them. However we spend so much money sometimes on advertisement with both the print and electronic media so if you can present a good proposal on the trade, we can possibly start a partnership with SC+” (K. Agyare, personal communication, March 13, 2017).*

SC+' partnering terms which is that, SC+ will provide free advertisements for Special Ice Water Company during half-time breaks and in exchange, and in exchange, SC+ gets a 20% percent reduction in each Special Ice sachet water they supply (Activities 45, 47 & 53). Mr. Agyare agreed to the terms and added that, *"I think it's a good and smart proposal so you can come and see me when you actually start operating your venture"* (K. Agyare, personal communication, March 13, 2017). MTN, a mobile communication network company in Ghana was part of the key partners in the first business model canvas (Figure 8), and was supposed to assist SC+ in the sale of the tickets. However, after reviewing the feedback from the interviews with the 100 potential customers, none of the 100 were interested in buying their tickets via MTN but rather preferred buying tickets at the gate (Activity 54). Moreover, Kumasi records a 70% illiteracy rate among its residents, where they can neither speak nor write English and have little or no technological know-how (World reader – Literacy in Ghana, 2015). In an interview with Lucas Odoom (a potential customer) on the subject of his opinion on sales of ticket through MTN, he said that;

*"I am not familiar with most of the purchasing transactions done on the mobile networks so if for any reason I have to go through some stress to acquire ticket to your football viewing center, I would rather go to the other ones where I just have to pay at the gate"*(L. Odoom, personal communication, February 14, 2017).

The reason for partnering with MTN in the sale of the tickets was to reduce pressure at the gate before matches begin but from the reaction from Lucas Odoom and the other potential customers interviewed, it was deduced that partnering with MTN to provide this service for SC+ will create more challenges for its customers and will defeat the sole objective for creating SC+. Hence, MTN was removed from the key partners' block of SC+'s business model canvas (Activity 54). SC+ has customer-orientation as its core value and providing better services that will make its customers comfortable and solve their problems is one of its key foundations. With MTN out of the business model, SC+ will save money since the partnership agreement MTN has with startups is that with the sale of each ticket through their mobile network, they will get a commission of 15%.

**Key Activities:** According to Osterwalder and Pigneur (2010), the key activities of a company are the various actions undertaken to develop and operate it. At the initial phase of developing SC+, the main key activities were conducting market researches by interviewing the 100 potential customers and five entrepreneurs or experts in the football viewing center industry (Tables 2 & 3). The firsthand experience I have of the challenges football lovers who patronize football viewing centers go through in order to watch matches of their favorite football clubs fuel the desire to find out whether, other football fanatics who patronize football viewing centers in Ghana faced the same challenges by digging deeper into the minds of

these potential customers and experts. Participant observation was another key activity performed to ascertain from real life experience the challenges that needed to be solved (Activities 48 & 61). These key activities further influenced the decision to create Sports Cinema Plus (SC+), with the goal of providing value for Ghanaians who patronize football viewing centers to help resolve their challenges. It was after this that the first business model canvas (Figure 8) for SC+ was developed. Selecting the 100 potential customers, five experts from the football viewing center industry and chose two partnering companies to be interviewed was another key activity undertaken in the development process of SC (Activity 18).

The interviews with the potential customers and experts helped to figure out main target customer segment, the exact values customers will expect SC+ to deliver to them, the means by which tickets are sold, the medium by which they will feel most comfortable to be communicated to and vice-versa (channels), as well as how much they were willing to pay for the services offered them (Activities 18, 36, 42, 43, 56, 58 & 59). The final business model canvas (Figure 16) was created after reviewing the feedback from the in-depth market and industry research and removing all of the components which were no longer favorable for SC+'s success (Activity 54, 58 & 62). The final key activities to be performed by SC+ which were deduced from the review of the responses of the interviews with the 107 respondents are showing football matches in a comfortable atmosphere without power outages, administrative and logistic work and organizing promotions and advertisements. Contacting Mark Labrosse, a professional planner to help draw a tentative plan (Figure 12) of the physical structure of SC+ was another key activity which undertaken in order to ensure that the physical structure of SC+ will fit perfectly on the land (Activities 16 & 17). Creating the Facebook fan page for SC+ (Figure 9) and displaying all its value propositions as well as some values it anticipates to include in its future value propositions was an activity performed to create a means of pitching out the business model of SC+ to its potential customers and providing a platform for communication between SC+ and its customers. The link to SC+ Facebook fan page was sent to all interviewed potential customers who had Facebook accounts as a pilot campaign in order to gather feedback to help me make adjustments to the business model (Activities 24, 51 & 58). Since finances and accounts are the backbone of every company, George Obeng (a chartered accountant) was hired on a part-time basis to oversee the accounting and auditing of SC+ (Activity 26). This administrative activity will ensure that SC+ does not run into any losses and always have money to operate.

**Key Resources:** Key resources are the physical, human and financial assets necessary for the creation and running of a business and without which a venture cannot exist (Osterwalder and Pigneur, 2010). SC+ is currently acting as if it is an already existing venture and as such most of the key resources are not readily available. All the key resources required for creating and operation SC+ were deduced through a review of the feedback the interviews conducted with the potential customers to know what their challenges were as

well as what they need to solve them. Participating and observing the services offered by Best Soccer (a popular football viewing center in Kumasi) also provided ideas on the services that will be best for SC+ customers and the resources needed to provide those services (Activities 48 & 61). According to Osterwalder and Pigneur (2010) the key resource block of the canvas is very important as it is required for the company to create and deliver its value propositions, reach its target customers and maintain the customer relations, hence it's needed to ensure the effective and efficient functioning of the other eight blocks of the canvas. The first business model canvas had a Projector, Sound Heads, Seats, Office Furniture, Standby Generator, DSTV Decoder, Refrigerator, Projector Screen, FIFA games and a PlayStation 4 as the key resources. However, after the market research and a review of the feedback received, FIFA games and PlayStation 4 were removed from the final business model canvas since gaming was not an immediate need or value for the potential customers (Activities 54 & 57). The human resources that will be needed are the security men, the expertise of the accountant, the other workers who will be in charge of the ticket sales cleaning and maintenance and my expertise as the founder and manager of the startup. The financial resource will be my personal savings and the contributions from my parents.

**Cost Structure:** Creating and running any business requires expenditures which comprises the cost structure block of the business model canvas (Osterwalder and Pigneur, 2010). The cost structure is a reflection of the expenses to be incurred in generating revenue, performing key activities, securing key partners, creating and delivering values, the cost of the key resources and maintaining customer relationships. The cost structure of SC+ has not seen much change except for the cost of renting a building to operate SC+ in which has been taken out of the cost structure block because of the family land which has been provided for building a permanent physical structure for SC+ (Activity 14). The cost of buying the physical resources for the Game Center was also removed from the cost structure block because gaming was taken out of the value propositions of SC+. There will be expenses on the purchase of all the key resources aforementioned as well as other administrative and logistic costs. The cost of paying the workforce who will be assisting in the running of SC+ monthly income is forms part of the cost structure of SC+. Although the initial cost of starting SC+ looks high, a lot of revenue will accrue over a short period which will make SC+ profitable. The cost of all the key resources needed to create and run SC+ were obtained from [www.tonaton.com](http://www.tonaton.com), a popular and reliable website for selling and buying products of all kinds in Ghana. The products and prices of several sellers of the physical resources needed to operate SC+ were compared and the best ones noted. The detailed cost structure of SC+ can be seen in (Table 1).

**Customer Segment:** The customer segment block is composed of the group of people who have problems or challenges for which a company exists or is developed to provide products or services necessary to help them solve their problems (Osterwalder and Pigneur, 2010). Defining and choosing the right target

customers for SC+ was very dicey at the initial phase because of the uncertainties surrounding the appropriate age limits to set for the customers SC+ would provide services to. A careful research of the market SC+ will be operating in showed that the active working class in Ghana is between the ages of 16 years to 60 years and that age group forms 55% of Ghana's population (Ghana Statistical Service, 2012) (Activity 51). Osterwalder and Pigneur (2010) argue that the survival of every company depend on its customers making customers the most important asset of every organization. A review of the feedback received from interviewing the potential customers and the experts also helped in deciding the customer segment to target for SC+. The target customers chosen for SC+ were Ghanaian football lovers (males and females) from the ages 16 to 35 years since they form part of the active working class and can afford the services SC+ will be offering them (Activities 51 & 58). According to the Ghana Statistical Service (2012), this age group forms a total of 700,000 people out of the total population in Kumasi, which gives SC+ a large market size and scaling opportunities. The capacity of the first branch of SC+ to be built and operated is estimated to contain about 300 customers.

**Value Propositions:** The multitude of products and services produced by a company and offered to its consumers to give them value to alleviate their problems and pains is what comprises the value proposition block of the business model canvas (Osterwalder and Pigneur, 2010). The value proposition block is closely linked to the customer segment block and in the case of SC+, the latter has so much influence on the former and vice-versa. The first business model canvas had affordable prices, a conducive & spacious building, refreshments with Coca-Cola drinks and Special Ice sachet water, a stable power supply, security, toilet facility, affordable pricing, selling souvenirs and gaming as the main values SC+ proposed to offer its customers. These values were obtained through firsthand experiences and ideas from friends and relatives (Activities 3, 9 & 11). However, a review of the feedback of the interviews with the potential customers showed that they were less interested in SC+ having a game center and selling football souvenirs since that was not their immediate need (Activities 54 & 57). According to Johnson et al. (2008) values created and delivered by a company is supposed to help its customer solve their pains or get a task done and that is how that company can become successful. Hence, the sale of souvenir and gaming which from the fieldwork findings will not help SC+ customers to resolve the challenges they face were removed from the value proposition block of the final business model canvas.

**Customer Relationship:** The way by which a company interacts with its customers in order to maintain a good relationship is what this block of the canvas seeks to achieve (Osterwalder and Pigneur, 2010). This is a very important element to SC+ because, as a startup and a newcomer in the football viewing centers industry, maintaining its already existing customers and attracting more customers is paramount to its survival. Since SC+ focus much on its customers, a Facebook fan page was designed for SC+, where

members of the page can discuss their experiences and expectations of football matches, make new friends and acquaintances, do more networking and receive current news on the things happening in the football world (Activities 24, 51 & 58). SC+ will make use of a suggestion box as an evaluation channel to get feedback and suggestions from its customers as to what they would want changed, modified or to be introduced. These suggestions would be reviewed on a daily basis, discussed together with the customers who suggested them and if feasible, they will be implemented. Another important element introduced in the customer relation block which will help maintain the already existing customers and attract new customers to SC+ is the monthly promotions that will be held for SC+ customers. The promotion is going to be in the form of a raffle where the duplicates of the receipts of the tickets are shuffled and the first three picks become the winners for that month. Arrangements have been made for the winners to be awarded and the prizes will be that the winners will all get three free tickets to watch any football match of their choice at SC+. This will entice other football lovers who patronize other football viewing centers to come to SC+ in order to be a part of the promotion. SC+, as part of maintaining its customers and attracting more, will be selling the products its partners (Coca-Cola Company and Special Ice Water Company) to its customers at exactly the 20% discounted price as it was supplied. Hence, the price of Coca-Cola drinks and the Special Ice sachet water will be cheaper when someone patronizes SC+ than when they buy it from the market.

***Channels:*** The channel of distribution block of the canvas describes the ways by which the target customer segment are contacted and how the proposed values are delivered to them (Osterwalder and Pigneur, 2010). SC+ will have a permanent physical structure where all its proposed values will be delivered to the Ghanaian who patronize football viewing centers patronize it. There were four main communication channels for SC+ in the first business model canvas which were; a Facebook fan page, word of mouth, newspapers and radio (Activity 58). However as already stated, Kumasi records a 70% illiteracy rate among its residents and as such having an advertisement of SC+ in a newspaper would not be a good way of reaching its customers. As Bird and Schjoedt, (2009, p. 342) suggested, “Communication is critical to overcoming the liabilities of newness since actions taken to legitimize, create positive perception or reputation, and establish reliable production, delivery, and accountability systems all involve communication or display”. As a result of this, the newspapers was removed from the channel block of the business model canvas (Activity 58).

Word of mouth is the main channel of communication SC+ adopted since it costs nothing and it's a very effective communication technique. This is especially true in the context of Kumasi where 70% of their population can neither read nor write English. Word-of-mouth communication strategies are mostly appealing because they combine the prospect of overcoming consumer resistance with significantly lower costs and fast delivery (Trusov, Bucklin and Pauwels, 2009). It must however be emphasized that some

potential customers interviewed for this thesis as well as other residents of Kumasi who are patrons of football viewing centers can at least read and write at a beginner's level of English proficiency. It is for the sake of some of the customers who can read and write that the SC+ Facebook fan page was designed in order to provide a means of reaching them when there is any news to shared (Activities 24, 51 & 58). There are several radio stations in Kumasi that use the region's native language (Twi) in broadcasting, however, enquiries about their charges for airtime advertisements showed that costs were very expensive and unfavorable to the business model of SC+ so radio was removed from the channel block of the canvas (Activity 58)

**Revenue Stream:** This block of the business model canvas describes the ways by which a company generates income from its operations (Osterwalder and Pigneur, 2010). It is very important that before any business starts full operation, it assesses its value propositions to make sure its customers are willing to pay for it. It is after a company has obtain a knowledge of its customers' readiness to pay for the services and products offered them that it can have a revenue stream (Osterwalder and Pigneur, 2010). The revenue stream depends on its choice of price mechanism (e.g. auction, market dependency, bargaining power, auctions, volume dependency, etc.).

The revenue streams for SC+ was determined by going back to the updated business model canvas to look into the values the potential customers were willing to pay for and the key activities that will be performed in creating and delivery the value propositions. SC+ will be making revenue mainly from the sale of tickets to watch football matches. In the interviews with the 100 potential customers, the least amount they were ready to pay for a ticket for each match was GHC 5 so price for the tickets to SC+ was pegged at GHC 5, having in mind the fact that the total capacity of SC+ is 300 people at a time (Table 1). Table 1 shows details of the cash flow (revenue stream) of SC+ over a period of time. Figure 16 shows the final up-to-date business model canvas of SC+.

The nine building blocks of the business model canvas proposed by Osterwalder and Pigneur (2010) became a very useful toolkit which guided every step and action which was undertaken in the entire business venturing process and the entrepreneurial journey in creating SC+ to provide values that will resolves the challenges faced by Ghanaians who patronize football viewing centers.

### **Testing the New Business (SC+) with the Seven Domain Model – Practice Theory**

In this last section of the analysis, the new startup, SC+ will be subjected to the practice theory focusing, on the underlying principles of *The New Business Road Test* postulated by John Mullins (2013). Mullins (2013) argue that an entrepreneur, who has been successful in his or her business should have considered

three important factors which are the market or customers for which the business has been created to serve, the industry in which the company operates and the entrepreneur himself (personality) in the building and running of the business. The Seven Domain Model (SDM) suggested by Mullins (2013) as an effective way to test a new business was used to analyze SC+ by assigning each activity recorded in the journal log to a corresponding block of the SDM to assess the market opportunities, the industrial complexities and the qualities of the entrepreneur. All the seven blocks of the seven domain model received equal effort and attention to ensure that SC+ will be successful.

***Target customer segment benefits and attractiveness – The Market Test - Micro level.***

The ability for any company to select and define its target customer segment and figure out their needs is critical to its success (Mullins, 2013). The value proposition block of the final business model canvas (Figure 16) provide a good tool for knowing the needs of the target customers of SC+. This block of the canvas has values intended to solve the challenges the potential customers (Ghanaian football lovers who patronize football viewing centers) interviewed shared with me (Table 2). A review of the feedback of the interviews with the potential customers showed that the main challenges faced by Ghanaians who patronize football viewing centers are that the atmosphere at the cinemas they patronize is not enjoyable and they feel that the owners of those football viewing centers are interested in making money rather than in the needs of their customers. The findings also showed that the nature of the existing football viewing centers was such that it was always overcrowded with few chairs for their customers' to sit on (Figure 13), poor ventilation causing excessive warmness in the centers which is dangerous for their health; unstable power supply at the centers which results in stoppage of matches anytime there is a power outage (Figure 15), occasional violence and theft as a result of poor security and no toilet facility. There was a power outage on the day the participant observation experiment was conducted at Best Soccer (a popular football viewing center in Kumasi) it took the owner 15minutes to get the power running again for the football match to continue because he did not have a standby generator and had to hire one (Table 5; Activity 61). According to Mullins (2013) identifying the interests or needs as well as gaining insights or knowledge of the customers of every organization is a key to its success. It is as a result of these pains the patrons of football viewing centers go through that the decision to start SC+ was made to provide these people with good security, comfortable seating, an airy atmosphere, a standby generator for an uninterrupted football viewing experience, water and drinks to refresh them and a toilet facility (Business Model Canvas 2). All the 100 potential customers during their interviews expressed interest in the services and values SC+ will be offering and were very enthusiastic for SC+ to start operations so they can patronize it.

Sports Cinema Plus has its general focus on the provision of services that will ease or alleviate the problems Ghanaian who patronize football viewing centers go through to watch their favorite football club play. Mullins (2013) argue that a company which fails to carefully identify and choose its target customer segment is bound to fail. In the first business model, SC+ had all residents of Kumasi who love football and would want to watch their favorite club play as its customer segment. However, after a careful market research conducted by, interviewing the potential customers and the experts, the target customer segment for SC+ was narrowed to be people (male and female) between the ages 16 to 35 years (Tables 2 & 3; Activities 51 & 58). Also SC+ is a customer oriented venture, which makes its customers welfare its first priority. However, it needs financial resources to ensure its survival and since the active working class in Ghana is between 16 and 60 years old and will have the means to pay for the values being offered them by SC+, target customers was pegged between the ages of 16 to 35 years old.

A company's ability to get a better understanding of its customers and put in place effective executive measures works hand-in-hand to ensure its success (Mullins, 2013). Currently, there are many football viewing centers in Kumasi and Ghana as a whole but the problem is that they all provide the same services and have the same business structure. SC+'s way of differentiating itself from the other football viewing centers is to provide better services to its customers, so that they will feel they are getting value for the money they pay. SC+ will be the first football viewing center to provide refreshment to its customers and even at a cheaper price compared to the prices on the market. It will also be the first not to include the sale of alcohol and betting services as a part of its value propositions and the first to provide its customers with security and a toilet facility. These values make SC+ more distinct and unique from the other football viewing centers and makes it more appealing to Ghanaian football lovers who patronize football viewing centers.

The population of the residents of Kumasi within the age limits of 16 to 35 years old as at the 2010 population and housing census was 700,000 people (Ghana Statistical Service, 2012). With the target customer segment pegged at those between 16 and 35 years old and the expectation of a high number of football fanatics in that region, SC+ has a great chance of scaling at a faster pace since the potential customers interviewed already welcomed its value propositions. The market for SC+ is also a fast growing one because, according to the Millennium Cities Initiative research conducted by the Earth Institute of Columbia University, although the general population of Kumasi was 1,722,806 people (Ghana Statistical Service, 2012), it is estimated that with an assumed growth rate of 4.9%, the population will increase to 2,201,410 people by 2015.

Although right now, SC+ is only acting as if it is an already existing venture, review of the feedback of the interviews conducted with the potential customers and their reactions towards the proposed values and SC+ Facebook fan page shows a positive indication that customers will pay to enjoy the services offered by SC+. Most of the potential customers interviewed were already asking when SC+ will be built and start its operations, so they can leave the current football viewing centers they patronize to SC+.

From the final business model canvas (Figure 16), SC+ will be partnering with Coca-Cola Company and Special Ice Water Company for the supply of their products at a 20% discounted price which will be used to refresh the people who patronize SC+ (as stated in its value proposition block of the canvas). SC+' partnership with these two companies will be beneficial to the latter in a way that SC+ will serve as another market for them to sell their products and the larger SC+ grows, the higher their sales and profit margins will be.

#### ***Market Attractiveness – Market Test - Macro level.***

According to Mullins (2013) the ability for a company to be attractive to the market or its customers and identify a large market which has the potential for growth is critical to its success. The size of the market SC+ will be operating in is very large, it would need to scale and expand very fast in order to manage and accommodate the large number of people patronizing it. The popular sporting activity in Ghana is football and it receives the most attention and resource allocation from the policy makers of Ghana (Abdulai, 2009). The immediate market available for SC+ is estimated to be about 400,000 people assuming 300,000 people of the residents of Kumasi do not patronize football viewing centers and it has already been established that the population of the people within the age limits of the target customers of SC+ (BMC 2) is 700,000 people according to the 2010 population and housing census in Ghana (Ghana Statistical Service, 2012).

It is anticipated that if SC+'s competitors see the values it offers its customers, they will emulate it, start providing similar services and compete with SC+ for its customers. New entrepreneurs will also start venturing into the football viewing center business and this will increase the competition for customers. However, SC+ business model makes the startup easily scalable as a result of that more branches will be opened to meet the growing number of football lovers in Ghana, hence ensuring SC+'s survival in the football viewing center industry. The research conducted by the Earth Institute of Columbia University, which shows that with an assumed growth rate of 4.9%, the population of Kumasi will increase from 1,722,806 people in 2010 to 2,201,410 people in 2015, is an evidence to attest to the growth potential for SC+'s market.

Finding a good physical location for SC+ is key to its success in enhancing its market attractiveness. The location of the land SC+ will be built on is in a very strategic position as it is inside the town, close to two schools and close to the road (Activity 14). This will positively affect the operations of SC+ in a way that it will make SC+ easily accessible in order to attract more customers. Also since SC+ only targets customers in the active working class (between the ages of 16 to 60 years old), there is the assurance of customers paying for the services offered them without any difficulties. SC+ Facebook fan page and the suggestion box will provide the means by which SC+ will spend quality time with its customers in order to strengthen its customer relationships and create a strong customer network to get feedback from its customers to ensure its success.

### ***Industry Attractiveness – Industry Test – Macro level***

Michael Porter's five forces was used in this section of the analysis to determine the attractiveness of the industry within which SC+ operates. These five forces are; threat of entry, supplier power, buyer power, threat of substitute and competitive rivalry (Porter, 2000). As SC+ utilizes these five forces positively and in the right way, it will yield much success and gain a hotspot position in the football viewing center industry.

With regards to the threat of entry, there is no government policy limiting entrepreneurs from setting up a new football viewing center in Ghana, although all businesses in Ghana have to be registered and have a license before they can start operation. The downside of this is that the entry barrier into the football viewing center industry is low, hence increasing the number of people who enter into the industry. However, SC+'s greatest advantage is that it will provide its customers with differentiated values rather than what the already existing football viewing centers offer their customers and will be the first to form partnerships with other companies, as well as introduce new initiatives. Feedback from the interviews with the entrepreneurs already in the football viewing center business showed that they all had their ventures registered with the local assembly in which they operate and they pay a small monthly tax. Joseph Asante (the owner of SpotBet Football Center) in an interview said that;

*“When I started operating SportBet Football Center, I did not want to register it but after a month of operation, I was apprehended by the police with charges of not registering my business and not paying my taxes. So I immediately called some of the community leaders who helped me out with the police issue. I immediately decided to register my venture and I have been paying my taxes ever since then” (J. Asante, personal communication, March 19, 2017).*

The supply power between SC+ and its partners (suppliers) equally distributed. SC+ would have Coca-Cola Company and Special Ice Water Company as its main partners to supply it with their products at a discounted price. SC+ and these two companies negotiated and came into an agreement on the terms of trade which was that; SC+ will advertise their products during halftime breaks and in return get a 20% discounted reduction on the products they supply (Activities 45, 47, 52 & 53). Hence, the power over supply trade is evenly distributed, as SC+ and its suppliers mutually agreed on the terms of trade before it was effected.

The buyers are generally the football lovers in Ghana who patronize football viewing centers and have much say in the services provided them and the prices at which they are offered. Specifically, SC+ buyers are the target customer segment which are Ghanaian football lovers (both male and female) within the ages of 16 and 35years old. During the interview the potential customers, the business model of SC+ was described to them and when they were asked them how much they were willing to pay for such values, the least amount most of them were willing to pay was GHC 5 (Activities 59 & 60). After a careful assessment of the revenue stream, as well as the economic state of the country and the knowledge of the minimum wage of Ghanaian workers being GHC 8 (Mywage.com/Ghana), The price to charge for each football match a customer watches was pegged at GHC 5. Hence, the customers are given a say in the price to be charged because, after all, they will have to give out their money willingly.

With regards to how SC+ deals with the issue of threat of substitute, none of the football viewing centers in Ghana operate under a well-structured business model which relies on in-depth market and industry research based on a review of the feedback of the interviews with the experts already in the industry. SC+ has a well-structured customer-centered business model which focuses more on its customers than on making profit, unlike the other football viewing centers which are profit driven. For this reason, SC+ customers will not feel well incentivized to move to the other football viewing centers. Also, the other football viewing centers do not show any sign of making their football centers any better or provide an improved service to their customers, hence there is even the likelihood that they will lose their customers to SC+ when it starts its operations. SC+ will provide its target customers with services totally different and far better than what its competitors are providing in terms of comfort, toilet facility, relaxation, good security, and refreshment in a bet-free and alcohol-free environment. As Porter (2000), rightfully put it, the more attractive price-performance an entrant in the same industry can offer, the more profitable the new venture tends to be. With SC+'s excellent value propositions as can seen in its final business model canvas (Figure 16) and its affordable pricing, it is surely bound to be a very profitable venture as compared to its competitors.

With the new improved value propositions SC+ will be offering to Ghanaians who patronize football viewing centers, SC+ stands at a risk of having some of the incumbent football viewing centers as well as the new entrepreneurs who want to enter into the business copying its style. When they also try providing similar values as SC+, then the competition will start but for now SC+ does not and will not face any competition the rivalry existing football viewing centers.

### ***Competitive and Economic Sustainability – The Micro – Industry Test.***

Gaining competitive advantage in an industry where all the companies produce and deliver similar products and services requires a company to have some form of patent rights or proprietary elements over some of its value propositions (Mullins, 2013). Currently SC+ has no patent rights over the values it offers to its customers. As such, the other football viewing center can copy its value propositions by offering similar services. However, there are future plans of securing exclusiveness in the supply of the products SC+ receives from its suppliers. This means that the supplying companies can only supply to SC+ in the football viewing center industry and not to any other football viewing center.

A company with an effective organizational structures, processes and capabilities is able to keep that company at cutting edge to enhance its competitive advantage (Mullins, 2013). The business model of SC+ has been created in a way such that it can easily be amended or adjusted to fit any economical and physical changes that may occur in Ghana or the industry. Another future plan is that SC+ will add a gaming center, as well as the sale of football souvenirs to its value propositions. Another organizational structure SC+ will focus a lot on, is improving on the customer feedback implementation. Although, sometimes the demands of customers may be too difficult to be implemented in the immediate short run, it will be implemented eventually in the long run. Having all of these structures and processes in place will give SC+ a competitive advantage over its rivalry football viewing centers.

Entrepreneurs are encouraged to know whether the revenue to be accrued from their ventures is enough to cover their capital investments to ensure the sustenance and survival of their businesses (Mullins, 2013). The capital investment generated will cover the cost of the key resources which are, the physical building of SC+, the standby generator, the projector and screen, the projector sound heads, the chairs, the DSTV decoder, the Refrigerator and the office furniture. All of these are fixed assets which will require a one-time purchase (Table 1). The recurring purchases to be made will be, the monthly subscription of the satellite cable connection in order to watch foreign football club matches, the monthly electricity bills, monthly salaries of the workforce and monthly payment of taxes to the local assembly. Most of the initial capital investment will go into the purchase of fixed assets, for which money has already been saved up for which is a sum of GHC 85,000. The total cost of capital investment is estimated to be about GHC 64,056 for fixed

assets and GH¢ 59,400 for recurring costs for the period of one year (12 months) making a total of GH¢ 123,456. A detailed description of the cost structure can be seen in (Table 1). As explained before, SC+ will have a total capacity of 300 people with each customer paying GH¢ 5 per match. Assuming 100 people out of the 300 people expected to fill SC+ patronize it per day and each pays GH¢ 5, SC+ will make a revenue of GH¢ 500 ( $\text{GH¢ } 5 \times 100 \text{ people}$ ) per day. If all things are held constant, in a week, SC+ will make a total of GH¢ 3,500 ( $\text{GH¢ } 500 \times 7 \text{ days}$ ), in a month it will make a total revenue of GH¢ 14,000 ( $\text{GH¢ } 3,500 \times 4 \text{ weeks}$ ) and in one year a total revenue of GH¢ 168,000 ( $\text{GH¢ } 14,000 \times 12 \text{ months}$ ). Hence, although it will require a huge capital investment to start SC+, the revenue that will be made in one year will be enough to sustain the capital investment and yield a profit of GH¢ 44,544 ( $\text{GH¢ } 168,000 - \text{GH¢ } 123,456$ ). This only reflects the sales on tickets to SC+ and shows how economical and profitable SC+ business model is.

Mullins (2013) argue that it is important that entrepreneurs know whether the revenue to be accrue over a period of time will be enough to cover its fixed assets. The fixed cost to start SC+ which is GH¢ 64,056, can be recovered 6months after SC+ has started its operation. Within 6 months of operation, SC+ will make a total revenue of GH¢ 84,000 ( $\text{GH¢ } 14,000 \times 6 \text{ months}$ ) which will be more than enough to cover the fixed cost of GH¢ 64,056 with a profit of GH¢ 19,944. A good payment system where customers pay on time is key to ensure that there is always money to keep the business running (Mullins, 2013). Customers who patronize SC+ will buy their tickets at the gate of the center each time they visit, hence, SC+ will operate a recurring payment system with its customers as they will pay each time they come there to watch a football match.

According to Mullins (2013), time and cost of acquiring and retaining customers for a company need to be reasonable to ensure its success. It would not take so long to attract customers to patronize SC+. The interviews conducted with the sampled potential customers served as a good piloting project as the business model of SC+ was described to them and the feedback received was a very favorable and positive. At the moment, SC+'s chances of retaining and attracting more customers is very high. The cost of SC+ acquiring and retaining customers through its Facebook fan page and word of mouth will accrue no cost to SC+. The promotions which will be held on monthly basis to attract more customers to SC+ and maintain its existing customers will accrue a little cost as free tickets will be given out to winners.

### ***Mission, Aspirations and Propensity of Risk – Test.***

Most organizations operate their business with a mission statement which is composed of the kind of business the entrepreneur wants to establish, the personal aspirations of the entrepreneur, the industry it wants to operate in, the level of risk the entrepreneur is ready to bear, the customer segment the company

wants to serve and the entrepreneur's passion towards the business (Mullins, 2013). SC+ has its mission statement carefully outlined to gear it toward success. The mission for starting SC+ is to improve the football viewing experience of Ghanaian football lovers who patronize football viewing centers, by creating and operating a football viewing center that will provide its customers with comfort, relaxation, security in a comfortable environment.

The general customer segment SC+ wants to serve is Ghanaian football lovers who are not able to enjoy watching football matches in a conducive environment without interruptions. Hence, SC+ is not only opened to the residents of Kumasi, but will expand in the future to other regions in Ghana. At the moment, the target customer segment of SC+ is people in Kumasi who patronize football viewing centers and are between the ages of 16 and 35 years old. SC+ has as its core foundation to revolutionize the football viewing center industry by being more customer-centered. The current nature of the football viewing centers in Ghana is very bad and because Ghanaians who patronize them do not have any other options, they are exploited and do not receive value for the money they pay to watch their favorite club play. The main goal of starting SC+ was to create a situation where football fanatics will feel comfortable and safe to patronize and entertain themselves while watching football matches at SC+. This new initiative being introduced into the football viewing industry with SC+ will hopefully encourage the owners of the other football viewing centers to improve upon their services and be more customer-center driven than being profit-driven. As stated in the value proposition block of the final business model canvas (Figure 16), SC+ will provide its customers with good security, a toilet facility, an uninterrupted power supply, a conducive and well ventilated atmosphere and last but not the least, refreshment in the form of soft drinks and water.

With regards to how much passion is committed to creating SC+, so many months have been spent on researching both about the Ghanaian football viewing industry and whether there is market for that business. Financial commitment in the form of savings have been made towards starting SC+. The firsthand experience of the pains and challenges Ghanaian football lovers go through just to watch their favorite club play at football viewing centers is what has created the business opportunity for starting SC+. Plans have been made to return to Ghana after completing CBS in order to start SC+ as a full-time job and assume the management position.

The aspiration for SC+ is to have branches in every major district in Ghana in the next 7 to 10 years. Kumasi will however remain the headquarters of SC+. The main technique of expansion for SC+ will be through acquisition or merger which the other football viewing centers operate them with SC+ business model. There is much pride and a sense of fulfillment in making SC+ the first football viewing center to bring a touch of class and comfort in the football viewing centers industry. The ultimate goal is to make SC+ the

pacesetter by creating and taking the lead in the football viewing center industry. SC+ working together with its customers and taking their feedback, suggestions and concerns into careful consideration helps to generate useful value propositions that will help solve their problems. This initiative will set the pace for other entrepreneurs in the football viewing industry to learn from. Also by refreshing its customers with Coca-Cola drinks and Special Ice sachet water at a 20% discounted price, it will be showing concern for them and strengthen its relationship with them.

Emphasizing on the risk I am willing to take in creating SC+, assuming the position of a full-time manager of SC+ shows the level of risk I am ready to take. These is also the commitment to risk my time, money (savings), effort and forgo a secured salary job to start SC+. There is much hope in the success of SC+ with its well-structured business model. Moreover, since the other football viewing centers which offer poor services to its customers are profitable and still surviving in the industry, SC+ is hopeful of being a very profitable business to take these risks.

#### ***Ability to implement on Critical Success Factors (CSF) Test***

According to Mullins (2013) a company can become successful if it is able to identify the factors that are critical to its success and put together the required workforce and capabilities to implement them. The football viewing center industry in Ghana requires any new entrant that joins it to have a business model that is favorable to its customers' needs. Making the customers feel like they are a part of the decision making process while offering them values or providing solutions to their challenges is one important factor to be successful in the football viewing center industry. As much as football viewing center owners in the industry want to make a large profit, providing services and values that will resolve the challenges faced by their customers is critical to their success. An entrepreneur who has started his or her own business needs a lot of time to manage the venture, hence, time is also a very critical success factor in the football viewing center industry. The critical success factors required to be successful in the football viewing center industry are, time, customer integration in value creation and a business model which is customer-centered. Another important critical success factor in the football viewing center industry which was identified after a careful observation and a review of the feedback of the interviews with the potential customers was how the strategic position of a football center can lead to an increase in the number of customers who patronize it. Most of the potential customers interviewed suggested that they would prefer that the football centers they patronize to be in the center of the town, thus, they all emphasized on close proximity and accessibility. SC+ has the capability and the means to take advantage of this critical success factor as the land intended for the building of the physical structure of SC+ is located in the center of the town and is easily accessible.

SC+ has all of the capabilities and potential, which is evident from the way its business model and value propositions have been created together with its potential customers. With this in mind, customers will willingly come and enjoy exactly what they want and requested. Moreover, all the means are in place to start SC+ and execute all these critical success factors the moment I complete my program here in CBS. When I return to Ghana after the completion of my education here in Denmark, I will start building and operating SC+ as a full time job, so that I will have enough time to manage it well.

At the moment the main critical success factors have already been implemented in the creation of SC+' business model. There are no critical success factors currently in the football viewing center industry that cannot be utilized or cannot be met.

### ***Connections Up and Down the Value Chain Test.***

According to Mullins (2013) an entrepreneurs are able to take advantage of connections or people they know down or up the value chain when they are starting their businesses. Consideration has not been given to securing connections up the value chain within SC+ partnering companies in the value chain because SC+ is currently the only football viewing center in Ghana to partner with Coca-Cola Company and Special Ice Water Company. It is also part of SC+'s future plans that as it expands and scales to other regions of Ghana, it will amend its agreement terms with its supplying companies for exclusiveness in supply so that they can enjoy monopoly in that aspect of the industry. However MTN was removed as a key partner for the sale tickets to patronize SC+ as a result of an information obtained from a contact who works with MTN (Activities 21 & 54)

The contacts SC+ has across its value chain are its competitors and substitute companies. All of the experts operating their own football viewing centers in Kumasi who were interviewed are people I know have been operating in the industry for a very long time as a result of regular patronage to their centers. Across the value chain. Their feedback from the interviews helped in deciding the target customer segment and many other important information for starting SC+.

With regards to connections down the value chain, SC+ took advantage among its potential customers. Some of the potential customers interviewed were interviewed and showed interest in the value propositions of SC+ were acquaintances. These known potential customers provided a lot of referrals who are also staunch patrons of football viewing centers and their feedback after interviewing them were very useful to creating SC+. However, some of the potential customers later became friends after interviewing them because they appreciated so much the new initiative to be introduced into the industry through SC+.

### **An Overview of the Findings**

This section of the thesis provides an overview of the findings from the fieldwork as well as the process of starting SC+. The findings will revolve around the discoveries that were made after reviewing the feedback of the interviews conducted with the potential customers, potential partners, and the experts who operate their own football viewing centers as well as the findings from the participant observation conducted. This session provides information of the findings obtained through web and academic literature search which helped in creating SC+.

Reviewing the feedback from the interviews with potential customers provided information about the challenges they face with the existing football viewing centers. The challenges they face from a reviewing of their response are, few chairs, poor ventilation leading to warmth of the room, unstable power supply which interrupts football matches, poor security measures, no toilet facilities, small televisions with no external speakers, overcrowding, high prices of tickets and no form of refreshment. Another finding from the interviews with them was that, they were all between the ages of 16 years to 35 years and patronize football viewing centers at least three days of the week. The potential customers interviewed all expressed interest in leaving the football viewing centers they currently patronize to SC+ after the business model of SC+ was described to them. The feedback of the interviews with the potential customers showed that, they patronized football viewing centers because they do not have the means (DSTV decoder) in their homes to watch the matches and also to be among people who cheered their clubs to watch the matches together. Another important finding was what the potential customers wanted after a review of their feedback. They wanted a football viewing center with a spacious room, enough seats or chairs to accommodate patrons, good security, a good geographical location for the football viewing center, a larger screen with good speakers, a form of refreshment, a toilet facility, a standby generator and an affordable price for the tickets. Reviewing the feedback from the potential customers, the least amount they were willing to pay for the services of SC+ was GH¢ 5 however, the prices they pay to patronize the football viewing centers they currently patronize range between GH¢ 4 to GH¢ 10.

Reviewing the feedback from the interviews with the experts who operate their own football viewing centers showed that there is no barrier to entry into the football viewing center industry, however, all new entrants need to get their businesses registered with the local assembly in which it is built. Another finding was that most operators of football viewing centers have not registered their ventures. It was discovered that, all most football viewing centers are built at strategic geographical areas of the towns they operate in so that it can be easily accessible to their customers. The findings also showed that, most operators of football viewing centers are profit-driven than being customer-centered. The customers are also not included in the value generation process and it is solely done by the owners of the football viewing centers.

Most operators of football viewing centers work on part-time basis whiles they have their full-time jobs and as a result of that, their football centers are some mostly closed. Review of the experts' feedback showed that, they do not plan to make any adjustments or improve on the services they are currently providing for their customers. Feedback from the expert interviews showed that, the football viewing center business was a very profitable business and minimum they charge for each football match is GH¢ 4. Another finding was that, most operators of football viewing centers do not have a standby generator so in the case of power outage, they either hire a generator or wait till the power comes back. Review of the feedback of the expert interviews also showed that they sometimes accommodate more customers than the normal capacity should be and so most of them have to stand and other have to sit in the ground because the centers have few chairs. However, the findings from the responses of the experts during the interviews showed that, they can sometimes have an average of 100 people patronizing their football centers in a day. Another important finding from reviewing the feedback of the interviews with the experts was that they only allowed patrons between the ages of 16 to 60 years into their football viewing centers. Interviews with the potential partners and the experts showed that, none of the football viewing center has partnership with any other company, hence SC+ will be the first to form partnership with other companies.

Researching academic literature showed that, there are 700,000 people within the age limit for SC+ target customers (16 years to 35 years) in Kumasi (Ghana Statistical Service, 2012) and that the minimum wage in Ghana is currently at GH¢ 8 (Mywage.com/Ghana). Another finding was that, there was a growth potential for the target customers of SC+ as research conducted by the Earth Institute of Columbia University, showed that with an assumed growth rate of 4.9%, the population of Kumasi will increase from 1,722,806 people in 2010 to 2,201,410 people in 2015. Academic research findings also showed that the active working class in Ghana is between the ages 16 years to 60 years and that age group forms 55% of Ghana's population (Ghana Statistical Service, 2012). Another important finding was the prices of the key resources to create and run SC+ through [www.tonaton.com](http://www.tonaton.com) (a popular website for buying and selling of products of all kind in Ghana). The observations made at Best Soccer during the participant observation were that, the temperature inside the center was warm as a result of poor ventilation, few chairs, small television screen, no toilet facility, no form of refreshment and less order because of the lack of security. Everyone who patronized Best Soccer paid GH¢ 5 whether he or she got a seat or not. Another finding was that only a few women were there to watch football match. Another observation was that, because Best Soccer was located in the middle of the town it attracted a lot of people (Table 5).

## **CHAPTER 5 – DISCUSSION, CONCLUSION AND FURTHER PERSPECTIVES.**

### **Discussion**

#### **Introduction**

In an effort to start a venture with the goal of improving the football viewing experience of Ghanaian football lovers who patronize football viewing centers and solve the challenges they faced, the underlying principles of social construction theory, the business canvas and practice theory were in creating Sports Cinema Plus (SC+). Autoethnography was the research method used in gathering the data for this thesis as fieldwork activities and findings were recorded in the journal log. The activities and experiences in the journal log were analyzed in relation to these three theories to evaluate how their underlying principles guided the creation and testing of SC+.

#### **Social Construction Theory – Katz and Gartner's Four Organizational Properties**

Many new and upcoming entrepreneurs face a lot of challenges during the starting phase of their entrepreneurial journey due to the equivocal nature of the environment. Mostly, the ability for entrepreneurs to make sense of the things happening around them in order to understand the realities in the society becomes the biggest challenge they face (Fletcher, 2006). According to Fletcher (2006) entrepreneurs are able to construct their own realities when they undertake activities in their entrepreneurial journey to starting their businesses. The underlying principle to social constructionism are that the reality of the world and the happenings within it are jointly created by people and their understanding of the world (Berger and Luckmann, 1966). This same principle of creating reality from the joint interaction among individuals can be applied to entrepreneurship in the process of business venturing and how new things are created in an uncertain environment (Fletcher, 2006).

This thesis made use of the four organizational principles proposed by Katz and Gartner (1988), which helps to better understand how an organization is created in an uncertain environment. Katz and Gartner (1988) argued that business emerges out of the interactions between agents (the entrepreneur, other companies in the industry, partner, etc.) and the environment (culture and society) within which it exists. Keeping record of the activities undertaken in relation to creating SC+ helped in provided the relevant data in the process of analysis. The entrepreneurial journey started with identifying and acknowledging the problems in the football viewing center industry, having a firsthand experience of these challenges. As a master's student of Organizational Innovation and Entrepreneurship, and with all the techniques and theories acquired on how to start a business, creating a startup that would resolve the challenges people who patronize football viewing centers in Ghana faced became a central focus. The first step was finding

out if other patrons of football viewing centers also faced similar challenges with the football viewing centers they patronized by interviewing 100 sampled potential customers. After a review of their feedback showed that they all experienced the same challenges, I decided to create a startup called Sports Cinema Plus (SC+). The first business model canvas which described the solution in a form of a ‘minimum viable product’, that is a tentative solution (Ries, 2014) was developed. By reviewing the feedback of the interviews with entrepreneurs who were already in the football viewing center industry the target customer segment (16 years old to 35 years old) who were facing these challenges and could have their problems resolved by SC+ was decided on. This initial phase of figuring what challenges patrons of football viewing center face, finding the target customer segment to serve, making sure it was a general problem other football fanatics go through in Ghana and finding a possible solution required the participation of many actors and individuals (potential customers, experts, family and friends). This made the reality of the happening surrounding the football viewing center industry, a joint construction.

In analyzing with the social construction theory, the activities in the journal log regarding the process of creating SC+ were subjected to the proposed four main principles of an emerging business which are; ‘intentionality, resources, boundaries and exchange’ (Katz and Gartner, 1988). This application provided an overall understanding of the entire picture of the football viewing center industry and helped to ‘make sense’ (Leeds-Hurwitz, 2009) of the things happening in the course of the entrepreneurial journey. Knowing *what* actions people undertake in their quest to create realities for themselves (behavior) and the reason *why* they undertake such actions (motivation) is another important principle of social constructionism proposed by Gartner, Bird and Starr (1992) which was applied in the analysis. The important activities undertaken in creating SC+ were identified together with the reasons why they were undertaken in the process the business venturing and this provided a general framework that could be applied in future entrepreneurial endeavors. In entrepreneurship, gaining understanding of social realities requires that experienced entrepreneurs as well as nascent entrepreneurs, identify a problem; figure out and talk with the people who are facing those challenges; find possible answers to the prevailing social problem; talk with entrepreneurs already in industry; test the solution with the customers; talk with potential customers; talk with partners and engage in other multiple activities related to the entrepreneurial journey.

In some instances, SC+ was portrayed as if it was an already existing startup in this thesis, although it is an emerging startup, so that it would look real to its potential customers and encourage them to have an open mind towards it. The four guiding principles suggested by Katz and Gartner (1988) for an emerging organization provide a structure in the venturing process to order the activities so that money, effort and time would not be spent on unnecessary actions.

## **Business Model Canvas**

The business model canvas provided a very important toolkit as a nascent entrepreneur in the quest to create a venture that will provide the solution to the challenges faced by Ghanaians who patronize football viewing centers. The nine building blocks of the canvas were looked into individually as market and industry researches were conducted. According to Osterwalder and Pigneur (2010), the business model of every venture presents the entrepreneurs with the blueprint that helps them to know how they should implement their strategies through the laid down organizational structures, systems and processes. The first step of using the business model canvas had to do with finding out who the target customers were and figuring out what their problems were in order to generate the best-fit value propositions that will solve their problems. The first business model canvas (Figure 8) with all the nine building blocks completed was created based on firsthand experiences of the challenges faced by patrons of football viewing centers, an assumed way of running SC+ as well as the assumed best solution to resolve its customers' challenges. The canvas was then subjected to a market and industry test, by interviewing 100 sampled potential customers, five entrepreneurs already in the industry and two potential partners. The canvas saw dramatic and gradual changes over a period of time in light of the new information acquired from reviewing their feedback. The knowledge of the theory surrounding the business model canvas was applied to the fieldwork findings which provided an understanding of how a new venture is created and operated. Young and upcoming entrepreneurs thus advised to get familiarized with the theory surrounding the business model canvas because it is a powerful tool which will bring positive outcomes in their business venturing.

Osterwalder and Pigneur (2010) book *Business Model Generations* provided insights on how other entrepreneurs applied the principles of the theory surrounding the business model canvas to solve their social problems and how the different business models they used could help to frame the solutions SC+ offer its customers. The business model canvas created for SC+ was a one-sided canvas and targeted customers between the age limits of 16 and 35 years old. Using the nine building blocks as the guide to conducting market and industry research gave SC+ a robust business model. The analysis of each of the nine building blocks of the canvas provided a framework to rely on, whenever there were any doubts during the entrepreneurial journey creating SC+. The value proposition of SC+ had a large influence on what was decided on as the key activities to perform, as well as the key resources needed to acquire to perform these activities to provide the proposed values to its customers. The literature about the theory surrounding the business model canvas suggests that all the nine building blocks of the business model canvas are interrelated and a change in one block can trigger a change in the other. For example, when gaming was removed from the value propositions block, all the resources needed to produce and provide that value were removed from the key resources block. Also removed the money gaming services would have generated for SC+ was removed from the revenue stream block and finally removed it from the cost structure block

as part of the expenses to be made when creating SC+ (Activities 54 & 57). Each of the blocks of the canvas required sufficient attention to ensure the success of SC+. The business model canvas has proved to be very practical during the process of conducting fieldwork and in analyzing the findings, leading to a better overview of the challenges Ghanaian football lovers who patronize football viewing centers go through and the best-fit solution to these challenges.

The business model canvas always provided the best tool to overcome most of the challenges faced in the entrepreneurial journey.

### **Practice Theory - The Seven Domain Model**

Practice theory to test the processes and activities undertaken in starting SC+ to find out whether it can deliver its proposed values to ease the pains of Ghanaian who patronize football viewing centers. SC+ and the activities involved in it were subjected to the new business road test suggested by Mullins (2013). In John Mullins' book, *The New Business Road Test*, he proposed three important elements that need to be analyzed when every entrepreneur wants to start a new business, which are; the market or customers the business wants to serve, the industry in which the entrepreneur wants to operate in and the entrepreneur himself or herself (Mullins, 2013). All three of these elements of analyzing the process of business venturing, equally play an important role when nascent entrepreneurs are looking for new opportunities. In the analysis, SC+ and findings from the fieldwork were subjected to the Seven Domain Model (SDM) where each block of the model was strictly examined in relation to the data or activities recorded in the journal log.

An important lesson learnt from the application of the SDM is the way Mullins explains each block of the model with many examples of real companies and how the positive practices of some companies made them succeed and the negative practices of other companies made them succeed. It was interesting as know that most companies have gone through the same struggles and were still successful and this served as great encouragement and motivation. Mullins's SDM provides a pre-venturing tool for entrepreneurs who want to start their businesses to test their venturing ideas, which in this case was a resourceful exercise in helping to fill out some missing gaps. As the analysis was performed with the three elements (market, industry and people) in mind, a great understanding of the market or customers SC+ was going to offer services to, was developed, as well as the dynamics of the football viewing center industry. The people perspective helped to realize the risks I am willing to take as well as the mission and aspirations with regards to the future plans for SC+. With the amount of passion and dedication channeled towards starting SC+, the new business road test became a great exercise in examining, the market, industry and myself in the entire business venturing process.

## **Conclusion**

The main objective of this thesis is to find out, how applying the underlying principles of the social construction theory, the business model canvas and practice theory in the creation of Sports Cinema Plus (SC+) can help solve the challenges faced by Ghanaian football lovers who patronize football viewing centers. The findings gathered from the fieldwork activities based on the principles of the social construction theory, the business model canvas and practice theory to develop SC+, shows that SC+ is capable of successfully resolving the challenges faced by patrons of football viewing centers in Ghana. Over the last two years of studying at CBS, I have become very interested in starting a venture due to the knowledge and experience acquired through studies as a student of Organizational Innovation and Entrepreneurship. Also, being exposed to a lot of business venturing theories has impressed deeply on my mind to become more passionate about starting a venture. Scanning through the diverse industries in Ghana, such as the mining industry, farming industry, automobile industry, football viewing center industry, telecommunication industry, and many more, I realized that much of my interest and passion leaned towards the football viewing center industry. This is because the firsthand experience of the gaps in that industry and with the many business venturing theories being exposed to, it was possible to create a startup with the most important value propositions to resolve the challenges Ghanaian football lovers who patronize football viewing centers go through and to improve their football viewing experience.

Using autoethnography as the main research method for the first time in collecting data from fieldwork activities and personal experiences and recording them in the journal log, was very insightful and a great learning experience. Adopting autoethnography as a research method for this thesis helped to personalize the thesis writing as all important activities undertaken were documented during the entire process of developing SC+. This helped not only in acquiring knowledge of the necessary elements which surrounded new business venturing but also helped to provide understanding of the actual happenings within the football viewing center industry in Ghana. Most African countries have similar economic conditions as Ghana, hence, new and upcoming entrepreneurs in these African countries can apply the process in which SC+ was developed to their businesses by following the underlying principles of social construction theory, the business model canvas and practice theory. Also entrepreneurs should gradually shift from being profit driven to a more customer-oriented focus by involving their customers in the value creation process.

The main objective for this thesis was to use the underlying principles of the social construction theory and the business model canvas to create a startup (SC+) which will provide value to Ghanaians who patronize football viewing centers in order to alleviate them of the challenges they face with the existing football viewing centers and improve the football viewing center industry as a whole. SC+ and the activities involved with its creation were subjected to a business road test (practice theory) to find out if SC+ would

be successful at its mission. Recording the business venturing activities in a journal log helped to keep track of all the activities undertaken in relation to starting SC+, which provided the opportunity to make reflections on past experiences and actions to see which activity or activities had positive outcomes on the entrepreneurial journey. The journey log was really useful tool in writing this thesis.

Applying the underlying principles of social construction theory provided a better understanding of the challenges Ghanaian football lovers who patronize football viewing centers face and how a solution (SC+) can be created to alleviate the challenges they face. I gained understanding of how organizations emerge especially when the four elements of an emerging organization namely; intentionality, resources, boundaries and exchanges proposed by Katz and Gartner (1988) were applied in creating SC+. I also discovered from the of social construction theory that social realities or new things are products of the joint interaction of people and their perception of how the world should be. This provided a general framework to know what the potential customers' pains and challenges were and what they needed to help them solve these problems. Young and upcoming entrepreneurs who want to start their own businesses are encouraged to apply the underlying principles of social construction theory in their entrepreneurial journey because it will help them to get understanding of the activities they undertake in an uncertain environment. The exercise of subjecting SC+ to a business road test, provided an understanding of the mistakes that needed to be avoided and what needed to be done if such mistakes occur. Entrepreneurs are hereby encouraged to subject their startups to this test in order to fill in the missing gaps related to the markets, industries and themselves as entrepreneurs.

The Business Model Canvas (BMC) on the other hand provided a more practical approach to creating SC+, with the goal of offering Ghanaian football lovers values that will help solve the challenges they face in the football viewing center industry. It provided the headway in identifying the important components necessary for the success of SC+. The nine building blocks of the business model canvas were examined individually and this impacted positively the entire processes of starting SC+ and heightened my understanding of the dynamics involved in starting a new venture. Subjecting SC+ to practice theory by using the Seven Domain Model (SDM) proposed by Mullins (2013) in his books *The New Business Road Test*, provided a better understanding of the market and customers SC+ will be serving, the football viewing center industry and my mission, passion and aspirations as an entrepreneur. Test with the Seven Domain (SDM) provided a confirmation that SC+ has a promising and successful future.

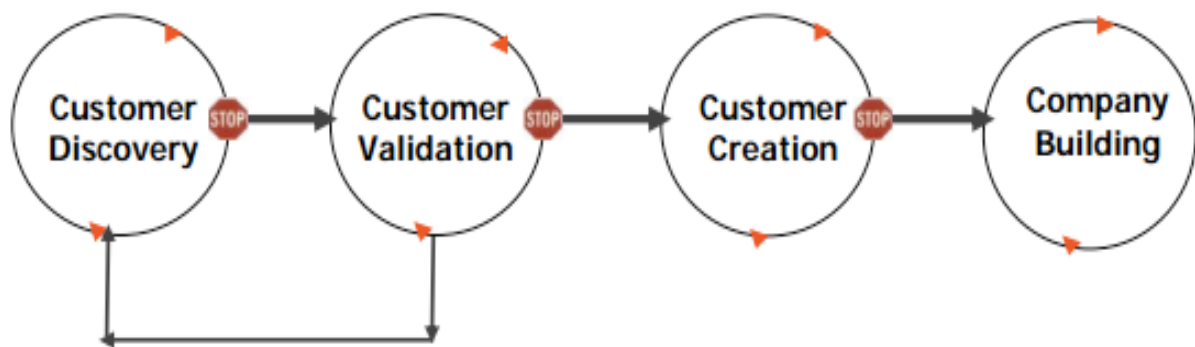
SC+, after it has been created and tested following the underlying principles of these three theories surrounding business venturing, namely; social construction theory, practice theory and the business model canvas, it will be able to help improve the football viewing experience of Ghanaian football lovers once it

starts its actual operations. It was also discovered in the process of creating SC+ that entrepreneurship is a combination of personal qualities inherent in the entrepreneur and a minimum theoretical knowledge acquired through studying the academic literature related to business venturing.

### **Further Perspectives**

This section of the thesis discusses how the underlying principles of the Lean Startup by Ries (2011) and Customer Development by Blanks (2006) could also be alternative ways of creating SC+.. Another issue of discussion in this section is whether creating SC+ to solve the challenges faced by Ghanaians who patronize football viewing centers will be successful or not and well as the way forward for SC+ in terms of scaling or expansion.

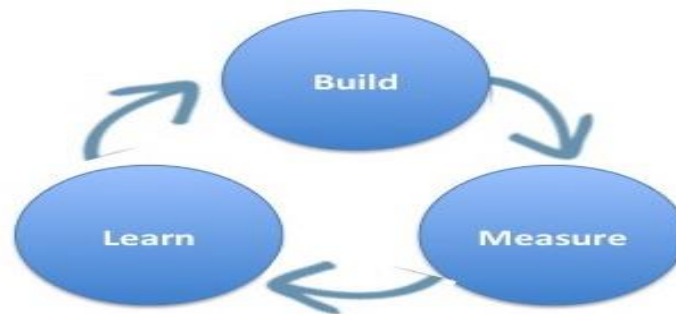
Blank (2006) in his book “The Four Steps to the Epiphany” suggested that entrepreneurs should evaluate, test and refine their hypotheses through customer development processes. The hypothesis of this thesis is the research question which seeks to examine how SC+ can be created using the underlying principles of social construction theory, the business model canvas and practice theory to resolve the challenges faced by Ghanaians who patronize football viewing centers. Hence, this hypothesis needs to be evaluated, tested and refined through customer and market research. In that same light, the lean startup approach focuses much on customer interaction through the testing of possible assumptions of the business model in an iterative mode (Ries, 2011). The approaches and principles underlying lean startup are similar to the theoretical concepts of customer development. As aforementioned, SC+ is a customer-centered venture which involves its customers in the value generation process which makes the underlying principles of the lean startup and the customer development applicable in its creation. The customer development concept by Blank (2006) can be illustrated in the figure below;



***Figure 5: The Customer Development Model by Blank (2006).***

In the above figure, it can be seen that customer development follows a four iterative phases namely; customer discovery, customer validation, customer creation and company building (Blank, 2006). The

customer discovery phase deals with understanding the needs and problems of the consumers, the customer validation phase has to do with a replicable sale model for testing, customer creation phase concentrates on how final consumer demands are driven and created and finally company building phase shifts from learning about the customers to growing the company (Gustafsson and Qvillberg, 2012). These principles are similar to the underlying principles of Katz and Gartner (1988) four organizational principles (intentionality, boundaries, exchanges and resources) of how an organization emerges, the nine building blocks of the business model canvas by Osterwalder and Pigneur (2010) and the Seven Domain Model by Mullins (2013) used in creating SC+.



**Figure 6:** *The Build-Measure-Learn loop by Ries (2011).*

The lean startup approach of starting a business has as its central focus Build-Measure-Learn loop (Ries, 2011). The build-measure-learn loop helps entrepreneurs get their value propositions (products and services) to their customers as fast as possible and get the feedback needed in order to either refute or validate their assumptions (Ries, 2011). According to Ries (2011), employing this key element of lean startup methodology saves time, meaning that, startups need to build, measure and learn at a faster pace. The application of lean startup methodology in creating business involves common key principles such as, “leave guesswork behind and get outside the building” in order to understand “their reality” (Blank, 2006, p. 20), pivoting the business model if necessary in order to change some assumptions about the startup’s business model (Ries, 2011), validating learning by setting up scientific experiments to test the hypothesis (Gustafsson and Qvillberg, 2012), building a Minimum Viable Product (MVP) as “the version of the product that enables a full turn of the Build-Measure-Learn loop with a minimum amount of effort and the least amount of development time” (Ries, 2011, p.77), constant and faster iteration to produce quality outcomes (Ries, 2011) and last but not the least, delaying scaling of business model in order to first achieve a good product or market fit (Blank, 2006). It must however be emphasized that, lean startup methodologies works better with ventures which produces or provides technological products and services to its customers. These principles underlying lean startup methodology can also be used in creating SC+ but the challenge

here will be, how fast the iteration process will take since SC+ is not a technological product which can undergo a fast iteration.

With regards to whether SC+ will be successful or not, it is clearly evident from the reviews of the feedback received from the interviews with potential customers, experts already in the industry and potential partners that there is the need for the services SC+ will be providing. Using social construction theory by applying Katz and Garter (1988) four organizational properties to the creation of SC+ provided the toolkit to discover the challenges patrons of football viewing centers in Ghana face, know what they need to help them resolve these challenges, figure out a tentative solution in the form of a minimum viable product and finally after accepting the solution, create and deliver it to them. Applying the theories surrounding business model canvas in creating SC+ has provided a robust business model which helped to clearly define the two most important elements of the business model that is which target customer segment SC+ will serve and what values or services will SC+ create and deliver to them. The Seven Domain Model by Mullins (2013) also helped in using practice theory to test SC+ in terms of, the customers it wants to serve, the industry it wants to operate in and the entrepreneur who will be creating the business to find out if it will be successful in resolving the challenges faced by patrons of football viewing centers in Ghana. After SC+ has been created by using the principles underlying social construction theory, business model canvas and testing it with practice theory, there are positive indicators to SC+ future success.

With regards to how SC+ will scale or expand, findings from the fieldwork showed that, most of the existing football viewing center are located at strategic geographical areas which makes them easily accessible. SC+ will as part of its way forward negotiate with owners of these football viewing centers at strategic locations to acquire them and make renovations to them to meet the standard and model of SC+ or form a merger with them and incorporate the business model of SC+ into the new business. In this way SC+ will not need to think of getting a strategic location to build when it wants to scale to other parts of Ghana because having a football viewing center at a good place accessible to its customers is key to its success.

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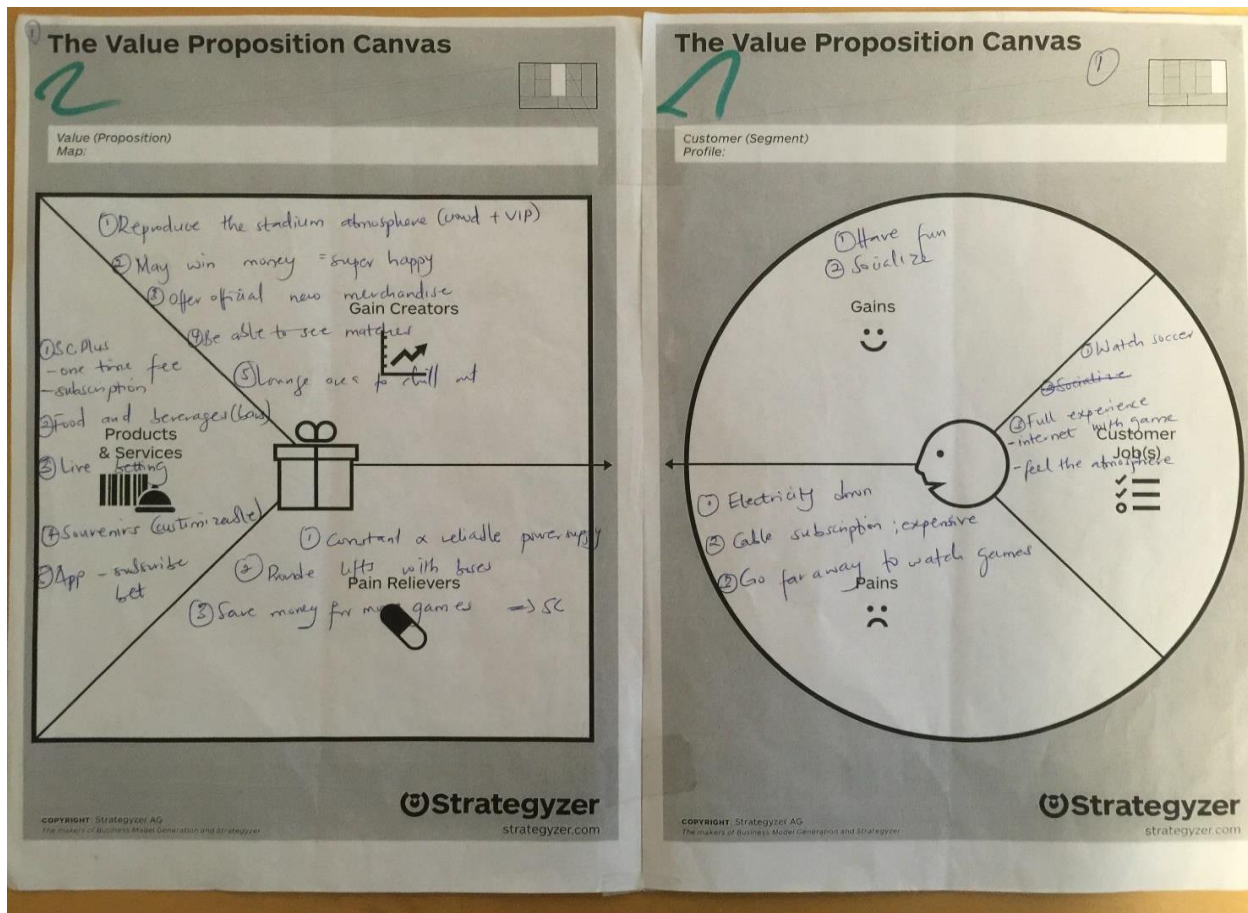
### **Journal Log Activities**

1. **02/09/2015** - After Business Models and Prototype class had ended with an assignment from Bill Gartner, the teacher to work on a project of starting our startups. I started thinking of what startup I could work on and what will be the aim of that startup.
2. **03/09/2015** - I had earlier on learnt in class that, business ideas are discovered as a result of the disequilibrium or challenges a group of people in the society may be facing. Hence, today I started thinking about what to do and remembered that if I need to work on a startup and be successful at it, then it needs to be something I am personally passionate about. I love football and love to watch football. I am a Barcelona Football Club fan and will not miss watching a Barcelona match for anything in the world.
3. **04/09/2015** – Today I was recalling on some of my past experiences back home in Ghana anytime I patronized some of the local football viewing centers in Kumasi. I remembered the services my friends, other football fanatics and myself were offered by owners of those football viewing centers. Although my family had a satellite internet cable at home where I could watch the football match, I always went out to patronize these local football viewing centers because most of my friends did not have these facilities in their homes and we all preferred watching it outside my home just for the fun of it and make new friends with other football lovers who supported our clubs. It was during this moment that the decision to create SC+ came to my mind as what I could possibly work on as my startup.
4. **06/09/2015** – Upon some reflections I made this morning, the problem I noticed back then with these football viewing centers was that, they were just interested in the money they made and did not care about their customers as they never made any effort to implement the suggestions of the people who patronized their centers. Another problem I envisaged was that, because most football lovers did not have the means or money to have the facilities needed to watch football matches at the comfort of their homes, they still went to these football viewing centers in spite of the poor services they received there. Although there are several football viewing centers in Kumasi, they all offer the same services to their customers, hence, there was no differentiation or uniqueness in the values they offered their customers.
5. **07/09/2015** – I realized that these happening helped me to identify the gap in the football view center industry, which was that, customers were not involved in the creating of their values propositions and the entrepreneurs already in the industry were more profit driven than customer-centered.
6. **08/09/2015** - I made a decision that, I will take advantage of the gap in this industry to create a startup that will be disruptive and innovative in solving the challenges Ghanaian football lover go through. Although I knew from my firsthand experiences what values I would prefer the football

viewing center in Ghana to offer me, I was however uncertain whether this was a generally accepted solution all Ghanaian football lovers will welcome.

7. **12/09/2015** - All business have their names which makes them unique and give them a form of identity. Hence, I decided to figure out a name for my startup.
8. **15/09/2015** - After some days of thoughts, I decided on Sport Cinema Plus (SC+) as the name for my venture. I chose this name because I wanted to send a message to my potential customers that, they will feel a cinema-like experience when they patronize my football viewing center
9. **16/09/2015** - I called my brother, Ofori Brenya in Ghana since he is studying Economics in the university for his opinion about my business idea. He gave me a very good and positives suggestions which motivated me even more to continue with.
10. **18/09/2015** - I applied the concepts of the Value Proposition Canvas (VPC) suggested by Osterwalder (2012), where I conducted a personal overview into the customers who patronized the already existing football viewing centers to find their pains (challenges), gains (expected values) and their jobs (the usefulness of the expected value). This helped me to frame up the value propositions of SC+.

**Figure.7: First Customer Value Proposition Canvas Developed. (Friday 18th September, 2015).**



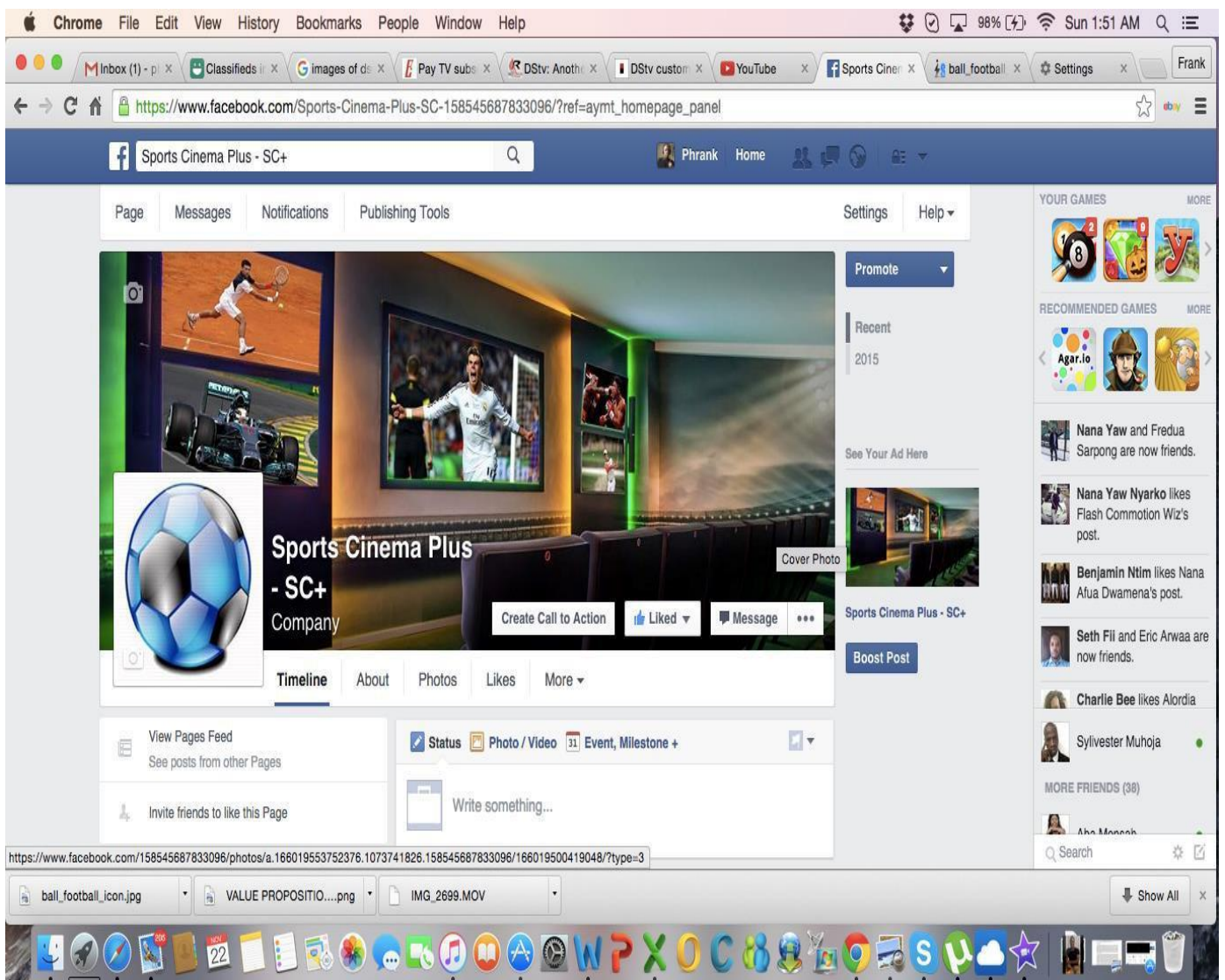
11. 1910/2015 - I used Osterwalder and Pigneur (2010) business model canvas to create the first business model canvas for SC+ and subject it to a market and industry test. The elements of the first BMC were influenced by feedback on conversations with friends and family back home in Ghana to get their opinions on my business idea as well as from my personal experiences as a football viewing center patron.

**Figure 8: The first Business Model Canvas and changes (removed) marked RED.**

Business Model Canvas		Designed by: <b>YAW ANIM SAFORI BRENYA</b>	<b>SPORT CINEMA PLUS (SC+)</b>	Date: _____ Iteration: _____
<b>Key Partners</b> <ul style="list-style-type: none"> <li>• MTN</li> <li>• Coca-Cola Company</li> <li>• Special Ice Water Company</li> </ul>	<b>Key Activities</b> <ul style="list-style-type: none"> <li>• Showing football matches without power outages</li> <li>• Administrative work</li> <li>• Promotions/Advertisement</li> </ul>	<b>Value Propositions</b> <ul style="list-style-type: none"> <li>• Affordable pricing</li> <li>• Conducive atmosphere</li> <li>• Stable Power Supply</li> <li>• Gaming</li> <li>• Sale of Souvenirs</li> <li>• Security</li> <li>• Toilet Facility</li> <li>• Refreshment with Coca-Cola drinks and Special Ice sachet water</li> </ul>	<b>Customer Relationships</b> <ul style="list-style-type: none"> <li>• Monthly Promotions</li> <li>• Suggestion Box</li> <li>• SC+ Facebook fan page</li> </ul>	<b>Customer Segments</b> <ul style="list-style-type: none"> <li>• All Ghanaian football lovers who patronize football viewing centers (Both Males and Females)</li> </ul>
	<b>Key Resources</b> <ul style="list-style-type: none"> <li>• Projector and Screen</li> <li>• Sound Heads</li> <li>• Generator</li> <li>• PlayStation 4</li> <li>• FIFA Games</li> <li>• DSTV Decor</li> <li>• Seats</li> <li>• Office Furniture</li> <li>• Refrigerator</li> </ul>		<b>Channels</b> <ul style="list-style-type: none"> <li>• Radio</li> <li>• SC+ Facebook fan page</li> <li>• Newspapers</li> <li>• Word of Mouth</li> </ul>	
<b>Cost Structure</b> <ul style="list-style-type: none"> <li>• Key Resources</li> <li>• Tax</li> <li>• Electricity</li> <li>• Rent</li> <li>• Building</li> </ul>			<b>Revenue Streams</b> <ul style="list-style-type: none"> <li>• Money from the Gaming</li> <li>• Sales of Tickets</li> <li>• Sales of Souvenirs</li> </ul>	

12. 20/10/2016 - I developed a minimum viable product in a form of a Facebook fan page for SC+ potential customers and potential partners to test how they will react to it. I also intended to make the Facebook fan page, a platform where customer evaluate and make suggestion about the services offered by SC+.

**Figure 9: SC+ Facebook Fan Page for Customer Relations and Service Evaluation (18<sup>th</sup> October, 2016).**



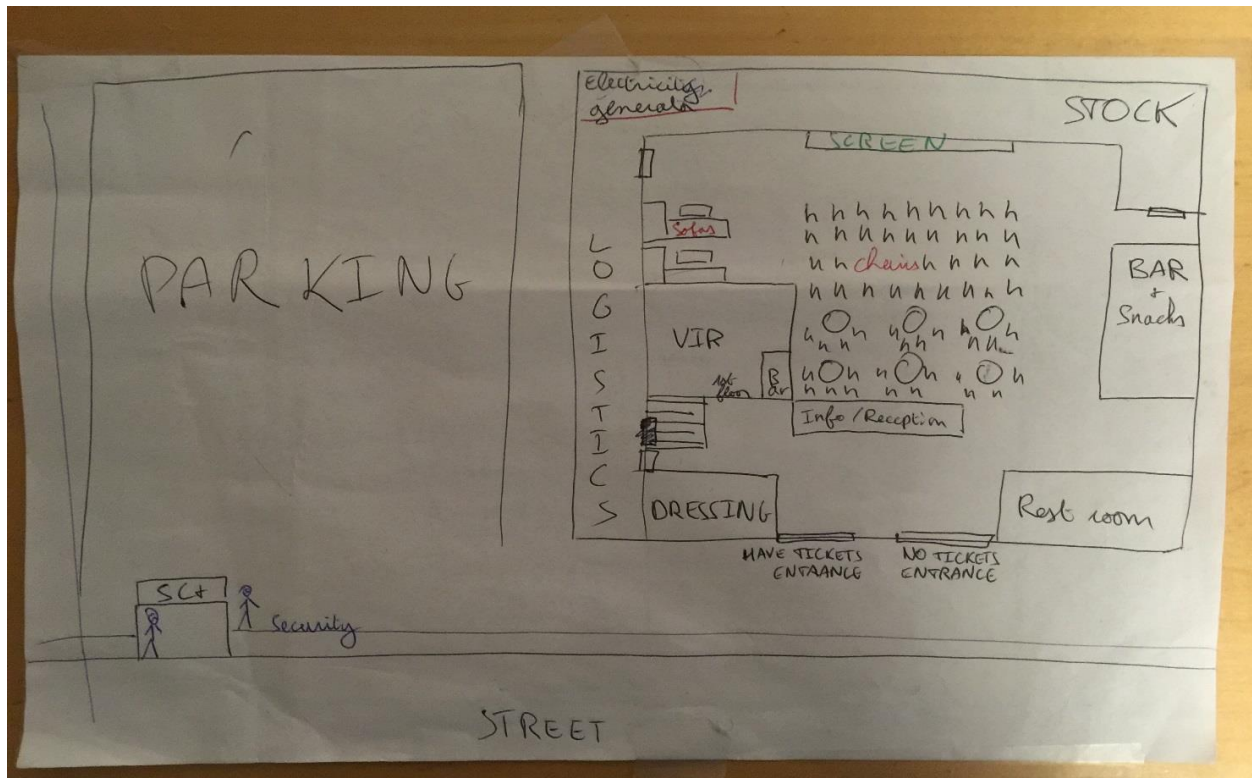
13. **21/10/2016** - The storyline of how I will sell SC+ business idea has been formulated and I pitched it out to some of my classmates in class today to get take on it.

**Figure 10. A pictures of me pitching out SC+ to my classmates at a Trade Show**



14. **23/10/2016** - I was discussing with my father today if he can help me find a land at a good location where I can build SC+ on. He suggested to me a family land we have at a very good and strategic position which he can give it to me to build on it for free. This was so much relieve for me since I want have to think getting a land.
15. **24/10/2016** – Today I try sketching how I would want SC+ to look like physically, thus, the physical structure of SC+.

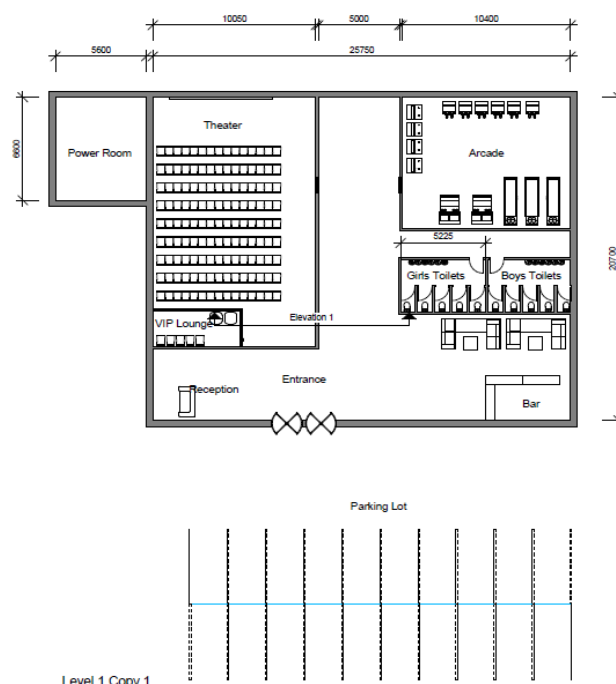
**Figure 11. A Prototype of SC+ Initial set-up.**



16. **02/11/2016** - I met my friend Mark Labrosse today at a church program and because I knew him to be an architect/planner, I described how I would want the physical structure of SC+ to look like and told him the size of the plot of land my father wants to give me so he can draw a tentative plan/blueprint of physical structure of SC+. Mark agreed to work on it and get it done in a week time.
17. **09/11/2016** - Today is one week since Mark Labrosse agreed to draw the blue print of SC+ for me, so I called him and remind him about it. He told me he is working on some finishing touches on it and will get back to me today in some few hours' time. Later in the day, he mailed me the plan of

SC+ he had drawn. I was impressed by it, but as I said before, it's only a tentative blueprint to find out whether the size of the land was big enough.

**Figure 12: The Tentative Blueprint of SC+ drawn by Mark Labrosse.**



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Project Status			
Project	Owner	Version	0.0.0
Project Name	Format	Author	Checker
Matr. nr.	Techn	Control	11/17/15
Ernie	Control	Date	1 : 200
Floor Plan	Scale		
			Teaching
			<b>A.1</b>

18. **16/11/2016** - Today I decided to have a sample of 100 potential customers by the aid of purposive and snowball sampling techniques as respondents or subjects for my thesis. I believe this sample size will be representative of the entire population of Ghanaian football lovers who patronize football viewing centers. I also purposively selected five entrepreneurs who I already knew have their own football viewing centers and have been in the industry for a very long time. Hence, I knew they could give me all the reliable information I needed to know about the industry.
19. **18/01/2017** - DANIDA, my scholarship sponsors booked a flight ticket for me to travel to Ghana on 24<sup>th</sup> January, 2016, in order for me to be able to do my fieldwork.

20. **26/01/2017** - I have now arrived in Ghana. My first step was that, I structured the way I was going to conduct my face-to-face interviews with the 100 potential customers and the time I will go and visit the companies SC+ will be partnering with to supply them their products to have a meeting with their marketing managers on our partnership terms.
21. **27/01/2017** - I called s friend who works at MTN, and asked him to tell me the charges a startup pays for partnering with MTN. He said that, the stand rule for all companies MTN partner with and assist in the sales is that, MTN charges a 15% commission on the sale of each product or ticket of its partners they sell through their mobile communication network.
22. **28/01/2017** - Today, I fixed a date for myself when I will be visiting one football viewing center to perform my participant observation experiment. I also decided on when I will be interviewing the five entrepreneurs who had their own football viewing centers.
23. **19/11/2016** - I wrote different sets of interview questions to guide me as I interview the potential customers, potential partners and the experts in the industry.
24. **31/01/2017** - Now it was time to subject this hypothesized value propositions to be tested in the market to see if football fanatics who patronize football viewing centers will like it and pay for such services. Today is the day I decided to interview the first five of the 100 potential customers. In the course of my interviews with the potential customers, I have plan to ask them if they have Facebook accounts, and those who had, I will send them the link to SC+ Facebook fan page to check out the services SC+ would be offering them as well as use that medium to give all their suggestions. I called three of them, Collins Essuman, Kofi Krowe and Edmund Mensah, who I knew personally and went over to visit them immediately when they agreed for me to come. After interviewing them and recording their responses, I asked them for referrals of other football fanatics who patronized football viewing centers regularly which they gave me two names their of friends (Richard Gardiner and Kwakye Gyedu Thompson) and their telephone numbers. I contacted these two football fanatics and interviewed them today.
25. **02/02/2017** – I interviewed Ascona Impraim, Albert Armstrong, Samuel Joyis Jnr, Robert Osei Baah and William Crabbe who art part of my 100 potential customers. I really got constructive feedback from them which helped me to mold my value proposition.
26. **03/02/2017** - I needed someone who can manage the finance and auditing of SC+ accounts since I have no knowledge in finance and auditing. I called my cousin George Obeng, who is a chartered accountant and a banker, and asked him to be a part-time employee at SC+ who will oversee the finance and auditing of the business. I could not get him to work full-time because he has his full-time job and moreover, I could not pay him for his services if I employ him on a full-time basis.

27. **05/02/2017** – I contacted Comedian Khemikal, Paulina Hottor, Joyce Mensah, Asante Takyi Francis and Rhoda Adjei at one of the football viewing centers in my neighborhood and interviewed them based on the questions I set to guide me.
28. **07/02/2017** – Today around 12:30pm I left home to the center of Kumasi to visit my friends Beatrice Anipa, Justice Eshun, Kojo Walter, Jorge Newton and Ophelia Tetteh who I called yesterday and fixed appointment with at different times of today. My interviews with them were successful as I recorded all their feedback and transcribed them into my field notebook later in the evening.
29. **09/02/2017** – I went to interview Godfred Bosomtew, Donald and Desmond Afful individually in their homes today since I used to patronize football viewing centers with them. At Donal Assan's house, I met Gabby Bamps and Emma Dadzi who also told me that they have been patronizing football viewing centers for some years now. I interviewed these two and recorded their feedback. In the course of my interviews with Godfred and Desmond, they gave me five referrals each. I called five of them and fixed an appointment with them on Sunday, 12<sup>th</sup> February, 2017.
30. **12/02/2017** – I wrote a message to the five potential customers (Paa Kofi Abronomah, Samuel Nketsiah, Opoku Aikins, Yaw Acheampong and Solomon Baidoo) I have interviews with today to remind them of the meeting. I met them as planned, interviewed and recorded their feedback. Solomon gave me two referrals he knows patronizes football viewing centers. I called the remaining referrals I got on 9<sup>th</sup> February to meet them on Tuesday, 14<sup>th</sup> February, 2017, which they all agreed.
31. **14/02/2017** – All the potential customers I have to meet today to interview work and will close at 15:00, as such, I didn't leave home until 14:30 to interview Paa Kwow Ocran, Abel Attakora, Emmanuel Essang, Abena Omari and Micheal Sarbeng. I recorded their responses and transcribed them later that evening.
32. **15/02/2017** - I went to Eufloba Football Center at Suame, a suburb of Kumasi with the intent of having an interview with Paa Kwesi who owns the place. I was fortunate to have met him at the right time and he granted me the audience of interviewing him. His response to the questions asked were all recorded and transcribed into field notebook.
33. **17/02/17** – I called the two referrals Solomon gave me namely, Theophelous Nana Opoku and Alphy Asare, and they agreed for me to come over today for the meeting. After interviewing these two, they took me to three of their friends who were also patronize football viewing centers. The other three referrals I interviewed that day were George Oliver Anane, Emmanuel Blay and Alexander Appiah. Interviewing Alexander was very interesting as he shared so many joke about some terrible experiences he face with some football viewing centers. Alexander surprisingly new a lot of people who patronize football viewing centers and after interviewing him, he gave me 10 referrals of people who regular patrons of football viewing centers. Since I earlier on decided on interviewing five

potential customers per day, I divided Alexander's referrals into two, called them and gave them two different days to meet them for the interviews.

34. **19/02/2017** – I interviewed the first five of Alexander's referrals namely, Nana Asare Bamprani, Franklin Agyemang, Charles Anim, Nana Yaw and Michael Opoku Manu. I recorded their responses and later transcribed it into my field notebook later that evening. I also got four referrals each from the five potential customers I interviewed today making it twenty referrals in total. They responded positively to the ideal of SC+.
35. **20/02/2017** – Abu Amoah, the owner of Labista Football Center was interviewed today as we agreed to meet up in his house. His feedback from the interviews were all recorded and transcribed that in the evening.
36. **21/02/2017** – Today, I texted the other five referrals from Alexander to remind them of the meeting I have with them today and fixed a particular time of the day I would meet with each of them. The potential customers I interviewed for today were Kwaku Duah, Samuel Appiah Danquah, Nana Okess, Michael Duah and Halim Oscar. I asked each of them in the course of the interviews to refer me to some of their friends are staunch patrons of football viewing centers. In all I got 15 names and telephone numbers from them.
37. **22/02/2017** – Today I interviewed five of the referrals I got from 19<sup>th</sup> February's interviews. The potential customers I interviewed were Stephen Tawiah, Fila Dauda, Larma Kwame, Joseph Nkrumah and Ernest Acheampong. I recorded their responses with the audio recorder of my phone and transcribed them later that evening.
38. **23/02/2017** – Today I went to Wayobia Football Center to interview Kwame Asare who owns the business. I recorded all his response with my phone and later transcribed it in the field notebook.
39. **24/02/2017** – I interviewed Frank Adusah Poku, Shaker Owusu, Hakeem Baaba, Joel Osei Bonsu and Daniel Dansowho are part of the referrals I got from the respondents of my interviews on 19<sup>th</sup> February, 2017.
40. **25/02/2017** – I called Gabriel Owusu the owner of Best of the Bests Football Center to ask him whether I could have an interview with him. We met at the time we fixed and I recorded and transcribed all his feedback in the field notebook.
41. **27/02/2017** – Kojo Osei Brown, Don Nana Yaw Twix, Stanley Agyapong, Edward Asafo and Paa Akwasi are referrals I got from Charles Anim during our interview on 19<sup>th</sup> February, 2017. I interviewed them today, recorded and transcribed their responses.
42. **28/02/2017** – Nana Yaw referred Priscilla Oppong, Prempeh Opoku, Jerry Pamou, Samuel Adjasuny and Ibrahim Anyars after our interview on 19<sup>th</sup> February, 2017 as football fanatics who patronize football viewing centers on a regular basis.

43. **02/03/2017** – Michael Duah during our interview on 21<sup>st</sup> February, 2017 referred Stephen Boateng, Aaron Asabere, Kwaku Frimpong, Emmanuel Owusu Asamoah and Kwame Ofori Amanfo to me as his friends he watches football matches with at their favorite football viewing center. I met with them today and interviewed them. I recorded and transcribed their responses into my field notebook.
44. **04/03/2017** – Today I interviewed Akwasi Eduam, Ama Ampofo, Sandra Owusu, Cyril Afful and Keturah Commodore who are referrals I got from Halim Oscar and Nana Okess after our interview on Tuesday, 21<sup>st</sup> February, 2017. I recorded and transcribed their responses into my field notebook later in the evening.
45. **05/03/2017** - I realized that, another value I could create for my customer that the other football viewing centers do not offer was selling drinks and water to them at a discounted price to refresh them. As such I chose Coca-Cola Company and Special Ice Water Company as my partners to supply me their products. I went to the Coca-Cola Company headquarters in Kumasi where I met the receptionist. I explained to her the reason why I came there and that I wanted to talk with the market manager about a partnership proposal. She told me she has to find an appointment date for me to come some other time to meet her. After looking at the marketing manager's appointment schedule, she gave me a date and took my contact details.
46. **06/03/2017** – Today is Ghana's Independence Day. I thought everyone will be busy but when I called Jewel Amponsah, Nestor Ankuvie, Emmanuel Ntim Fiifi Sam and Nesta Agyekum who were referrals from Kwaku Dual and Samuel Appiah Danquah, to ask them whether they would be at home for me to come over for a meeting concerning football viewing centers, they agreed to it. I fixed different time for each of them in relation to the distance between their homes. I went and interviewed them and recorded their responses which I transcribed later in the evening.
47. **07/03/2017** - Today, I plan to visit Special Ice Water Company to talk with the marketing manager. Locating the Special Ice Water Company branch in Kumasi was very hard because they had relocated to a new place which I was not familiar with. I called my friend Kwame Amponsah, who really knows Kumasi better than me do and he helped me with the direction to their new place. I met the receptionist and told her my mission and she excused me to talk with the marketing manager in his office. She returned after 10mins and told me that, I could not have the meeting with him today but she can give me another date for me to come over and see him. I accepted the date and left.
48. **08/03/2017** – Today, I went to *Best Soccer* to conduct my participant observation experiment. After keeping record of all the things I observed. I also participated by staying in full 90 mins where I supported Barcelona FC throughout the match as they played against PSG and Barcelona won that game by six goals to one. I was at the football center early so before the game begun, I interviewed

Peter Okwokow, Prince Lordson, Jeff Amoah, Kwaku Attah and Benjamin Sodoken. I recorded all their feedback and transcribed them into my field notebook later that evening. The observation I made at Best Soccer were the usual challenges faced by football viewing center patrons of Ghana, which are, insecurity, lack of chairs, overcrowding, no refreshment, lack of ventilation and other poor conditions.

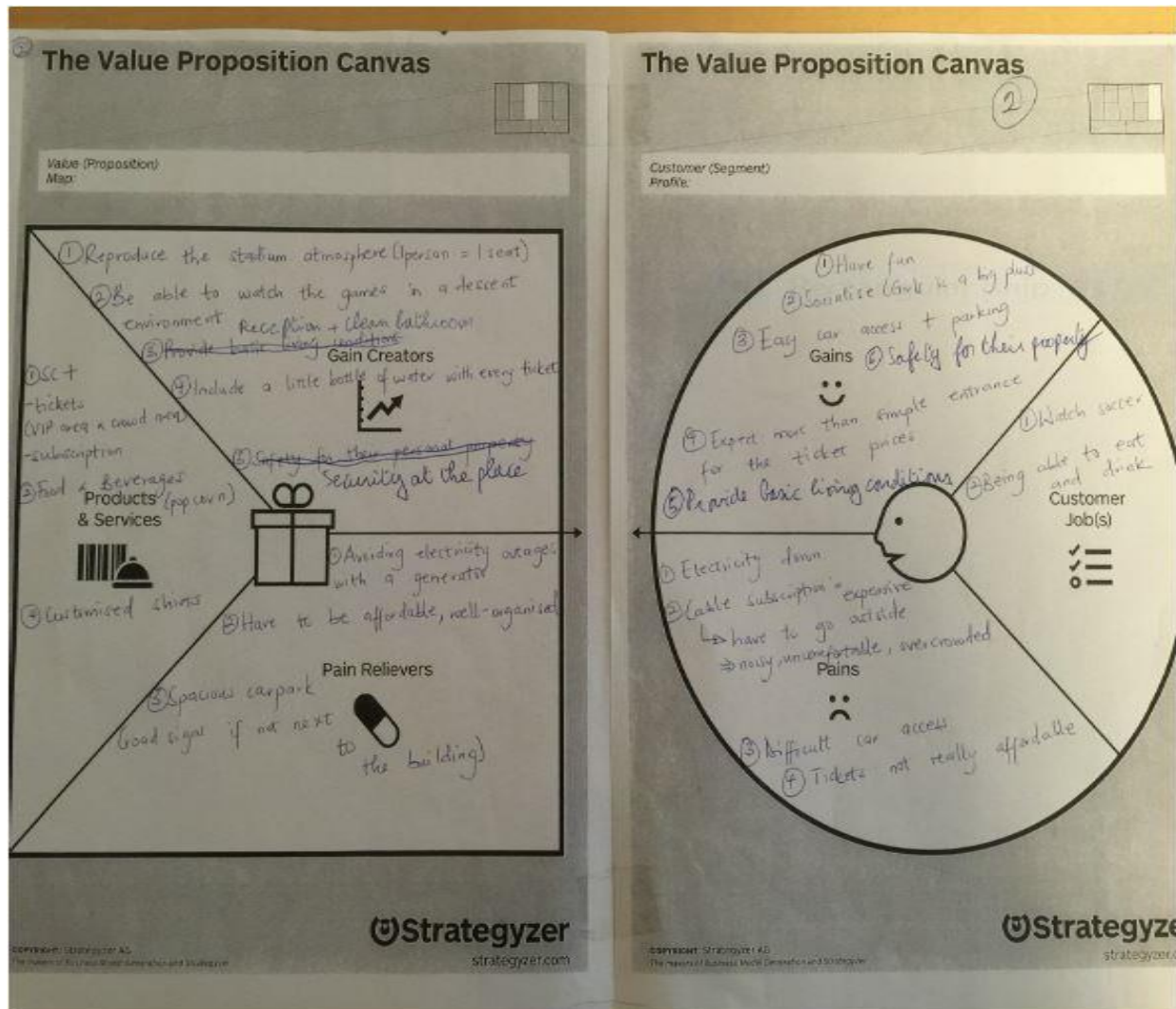
**Figure 13: A picture taken at Best Soccer during my participant observation.**



49. **09/03/2017** – This morning I went to Best of the Best, a football viewing center in Kumasi to interview Gabriel Owusu, the owner. He was part of the experts I chose for this thesis. After my interview with him I asked him to refer me to ten people who patronized his football viewing center on a regular basis and he immediately introduced me to five on them who were already at his football viewing center. The potential customers I interviewed were Darius Oteng Kumi, Stephen Karikari, Kofi Karikari, Sarpong Ben and Richmond Agbo. Their responses to the questions I asked were recorded with my phone. Stephen Karikari and Kofi Karikari who are brothers gave me names and phone numbers of five of their friends who patronizes football viewing centers a lot.

50. **10/03/2017** – Today is the last day for conducting interviews for the 100 potential customers for my thesis. I called the referrals I got from Stephen and Kofi yesterday and they all agreed to meet with me today. The potential customers I interviewed today were Joshua Laryea, Jacob Mensah, Stanley Glatey, Samuel Okai and Bob Marrious. I recorded all their feedback and transcribed them later that evening.
51. **11/03/2017** – I took record of all the potential customers I interviewed who had Facebook accounts at the end of each interview. Today, I sent the link to SC+ Facebook fan page to all potential customers who had Facebook accounts for their recommendations and suggestions. I was unsure of the feedback I was going to get but fortunately for me all the potential customers I sent the link of the fan page were interested in the business idea and value propositions of SC+.
52. **12/03/2017** - My meeting today with the marketing manager of Coca-Cola Company headquarters in Kumasi, Mr. Oppong Ansah went so well. After discussing with him the business model of SC+ and my desire to partner with Coca-Cola as well as the trade agreement I wanted us to enter into, he was overwhelmed. He called his accountant to his office and after some minutes of discussion, he turned to me again and agreed to my partnership agreement with him. The terms of our partnership was that, SC+ will enjoy a 20% discount on the sale of each bottle of Coca-Cola and in return, SC+ will advertise the products of Coca-Cola at the center during half-time breaks when showing football matches.
53. **13/03/2017** - Upon meeting Kwame Agyare, the marketing manager of Special Ice Water Company branch in Kumasi and discussing SC+'s partnership with him, he agreed without any questions. I was pretty surprised and the only thing he strictly emphasized on was that, although they will supply their sachet water to SC+ on a 20% discount, they will take their money upon supplies and ensure that SC+ advertises their products as promised. He said they are doing this to support me business they love my entrepreneurial spirit as a young man.
54. **14/03/2017** – A review of the responses of the potential customers interviewed showed that, their immediate concern was about the need for improvement in their football viewing experience, hence they suggested that gaming and sale of souvenirs should not be part of the business model for now but can be introduced when the most important value has been achieved could be introduced into the business somewhere in the future. I effected the necessary changes to the first value proposition canvas.

**Figure 14: Changed Customer Value Proposition Canvas after Interviews. (14<sup>th</sup> March, 2017)**



51. **15/03/2017** - A review of all the potential customers I interviewed for this thesis showed that, they were all within the ages 16 to 35years. This together with my interviews with the five entrepreneurs in the football viewing center industry helped me to decide the target customer segment as Ghanaian football lovers within ages 16 to 35years. I also researched on the internet and discovered that, the active and working class age group in Ghana is between 16 to 60years.

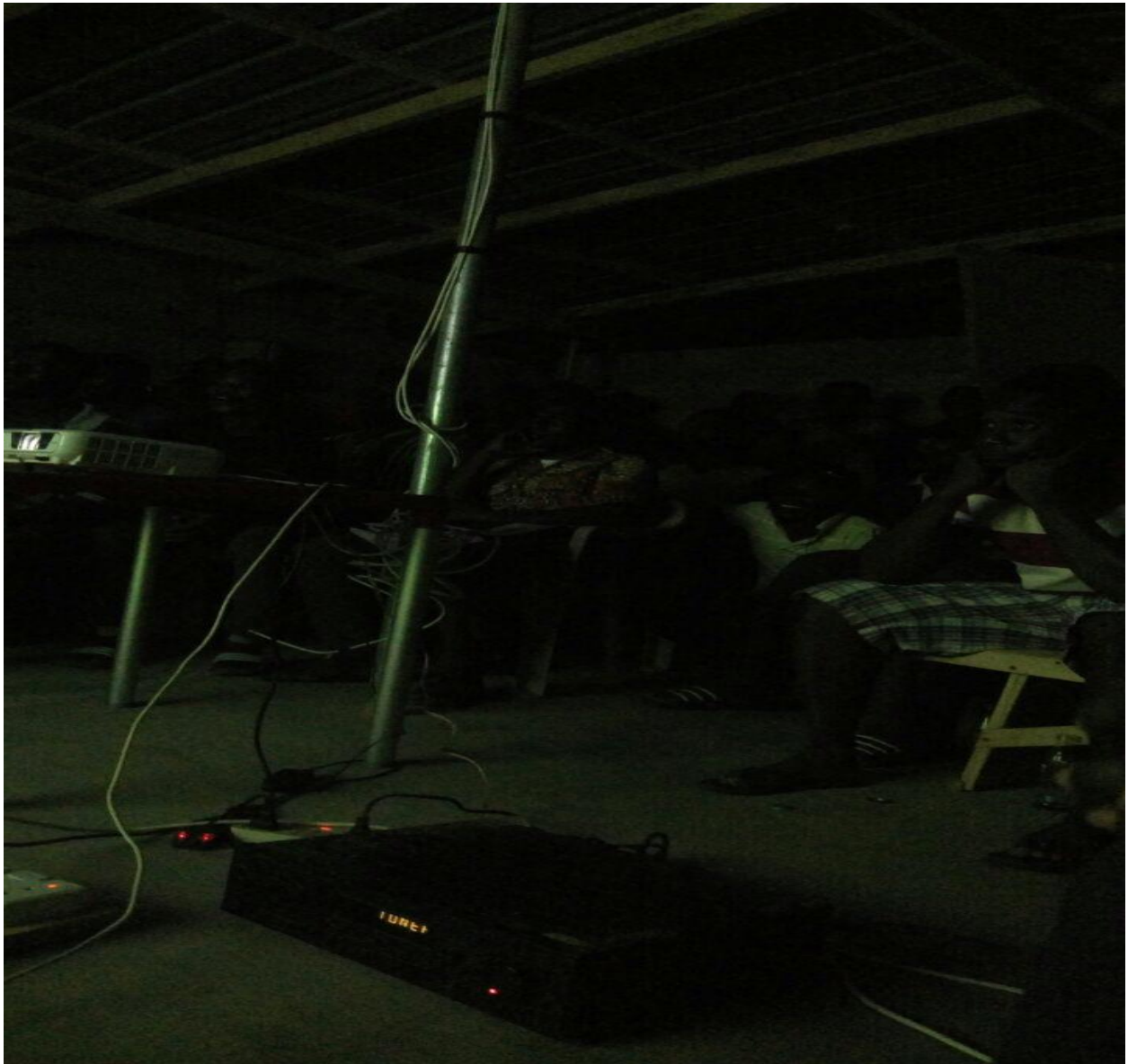
52. **15/03/2017** - I went through the responses I got from interviewing the 100 potential customers, and discovered that, 98% of them were in favor of me charging GHC5 for the services I was going to offer them with SC+. The remaining 2% were indecisive because they were only ready for pay if they should see SC+ in operating in reality. I thought about the fact that, if 98 out of the 100 people interviewed were ready to pay GHC5 for my services, then I needed to work on my values propositions it moderate so that the cost capital for providing the values and running SC+ would not exceed the revenue to be accrued.

53. **16/03/2017** – Today after working out the cost structure of the setting up of SC+, I checked my account to see how much I have save in my account and I realized I had GHC 60,000 in my account and my parents. My parents promised me that they will assist me with GHC 25,000 so I will have a total of GHC 85,000 to build SC+.
54. **17/03/2017** - I made a review of the responses or feedback I received from the interviews I had with the 100 potential customers showed that, they also had similar challenges I faced with the football viewing centers I patronized. Another important thing I identified from my interviews with the potential customers was that, none of them agreed to the use of MTN mobile money service as a way of buying their tickets as I had planned in my first business model canvas. They rather preferred that, tickets to SC+ be sold at the gate. Since SC+ is a customer centered startup and creates its value together with its customers, I removed MTN out of my business model and did not include it in my final business model canvas.
55. **18/03/2017** – Today, I made a deduction from the interviews with the expert interviews are conducted that, the football viewing center owners were more profit driven than customer centered.
56. **19/03/2017** - I conducted an interview with Joseph Asante, the owner of SportBet Football Center, and in the course of interview when I asked him about the legal aspect of starting SC+, he revealed to me that, every football viewing center is supposed to be registered and pay tax to its local assembly and that, those operating their centers without paying taxes can be in serious problem since he almost feel a victim to that.
57. **20/03/2017** - I also realized as I was reviewing the feedback I received from the interviews that, all 100 potential customers were not immediately interested in gaming but wanted an improvement in their football viewing experience. I removed gaming from my value proportions and the resource I needed to provide such services from the value proposition block and key resources block respectively.
58. **21/03/2017** - Today I decided on the most effective and fast way of communicating with my customer, that is, focusing on the channel block of the Business Model Canvas. So for as part of creating my first business model canvas, I chose word of mouth, the SC+ Facebook fan page, newspapers and radio as the elements for my channel of distribution and communication block of the canvas. In the cause of reviewing the feedback I got from interviewing the potential customers and considering the fact the 70% of the population of Kumasi are illiterate and can neither read nor write English, I decided to remove radio and newspapers out of the channel block of the final business canvas. I still maintained the SC+ Facebook fan page because there were still some of my potential customers who had Facebook accounts and were interested in getting on board. Word of Mouth on the other hand was very cheap fast and would cost SC+ nothing if added to the business

model. Hence, I finalized on the Facebook fan page and word of mouth for my channel block of the final business model canvas. I researched for the percentage of Ghanaian who fall within the ages 16 and 35 years and discovered that they constitute of the entire population of Ghana and forms a total of 700,00 people out of the total population of Ghana (Ghana Statistical Service, 2012). I removed radio from my communication channel because after some enquiries I made from some of the radio stations, their charges for advertising was very expensive and was not favorable for the business model of my startup.

59. **22/03/2017** – Today, I figured out the means by which I will be making money for SC+ for it to survive and become profitable by looking back at value propositions. SC+ main source of making money will be from the sale of tickets. I discovered that the minimum price the potential customers I interviewed were willing to pay was GHC 5 per football match they watch. It was a reasonable and favorable to my cost structure and my business model in general so I pegged the cost of buying a ticket to watch each match at GHC 5.
60. **23/03/2017** - I researched and found out from Mywage.org/Ghana that, the daily minimum wage of Ghanaians is GHC 8. With this I knew my potential customers will be able to afford the GHC 5 price for the tickets to SC+.
61. **24/03/2017** - There was a power outage at Best Soccer today as I went to watch a football match. It took the owner of the football viewing center 15 mins to get the standby generator to work. When he managed to get the power back, he turned off the main light of the cinema so he would conserve the fuel he was using to run the generator.

**Figure 15: An incidence of power outage at Best Soccer**



62. **25/03/2017** - Now all the 107 respondents for this thesis have been interview and their feedback recorded. I made all the necessary changes in the first BMC according to the new information received and created the final up-to-date BMC for SC+.

**Figure 16. Final Business Model Canvas after Validating the first BMC.**

Business Model Canvas		Designed by: <b>YAW ANIM SAFORI BRENYA</b>	<b>SPORT CINEMA PLUS (SC+)</b>	Date: _____ Iteration: _____
<b>Key Partners</b> <ul style="list-style-type: none"> <li>Coca-Cola Company</li> <li>Special Ice Water Company</li> </ul>	<b>Key Activities</b> <ul style="list-style-type: none"> <li>Showing football matches without power outages</li> <li>Administrative work</li> <li>Promotions/Advertisement</li> </ul>	<b>Value Propositions</b> <ul style="list-style-type: none"> <li>Affordable pricing</li> <li>Conducive atmosphere</li> <li>Stable Power Supply</li> <li>Security</li> <li>Toilet Facility</li> <li>Refreshment with Coca-Cola drinks and Special Ice sachet water</li> </ul>	<b>Customer Relationships</b> <ul style="list-style-type: none"> <li>Monthly Promotions</li> <li>Suggestion Box</li> <li>SC+ Facebook fan page</li> </ul>	<b>Customer Segments</b> <ul style="list-style-type: none"> <li>Ghanaian football lover (16 years to 35 years) who patronize football viewing centers</li> </ul>
	<b>Key Resources</b> <ul style="list-style-type: none"> <li>Projector and Screen</li> <li>Sound Heads</li> <li>Generator</li> <li>DSTV Decor</li> <li>Seats</li> <li>Office Furniture</li> <li>Refrigerator</li> </ul>		<b>Channels</b> <ul style="list-style-type: none"> <li>SC+ Facebook fan page</li> <li>Word of Mouth</li> </ul>	
<b>Cost Structure</b> <ul style="list-style-type: none"> <li>Key Resources</li> <li>Tax</li> <li>Electricity</li> <li>Building</li> </ul>			<b>Revenue Streams</b> <ul style="list-style-type: none"> <li>Sales of Tickets</li> </ul>	

**Figure 17: Pictures of a typical football viewing center in Ghana**





**Table 1. COST, EXPENSES AND REVENUE ESTIMATES FOR SC+.**

This is based on the existing prices on the market

**FIXED COST**

<i>Materials</i>	<i>Cost GH¢</i>
Projector & Lens	5,000
Projector Screen	3,000
Projector Sound Heads	1,500
Seats (300 capacity)	30,000
Office Furniture	500
Generator	1,500
DSTV Decoder & Installation	556
Refrigerator	2,000
Physical Building	20,000
<b>Total</b>	<b><u>64,056</u></b>

### **RECURRING COST**

<b><i>Materials annum)</i></b>	<b><i>Cost GH¢ (per month)</i></b>	<b><i>Cost GH¢ (per</i></b>
Subscription of DSTV	200	2,400
Tax	50	600
Accountant (Part-time)	1,500	18,000
Security Personnel	500	600
Ticket Seller	700	8,400
Manager (Myself)	2000	24,000
Utility Bills	450	5,400
<b>Total</b>	<b>5,400</b>	<b><u>59,400</u></b>

**The total cost to build and operate SC+ for a period of one year is Fixed Cost + Recurring Cost.**

$$\begin{aligned}\text{Total Cost per Annum} &= \text{GH¢ } 64,056 + \text{GH¢ } 59,400 \\ &= \text{GH¢ } \underline{123,456}\end{aligned}$$

### **SC+ Revenue per Annum**

Total Capacity of SC+ = 300 people

Assuming 100 people patronize daily

Price of Ticket = GH¢5

If all variables are held constant,

- **Daily Revenue** =  $100 \times \text{GH¢ } 5$   
= **GH¢ 500**
- **Weekly Revenue** =  $\text{GH¢ } 500 \times 7 \text{ days}$   
= **GH¢ 3,500**
- **Monthly Revenue** =  $\text{GH¢ } 3,500 \times 4 \text{ weeks}$   
= **GH¢ 14,000**
- **Yearly Revenue** =  $\text{GH¢ } 14,000 \times 12 \text{ months}$   
= **GH¢ 168,000**

**Hence the total revenue SC+ will make in a year is GH¢ 168,000**

**The Total Profit SC+ will make in one year = Total revenue – Total Cost**

$$= \text{GH¢ } 168,000 - \text{GH¢ } 123,456$$

= **GH¢ 44, 544**

53. Today I made a summary of the relevant points from the feedback of the 100 potential customers interviews I conducted (Table 2).

**Table 2: Summary of Feedback from interviews with 100 Potential Customers**

NAME OF PERSON	CONTACT TYPE	DATE OF CONTACT	FEEDBACK/RESPONSE
1. Collins Essuman	(Juventus FC Fan) – 24 years Old.	31/01/17	<ul style="list-style-type: none"> <li>- The seating arrangement should be stadium style (lecture hall), Seats arranged a step higher than the previous row in sequence</li> <li>- Segments should be created if different audiences are expected (dignitaries, etc.)</li> <li>- With SC+ I won't mind paying GH¢ 7 for the ticket.</li> <li>- Tickets should be sold at the gate and that will be the best.</li> <li>- Venue should be a cool environment not far from the street.</li> <li>- The football viewing center I patronize is uncrowded.</li> </ul>
2. Kofi Krowe Yeboah	(AC Millan Fan) - 28 years old.	31/01/17	<ul style="list-style-type: none"> <li>- Female staff</li> <li>- Venue should facilitate easy access to transport.</li> <li>- The seating should be comfortable and the room should be airy.</li> <li>- GH¢15 to GH¢20 should be charged per match.</li> <li>- tickets should be sold at the gate.</li> </ul>
3. Edmund Mensah	(Real Madrid Fan) – 18 years old.	31/01/17	<ul style="list-style-type: none"> <li>- Nice environment; good sound and video quality</li> <li>- Cinema should be spacious and have a parking space for vehicles.</li> <li>- Seating should be living room style</li> <li>- There should be promotions; buying tickets means customers win subsidies on drinks and snacks</li> </ul>

			<ul style="list-style-type: none"> <li>- Chairs should be good.</li> <li>- I will pay GH¢ 10</li> <li>-there should be a washroom</li> <li>- Tickets should also be sold at the cinema gate.</li> </ul>
4. Richard Gardiner	Chelsea Fan – 16 years old	31/01/17	<ul style="list-style-type: none"> <li>- He would patronize if the cinema is of good quality.</li> <li>- Venue should be at the center of town since accessibility is key.</li> <li>-tickets should be sold at the gate just like the stadiums do</li> <li>- From the description of SC+, I will pay GH¢ 5</li> <li>-Tickets should be sold both in advance and on the day</li> </ul>
5. Kwakye Gyedu Thompson	Aston Villa – 18 years olds	31/01/17	<ul style="list-style-type: none"> <li>-The services should be affordable and distinct from most of the cinemas around</li> <li>- Should provide a place for relaxation</li> <li>- The seats should be comfortable and the setting should be like a round table</li> <li>- The quality of the screens should be 4D.</li> <li>- I will pay GH¢ 7 to patronize SC+</li> <li>- There should be security regulations.</li> <li>-the atmosphere should be conducive for family outings</li> </ul>
6. Ascona Impraim	Arsenal – 20 years old	02/02/17	<ul style="list-style-type: none"> <li>Having a sports cinema would be a good feeling</li> <li>-It should have a bar</li> <li>-There must be good security</li> <li>- I will pay GH¢8 for the kind of services SCC+ will provide.</li> <li>- There should be a toilet facility.</li> </ul>
7. Albert Armstrong	Real Madrid – 27 years old	02/02/17	<ul style="list-style-type: none"> <li>- It is a good idea to have a sports cinema considering the weather and growing passion in Ghana</li> <li>- Should be located in the capital city and have ultra-modern facilities like 3D screens</li> <li>- Should have a comfortable restaurant around it and occasionally attract past football legends who would come there to sign autographs.</li> </ul>

			<ul style="list-style-type: none"> <li>- I will pay GH¢10 for the services of SC+.</li> <li>- The seating should create a stadium experience</li> <li>- There should be a betting service as well as uninterrupted power supply</li> </ul>
8. Samuel Joyis Jnr	Chelsea – 31 years old	02/02/17	<ul style="list-style-type: none"> <li>- A cinema with a good sports viewing experience is a great idea</li> <li>- It should serve its main purpose of entertaining</li> <li>- C should be located in the city</li> </ul>
9. Robert Osei Baah	Juventus – 35 years old	02/02/17	<ul style="list-style-type: none"> <li>- Having a sports cinema is a good idea but it should be a well branded one</li> <li>- The cinema should be situated in a busy area and more remotely close to the people in community</li> <li>- Should have cinema feel and no other alterations</li> <li>- There should be no betting services since it would be no different from the other ones (competition)</li> <li>- Betting should also not be included because of the stereotyping attached to it</li> <li>- The seats should not be numbered but anyone who buys a ticket can sit anywhere</li> <li>- Pre-ordering of tickets should be an option but ideally I will buy tickets at the gate</li> <li>- Looking at competition, tickets should be sold between GH¢5 and GH¢10</li> </ul>
10. William Crabbe	Chelsea - 20 years old	02/02/17	<ul style="list-style-type: none"> <li>- He will highly patronize SC+.</li> <li>- There should be weekly promotions on prediction of scores and winners given free drinks and tickets.</li> <li>- Should have a better AC vent and spacious to contain several fans.</li> <li>- He said he will pay GH¢5 to GH¢10.</li> <li>- Prefers tickets to be sold at the gate but tickets could be sold in advance to regulate the crowd</li> <li>- Thinks it would be a profitable business but would be very challenging</li> </ul>

11. Comedian Khemikal	Barcelona – 27 years old	05/02/17	<ul style="list-style-type: none"> <li>- SC+ Would be a good idea but should have proper seating and be comfortable</li> <li>- Seating should be in ascending order and should not be far away from town</li> <li>- Prefers tickets to be sold at the gate</li> <li>- Would be willing to pay between 7GHC and GH¢10</li> </ul>
12. Paulina Hottor	Manchester United – 34 years old	05/02/17	<ul style="list-style-type: none"> <li>- I will pay GH¢10 to patronize SC+.</li> <li>- I love comfort</li> <li>- There should be a lot of comfortable seats.</li> <li>- The football center should be airy.</li> </ul>
13. Joyce Mensah	New Castle – 19 years old	05/02/17	<ul style="list-style-type: none"> <li>- Thinks SC+ is okay and if it's appealing enough we would get more customers.</li> <li>- There should be a toilet facility.</li> <li>- I will pay GH¢5 for SC+ services.</li> </ul>
14. Asante Takyi Francis	Manchester United – 33 years old	05/02/17	<ul style="list-style-type: none"> <li>- The cinema should be close by the road and there shouldn't be any power outages</li> <li>- It should be accommodative that is have comfortable seating.</li> <li>- I will pay GH¢5 to GH¢10 for SC+ services.</li> <li>- The tickets should be bought at the gate whether in advance or on the day of the match.</li> <li>- There should be bigger flat screens.</li> </ul>
15. Rhoda Adjei	Arsenal – 35 years old	05/02/17	<ul style="list-style-type: none"> <li>- There should be no betting as most Ghanaians perceive it to be a negative behavior</li> <li>- We should be mindful about our competitor Super Bets.</li> <li>- There should be good security measures</li> <li>- There should refreshments.</li> <li>- I will pay around GH¢5 or more for SC+.</li> </ul>
16. Beatrice Anipa	Liverpool – 16 years old	07/02/17	<ul style="list-style-type: none"> <li>- Likes football very much.</li> <li>- There should be more seats at the center.</li> </ul>

			<ul style="list-style-type: none"> <li>- There should be a toilet facility.</li> <li>- The sports cinema should have ventilation because most sports cinemas have poor ventilation</li> <li>- Would not mind paying extra for air conditioning</li> <li>- I will pay the price range of GH¢5 to GH¢8 for SC+ services.</li> <li>- There should be a stand by generator because of the power outages and a snack bar</li> <li>- It should be located close to campuses</li> </ul>
17. Justice Eshun	Chelsea – 19 years old	07/02/17	<ul style="list-style-type: none"> <li>- SC+ will be a good business and she will even patronize it as a woman if the environment is safe enough.</li> <li>- There should be enough security to check violent behaviors.</li> <li>- He wouldn't mind paying between GH¢10 to GH¢20 for a ticket to Sport Cinema Plus.</li> <li>- The seating should be comfortable enough and should have the experience of a normal movie cinema.</li> <li>- There should be wider screens and bigger space.</li> </ul>
18. Kojo Walter	Manchester City FC – 34 years old	07/02/17	<ul style="list-style-type: none"> <li>- Location should be accessible preferably close to the Accra shopping mall</li> <li>- Ventilation should be adequate</li> <li>- The seating should be in rows just like the stadium seats</li> <li>-T here should be two screens so that games can be shown at the same time</li> <li>- The cinema should run promotions where prizes would be given to winners</li> <li>- I will pay GH¢5 to GH¢10 for the services of SC+.</li> <li>- There should be 4D screen resolutions</li> <li>- There should be girls to attract guys</li> <li>-T here should be enough security</li> <li>- There should be constant power supply</li> </ul>
19. Jorge Newton	Lechester City FC – 21 years old	07/02/17	

				<ul style="list-style-type: none"> <li>- There should be a standby generators</li> <li>- African soccer players/ stars should be available for autograph signing at the premises</li> <li>- The ticket should be sold at GH¢10 for regular and GH¢20- GH¢40 for VIP</li> </ul>
20. Ophelia Tetteh	Kusi	Barcelona FC – 24 years old	07/02/17	<ul style="list-style-type: none"> <li>- The location of the cinema should attract the target audience</li> <li>- There should be a bar that sells drinks to customers</li> <li>- The cinema should have an air condition and the room should be tiled</li> <li>- There should be luxurious chairs, a big plasma and a standby generator</li> </ul>
21. Godfred Bosomtwe		Sunderland FC – 35 years old	09/02/17	<ul style="list-style-type: none"> <li>- Likes football but is not so much of a crazy fan</li> <li>- He likes the idea of a sports cinema</li> <li>- Snacks should be served in the cinema</li> <li>- Location should be a city center</li> <li>- There should be segmentation; VIP sections and others</li> <li>-Ticketing should be sold at the gate.</li> <li>- I will pay GH¢5 to GH¢10 to patronize SC+.</li> </ul>
22. Donald Assan		Barcelona FC – 32 years old	09/02/17	<ul style="list-style-type: none"> <li>- It should have a stadium experience</li> <li>- The seating should be that of a real cinema seating style</li> <li>- There should be enough space in the cinema to walk around.</li> <li>- I will pay GH¢10 to GH¢20 for the services of SC+.</li> </ul>
23. Desmond Afful		Liverpool FC – 19 years old	09/02/17	<ul style="list-style-type: none"> <li>- The football cinema is a good idea</li> <li>- Feels that there should be enough screens in the cinema</li> <li>- The tickets should be sold at the gate rather than before the match</li> <li>- The cinema should be located close to the road.</li> <li>- There should be a toilet facility.</li> <li>- There should be a lot of chairs.</li> </ul>

			- I will pay GH¢5 to GH¢10 for the service of SC+
24. Gabby Bamps	AC Milan FC – 16 years old	09/02/17	<ul style="list-style-type: none"> <li>- He likes football a lot and would definitely patronize SC+</li> <li>- The seating should be like a cinema with segmentations</li> <li>- The cinema should be in the city and close to the road for easy access to transportation.</li> <li>- The place should be well ventilated.</li> </ul> <p>There should be enough chairs.</p> <ul style="list-style-type: none"> <li>- I will pay GH¢5 for the services of SC+.</li> </ul>
25. Emma Dadzi	Swansea City FC – 22 years old	09/02/17	<ul style="list-style-type: none"> <li>- Football cinema is a good idea and it would be an expensive business due to the competition from Super Bets</li> <li>- He would like to feel a stadium experience</li> <li>- The screen resolution should be a 9D experience.</li> <li>- There should be a toilet facility</li> <li>- For the services of SC+, I will pay GH¢5 to GH¢10.</li> </ul>
26. Paa Kofi Abromah	Manchester FC – 30 years old	12/02/17	<ul style="list-style-type: none"> <li>- The cinema should have a corporate touch</li> <li>- We should have 40-50 seats in each executive room and the seats should be convenient</li> <li>- There should be a snack joint. Operating a bar will reduce the client base because decent guys like him will not come there.</li> <li>- There should be a toilet facility.</li> <li>- GH¢5 to GH¢10 is the amount I will pay for the services at SC+.</li> </ul>
27. Samuel Nketsiah	Real Madrid – 18 years old	12/02/17	<ul style="list-style-type: none"> <li>- It should be an easily accessible place</li> <li>- There should be membership cards with monthly subscription.</li> <li>- I will pay GH¢5 for the services of SC+</li> <li>- The TV screen should be big</li> <li>- It should be in the middle of the town.</li> </ul> <p>There should be many chairs.</p>
28. Opoku Aikins	Arsenal FC	12/02/17	<ul style="list-style-type: none"> <li>- A sports cinema is a good business idea</li> </ul>

			<ul style="list-style-type: none"> <li>- Seating should be in descending order and comfortable to relax in for long hours</li> <li>- The cinema should be located in places with youth keenly interested in sports</li> <li>- I will pay GH¢5 to GH¢8 to come to SC+</li> <li>- There should be a snack bar</li> <li>- Ticketing should be done by stamps in palm.</li> </ul>
29. Yaw Acheampong	New Castle Fan – 32 years old	12/02/17	<ul style="list-style-type: none"> <li>- He likes SC+ idea</li> <li>- It should be located within Legon or IPS campus</li> <li>- The seating should be like that of a cinema and have a stadium experience</li> <li>- I will pay GH¢5 for the services of SC+.</li> <li>- The place should be classy and not overcrowded.</li> </ul>
30. Solomon Baidoo	Inter Milan FC – 29 years old	12/02/17	<ul style="list-style-type: none"> <li>- He feels the sports cinema should be located in a sub town of Fosu</li> <li>- The cinema should have an AC and 4D screens.</li> <li>- There should be many chairs.</li> <li>- He will be willing to pay gate fee of 5-7GHC</li> </ul>
31. Lucas Odoom	Bayern Munich FC – 17 years old	14/02/17	<ul style="list-style-type: none"> <li>-A sports cinema is a creative idea though we would be having keen competition from Super Bets</li> <li>- It should be located in Accra exactly in Dzorwolu</li> <li>- Tickets should be sold at the gate not through MTN.</li> <li>- The chairs should be comfortable.</li> <li>- I will pay GH¢5 for SC+.</li> </ul>
32. Abel Attakora	Chelsea FC – 30 years old	14/02/17	<ul style="list-style-type: none"> <li>-It's a good business</li> <li>-There should be no classes in the cinema</li> <li>-There should be a bar that would sell only soft drinks</li> <li>- I will pay at least GH¢8 for SC+</li> <li>-The seating should be in a row like way</li> </ul>
33. Emmanuel Essang	Manchester City FC – 31 years old	14/02/17	<ul style="list-style-type: none"> <li>-The Sport Cinema should be close to the road for easy accessibility.</li> </ul>

			<ul style="list-style-type: none"> <li>-The seating should be in a descending order so everyone can enjoy a good viewing pleasure.</li> <li>-It should be well ventilated and should have a bar for snacks and drinks.</li> <li>- There should be comfortable seats.</li> <li>- For SC+, I will GH¢10 to GH¢15.</li> </ul>
34. Abena Omari	Manchester United FC – 29 years old	14/02/17	<ul style="list-style-type: none"> <li>-The Sport Cinema should be located in the city preferably close to a University campus.</li> <li>-The ticketing should be stamp in the palm to reduce cost.</li> <li>-Promotions should be held on monthly basis and prices given to the winners.</li> <li>- There should be a form of refreshment.</li> <li>- There should be a toilet facility.</li> <li>- GH¢5 to GH¢8 is what I will pay for SC+.</li> </ul>
35. Michael Sarbeng	Liverpool FC – 28 years old	14/02/17	<ul style="list-style-type: none"> <li>-The Cinema hall should be spacious with a high sound and scree resolutions.</li> <li>-Tickets should be sold at the gate</li> <li>- There should be many chairs.</li> <li>- I will pay GH¢5 for SC+</li> </ul>
36. Theophilus Nana Opoku	Chelsea FC – 28 years old	17/02/17	<ul style="list-style-type: none"> <li>-The Cinema should sometimes host African Football Stars like Michael Essien and others to attract more soccer lovers.</li> <li>- There should be a toilet facility.</li> <li>- For SC+ I will pay GH¢5 to GH¢10.</li> </ul>
37. Alphy Asare	Juventus FC – 27 years old	17/02/17	Betting Services should not be included in the services offered at Sport Cinema Plus since it can sometimes create a chaotic atmosphere.
38. Alexander Appiah	Real Madrid FC – 25 years old	17/02/17	<ul style="list-style-type: none"> <li>- The whole business idea is awesome since 85% of Ghanaians love football.</li> <li>- The idea of a bar isn't good since when people get intoxicated they tend to misbehave.</li> <li>- There should be many chairs</li> <li>- I will pay GH¢5 to GH¢8 for the service of SC+.</li> </ul>

39. George Anane	Oliver	Chelsea FC – 29 years old	17/02/17	<ul style="list-style-type: none"> <li>- The Sport Cinema should also create an atmosphere of relaxation where people can come there to relax.</li> <li>- There should be a lot of chairs.</li> <li>- There should be a toilet facility.</li> <li>- The TV screens should be bigger screens.</li> <li>- I will pay GH¢5 to come to SC+.</li> </ul>
40. Emmanuel Blay		Swansea City CF – 17 years old	17/02/17	<ul style="list-style-type: none"> <li>- He suggested that the location should be in Kumasi (Asokwa or Ahodwo), giving reasons like; with these places, there are no hooliganism, traffic jam, and a very conducive atmosphere.</li> <li>- He further added that since asokwa and ahodwo are currently the best place for entertainment centers, talking of hotels, clubs, pubs, casinos and the likes, it would not be difficult winning people to our center.</li> <li>- I will pay GH¢10 for SC+.</li> </ul>
41. Nana Damprani	Asare	Barcelona FC – 34 years old	19/02/17	<ul style="list-style-type: none"> <li>- He made emphasis on the place that it should be a place of exclusivity because the plan is to make the place a cozy environment one can relax.</li> <li>- Again, he talked of some places where is too quiet and besides we cannot make too much noise. Therefore, we should not plan on setting the business there.</li> <li>- He concluded that it should not be in a place where there will be a lot of traffic jams before you can get there so a lot should be considered in the transport.</li> <li>- I will pay GH¢5 to GH¢10 for SC+.</li> </ul> <p>The room should be spacious and airy.</p>
42. Franklin Agyemang		Arsenal FC – 29 years old	19/02/17	<p>He is a student and a fan of betting soccer matches.</p> <ul style="list-style-type: none"> <li>- He was very much interested, ready to patronize, and also made emphasize on the price. The price</li> </ul>

			should not be outrageous and it should be within the range of GH 5-10
43. Charles Anim	PSG – 30 years old	19/02/17	<ul style="list-style-type: none"> <li>- He talked about feasibility of the business prototype. It feasible because the sports market is an expanding market in Ghana</li> <li>- He added that people would like to sit and watch football in a convenient place where there are a lot of people around too.</li> <li>- He is ready to patronize.</li> <li>- There should be many chairs and the room must be spacious and airy.</li> <li>- I will pay GH¢5 to come to SC+.</li> </ul>
44. Nana Yaw	Juventus FC – 16 years old	19/02/17	<ul style="list-style-type: none"> <li>-He advised me on the bar. He does not think there should be a bar inside because when people are not drunk, see how they argue about football; then imagine when they get drunk is not going to be easy there.</li> <li>- He summarized everything by saying that the betting is a good thing and should not be taken away from it.</li> </ul>
45. Michael Opoku Manu	Chelsea FC – 21 years old	19/02/17	<ul style="list-style-type: none"> <li>- He said the idea is very good and feasible in Ghana</li> <li>- He concluded by making emphasis on some of our competitors. Most DSTV (Soccer) joints that are showing matches are not conducive and it gives SC Plus much more ahead of them.</li> </ul>
46. Kwaku Duah	Manchester United FC – 27 years old	21/02/17	<ul style="list-style-type: none"> <li>- The following are his priorities in order of priority</li> <li>- Good seats</li> <li>- Good ventilation</li> <li>- Refreshments should be available for sale</li> <li>- The sound should be quality so the commentary can be heard</li> <li>- I will pay GH¢5 to GH¢8 for SC+.</li> </ul> <p>The TV screen should not be less than 42 inches large.</p>

47. Samuel Appiah Danquah	Liverpool FC – 35 years old	21/02/17	<ul style="list-style-type: none"> <li>- Sometimes tries to stream live matches but this is no fun when the link is slow</li> <li>- There is a sports cinema behind his house that charges 5GHC per head</li> <li>- He thinks that pricing is more important than facilities</li> </ul> <p>There should be a projector that would enable fans watch very clearly</p>
48. Nana Okess	Bayern Munich – 17 years old	21/02/17	<p>-The sports cinema will definitely be a good idea because most of the guys these days are very much interested in soccer, especially these foreign leagues.</p> <p>-The price should be at the reasonable level to attract much more people</p>
49. Michael Duah	Crystal Palace FC – 25 years old	21/02/17	<p>-It not a bad idea</p> <p>-A betting station section has to be in place to attract younger people who are desperate to become rich.</p> <p>- I will pay at least GH¢5 to come to SC+.</p> <p>-A small area for barbering could also be looked into.</p>
50. Halim Oscar	Hull City FC – 29 years old	21/02/17	<p>-He acknowledged that is a big task</p> <p>-It will be a place to make new friends with a shared interests</p> <p>-He is very much interested but much particular about prices and the venue.</p> <p>- The place should be airy.</p> <p>- There should be a lot of chairs.</p>
51. Stephen Tawiah	Bayern Munich – 28 years old	22/02/17	<p>. He talked of some elements SC+ needs to consider before setting up in the market.</p> <p>-Key partners that's financiers</p> <p>-Cost Structure-how much money and time</p> <p>-key activities and resources</p> <p>-customer relationships</p> <p>-Channels-media, advertising</p> <p>-Customer segments-comments about services</p> <p>-Revenue streams</p>

52. Fila Dauda	Hull City FC – 27 years old	22/02/17	<ul style="list-style-type: none"> <li>- Sports definitely go with drinking. When you lose which brings sadness which they will find comfort in drinks and if a win</li> <li>- They will drink more is cups for happiness however it can bring violence too.</li> <li>- There should be enough chairs.</li> <li>- The room should be spacious and airy.</li> <li>- I will pay GH¢5 to GH¢10.</li> </ul>
53. Lamar Kwame	Chelsea FC – 30 years old	22/02/17	<ul style="list-style-type: none"> <li>- He suggested we add restaurant to it so the place can keep running if there are no football matches to view</li> <li>- The price should also be considered between GH¢10 to GH¢15</li> </ul>
54. Joseph Nkrumah Boakye	Manchester United FC - 31 years old	22/02/17	<ul style="list-style-type: none"> <li>-SC+ needs to indicate how the needs of the people will be met; for instance, the place you intend to build this facility is a sports city with a large number of people.</li> <li>- Is a good venture</li> <li>- Ghanaians appetite for European matches has been increasing over the years so I will buy into it.</li> </ul>
55. Ernest Acheampong	Stroke City FC – 24 years old	22/02/17	<ul style="list-style-type: none"> <li>-Ghanaians do not like to stay their houses to watch football matches because they feel bored. - They prefer to go a place to watch together with some people and have fun with friends.</li> </ul>
56. Frank Adusah Poku	Everton FC – 35 years old	24/02/17	<ul style="list-style-type: none"> <li>- I will patronize the sports cinema because it is an opportunity to socialize whiles enjoying sports at the same time.</li> <li>- The TV should be big.</li> <li>- The rooms should be airy.</li> </ul>
57. Shaker Owusu	West-Ham United FC – 32 years old	24/02/17	<p>It makes sense and very feasible but first have to define your target market or audience. That is those whom you want to open the place for, whether the rich, poor or average income earner; the elite group, the entire society. By identifying your target market, you then brand yourself to suit them. If it is for people of standard, you surely have to brand</p>

			<p>it in that way. He suggested that the place should be divided into two with the addition of the VIP because of the number of matches they show for a day.</p> <p>- To the best of my knowledge, it will do good if put in place since people go to such places to watch matches even though the place is not conducive at all but you will need proper planning.</p>
58. Hakeem Baba	Man City FC – 17 years old	24/02/17	<p>-International games have a high level of society interest than our local league. Ghanaians get enthused any time there is going to be an European match.</p> <p>- There should be a toilet facility.</p> <p>- I will pay GH¢5.</p> <p>-There should be a lot of chairs and the room must be airy</p>
59.	West Ham United - 22 years old	24/02/17	<p>-Is a nice idea but won't it require a huge capital. There should be a plan to keep the place secured and safe for customers</p>
60. Daniel Danso	Arsenal FC – 35 years old	24/02/17	<p>Has promised to make some form of advertisement on his blogger when “Sport Cinema Plus” kicks off.</p> <p>- Concluded by saying is a nice idea and will be a good business.</p>
61. Kojo Osae Brown	Liverpool – 34 years old	27/02/17	<p>The cinema should be in the city and close to University campuses.</p> <p>-Although the Cinema will be classy, it should also be affordable by all. I will pay just GH¢5</p>
62. Don Nana Yaw Twix	Aston Valla FC – 16 years old	27/02/17	<p>- What is the rate of availability (thus how many people are into sport)? Because if you ask it is a good business though but I won't patronize because I'm not into sports.</p> <p>- My comments on how to improve the facilities and others will highly depend on the current structure you've put in place. Therefore if you want to open a sports cinema which will provide an affordable, conducive, and fun environment for social interactions while focusing on</p>

			<p>soccer matches and bar to serve your appetite, you first have to consider:</p> <ul style="list-style-type: none"> <li>• Is someone else doing it?</li> <li>• How good is your location of the site or the business</li> <li>• The brand of the business (it must be a name that sound meaningful to their likings).</li> </ul> <p>Lastly your target audience</p>
63. Stanley Agyapong	Swansea City – 19 years old	27/02/17	<p>- When asked if he will patronage; the answer was very straight. I will, depending on the cost and proximity.</p> <p>- The facility will determine how much he will be willing to pay</p> <p>Pricing for Instance</p> <p>@La Palm, you do not have to pay but our outfit/ dressing must convince them that you are not a street boy. That is means of separating boys from men. Men are likely to spend on other things while enjoying the game</p> <p>@Cellsbridge, you pay 5gh and you are entitled to a soft drink.</p> <p>-The use of subscription will be a plus to us.</p> <p>- Location of SC+ and what we can do to beat our competitors</p>
64. Edward Asafo-Adjei	Real Madrid FC – 30 years old	27/02/17	<ul style="list-style-type: none"> <li>- All he was able to say was that when is it coming and that is good idea.</li> <li>- There should be enough chairs.</li> <li>- I will pay between GH¢5 to GH¢8 for SC+.</li> </ul>
65. Paa Akwasi	Atletico Madrid – 28 years old	27/02/17	<p>-I will patronize since it will release stress, have fun, create employment, and also raised revenue for both individual and the government.</p> <p>- There should be a toilet facility.</p> <p>- I will pay between GH¢5 to GH¢10 for SC+.</p>
66. Priscilla Oppong	Barcelona FC – 24 years old	28/02/17	<p>-I will patronize depending on the location as I can come with friends to watch football and interact.</p>

			<ul style="list-style-type: none"> <li>- Hoping the place will be opened for interactions and relaxation when there is no soccer.</li> <li>- define your working hours</li> </ul>
67. Prempeh Opoku	Chelsea FC – 23 years old	28/02/17	<ul style="list-style-type: none"> <li>-there is no business like the one you are saying so it will be lucrative</li> <li>- Suggested that we charge GH¢5 per match.</li> <li>-suggested that we buy the land and build instead of renting a place to renovate.</li> </ul>
68. Jerry Panou	Stroke City – 31 years old	28/02/17	<ul style="list-style-type: none"> <li>- To enhance visibility, the seating should be descending from behind</li> <li>- Prefers to buy tickets at the gate to paying in advance</li> <li>- He believes advance tickets can get missing or can be counterfeited</li> <li>- Thinks the bar would bring comfort to fans whose teams are losing</li> </ul>
69. Samuel Adiasany	Arsenal FC – 22 years old	28/02/17	<ul style="list-style-type: none"> <li>- Suggests the aviation complex area is a good venue</li> <li>- Security should be tight since phones are usually stolen in other cinemas</li> <li>- Is willing to pay from GH¢5 to GH¢8 per match.</li> </ul>
70. Ibrahim Anyars Suraj	Real Madrid – 31 years old	28/02/17	<ul style="list-style-type: none"> <li>- He will prefer a place that is very conducive.</li> <li>- Will not mind paying GH¢5 for a match if we are able to meet the things we plan to do.</li> <li>- Is not interested in betting</li> </ul>
71. Stephen Boateng	Everton FC – 26 years old	02/03/17	<ul style="list-style-type: none"> <li>- If it is a tough match payments should be made before entrance</li> <li>- But some people try to dodge payments by coming in during the second half</li> <li>- The best form of control is to give stamps at the gate when people pay</li> </ul>
72. Aaron Asabere	Crystal Palace FC – 29 years old	02/03/17	<ul style="list-style-type: none"> <li>-I love football and love to watch it with my friends</li> </ul>

			<ul style="list-style-type: none"> <li>- the current situation with the pubs and the places where we watch soccer matches are very bad</li> <li>- will love to be at a place where the atmosphere is very conducive.</li> <li>- I will pay GH¢5 to GH¢10 for the services of SC+.</li> <li>-will love to get a drink while watching the soccer so I think the bar is necessary</li> <li>-suggested the place should be divided into two instead of the one room we are trying to create</li> </ul>
73. Kwaku Frimpong	Sunderland – 17 years old	02/03/17	<ul style="list-style-type: none"> <li>-this is a good business idea which will provide revenue or profits.</li> <li>- Suggested that we charge between GH¢5 to GH¢10.</li> <li>-Suggested a restaurant to complement the main products.</li> </ul>
74. Emmanuel Owusu Asamoah	Southampton – 28 years old	02/03/17	<ul style="list-style-type: none"> <li>- They offer partnership but all depends on the benefits they will get in return.</li> <li>- Base on the way you described SC+, I will pay GH¢7.</li> <li>-is a nice idea and very practicable to execute</li> <li>-will help with links so as we can get the sponsorships.</li> </ul>
75. Kwame Ofori Amanfo	Bayern Munich – 35 years old	02/03/17	<ul style="list-style-type: none"> <li>- There should be enough chairs and a toilet facility.</li> <li>- The place should include a WIFI to attract a lot of people there.</li> <li>- I will pay GH¢5 to GH¢8 for SC+.</li> </ul>
76. Cyril Afful	Chelsea FC – 28 years old	04/03/17	<ul style="list-style-type: none"> <li>- Was very particular about the price per ticket. Advised that we can fix that as soon as possible but will prefer to pay GH¢5 to GH¢7.</li> </ul>
77. Kwasi Eduam	Middleborough FC – 29 years old	04/03/17	<ul style="list-style-type: none"> <li>- Advised on the cost involved and how to recover money that will be spent in setting up the place.</li> <li>- I will pay GH¢5 for the services of SC+.</li> <li>- Didn't have any problem with the bar but was very particular that bottles should be a plastic bottle.</li> <li>- Suggested a venue where we should set up the business</li> </ul>

78. Ama Ampofo	Manchester United FC – 30 years old	04/03/17	<ul style="list-style-type: none"> <li>- An opportunity to socialize while watching football.</li> <li>- She will patronize SC+</li> <li>- Pay GH¢5 to GH¢8 for SC+</li> </ul>
79. Sandra Owusu	Barcelona FC 26 years old	04/03/17	<ul style="list-style-type: none"> <li>- This is a big task</li> <li>- Will take a lot of capital to set up</li> <li>- It will be a place to make new friends with a shared interests</li> <li>- She is very much interested but much particular about prices and the venue.</li> </ul>
80. Keturah Commodore	Liverpool FC – 19 years old	04/03/17	<ul style="list-style-type: none"> <li>- Will not mind going into a cinema to watch a match</li> <li>- Will appreciate a Wi-Fi service included</li> <li>- The cinema should include hosts and hostesses at the entrance</li> <li>- A clean washroom should be available on the premises</li> <li>- Popcorn should be available</li> <li>- There should be special promotions for those with the loyalty cards to get free jersey at the beginning of each season</li> <li>- Based on what you said SC+ will do I will pay GH¢5 for the tickets.</li> </ul>
81. Jewel Amponsah	Sunderland – 23 years old	06/03/17	<ul style="list-style-type: none"> <li>- Watches most matches outdoors because he doesn't have DSTV at home</li> <li>- The cinema should be in the rural areas because most people there don't have DSTV</li> <li>- A special meal at the bar on Sundays</li> <li>- I will pay GH¢7 for SC+ services.</li> </ul>
82. Nestor Ankuvie	Man City FC - 31 years old	06/03/17	<ul style="list-style-type: none"> <li>- Fans asked to predict scores on our Facebook page. This is a form of betting but it doesn't come with any stigma.</li> </ul>

			<ul style="list-style-type: none"> <li>- Prefers an outdoor cinema. more like a gated community park.</li> <li>- Vendors invited to showcase their goods on the park for a fee during the match because there's more space for people to run around when their team scores.</li> </ul>
83. Emmanuel Ntim	Totten ham FC – 33 years old	06/03/17	<ul style="list-style-type: none"> <li>- Usually watches international matches on super sport but pays to watch at the cinema sometimes for company</li> <li>- Loves the arguments, socialization and fun</li> <li>- Commercial places would be a good venue because people are not always at home in residential areas</li> <li>- Make the place attractive by giving free drinks</li> </ul>
84. Fiifi Sam	Barcelona FC – 30 years old	06/03/17	<ul style="list-style-type: none"> <li>- There should be drinks, hot dogs, nachos.</li> <li>- There should be a big screen and a good sound surrounding the entire room.</li> <li>- There should be a 3D screen.</li> <li>- The cinema should be located in a very densely populated city.</li> </ul>
85. Nesta Agyekum	Chelsea FC – 34 years old	06/03/17	<ul style="list-style-type: none"> <li>- A sports cinema is a perfect way to eliminate boredom because where there is sports there are arguments and a lot of food</li> <li>- The price should range between GHC5 and GHC10</li> <li>- There should be some form of monthly registration via mobile</li> <li>- The set up should be similar to a lounge.</li> <li>- There should be enough comfortable chairs.</li> </ul>

86. Peter Okwokwo	Real Madrid – 30 years old	08/03/17	<ul style="list-style-type: none"> <li>- It is not necessary to feature a mobile app as part of our service</li> <li>- The issue of class is not relevant as people just want to watch the game and have a good time</li> <li>- Suggested a one man one screen set up similar to that of the local internet cafes.</li> <li>- There should be enough chairs there and the room should be spacious.</li> <li>- SC+ should be in the center of the town.</li> <li>- I will pay GH¢5 to GH¢ for SC+.</li> <li>- Believes that each man having a screen will allow customers to vote in privacy</li> </ul>
87. Prince Lordson	Swansea City – 18 years old	08/03/17	<ul style="list-style-type: none"> <li>- Sports cinemas are really trending in Ghana but most of them operate like pubs.</li> <li>- Some of these don't charge for entry but the revenue is realized from the sale of drinks which are priced above the usual.</li> <li>- Business areas would be ideal locations if the matches are played on weekdays.</li> <li>- There should be a lot of chairs for everyone.</li> <li>- I will pay GH¢5 for SC+.</li> <li>- There should be some form of membership registration so that members can walk in all season.</li> </ul>
88. Jeff Amoah	Barcelona FC – 20 years old	08/03/17	<ul style="list-style-type: none"> <li>- The cinema should be like a mini auditorium that can seat about 200 people</li> <li>- Should be located in the middle of the city.</li> <li>- The room should be spacious and airy.</li> </ul>

			<ul style="list-style-type: none"> <li>- The TV screens should be very big.</li> <li>- I will pay a minimum of GH¢7 for SC+.</li> <li>- The seating should be in a sloping style to enhance visibility</li> <li>- There should be yearly subscription and tickets sold at the gate as well</li> </ul>
89. Kwaku Attah	Liverpool FC – 31 years old	08/03/17	<ul style="list-style-type: none"> <li>- Soccer is the real deal that attracts the customers especially the male clientele.</li> <li>- Patronage will depend on the matches showing.</li> <li>- The screen should be as huge as they come.</li> <li>- SC+ should be spacious and airy.</li> <li>- I will pay GH¢5 to GH¢10 for SC+.</li> <li>- There should be a good ventilation system.</li> <li>- Recommends that a projector should be used instead of a large screen because the projectors have larger displays.</li> <li>- An air condition service isn't necessary; we must keep the cinema simple.</li> <li>- No fancy chairs; basic plastic chairs will suffice.</li> </ul>
90. Benjamin Sodoken	Crystal Palace – 29 years old	08/03/17	<ul style="list-style-type: none"> <li>- Watching football alone isn't fun so people with DSTV at home will still patronize.</li> <li>- The class of the cinema would depend on the location.</li> <li>- There should be a toilet facility.</li> <li>- I will pay between GH¢5 to GH¢8 for SC+.</li> <li>- The location should be somewhere in the city center.</li> <li>- The screen should be a giant one that is visible</li> </ul>

			even when people move around.
91. Darius Oteng Kumi	Chelsea FC – 30 years old	09/03/17	<ul style="list-style-type: none"> <li>- Big screens can be mounted at lorry stations and markets.</li> <li>- There should be a toilet facility at SC+.</li> <li>- SC+ should be situated on university campuses where there are large student populations to patronize.</li> <li>- There should be a lot of comfortable chairs.</li> <li>- I will pay a minimum of GH¢5 for SC+.</li> </ul>
92. Stephen Karikari	Barcelona FC – 26 years old	09/03/17	<ul style="list-style-type: none"> <li>- The cinema should be spacious</li> <li>- The seating should be stadium style with people behind elevated enough to see the screen.</li> <li>- There should be a toilet facility.</li> <li>- A cinema creates the opportunity to hang out with other fans</li> <li>- The price should be considerate, however, I will be pay GH¢7 to patronize SC+.</li> <li>- The cinema should be comfortable and not overcrowded</li> </ul>
93. Kofi Karikari	Inter Milan – 18 years old	09/03/17	<ul style="list-style-type: none"> <li>- The sound should be adequate enough for the commentary to be heard.</li> <li>- There should be a form of refreshment.</li> <li>- A sales team should be organized to source potential clients.</li> <li>- The cinema should be in a building with a lot of comfortable seats,</li> <li>- I will pay GH¢10 to GH¢15 for SC+.</li> </ul>
94. Sarpong Ben	Manchester United FC – 16 years old	09/03/17	<ul style="list-style-type: none"> <li>- The room should be well furnished with pictures of</li> </ul>

			<p>football clubs and team records.</p> <ul style="list-style-type: none"> <li>- GH¢5 to GH¢10 is the amount I will pay for SC+</li> <li>- Ghana has a market for other sports so the cinema shouldn't only be about soccer.</li> </ul>
95. Richmond Agbo	Real Madrid FC – 28 years old	09/03/17	<ul style="list-style-type: none"> <li>- The cinema should be above the standard of local cafes.</li> <li>- The room should be airy and spacious.</li> <li>- The price should not drive away customers.</li> <li>- I will pay GH¢5 for SC+.</li> <li>- The cinema should target the middle class young population.</li> </ul>
96. Joshua Laryea	Barcelona FC – 34 years old	10/03/17	<ul style="list-style-type: none"> <li>- Thinks that Superbet will not be a threat because even though it shows football matches it attracts a myriad of customers because of betting activities and the atmosphere there is not comfortable for all</li> <li>- Superbet provides no refreshments.</li> <li>- There should be a lot of comfortable chairs for everyone.</li> <li>- I will pay GH¢5 to GH¢10.</li> <li>- SC Plus should consider mounting giant screens in other public areas in addition to the indoor cinema service provided.</li> <li>- There should be a toilet facility for customers.</li> </ul>
97. Jacob Mensah	AC Milan – 25 years old	10/03/17	<ul style="list-style-type: none"> <li>- The cinema should have a social media presence and not necessarily an app</li> <li>- There must be emergency exits in case of emergencies</li> <li>- There should be a constant power supply</li> <li>- I will pay GH¢10 for SC+.</li> </ul>

			<ul style="list-style-type: none"> <li>- Security should be adequate</li> <li>- There should be a toilet facility.</li> </ul>
98. Bob Marrious	Atletico Madrid – 24 years old	10/03/17	<ul style="list-style-type: none"> <li>- Thinks that these factors are essential</li> <li>- Clean environment</li> <li>- Good security</li> <li>- Quality signal.</li> <li>- GH¢5 to GH¢10 is the amount to come to SC+.</li> <li>- Good customer service</li> </ul>
99. Samuel Okai	Liverpool – 35 years old	10/03/17	<ul style="list-style-type: none"> <li>- Ladies attract men so there should be female staff who speak good English</li> <li>- The sports cinema should be located as far away as possible from any betting center.</li> <li>- GH¢5 is the price I will pay for SC+.</li> <li>- Should be located in an area that is both residential and commercial</li> </ul>
100. Stanley Glaty	AC Milan - 20 years old	10/03/17	<ul style="list-style-type: none"> <li>- There should be comfortable chairs.</li> <li>- I will pay GH¢5 to GH¢8 for SC+.</li> <li>- The Lapaz and Kwame Nkrumah circle areas would be good venues</li> <li>- Popcorn should be available if possible for free</li> <li>- We must show top class matches</li> <li>- Free matches should be aired once in a while</li> </ul>

**Table 3: Summary Feedback of Expert Interviews**

1. **Paa Kwesi – Eufloba Football Center:** I have been running this football viewing center for 8 years now. What motivated me to start the football viewing center was because I realized a lot of people do not have DSTV in their homes and it will be a good way to also make some money. I run the football viewing center alongside with my bar and restaurant. The customers sometimes

request somethings I could add to what I already offer them but I have not really implemented any because I do not have the means at the moment. For instance they complain that the room where the football matches are showed is not big and spacious enough so there is overcrowding and the roof of the building is also low and there are no fans so it makes the room warm and they need that to be worked on, but as I said before, I don't have the means to do that now. I know what they say is true but I just listen to them. The customers who come and watch matches here are usually between 16 years to 45 years. I think now I am okay with what I am giving them but if I get more money I would find a bigger place so I can increase the profit I get. The number of customers who come and watch matches in a day usually depend on the kind of football match being showed that day but it is usually in the range of 100 to 120 people. I charge GH¢ 5 as entrance fee for each match. Eufloba Football Center is registered with the Mampong Local Assembly and pay a monthly tax of GH¢ 50, but there are many football viewing centers I know are not registered. This business is very profitable and if you get a bigger place, you will get a lot of money. My customers are generally okay with the services accept the things they wished I could change.

2. **Abu Amoah – Labista Football Center:** I have been running this football viewing center for almost two years now. Customers who come here sometimes want certain add-ons such as an extra DSTV decoder, more chairs, leaking roof, bigger LED TV and a toilet facility. They sometimes complain that I should get a standby generator so they won't be experiencing s interruptions in their football viewing experience. There are some few incidence of violence which arises as a result of arguments from rivalry club supporters or people who may have placed bets on the matches. I will say that my customers are happy in spite of the condition of the center because I am generally a nice person. I charge GH¢ 4 per match. Most of my customer stand or sit on the ground because I have few chairs. Everybody pays the same amount of entrance fee whether you sit or stand. My customers are between the ages 18 years to 60 years and I always ensure that the young patrons respect the older ones. Older customers are the ones who get the chairs first before the younger patrons. I go to school at a teacher training college and run the business at part-time. There is so much money in this business and that is what I use to pay my school fees and take care of myself. If I had a bigger place I would make more than I do now. I was motivated by how much money I could make after seeing a lot of people in that business making money and the fact that I love football myself. In a day I sometimes get close to 100 people coming to watch football matches but when it rains before matches start, I lose most of my customer to rival football viewing centers around. I have not registered my football viewing center or paid any tax on it before because I have no idea about that.

3. **Joseph Asante - SportBet Football Center:** I have been running this business for about 6 years now. When I started operating SportBet Football Center, I did not want to register it but after a month of operation, I was apprehended by the police with charges of not registering my business and not paying my taxes. So I immediately called some of the community leaders who helped me out with the police issue. I immediately decided to register my venture and I have been paying my taxes ever since then. I charge GH¢ 5 as entrance fee. Most of my customer stand or sit on the ground because I have few chairs. Everybody pays the same amount of entrance fee whether you sit or stand. I sometime have about 90 people coming to watch football match in a day. I operate betting alongside showing football matches so there are incidence of violence sometimes. The people who come here to watch football matches are usually between the ages of 18 years to 45 years. Some of the things they complain about is that, they want more chairs, more fans because the room is mostly warm, bigger TV screens or projectors and a toilet facility. When they tell me I just take not of it but I haven't implemented any of them yet. I do not have a standby generator which I would want to get later in the future.
4. **Gabriel Owusu - Best of the Bests Football Center:** The work full time as a sound engineer and rent out musical sets for programs but I also run this football viewing center on a part-time basis. I have been operating the football viewing center for 2 years now and was inspired by how lucrative it is and I had a space for it. The people who come here generally like my services although they sometimes complain of the small size of the TV and that they sometimes want some form of refreshment. I think what I need most now is a standby generator which will supply electricity power anytime there is power outage. I charge GH¢ 10 a per match because good things come with high price tag on them, and so, if I spend so much money to provide my customer with these good values, then I expect them to be able to pay with their big money to enjoy it. Moreover I make sure everybody who come to my center gets a chair. The people who come here are usually between the ages of 16 years to 50 years. People who come here are mostly students. The football viewing center industry is very profitable and I have made a lot of money from it. Since the football viewing center was operated on a part-time basis, and I am a professional sound engineer who travels to different places to work, my football viewing center is sometimes closed. My football viewing center is not registered yet but I plan to do it in the future.
5. **Kwame Asare – Wayobia Football Center –** This place was first operating as a bar until I decided to add a football viewing center to it. Making money and getting more profit was the main reason why I started Wayobia Football Center. I work as a banker but operate both the bar and football viewing center on part-time basis. I mostly allow people from ages 16 to 60 years and I strictly don't allow children under age 12 to come to my football center since some of the children steal

their parents money to come and watch the matches but those within the age limits I allow have jobs and can afford the services. I charge GH¢ 5 to GH¢ 7 depending on the kind of match being shown. I have been operating this for 3 years now. Some of the things the people who come here ask for are bigger flat screens, a toilet facility, enough fans for air and sometimes a reduction in the price. I listen to them but I don't implement it because if I do it will also after my profit margin. There are sometimes incidence of violence when there are power outages, they get drunk or their teams lose. I haven't registered with the assembly at the moment. I get up to about 120 customers a day when there is a high rated match. The business is very good and profitable.

**Table 4: Summary of Feedback of Interviews with Potential Partners**

1. **Mr. Kwame Agyare – Marketing Manager of Special Ice Kumasi Branch:** There has not been any form of partnership between Special Ice Water Company and any startup throughout my 6 years work with the company as the marketing manager. I am however open to any form of business idea you can come up with as far as it will benefit Special Ice Water Company. After explaining the business proposal of SC+ to him he accepted it. SC+ will become the first startup and the first football viewing center to partner with Special Ice Water Company. The agreement was that, SC+ will get a 20% discount on each sachet water supplied and in exchange, SC+ will advertise their products at the cinema during half-time breaks. He said he will accept the agreement because the company spends too much from advertisements and that partnering with SC+ will provide a double win of having an additional market as well as an advertisement agent.
2. **Mr. Oppong Ansah – Marketing Manager of Coca-Cola Kumasi Branch:** Coca-Cola partner with other companies and event planning agencies which plan events like parties and weddings. However, we have not necessarily partnered with startups before. Coca-Cola Company applies one rule when partnering with startup. The rule is that when Coca-Cola supplies a companies or event planning agencies with its products, the company or event planning agency will enjoy a 20% discount on the prices of their products in exchange for advertising their products. So, since the current price of the 330ml Coca-Cola is GH¢3, Coca-Cola Company will supply it to their partners at a discounted price of GH¢ 2.40 and in exchange, the company or event planning agency will show a form of advertisement for Coca-Cola products. We do not however given any form of financial support in the form of money (capital) when we partner with startups. This is the mostly the only form of partnership we engage in. The startup should show commitment to paying for

the products we supply them upfront as well as advertise our products as agreed on. When we realize that our partnering agents do not keep to their part of the agreement of advertising our products, we nullify our agreement and stop supplying them our products. We supply to our partners any quantity of Coca-Cola products as far as they make the necessary payments. The reason why we partner with other companies is to get extra market for our products as well as get other channels to advertise and promote our products. If we are able to get an extra market then that should let you know that it is quite profitable when we partner with other companies. As far as I know, Coca-Cola has not has any partnership with a football viewing center before.

#### **Table 5: Findings from Participant Observation at Best Soccer Football Center**

Today is Wednesday 8<sup>th</sup> March, 2017 and Barcelona FC has a football match with PSG at 20:45. I decided to go to Best Soccer Football Center to watch the match and observe the events and conditions there to fulfill the participant observation experiment to be conducted for this thesis. I went there around 18:00 where some of the people who came to watch the match had already come there and were debating on what the final score line will be. I performed five interviews with some of the people who had come there to patronize Best Soccer. I noticed that the age range of customers ranges from 18 years to 50 years. As started before I am a staunch fan of Barcelona FC so I cheered for Barcelona throughout the match. I observed that, because there were few chairs for everyone there, the older customers were made to sit first then the younger ones. Hence I amongst other customers had to stand, as others sat on the ground while a few sat in the chairs. However we all paid GH¢ 5 for the ticket to watch the match irrespective of whether you had a seat, stood or sat on the ground. There was a power outage halfway through the first half of the match which took the owner 15 minutes to get the power running again for the football match to continue because he did not have a standby generator and had to hire one. The room where the match was shown was very warm as there were no fans and few windows for fresh air. There was no form of refreshment and no toilet facility so if a customer wants to attend to nature's call he or she has to hold it in till the match he paid for ends or go back to his or her home. The TV screen was also very small, hence we had to come very close to each other in order for everyone to catch a glimpse of the game. At the end of the match Barcelona won by six goals to one but the PSG fans at the football center were not happy and some even got angry because they felt the referee did a bad officiating as he awarded two penalties to Barcelona.

#### **Table 6: Set of Interview Guide Questions**

##### **Interview Guide Questions for Potential Customers**

1. What is your name?

2. How old are you?
3. Which football club do you support and why that choice of football club?
4. Do you patronize football viewing centers and how often is that?
5. What is the nature and experience at the football viewing center you currently patronize like?
6. How much do you pay for the service you enjoy there and do you think it's worth it?
7. Do you enjoy the services provided you by your current football viewing center and why?
8. What would you like added-on or changed from the experience you are currently getting from you football viewing center?
9. How much are you willing to pay for the kind of experience or services you would expect from a football viewing center?

#### **Interview Guide Questions for Experts**

1. What is your name?
2. What is the name of your football viewing center and what is the reason behind the choice of name?
3. How long have you been in the football viewing center business?
4. What inspired you to startup your football viewing center?
5. How would you describe your customers' reaction to the services you provide them?
6. Do you think there is anything more you need to add-on to the services you are providing your customers to optimize patronage?
7. What kind of customers do you usually attract to your football viewing center?
8. What are some of the challenges you go through with your customers?
9. What are the formal procedures you go through in setting up a football viewing center?
10. What are some of the obstacles you faced in the process of starting your football viewing center?
11. How did you manage to overcome those obstacles?
12. What are some of the major demand you get from your customers?
13. How do you handle the demand of your customers to continually enjoy their loyalty?

14. What is your average capacity for a week and how much do you charge per game?
15. Do you believe football viewing center business is a profitable business?

**Interview Guide Questions for Potential Partners/Sponsors**

1. What is your name?
2. What is the name of the company you work for and what position do you hold?
3. Does your company partner with startups?
4. If yes, what is your company's policy on such partnership?
5. What criteria must a startup meet before it can qualify for partnership with your company?
6. What are the limits to your partnership with startups in terms of physical and financial support?
7. What is your company's main goal in partnering with startups?
8. How profitable is it when your company partner with startups?
9. Has your company ever partner with any football viewing center before?
10. If yes, how did the partnership with the football viewing center go?