



Study on the Marketing Mix of Iranian Football Industry

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ABSTRACT

Purpose: The purpose of this study was to investigate on the marketing mix model of the Iranian football industry.

Methodology: The present study is an applied and descriptive-analytical research that was conducted on fieldwork. The research tool is a marketing mix of the Memari (2007) study on Iranian sport industry. Subjective and content validity was determined by experts and sports experts and its reliability in a preliminary study was estimated on 30 sample subjects through Cronbach's alpha of 0.92. The statistical population of the study consisted of two groups. The first group was the Fans of the three East Azerbaijan province teams in the Premier League, with 441 of them being unlimited, they were selected randomly by multi-stage cluster and cluster. The second group includes members of the Football Association board Technical, managing director of the provincial clubs, teams of experts board and administrators (N = 90) who were selected by targeted sampling method. Data were analyzed by descriptive statistics and correlation t-test with the help of statistical package SPSS 22 and structural equation model using Amos software.

Findings: The results showed that the existing situation of sports clubs marketing mix are significantly lower than the optimal situation such as financial sponsorship, promotion management, pricing management, the power of the market, public relations management, process management, location management and brand management. Finally, the coefficients of the indexes indicate the optimal fit of the marketing mix model of the football clubs. Therefore, to improve the development of football industry, it is necessary to make fundamental changes to the marketing plans of this province.

Originality: In this article, we examine the modeling of the 8p marketing mix elements on the football industry using structural equation methods.

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1. Introduction

With the increase of global changes in the economic and commercial fields, it seems that traditional advertising and marketing methods are no longer useful for companies and organizations. If a company cannot update its methods in line with these developments, it can hardly continue to survive in today's competitive market. The sports industry, especially the football and club industry are no exception to this rule. The use of marketing techniques and specialized marketing research are among the urgent needs of this market. Sports marketing refers to the use of sports as a tool for marketing other services. In addition, marketing has been used for describing a variety of activities related to sports promotion (Alipour et al., 2018). Sports marketing is one of the most complicated tasks of sports organizations which promote the product through marketing efforts and offer to buyers so that they can succeed in their work (Moyer et al., 2015).

Marketing mix is defined as a combination of all factors in the marketing managers' command hierarchy to meet the demands of the target market. Therefore, the concept of marketing mix is the idea of a set of controllable variables in the possession of marketing management that can be used for affecting consumers (Miloch & Lambrecht, 2006). The marketing mix model was highly effective during the early years of the marketing period, when physical products formed a significant part of the economy. However, as marketing moves toward integration and many non-physical goods are added to the economy, marketing experts considered some limitations for this marketing mix and its famous 4p. The limitations which have forced some of them to add other Ps. The items such as process, individuals, physical evidence, packaging, etc. are among the items which can be mentioned. Marketing professors and experts have presented differing views on the marketing mix during the years after the opinion of McCarthy. Some have introduced 5p, 6p, 8p and even 13p, etc. as the marketing mix of enterprises. These individuals believe that the mix of four market factors has overlooked some activities (Eagleman, 2013). Since 1960, when (McCarthy, 1960) defined the concept of marketing mix and the factors in this mix including the four elements of product, price, location and product promotion. Another model was provided by (McCarthy, 1960). This model included seven components of product and product production (related to services), price, place (location with distribution), promotion and encouragement, physical factors, participation (employees and customers) and process (work routine).

Promotion involves information, encouragement and influence activities. Promotion plays a significant role in sports marketing through informing products to sports enthusiasts - holding sports competitions. On the other hand, the operation of forming or influencing individuals in relation to sports products becomes the level of intervention and the image of companies related to sports (Edmans et al., 2007).

Process represents the manner in which service delivery systems perform their work. The facades of buildings, landscapes, vehicles, interior furniture, equipment, employees of organizations, signs, written materials and other visible signs are all tangible evidences which indicate the quality of services of an organization (6). In today's

competitive market, obtaining the appropriate position in the mind of consumer in such a way that the consumer is loyal is highly important. One of the effective factors in achieving such a position in the minds of customers is the special value of the company's brand. Brand equity is the ultimate utility or added value created by a product through a brand such as Coca-Cola. Researchers indicated that marketing decisions and market conditions affect brand equity. Brand is a name, phrase, term, sign, symbol, slogan, anthem, dress, program, and a combination of these factors. Competitive organizations are used for introducing products and services to vendors and differentiating an organization or sports club, and a sports organization's ongoing commitment to provide a set of features, services, and benefits to stakeholders (Fatehi, 2017). The results of studies in the field of marketing of sports industry in Iran indicated the significance of eight elements of marketing mix (support, individuals, process, product, promotion, price, distribution and physical evidence) (Fatehi, 2011) in the field of domestic sportswear purchase and four elements (product, price, distribution and promotion) in the field of foreign sportswear purchase (Adidas) (Haas et al., 2004). (Tahmasbpour Shafiei & Alizadeh, 2015) evaluated the marketing promotion element of the Premier League of Mazandaran Province and indicated a significant difference between the two existing and desirable conditions of the marketing promotion element (Tahmasbpour Shafiei & Alizadeh, 2015). (Khodaparast Sareshkeh et al., 2016) studied the components of marketing mix (p7) in the Iranian Volleyball Super League. The results revealed that the product component had the highest average and public relations had the highest average in the best case while its other components were in the lower categories (Khodaparast Sareshkeh et al., 2016). (Kouzechian & Ehsani, 2010) studied the factor of 7p sports marketing mix in the Iranian Football Premier League and indicated that the components of marketing mix had no priority in both the current and favorable status (Kouzechian & Ehsani, 2010). (Moyer et al., 2015) stated that the regular promotion activities of sports teams through social media are regarded as a component of direct sports marketing. In addition, promotional activities through Facebook affect the ticket sales and the presence of fans in the stadium (Moyer et al., 2015). (Alipour et al., 2018) indicated that marketing mix components have a significant positive effect on the customer satisfaction of sports products. The marketing mix of different economic enterprises varies according to the market conditions, industry, etc (Alipour et al., 2018). The era of master keys is over and the keychain should be completed and the best key should be selected and used according to every lock through knowledge, experience, information, and intuition. Meanwhile, the football industry has become a global revenue-generating industry, resulting in the acquisition of capital and revenue generation for sports organization (Mohammad Kazemi et al., 2008). so that it has become a pervasive and universal phenomenon; a phenomenon for which no conceivable boundaries can be considered; So that it is known as one of the most popular sports in the international arena to the extent that many countries have considered it as part of their national sports (Memari, 2007). Thus, the use of recovery tools and techniques in the field of football industry is one of the most essential measures of club management principles. The issue of club revenue is discussed in many countries. The discussion of rules related to the transfer of international players, modeling of

organizational structure of successful clubs, issues related to the role and position of television, private international networks, sports advertising and sponsors are among the topics related to sports revenue generation. The evolution of football economically has resulted in the emergence of many interests and interests. Thus, a wide range of human, material, monetary, financial and credit resources have turned to football. As long as football was considered as a game, business, or trade, the stakeholders in the world of capital, industry and services did not pay much attention to it. However, this is not the case nowadays. Football is raised as one of the strongest alternatives for different investors (Rezaei, 2016). Many professional clubs have been able to play a key role in the macro-economies of countries, for example, the football clubs in Spain whose material value in the development of the professional club industry in Football has created 47000 jobs. The development of the football club industry is not limited to the countries such as the UK, Spain, Italy and Germany, but also the Asian countries such as Japan and South Korea have been able to take fundamental steps towards the economic development of the football industry, with proper management Take themselves (Sheikhi & Pazoki, 2017). According to Article 44 of the constitution and the development plan, it is necessary for the Iranian sports clubs to generate revenue (Rezaei, 2016). Undoubtedly, football is the most popular sport in the world with the highest potential to attract fans and has a special place and significance among all sports. Due to the significance of marketing in financing, clubs have no choice but to generate revenue. The combination of marketing mix factors and their proper and rational use in clubs can be highly effective. However, most football clubs around the world are well aware of the great potential of the football industry and increase their channels and revenue approaches every day. Unfortunately, Iranian football clubs are very weak in terms of revenue generation and costly than revenue-generating. The inattention of clubs to marketing and revenue-generation not only has a significant effect on their economic performance, but also affects the technical quality of the teams. The marketing mix is a toolbox used by marketing managers to achieve their goals, pushing the company forward to achieve the set goals. The popular marketing mix is 4p, which is more specific to manufacturing organizations. Since the 4p mix is not responsive in the service industry and industries such as football where the main product is a sport event, the 7p mix including product, price, distribution, promotion, individuals, physical evidence, process and support, which is highly important in the football industry was considered as 8p mix in this study to evaluate the status and role of these factors in the industry of East Azerbaijan football clubs. Finally, the appropriate marketing mix model of the football industry in East Azerbaijan province was presented to be the basis for the future performance of football clubs officials and managers.

2. Methodology

The present study was applied in terms of objective and descriptive-analytical in terms of method and was conducted as field. The population included two groups to study and explain the marketing mix model of the football industry in this province. The first group included the fans of three teams in East Azerbaijan Province in the Premier

League. According to Morgan's table, the appropriate sample for this population was 384 subjects, but 450 questionnaires were distributed randomly in several stages and clusters to make sure of the sampling number and then 441 questionnaires were evaluated after eliminating the incomplete questionnaires. The second group includes the members of the board of directors of the football committee, technical staff of the teams, experts of the board and the teams, the CEOs of the clubs in the province, and the supervisors of the teams in the province, who were selected in a purposeful way as 30 individuals (a total of 471 individuals). In order to study the marketing mix of the football industry in the province, the standard questionnaire of marketing mix of the architectural sports industry (2007) was used. Face validity and content validity were confirmed by 10 professors of sports management experts. In addition, its reliability was obtained in a pilot study on 30 statistical samples through Cronbach's alpha of 0.92. This questionnaire measures eight main variables of financial support, promotion management, pricing management, market power, public relations management, process management, location management, and brand management in scale of very low, low, average, high and very high in two dimensions of current and desired status. In the current status of the questionnaire, each component and the importance of each component were questioned. In the present study, descriptive and inferential statistics of t-test paired sample and structural equation modeling were used to review and analyze the data. Kolmogorov-Smirnov test was used to evaluate the normal distribution of data. All of the data were analyzed using SPSS and AMOS statistical software.

3. Results

The descriptive findings of the study indicated that the youngest respondents were under 30 years old and most of them were in the age range of 31-40 years. Most of the subjects had a bachelor's degree and the minimum of them had a bachelor's degree. In addition, 93.6% of the respondents were fans so that 30.4% of the respondents in Tractor, 17.4% in Mashinsazi, 21.7% in Gostaresh Foolad and 30.4% were interested in all three teams. Before evaluating the research hypotheses, first the normality of data was determined by Kolmogorov-Smirnov test ($p \leq 0.05$) and the statistical sample had a normal distribution. Thus, the t-test paired sample was used to compare the current and favorable status of the factors. The results for each factor of the marketing mix are shown in [Table 1](#). According to the results of [Table 1](#), the current status of financial support in the sports marketing mix of clubs in East Azerbaijan province ($p=0.01$, $t=-33.12$), pricing management ($p=0.01$, $t=-29.73$), market power ($p = 0.01$, $t = -28.34$), process management ($p=0.01$, $t=-27.92$), location management factor ($p=0.01$, $t=-15.43$), brand management ($p= 0.01$, $t= -17.97$) and finally the current status of sports marketing mix in the clubs of East Azerbaijan province ($p =0.01$, $t=-1.86$) was significantly lower than the favorable status.

Table 1. Comparison of the current and favorable status of marketing mix factors.

Significance level	T	Degree of freedom	Mean difference	Mean	Status	Variable
0/01	-33/12	470	-1/71	2/21 3/92	Current Favorable	Financial support
0/01	-29/73	469	-1/37	2/50 3/87	Current Favorable	Pricing management
0/01	-28/34	469	-1/32	2/48 3/80	Current Favorable	Market power
0/01	-25/10	470	-1/26	2/62 3/88	Current Favorable	Public relations management
0/01	-27/92	470	-1/30	2/34 3/64	Current Favorable	Process management
0/01	-15/43	470	-0/70	2/89 3/59	Current Favorable	Location management
0/01	-31/86	468	-1/32	2/56 3/88	Current Favorable	Sports marketing mix

Based on the eight identified factors of the marketing mix of the clubs in East Azerbaijan province, which was obtained using exploratory factor analysis, financial support, promotion management, pricing management, market power, public relations management, process management, location management and research model management were designed according to these factors as shown in Figure 1.

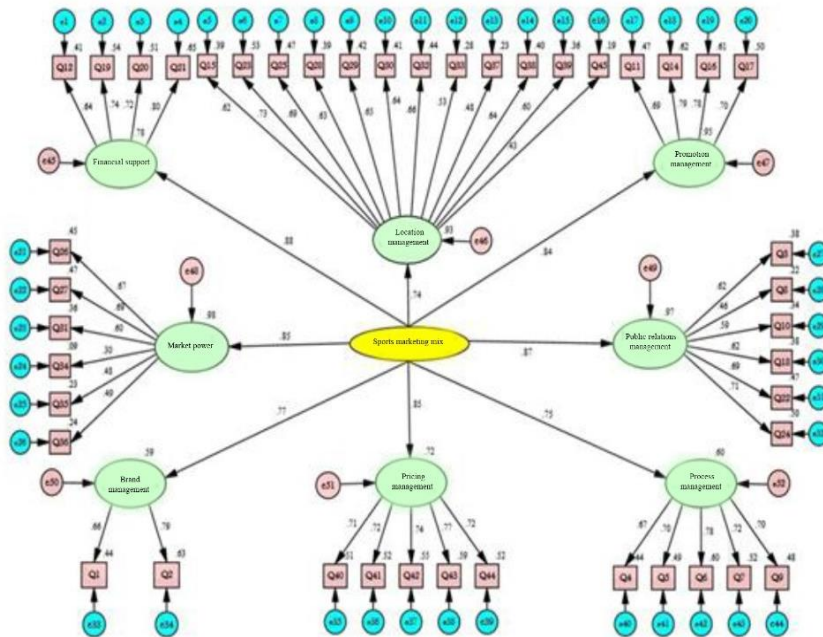


Figure 1. Model of marketing mix factors of clubs in East Azerbaijan province based on the favorable status.

Fitting indicators were used to test whether the model of marketing factors of clubs in East Azerbaijan province has a good. In modeling the structural equations with emphasis on Amos software, three indicators of absolute, comparative, and parsimonious should be used to determine the fit of the model. According to the results of Table 2, the value of the chi-square statistic ratio (χ^2) equals 215/178 with the degree of freedom is 894 equal to 2.412. This value is between 1 to 3, indicating the approval of the model. In addition, the corresponding P value is 0.071, which is acceptable and the model is approved considering that it is more than 0.05. The goodness-of-fit index (GFI) is 0.924, indicating the acceptability of this rate for the optimal fit of the model. The root mean square of the estimation error, another indicator for the goodness of fit, is 0.097 which is acceptable since it is less than 0.1, indicating the approval of the research model. Other goodness-of-fit indicators for structural equations are Tucker-Lewis Index (TLI) as 0.911, Bentler- Bonett Index (BBI) as 0.94, Comparative Fit Index (CFI) as 0.935, and Parsimonious Normed Fit Index (PNFI) as 0.65, all indicating the desired fit and approval of the model of marketing mix factors in the country's sports industry.

Table 2. Indicators of the model fit of marketing mix factors in the clubs of East Azerbaijan province.

Interpretation	Criterion	Value	Fit index	
-	-	2156/178	Chi-square (χ^2)	
-	-	894	Degree of freedom (df)	
Optimal fit	1-3	2/412	Chi-square to degree of freedom ratio (χ^2/df)	Absolute
Optimal fit	More than 0.05	0/071	Significance level (P Value)	
Optimal fit	More than 0.90	0/924	Goodness of fit index (GFI)	
Optimal fit	More than 0.90	0/911	Tucker- Lewis Index (TLI)	
Optimal fit	More than 0.90	0/94	Bentler- Bonett Index (BBI)	Comparative
Optimal fit	More than 0.90	0/935	Comparative Fit Index (CFI)	
Optimal fit	Less than 0.1	0/05	Root squared root mean error (RMSEA)	Parsimonious
Optimal fit	More than 0.5	0/65	Parsimonious Normed Fit Index (PNFI)	

4. Discussion and conclusion

The main infrastructure of the sports industry is composed of clubs, which act as production factories and economic enterprises. Using equipment and facilities, skilled manpower, expertise and modern technical knowledge and technology of sports and entertainment, they have made a revenue-generating industry. The results indicated that the current status of the sports marketing mix of clubs in East Azerbaijan province is significantly lower than the favorable status. The results of this part of study are consistent with the results of research by (Ghasemi et al., 2016), (Kouzechian & Ehsani, 2010) and (Seif Panahi Shabani, 2015). Unfortunately, the Iranian football clubs do not take advantage of the presence and interests of many foreign investors. However, even the organization of the Iranian Football Premier League, which in accordance with Article 2

of Article 58 of the Statute of the Football Federation as a separate and independent organization is responsible for holding professional leagues and conducting all the affairs like business and economic affairs related to it has been useless to attract such investors. Unfortunately, what is regarded currently as sports marketing in Iran is limited to the trivial sale of match tickets, production and sale of sports products, as well as the insufficient support of the sponsors of some sports teams. The strong dependence of the sports industry in Iran on the government has provided some conditions which require the cooperation of researchers and educated individuals in this field, as well as the managers with professional experience in this industry to analyze the complexity of the sports market in the country and manage the huge amount of money turnover and the employed individuals with scientific and correct management. The inattention of clubs to marketing and revenue-generation not only has a significant effect on their economic performance, but also affects the technical quality of the teams. As a result, it seems necessary for the football clubs of East Azerbaijan Province to reconsider their marketing plans. Regarding each of the marketing mix factors, the results indicated that each of the eight factors of financial support, promotion management, pricing management, market power, public relations management, process management, location management and brand management in the sports marketing mix of the clubs in East Azerbaijan province were significantly lower than the favorable status. The results of financial support and promotion management are consistent with the results of research by (Moyer et al., 2015), (Ghasemi et al., 2016), (Kouzechian & Ehsani, 2010), (Seif Panahi Shabani, 2015), (Miloch & Lambrecht, 2006), as well as (Westerbeek & Shilbury, 2003) but inconsistent with the results of (Maadi, 2011). Providing club clothing and promotional items in training centers for free, increasing the value of teams with the presence of key players and coaches, and the use of discounts for promotions, special customer service, lack of incentive and promotion policies, lack of sponsorship and support of satellite and television channels, and the lack of clubs' advertisements in print, electronic and internet media are among the reasons for the lack of promotion desirability in the clubs of the province. In addition, the more promotional activities in marketing competitions, the more attention and welcome of the audience and sponsors to the programs and competitions. The current status of pricing management in the sports marketing mix of clubs in East Azerbaijan province is significantly less than the favorable status. The results of this part of the study are consistent with the research by (Ghasemi et al., 2016), (Kouzechian & Ehsani, 2010), (Seif Panahi Shabani, 2015) and (Mohammad Kazemi et al., 2008). Signing contracts with sponsors with quality products and cost-based pricing is one of the measures which can be effective in improving the current pricing situation. Optimal price element is one of the most critical elements of the marketing mix since customers pay special attention to it as the stadium may have good conditions in all respects but fails to attract potential customers due to the high-ticket price. In this regard, private sector organizations and companies are likely in a better status since in today's competitive environment, the private sector seeks to everything in order to survive and has more authority than the public sector for reducing its prices. The result of the study showed a significantly lower status than the desired status in pricing management. Perhaps no appropriate studies have been conducted in this factor by the football clubs of East

Azerbaijan province and the pricing has not been expertized. Furthermore, the current status of market power in the sports marketing mix of clubs in East Azerbaijan province is significantly less than the favorable status. This finding is consistent with the results of studies conducted by (Ghasemi et al., 2016), (Kouzechian & Ehsani, 2010) and (Seif Panahi Shabani, 2015). Clubs are the most significant part of the football industry and the survival of this industry is highly dependent on the survival of clubs. Income is regarded as one of the most significant pillars of any industry. The football industry has provided an appropriate space for economic activities through increasing the communication facilities such as satellite, internet, mobile, the arrival of sponsors, the specialization of sports activities and its abundant attractions for people. Thus, these clubs should continue their activities with more power since East Azerbaijan Province is one of the few provinces which currently has three representatives in the country's Premier Football League and this issue can put the clubs in the province in a position of power. Further, the presence of Tractor team, despite the large number of fans, is the basis for using this factor. The results indicated that the current status of public relations management in the sports marketing mix of clubs in East Azerbaijan province is significantly less than the favorable status. The results of this part of the study are consistent with the studies by (Tahmasbpour Shafiei & Alizadeh, 2015), (Kouzechian & Ehsani, 2010), (Seif Panahi Shabani, 2015), (Miloch & Lambrecht, 2006) and (Gladden et al., 1998). Appropriate public relations management, press conferences, expanding TV coverage, etc. have a great effect on strengthening the team brand in the minds of consumers. For this reason, today the sports environment, especially football, is the most appropriate environment for advertising goods and services since football has a large audience and various media are highly interested in working in the field of football. For this reason, the owners of products and services seek to investment in football. The lack of favorable financial support in the sports marketing mix of clubs in East Azerbaijan province is rooted in the lack of a skilled manpower structure in the area of sports public relations in sports clubs in this province. It seems that some measures should be taken in the field of hiring and employing public relations experts, marketers and marketing programs of such clubs. The current status of process management and location management in the sports marketing mix of clubs in East Azerbaijan province is significantly less than the favorable status. The results of this part of the study are consistent with the results of studies by (Ghasemi et al., 2016), (Kouzechian & Ehsani, 2010) and (Seif Panahi Shabani, 2015) but inconsistent with the results of (Maadi, 2011). Process represents the way in which service providers fulfill their tasks accordingly. The major purpose of marketing is to identify market needs and shortcomings, so that services may be designed for satisfying the needs. This goal involves designing the service process and how it is delivered, respectively eventually, this issue shows how all the marketing mix is coordinated to provide consistent and quality customer service. Inappropriate location and physical condition of stadiums have a direct effect on spectator satisfaction with competitions. All sports managers and officials should have a continuous plan not only for the reconstruction, renovation and architectural design of the stadiums in this province. Instead, they should use the help of experienced consultants to construct sports facilities for observing safety principles in the construction of facilities and equipment in such places, as well as its aesthetic principles.

The results of t-test paired samples indicated that the current status of brand management in the sports marketing mix of clubs in East Azerbaijan province is significantly less than the favorable status. The results of this part of the study are consistent with the results of research by (Ghasemi et al., 2016), (Kouzechian & Ehsani, 2010), (Moyer et al., 2015) and (Seif Panahi Shabani, 2015). Contrary to what is raised about the marketing mix of sports services in the world literature that product management in the marketing mix is not manifested as an independent factor, but a factor called brand management has emerged and is regarded in the football market of this province. It is the name and brand of the product which should be promoted and product promotion is used as a tool for strengthening the equality value of teams or their supporters. In addition, the appearance of a factor called brand management in the eight-factor model and as a response variable shows that brand management and promotion of teams is of major significance in the sports market of this country and this province more than anything in the sports market of this country and this province. Meanwhile, the current status of brand management in the sports marketing mix of the clubs in the province is significantly less than the favorable status.

In this regard, serious measures should be taken and the brands of football clubs in the province should reach their true value so that they can play a good role in the marketing mix of these clubs. Based on the research findings and model fit, each of the eight factors is equally effective in the marketing of these clubs. In the meantime, financial support, public relations management and pricing management are more effective than other factors and these factors should be emphasized and reviewed more carefully. Today, sports clubs' revenue mainly comes from resources sponsored by sports sponsors. In addition, the clubs should act forcefully in this regard and convince big sponsors to sign a contract with the club. Based on the results of this study, the managers and officials of sports clubs in East Azerbaijan province are suggested to provide more financial support to the club by establishing appropriate relations with commercial companies and offering different support offers to companies. Furthermore, officials and managers should use the opinions of a skilled marketing team to increase their promotional and advertising activities and better manage them. Further, they should increase the quality of customer service by adjusting the ticket price for the salons and other places of the complex. By hiring and attracting experienced public relations managers, they can improve the public relations of the clubs and finally improve the marketing status of the club. The officials and managers of sports clubs in East Azerbaijan province should promote and manage the value of their brand using special management mechanisms and review their marketing plans by establishing new complexes in the city.

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مطالعه آمیخته بازاریابی صنعت فوتبال ایران

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کلیدواژه

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بازاریابی ورزشی
باشگاه ورزشی
صنعت ورزش
صنعت فوتبال

نوع مقاله

پژوهشی

چکیده

هدف: پژوهش حاضر تبیین مدل آمیخته بازاریابی صنعت فوتبال بود. پژوهش حاضر از نظر هدف کاربردی و از نظر روش انجام تحقیق توصیفی-تحلیلی می‌باشد که به صورت میدانی انجام گرفته است.

روش: ابزار پژوهش پرسشنامه آمیخته بازاریابی صنعت ورزش معماری (۲۰۰۷) بود. روایی محتوایی و صوری توسط افراد متخصص و اساتید مدیریت ورزشی تعیین گردید. همچنین پایایی آن در یک مطالعه مقدماتی بر روی ۳۰ نفر از افراد نمونه از طریق آلفای کرونباخ ۰/۹۲ برآورد شد. جامعه آماری تحقیق شامل دو گروه بود. گروه اول هواداران سه تیم آذربایجان شرقی حاضر در لیگ برتر بودند که با توجه به نامحدود بودن آن ۴۴۱ نفر از آن‌ها به صورت تصادفی طبقه‌ای و خوشه‌ای چندمرحله‌ای انتخاب شدند. گروه دوم شامل اعضای هیئت رئیسه هیئت فوتبال، کادر فنی تیم‌ها، کارشناسان هیئت و تیم‌ها، مدیران عامل باشگاه‌های استان و سرپرستان تیم‌های استان بودند (N=۹۰) که با روش نمونه‌گیری هدمند ۳۰ نفر انتخاب شدند. برای تجزیه و تحلیل داده‌ها از آمار توصیفی و از آزمون تی همبسته و معادلات ساختاری استفاده شد.

یافته‌ها: وضعیت موجود شامل عوامل حمایت مالی، مدیریت ترویج، مدیریت قیمت‌گذاری، قدرت حاکم بر بازار، مدیریت روابط عمومی، مدیریت فرایند، مدیریت مکان و مدیریت برند در آمیخته بازاریابی ورزشی باشگاه‌ها می‌باشند. وضعیت موجود آمیخته بازاریابی ورزشی باشگاه‌های فوتبال، به‌طور معنی‌داری پایین‌تر از وضعیت مطلوب است. لذا به‌منظور بهبود توسعه صنعت فوتبال ضروری است تا در برنامه‌های بازاریابی باشگاه‌ها تغییرات اساسی انجام گیرد.

اصالت و ابتکار مقاله: در این مقاله به مدلسازی عناصر آمیخته بازاریابی ۸P بر روی صنعت فوتبال با روش معادلات ساختاری پرداخته شده است.

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