



Marketing Strategies to Developing the Iranian Sports Industry

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ABSTRACT

Purpose: This research aims to determine the Iranian strategic position with IFE and EFE analysis and present budget development marketing strategies.

Methodology: The study's statistical sample was selected from 18 expert faculty members in the research field to give a questionnaire. For the investigation of the Collecting Information Agency, during the closed interviews, the answer to the basics of the inventory status questionnaire, which was made in the contents of [Aghaei Shahri and et al. \(2014\)](#), with a reliability coefficient of 0.953, was used ($P < 0.05$). The matrix is used more than the described indices for experiments and data analysis. The Friedman test is used in SWOT adjustment and study.

Findings: The findings showed that the current sports industry has eight strengths, 35 weaknesses, 16 opportunities, and 25 threats. Accordingly, matrix analysis in internal and external factors showed that the industry is based on other internal weaknesses of 1 factors' weak factors external factors in threats the strategic position (WT). As a result, it is appropriate to use defensive and protected strategies to get out of this situation. The sports organization's proposal uses the model of a pioneering organization, from the strategy of penetration in the mass market, penetration in a particular market, rapid entry into the market, and faster withdrawal from it as maintenance strategies or strategies. Use growth and development to develop the Iranian sports industry.

Originality: Authors in this article proposed marketing strategies to prevent the sports industry from dissolving and helping it develop.

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1. Introduction

Sports and recreation in developed countries are considered an important industry and an influential factor in the national economy's growth and is one of the most lucrative industries in the 21st century. Nowadays, sport as a tool in various fields has a broad impact. Today's motivation to participate in sports activities is not to achieve high levels and achieve championships, but to gain health, well-being, vitality, social relations, and avoidance of diseases are important reasons for participating in sports. For this reason, today in France, 15 million people participate in organized sports activities, of which 6 to 14 years old is 6.5 million (Saatchian et al., 2015). Vahdati et al. (2014) also believe that industrial sports are beautiful today. A billion-dollar industry is overgrowing by 50 percent over a decade, as one of the top 10 sectors globally (Vahdati et al., 2014). The sports industry is one of the essential foundations for developing the sports economy and social progress. It also has an active and vital role in the sports economy. It has also led to the emergence of a new human economy in the form of a new industrial economy (Huang, 2011). According to (Cai & Xiong, 2011), as an emerging industry, the sports industry is one of the most promising sectors in the present era. Unlike other industries, the sport has specific distinctive characteristics, making the implementation of the management process unique in more than one aspect (Savić et al., 2018).

For this reason, the sports industry management system must formulate justifications and policies to support the development of this industry. Investment management, macro-leadership, and control efforts in the sports industry need to be strengthened. Besides, the sports industry needs to grow as a new point in the national economy's growth and a potential and growing industry. The transformation will have an increasing impact on society's economic, social and national development (Zeinizadeh et al., 2016). In a study, Lim and Love (2012) defined the sports industry as a group of business organizations that offer sports products and services where the primary goal is to make a profit (Foon & Wen, 2012). Among the advances in management knowledge in recent years, we can mention the emergence of a new movement called strategic management. This movement has emerged in the context of highly competitive business endeavors. It now has a long way to go in other It Has taken the management field (Andam & Aghaei, 2015). Modern - day sport is increasingly becoming adjusted to how business is conducted on the market, where the state has maintained its role of financier and helper to sport (Savić et al., 2018).

Strategic management is a systematic approach to the excellent task and increasing responsibility in public administration. It ensures the institution's continuous position and prevents sudden events. It connects the institution with its context (environment), preparing it for taking place. This type of planning guarantees all actions that lead to the definition of appropriate goals and strategies to achieve those goals for the entire organization (Zeinizadeh et al., 2016).

Unless a goal is set for an organization, it does not know where it wants to go. If a goal is set but not planned, the organization does not know how to achieve that goal, so any system that wants to succeed must have clear goals (Ebrahimifar et al., 2014).

However, community and recreational activities are well influenced by sports' cultural activities, which indicates the relative success of activities in this area.

Similarly, marketing in the event has a significant effect and does not substantially affect retail sales, which indicates that there is insufficient maturity in this section. Therefore, improving processes in this industry requires attention to the relationships between model factors (Aghaei Shahri et al., 2017). Due to the direct and indirect impact of basic infrastructure on organizational activities of the sports entrepreneurship value chain, sport managers must take appropriate measures to reinforce the essential infrastructure (Forsati et al., 2021).

The sports industry is composed of government, business, and volunteering from the researchers' perspective. It is one of the largest and fastest-growing sectors globally, with a turnover of several hundred billion dollars. The strategies are characterized in a quality dimension and a customer adaptation dimension. In the quality dimension, the strategies are related to characteristics of the industrial environment of the supplier country. The adaptation dimension is associated with the cultural affinity with the customer country as perceived by industrial purchasers in these countries (Hallén & Johanson, 1985).

For example, in the development of championship sports, such things as financial support for sports, a coherent approach to formulating macro sports policies, participation in sports, identification and development of talent in sports, sports path, and post-championship support for athletes, training facilities, Coaching, national and international competitions, scientific research and innovation. In this regard, Australia has innovated, researched, and improved athletes' training environment and made favorable changes in sports institutes and academies. Khosravi Zadeh et al. (2015) identified 11 strengths, ten weaknesses, 12 opportunities, and 12 threats (Khosravi Zadeh et al., 2015). The Australian Sports Commission also identifies five key components: the mission, objectives, approach, criteria, and strategies, among the Commission's Strategic Plan (ACT, 2020). South Africa's sport and leisure mission is to achieve sport and leisure by ensuring equitable access, development, and excellence at all levels of participation. And the allocation of social and economic assistance to create a better life for all South Africa. The University of Melbourne's vision is Australia's leading university for sporting performance, participation level, and facilities quality (David, 2014). Innovative marketing strategies, specifically promotion, had the most effect on manufacturers' performance (Kamarulzaman et al., 2021). Also, the sportswear industry could improve along with brands increasing their market share in competitive markets through consumers' affection and implementing other components of brand popularity (Saatchian et al., 2021).

In UK Sport Plan sets out the Iranian vision for 2020. Increasing public participation in sport, promoting international success, and supporting the hosting of major events is seen as a framework for developing UK sport (Hallaji & Hashemi, 2015). The Queensland Golf Club of Australia uses traditional development planning to link conventional planning processes with specific sports analysis (ACT, 2020). Few organizations can be found today, without which it would have succeeded. Paying attention to human capital on the one hand and planning for the club's economic and

financial prosperity to develop working capital and increase its profitability are critical issues for any organization. In other words, the era of sports clubs' dependence on public and state capital has ended, and clubs will be able to survive as government for-profit organizations (Memari et al., 2021; Pouyandekia & Memari, 2021). The quantitative and physical evidence and the quality of services of health clubs are at a suitable level. In that case, it can lead to customer satisfaction and more customer membership in that sports space (Bahrami et al., 2021).

The sport industry areas in Iran were classified into 18 categories: facilities and equipment, sports organizations, trade, event, tourism, human resources, goods and services, marketing, sports medicine, economic activity, government, etc. Therefore, attention to the factor loadings of each infrastructure is helpful for managers in making decisions and determining the status of each area and relevant infrastructures so that managers will be able to identify the status of each area to plan and promote it (Aghaei Shahri et al., 2018).

However, it seems that given the importance of the sports industry and its development, as well as the need to expand areas, employment and income, and the broad role that can play in increasing the national and global power of the country, identify the strategic position of this Industry in Iran and the presentation of management strategies in its development to provide the proposed marketing strategies, is essential. Therefore, if we can identify the industry's strategic position without determining operational strategies and, more appropriately, it will be possible to provide management solutions in its development from a marketing perspective. Thus, in the present study, the researchers intend to identify the Iranian sports industry's strengths, weaknesses, opportunities, and threats by analyzing the internal and external environment factors, determining its strategic position, and making suggestions from the perspective of appropriate marketing strategies.

2. Methodology

The present research has been done in two parts: qualitative and quantitative. The researcher uses response interviews in the qualitative part depending on the respondents' opinions about the current Iranian situation. In the quantitative part, descriptive statistics calculates the average to determine the status. Strengths, weaknesses, opportunities, and threats of payment. Based on the purpose, the researcher intended to help improve the industry's performance and development in the long run by recognizing the current situation and determining the Iranian sports industry's strategic position through scientific methods.

Based on data collection, descriptive research has been done by examining the current situation and drawing the desired position in strategic studies. Therefore, the statistical sample was considered following the community (all sports experts and faculty members of the Iranian sports management who have had information, experiences, and research in the field of sports industry) that a total of 18 professors and faculty members and experts the Iranian sports were purposefully selected for the interview. Finally, a researcher-made questionnaire, "Determining the Iranian sports

industry's strategic position," consisting of 84 items, was designed with scores on a five-point Likert scale. Also, four articles were developed about the participants' characteristics and the beginning information. Based on the study of theoretical foundations and research background concerning the sports industry and strategic planning and review of different planning models, a researcher-made questionnaire whose validity and reliability was confirmed using Cronbach's alpha statistical method, the question's reliability. The letter is set to 0.953. The questionnaire was submitted to sample members by selecting the last time. Descriptive statistics and indicators such as frequency, percentage, graph, and table were used to analyze the data obtained from the research. Inferential statistics were also used to analyze the information obtained. To determine the strategic position and other items in the strategic plan, from the internal factors evaluation matrix to compare strengths and weaknesses with each other, from the external factors evaluation matrix to compare opportunities and threats to each other, from the internal matrix and Exterior was used to determine the strategic position.

4. Results

As Demographic information: According to the research findings, the highest frequency in the age of respondents is related to the age range of 50 years and above, with ten people equal to 55.6%. Also, the level of education of individuals at the doctoral level is 100%. The highest frequency of activity in sports is related to the class over 40 years with 38.9%. The highest frequency in respondents' sports activity is faculty members with a high percentage. 94.4% is the frequency of the total sample.

Current situation of the Iranian sports industry: In general, the status of the Iranian sports industry is reported as follows:

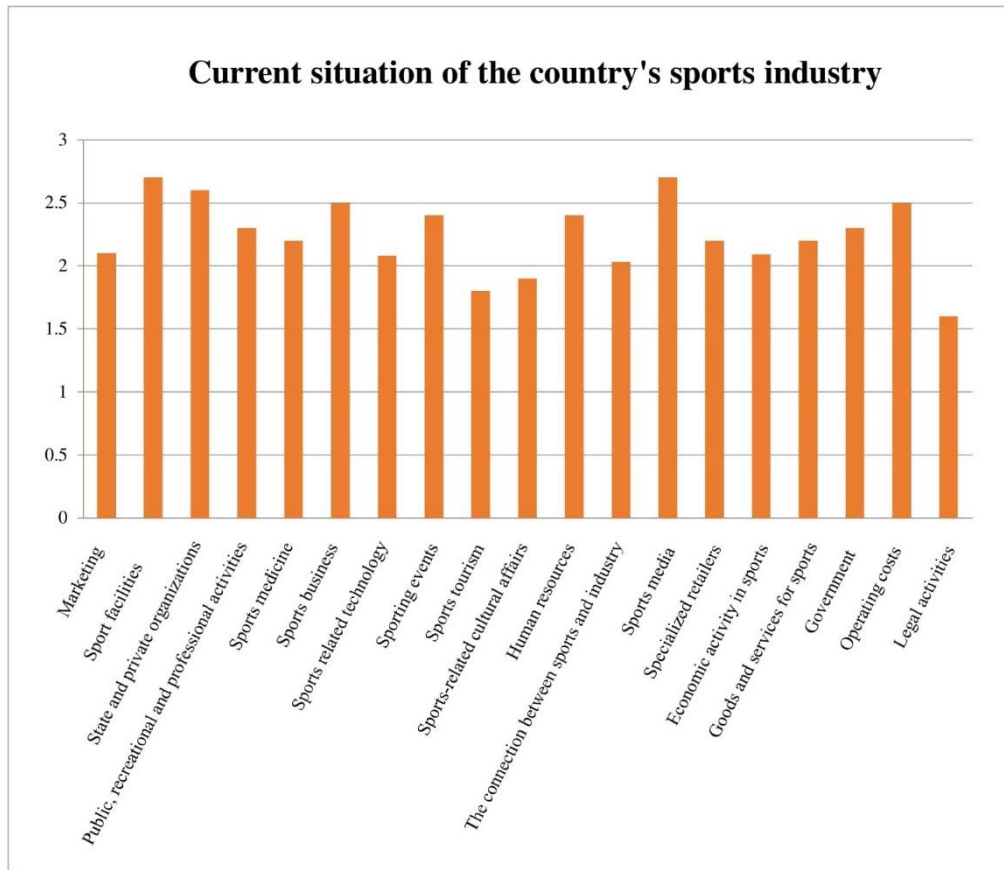


Figure 1. Current situation of the Iranian sports industry.

According to the surveys and surveys conducted, the current state of the Iranian sports industry from the perspective of professors, faculty members, and sports experts, on a 5-point Likert scale in matters such as marketing, sports venues, private and public organizations, activities Public, Recreational & Professional's, Sports Medicine, Sports Business, Sports Technology, Sports Events, Human Resources in Sports, Sports Media, Specialized Retailers, Sports Economics, Sporting Goods and Services, Government And operating costs, the state of the Iranian sports industry on average; In the field of sports tourism, cultural affairs related to sports, the relationship between sports and industry and legal activities, the situation of the Iranian sports industry has been assessed as inferior.

Strengths, Weaknesses, Opportunities, and Threats of the Country Sports Industry: Tables 1 to 4 show the general results of the strengths, weaknesses, opportunities, and threats of the Iranian sports industry based on SWOT analysis. Friedman test was performed to rank 84 items identified in different lists (strengths, weaknesses, opportunities, and threats). Tables 1 to 4 show the ranking of items in each list of strengths, weaknesses, lists, and threats, in addition to the mean and standard deviation,

based on the results of the Friedman test ($P < 0.05$). According to the data in [Tables 1 and 2](#), the ranking of strengths, weaknesses, opportunities, and threats of the Iranian sports industry is as follows:

Table 1. Results of ranking the Iranian sports industry's strengths, weaknesses, opportunities, and threats.

Strengths	Mean	Mean rating	Total rank
Common sports such as volleyball, basketball.	3.00	5.03	1
Human resources specialized in sports (such as referees, coaches, sports education, etc.)	3.00	5.00	2
Scientific journals in sport	2.89	4.92	3
Holding one-day sporting events	2.94	4.92	4
Sports clubs and health clubs	2.83	4.36	5
Holding multi-day sports events	2.72	4.25	6
Salaries and operating expenses of players and teams (expenses of athletes, players, and supporters)	2.61	3.94	7
The amount of money spent by the public on sports (buying tickets for swimming pools and entrances, etc.)	2.56	3.58	8
Weaknesses	Mean	Mean rating	Total rank
Specialized retailers	2.50	22.92	1
Advertising of goods and sports services on radio and television, Internet, journals	2.50	22.72	2
Specialty wholesalers	2.50	22.58	3
Companies providing media services to the Iranian sports	2.39	21.83	4
Sports equipment exhibitions	2.39	21.42	5
Organizations providing recreational sports services	2.39	21.14	6
Sports business institutions	2.39	20.89	7
Production of sports goods and equipment	2.33	20.53	8
Teams and organizations related to recreational and leisure competitions	2.33	20.42	9
Free activities of professional athletes	2.33	20.39	10
Private sector active in sports	2.33	20.33	11
Sports service companies for professional and semi-professional athletes	2.33	20.03	12
Training and utilizing volunteers in sports	2.28	19.39	13
Expenditures spent by spectators at a sporting event	2.33	19.11	14
Managing sports competitions and recreation camps for students, workers, and special groups in universities	2.28	18.78	15
Indigenous (local) sports	2.22	18.56	16
Owners of equipment for sports competitions (horses, cars, etc.)	2.22	18.33	17
Internet and information technology (stores, advertising, ticket sales)	2.11	17.97	18
Sports service agencies	2.17	17.64	19
Automobile clubs	2.11	17.42	20
The economic activity of professional and semi-professional teams and clubs	2.11	17.31	21
Companies repair and maintenance services of sports facilities and facilities	2.11	16.89	22

Weaknesses	Mean	Mean rating	Total rank
New physical activities (skating, body jumping, snow skiing)	2.11	16.78	23
Sponsorship in sports	2.06	16.72	24
Betting on horse racing and predicting race results	2.11	16.69	25
Sports talent companies	2.06	16.42	26
Ticket sales situation in professional and semi-professional sports	2.06	16.31	27
Recognition of revenue from the exploitation of the brand and logo of teams and clubs	2.00	16.00	28
Recognition of the income from the exploitation privileges of the owners of sports goods and services following the property rights law	2.00	15.36	29
Construction of sports venues and facilities in the country for international events	1.94	15.14	30
Information management systems in sports organizations	1.94	14.92	31
Companies in the field of export of sports equipment and accessories	1.94	14.89	32
Sports marketing companies	1.94	14.75	33
Companies and groups providing sports law services to organizations and athletes	1.67	10.58	34
Revenue from fan visits to sports museums	1.50	8.86	35
Opportunities	Mean	Mean rating	Total rank
Multifunctional indoor facilities	3.17	10.56	1
Indoor and outdoor pools (recreational, professional, show swimming, multifunctional)	3.17	10.17	2
Ministry-affiliated sports organizations such as provincial sports and youth departments and federations	3.00	9.47	3
Military personnel sports and military sporting events	3.00	9.33	4
Municipal playground activities for residents of neighborhoods, parks, and municipal sports facilities	3.00	9.31	5
Sports organization of municipalities, education, government offices, and institutions of the country	3.00	9.28	6
Public water recreational facilities (indoor and outdoor)	2.94	8.99	7
Non-governmental sports organizations (such as the National Olympic Committee)	2.89	8.78	8
Indoor sports facilities for a particular sport	2.83	8.56	9
Sportsbook publishing companies	2.83	8.31	10
Faculties of Physical Education of universities	2.78	8.11	11
Sports facilities, including sports stadiums	2.72	7.83	12
Ancient sports fields	2.72	7.39	13
Iranian Sports Organizations with International Sports Organizations (International Olympic and Paralympic Committee)	2.61	6.86	14
Sports magazines and journals (revenue turnover of sports magazines)	2.56	6.64	15
Sports facilities	2.56	6.50	16

Threats	Mean	Mean rating	Total rank
The activities of the Ministry of Sport and Youth	2.50	16.67	1
Clinics providing sports medicine services to elite athletes' researchers	2.50	16.25	2
Physical education and scientific research institutes	2.39	15.81	3
Providing services through measurement reports (Such as the number of athletes and statistical analysis of the progress of a team or a sport or the value of teams)	2.39	15.56	4
Contracting companies active in the field of construction of sports facilities and structures	2.39	15.50	5
Specialized sports medicine service laboratories for elite athletes, researchers, and doping detection laboratories	2.44	15.19	6
Tracks (running, cycling, motorcycling, motorsports)	2.39	15.06	7
Conservatories, academies, and sports schools of the country	2.39	14.86	8
Clinics providing services and sports facilities to veterans and the disabled	2.39	14.75	9
Clinics providing services to hospitals and medical centers in the field of sports injuries and physiotherapy	2.28	14.06	10
NGOs active in the field of sport	2.28	13.86	11
Sports medicine clinics to provide public services	2.28	13.56	12
Administrative and legal sports associations (such as the Scientific Association of Physical Education)	2.17	13.50	13
Council and municipal officials and members of parliament	2.17	13.42	14
Companies that produce sports computer games	2.22	13.36	15
Beach games facilities	2.11	12.69	16
Companies providing sports services to the public, including the elderly, heart patients, and the like	2.00	11.11	17
Companies providing sports services in prisons and correctional facilities	1.94	11.06	18
Companies producing and educational software in sports	1.89	10.72	19
Out-of-stadium sports tourist expenses (transportation, accommodation, food, entertainment, amenities)	1.89	10.44	20
Research, development, and technology units of sports products and equipment	1.89	10.28	21
Sports tourist expenses inside the stadium (concession, ticket, parking)	1.89	10.19	22
Companies providing sports psychology and sports counseling services to athletes	1.83	9.86	23
Sports-related cultural affairs	1.78	9.47	24
Sports cooperatives company (directing entrepreneurial and employment-generating activities in sports)	1.67	7.78	25

The strategic position of the Iranian sports industry: To determine this position, the internal factors evaluation matrix, external factors evaluation matrix, and internal and external factors matrix were used. Based on the results of [Table 2](#); The average of the matrix of internal factors is less than 2.5 (2.29) and indicates that the Iranian sports industry is weak in terms of internal factors.

Table 2. Evaluation matrix of internal factors of the Iranian sports industry.

Internal factors	Factors title	Mean	Mean rating
Strengths	Holding one-day sports events	2.94	5.03
	Human resources specialized in sports (such as referees, coaches, sports education, etc.)	3.00	5.00
	Common sports such as volleyball, basketball	3.00	4.92
	Scientific journals in sport	2.98	4.92
	Sports clubs and health clubs	2.83	4.36
	Holding multi-day sports events	2.72	4.25
	Salaries and operating expenses of players and teams (expenses of athletes, players, and supporters)	2.61	3.94
	The amount of money spent by the general public on sports (buying tickets for swimming pools and entrances, etc.)	2.56	3.58
Weaknesses	Specialized retailers	2.50	22.92
	Advertising of goods and sports services on radio and television, Internet, journals	2.50	22.72
	Specialty wholesalers	2.50	22.58
	Companies providing media services to the Iranian sports	2.39	21.83
	Sports equipment exhibitions	2.39	21.42
	Organizations providing recreational sports services	2.39	21.14
	Sports business institutions	2.39	20.89
	Production of sports goods and equipment	2.33	20.53
	Teams and organizations related to recreational and leisure competitions	2.33	20.42
	Free activities of professional athletes	2.33	20.39
	Private sector active in sports	2.33	20.33
	Sports service companies for professional and semi-professional athletes	2.33	20.03
	Training and utilizing volunteers in sports	2.28	19.39
	Expenditures spent by spectators at a sporting event	2.33	19.11
	Managing sports competitions and recreation camps for students, workers, and special groups in universities	2.28	18.78
	Indigenous (local) sports	2.22	18.56
	Owners of equipment for sports competitions (horses, cars, etc.)	2.22	18.33
	Internet and information technology (stores, advertising, ticket sales)	2.11	17.97
	Sports service agencies	2.17	17.64
	Automobile clubs	2.11	17.42
	The economic activity of professional and semi-professional teams and clubs	2.11	17.31
	Companies repair and maintenance services of sports facilities and facilities	2.11	16.89
	New physical activities (skating, body jumping, snow skiing)	2.11	16.78
	Sponsorship in sports	2.06	16.72
	Betting on horse racing and predicting race results	2.11	16.69
	Sports talent companies	2.06	16.42
Ticket sales situation in professional and semi-professional sports	2.06	16.31	
Recognition of revenue from the exploitation of the brand and logo of teams and clubs	2.00	16.00	

Internal factors	Factors title	Mean	Mean rating
	Recognition of the income from the exploitation privileges of the owners of sports goods and services following the property rights law	2.00	15.36
	Construction of sports venues and facilities in the country for international events	1.94	15.14
	Information management systems in sports organizations	1.94	14.92
	Companies in the field of export of sports equipment and accessories	1.94	14.89
	Sports marketing companies	1.94	14.75
	Companies and groups providing sports law services to organizations and athletes	1.67	10.58
	Revenue from fan visits to sports museums	1.50	8.86
	Mean	2.29	

According to the data in Table 3, the external factors matrix average is less than 2.5 (2.43), indicating the threats facing the Iranian sports industry overcoming the opportunities ahead. Have; In other words, the Iranian sports industry is threatened by external factors.

Table 3. Evaluation matrix of external factors of the Iranian sports industry.

Internal factors	Factors title	Mean	Mean rating
Opportunities	Multifunctional indoor facilities	3.17	10.56
	Indoor and outdoor pools (recreational, professional, show swimming, multifunctional)	3.17	10.17
	Ministry-affiliated sports organizations such as provincial sports and youth departments and federations	3.00	9.47
	Military personnel sports and military sporting events	3.00	9.33
	Municipal playground activities for residents of neighborhoods, parks, and municipal sports facilities	3.00	9.31
	Sports organization of municipalities, Basij and education, government offices and institutions of the country	3.00	9.28
	Public water recreational facilities (indoor and outdoor)	2.94	8.99
	Non-governmental sports organizations (such as the National Olympic Committee)	2.89	8.78
	Indoor sports facilities for a particular sport	2.83	8.56
	Sportsbook publishing companies	2.83	8.31
	Faculties of Physical Education of universities	2.78	8.11
	Sports facilities, including sports stadiums	2.72	7.83
	Ancient sports fields	2.72	7.39
	Iranian Sports Organizations with International Sports Organizations (International Olympic and Paralympic Committee)	2.61	6.86
Threats	Sports magazines and journals (revenue turnover of sports magazines)	2.56	6.64
	Sports facilities	2.56	6.50
	The activities of the Ministry of Sport and Youth	2.50	16.67
	Clinics providing sports medicine services to elite athletes' researchers	2.50	16.25
	Physical education and scientific research institutes	2.39	15.81

Internal factors	Factors title	Mean	Mean rating
	Providing services through measurement reports (such as number of athletes and statistical analysis of the progress of a team or a sport or the value of teams)	2.39	15.56
	Contracting companies active in the field of construction of sports facilities and structures	2.39	15.50
	Specialized sports medicine service laboratories for elite athletes, researchers, and doping detection laboratories	2.44	15.19
	Tracks (running, cycling, motorcycling, motorsports, ...)	2.39	15.06
	Conservatories, academies, and sports schools of the country	2.39	14.86
	Clinics providing services and sports facilities to veterans and the disabled	2.39	14.75
	Clinics providing services to hospitals and medical centers in the field of sports injuries and physiotherapy	2.28	14.06
	NGOs active in the field of sport	2.28	13.86
	Sports medicine clinics to provide public services	2.28	13.56
	Administrative and legal sports associations (such as the Scientific Association of Physical Education)	2.17	13.50
	Council and municipal officials and members of parliament	2.17	13.42
	Companies that produce sports computer games	2.22	13.36
	Beach games facilities	2.11	12.69
	Companies providing sports services to the public, including the elderly, heart patients, and the like	2.00	11.11
	Companies providing sports services in prisons and correctional facilities	1.94	11.06
	Companies' production and educational software in sports	1.89	10.72
	Out-of-stadium sports tourist expenses (transportation, accommodation, food, entertainment, amenities)	1.89	10.44
	Research, development, and technology units of sports products and equipment	1.89	10.28
	Sports tourist expenses inside the stadium (concession, ticket, parking)	1.89	10.19
	Companies providing sports psychology and sports counseling services to athletes	1.83	9.86
	Sports-related cultural affairs	1.78	9.47
	Sports cooperatives company (directing entrepreneurial and employment-generating activities in sports)	1.67	7.78
	Mean	2.43	

The node matrix and the internal and external quadratic matrix were used to apply appropriate strategies for simultaneous internal and external factors. The standard deviation of internal factors, which is 0.49, the internal factors evaluation matrix (2.29), and the standard deviation of the external factors' evaluation matrix is 0.35; The matrix score evaluated for external factors (2.43). Thus, the formation of internal and external evaluation matrices revealed that the Iranian sports industry is in a nine-house matrix in house V, i.e., in a state of "maintenance or stability." And in the quadratic matrix in house IV, that is, in the form of "dissolution and transfer," choose "defensive" strategies. Given this situation and because the Iranian sports industry is a different industry and using the opportunities and strengths, it should continue to operate while stabilizing its position to include "growth and development" patterns. On the other hand, relying on existing opportunities and eliminating weaknesses should stop the threats ahead.

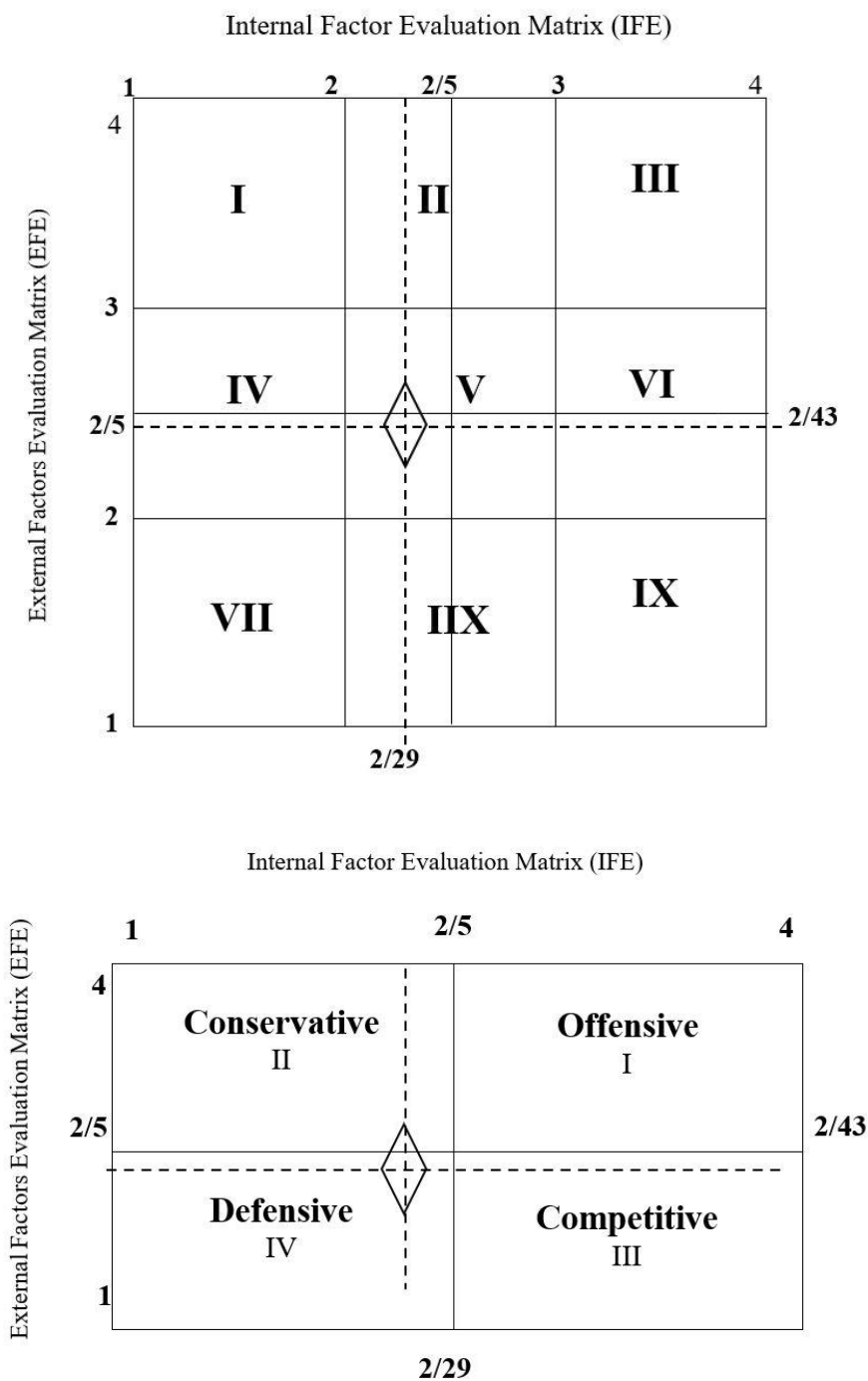


Figure 2. Internal and external matrix (IE).

5. Managerial implications

In the mass market penetration strategy, the main goal is a- to maximize the number of people who test and accept the new product introduced. It is suggested that the Ministry of Sports' esteemed officials in related matters increase their activities in public sports, fans, and the like to the maximum. B- Maintaining the position of market share is superior in the market. This section is also appropriate while eliminating the dormant and less attractive cells of this collection and observing some system overhead areas' transfer to the private sector, with the hope that the private sector can create a new boom in these sectors with the Ministry of Sports' support and while developing employment.

6. Discussion and conclusion

Analysis of internal and external factors is a strategic planning stage that can provide appropriate information to prepare the sports industry's strategic position. In the following, the analysis of internal and external factors of this industry is discussed, and then the proposed strategies are presented:

The organization's most desirable situation is its positive points, advantages, and competencies to maximize opportunities, opportunities, and demands. Any organizations' goal is to move from any position in the SWOT matrix to this state, i.e., SO strategies. If organizations can identify their weaknesses and address them, they can even turn them into strengths. This study aims to determine the position of the strategic plan by examining the current situation of the Iranian sports industry. Strengths, weaknesses, opportunities, and threats of the Iranian sports industry are identified. And using internal and external factor evaluation matrices to "determine the strategic position of the Iranian sports industry has been extracted. The suggestions and solutions have been provided to get out of the current situation towards the desired condition to achieve the desired goals.

However, the most critical factors affecting the growth and development of the Iranian sports industry are different from different researchers, the most important of which are mentioned here: the presence of scientifically and practically experienced people in sports, changing the culture of society, policy-making High-ranking state officials, the growth and development of the society's economy, the globalization of sports, the influence of sports media and press, the quantitative and qualitative change of sports equipment and facilities, and the greater connection of sports with science (Aghaei Shahri & Azimzadeh, 2021; Aghaei Shahri et al., 2017; Aghaei Shahri et al., 2018; Bahrami et al., 2021; Memari et al., 2021). Also, the factors affecting the growth and development of the sports industry in other countries include creating reasonable monetary policies, creating, and standardizing the sports market, strengthening market supervision, guiding companies to work according to fair and reliable law, the right to renew Ownership of sports rights by the government, expansion of the sports equipment industry and the tourism industry (Saatchian et al., 2015; Shojaei et al., 2012; Vahdati et al., 2014).

The first stage of planning the Iranian sports industry's development is to review the current situation and analyze its internal and external factors. Management is based on that. The third stage is to express the mission, vision, and goals for developing its sports

industry. The fourth stage is designing and formulating a strategic plan for developing the Iranian sports industry. The last step is implementing the plan. According to the statements of David (2014) in the strategic plan, the forces and opportunities ahead should be used to minimize the weaknesses and threats (David, 2014). Since this study showed that the Iranian sports industry is defensive, most selected strategies must be "defensive strategies." However, the Iranian sports industry can use WO, ST, WT or ST, strategies depending on the existing conditions.

In addition to integration strategies, organizations focus and diversify activities to pursue other strategies. These strategies include forming a partnership, reducing, selling parts of the organization (divestiture), or liquidating (David, 2014). The overall goal of a defensive strategy, which can also be called a "survival strategy," is to reduce system weaknesses to mitigate threats. In the realm of managerial activities, an organization that faces external threats and internal weaknesses deal with a dire situation, so it must fight for its survival and find a way to defend itself (Aghaei et al., 2013; Shojaei et al., 2012). According to David (2014), being a pioneer brings many potential competitive advantages, including significant risks. Since the Ministry of Sports' current situation and the need to follow defensive strategies, it is impossible to rely on observing the strategies of leading companies for this industry, using the strategies of leading companies (David, 2014). Therefore, marketing strategies based on conservation or stability strategies and growth and development strategies include fortress or position defense strategy, offensive or false attack strategy, counterattack strategy, market development strategy, and a strategy of contraction or rapid retreat. Also, following the following strategies based on partnership formation, reduction, sale of parts of the organization and market penetration, market development and product development are on the agenda, which include mass-market penetration, market penetration Special, either temporary entry into a market or rapid withdrawal from it (Cai & Xiong, 2011, August 6; Huang, 2011; Kamarulzaman et al., 2021).

The main goal of a specific market penetration strategy is to maximize the number of people who test and accept the new product offered to the target segment. With the development of professional leagues and all professional sports necessities, countless products can be produced and provided in this field. In this way, many customers are affected by the attention and activity in this sector. The boom in job creation and the increasing private sector participation can also take the organization out of the current situation. B- Maintaining the position of superior market share in the target sector. Privatization will give the organization a prominent share in this sector and help this sector develop employment and increase turnover. By respecting the sports organization's priority in matters related to legislation and the like, maintaining the share. Will guarantee superiority in the market. In the strategy of temporary entry into the market or rapid withdrawal from it, the main goal is a- to compensate as soon as possible the costs of development and commercialization of the new product. In this section, observing the principles of entering the market in the introduction phase can compensate for some opportunities lost in this area. Suppose some of the above strategies are identified as risky. In that case, it is appropriate that the sports organization officials consider the withdrawal. Perhaps one of the withdrawal strategies can be

referred to as compliance with Article 44 of the Constitution and privatization (Memari et al., 2021; Smith & Stewart, 2010; Zhang & Kim, 2018).

In addition to the above, adherence to relevant processes and focus on related strategic tasks and goals are also considered in all three strategic areas.

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راهبردهای بازاریابی برای توسعه صنعت ورزش ایران

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چکیده

هدف: هدف از انجام این تحقیق، موقعیتیابی استراتژیک ایران با تحلیل IFE و EFE و ارائه استراتژی‌های بازاریابی توسعه صنعت ورزش کشور بود.

روش: جامعه آماری شامل اساتید دانشگاه با سوابق اجرایی، مدیریتی در سطح کلان ورزش بوده و نمونه ۱۸ نفر از اساتید خبره در حوزه تحقیق به روش هدفمند انتخاب شدند. اطلاعات پژوهش، طی مصاحبه‌های بسته پاسخ بر مبنای پرسشنامه مطالعه آقایی و همکاران (۲۰۱۴)، با ضریب پایایی ۰/۹۵۳ گردآوری شد ($P < ۰/۰۵$). برای تجزیه و تحلیل داده‌ها، از آزمون فریدمن و ماتریس ارزیابی درونی و بیرونی برای تعیین موقعیت و تحلیل SWOT استفاده شد.

یافته‌ها: یافته‌ها نشان داد وضعیت موجود صنعت ورزش کشور از ۸ قوت، ۳۵ ضعف، ۱۶ فرصت و ۲۵ تهدید برخوردار است. همچنین، تحلیل ماتریس ارزیابی عوامل درونی و بیرونی نشان داد، این صنعت در ناحیه ضعف‌ها و تهدیدها قرار دارد که مطابق جایگاه راهبردی تدافعی (WT) است. برای برون رفت از این شرایط، استفاده از راهبردهای تدافعی و محافظه کارانه پیشنهاد می‌شود. همچنین، با بهره‌گیری از الگوی یک سازمان پیشگام، از راهبردهای نفوذ در بازار انبوه، نفوذ در بازار بسیار خاص و نیز ورود موقت به بازار و عقب نشینی سریع از آن، همچنین از راهبردهای حفظ و نگهداری یا ثبات و راهبردهای رشد و توسعه برای توسعه صنعت ورزش کشور می‌توان بهره جست.

اصالت و ابتکار مقاله: نویسندگان در این مقاله راهبردهای بازاریابی را برای بقای صنعت ورزش از انحلال و کمک به توسعه آن پیشنهاد کرده‌اند.

کلیدواژه

فرصت‌ها
نقاط قوت
توسعه صنعت ورزش
تهدیدها
نقاط ضعف

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