



## Investigating the Obstacles to the Development of Sports Marketing in Guilan Province

Jalil Pourzarnegar<sup>1</sup>

<sup>1</sup>PhD in Sports Management, Department of Physical Education and Sports Science, University of Tehran, Tehran, Iran.

### ABSTRACT

**Purpose:** Sports marketing, as a unique marketing science and operation, plays a vital role in the development and progress of sports. The purpose of this research is to investigate the obstacles to the development of sports marketing in Guilan Province.

**Methodology:** The purpose of this research involved applied studies, and concerning the data collection method, it was a descriptive survey conducted in the field. The statistical population consisted of active sports coaches and experts from Guilan province (both male and female), and the statistical sample was determined based on the target population using Cochran's formula, totalling 278 individuals. The measurement tool was a researcher-designed questionnaire that assessed sports marketing obstacles with 28 main questions across four areas: managerial, economic, structural, and technological barriers, using a five-point Likert scale ranging from 1 (very little) to 5 (very much). Research experts confirmed the face and content validity of the questionnaire knowledgeable about the topic, and its reliability was reported based on a Cronbach's alpha coefficient of 0.83. The research data were analyzed at descriptive and inferential statistical levels through SPSS version 23.

**Findings:** The findings of the research showed that the obstacles to the development of sports marketing in Guilan province were ranked as follows using Friedman's test: 1st rank: obstacles and management problems, 2nd rank economic barriers and difficulties, 3rd rank structural obstacles and problems, and 4th rank obstacles and technological problems ( $P \leq 0.001$ ). In management, the issue of "instability of the position of managers in different sports levels of the province" was considered one of the most significant obstacles. In the economic field, the issue of the "lack of appropriate economic laws for the presence of investors" was one of the most significant obstacles. In the structural field, the issue of the "lack of suitable sports facilities for holding sports events" was considered one of the most significant obstacles. Also, in the technology field, the issue of "non-use of technologies in the development of sports marketing" was considered one of the most significant obstacles.

**Originality:** In this article, the researcher examined the obstacles and challenges facing sports marketing development and proposed the creation, implementation, and assessment of effective sports marketing strategies to address these issues. The findings of this research are practical and valuable for provinces aiming to enhance their sports marketing efforts.

### Keywords

Business  
Development  
Investigate  
Obstacle  
Sports Marketing  
Strategy

### Article Type

Original Article

**Received:** 2024/06/07

**Accepted:** 2024/08/05

### How to Cite this Article:

Pourzarnegar, J. (2025). Investigating the Obstacles to the Development of Sports Marketing in Guilan Province. *Sports Business Journal*, 5(1), 91-103. <https://doi.org/10.22051/sbj.2024.47413.1163>



## 1. Introduction

One of the crucial events of the last century is the industrialization of sports. The importance of sports for the economy is increasing every day, so sports have become one of the most profitable economic fields (Rahulan et al., 2013). Along with the industrialization of sports, marketing, and especially sports marketing, has also become a global and income-generating industry, resulting in the acquisition of capital and income for sports organizations and the need to pay more attention to customers. Today, customers are the focus of companies' attention, and it is necessary to satisfy customers, fully meet their needs, and accurately identify their desires, expectations, abilities, and limitations in purchasing products. By obtaining such information, it is possible to determine the factors that influence the behavior of customers of service organizations and use it in making marketing decisions of companies (Hassangholipour et al., 2014). In today's era, sports act as a driving tool in the product market, and sports marketing has attracted a wide range of audiences (Poursoltani Zarandi & Zareipour, 2018). Sports marketing has become an essential topic in recent years. The increasing profitability of the sports industry has caused this popularity and profitability to attract the attention of many marketers and investors. One of sports organizations' most complex and vital tasks is its marketing. The first definition of sports marketing was proposed by "Kessler" in 1979, who stated: Sports Marketing is the activities of consumers of industrial products and service marketers who increasingly use sports as a stimulus to promote their products or services through sports sponsorships (Nasirzadeh & Deskereh, 2015). To create a favorable image of goods and products, sports marketing should highlight the main elements of the desired goods and products concerning the chosen name. These features and elements can include the functional quality of the product, the price of the services provided, the distribution channel, and other elements mixed with marketing (Yosefi & Hasani, 2011). Sports marketing is the continuous implementation of marketing activities to ensure the continued existence of sports (all types of sports) and the prosperity of future generations (Sedky et al., 2022). Marketing emphasizes meeting the needs of customers or consumers, but sports marketing emphasizes meeting the needs of sports customers or consumers (Nasirzadeh & Deskereh, 2015). Sports marketing includes a wide range of activities and decisions, which in a comprehensive classification, they are classified in four sports product groups, price, distribution and promotion, and creating coordination between these four classes is the primary goal of sports marketing and the component. The main factors of price, product, distribution, and promotion influence sports marketing (Pourzarnegar, 2022).

Companies should keep in mind that customers' preferences evolve, and it is necessary to make appropriate decisions in this direction (Beheshtian Ardakani & Fathiyan, 2017). Marketing involves understanding the customers' needs and matching the company's products to meet those needs. It also includes the process of making a profit for the company. Marketing is a human activity that satisfies needs and wants through the exchange process. Marketing is a social development that recognizes the needs of consumers through the provision of services or goods to meet these needs and tries to lead consumers to this service or goods. Marketing is essential for any business, and marketers

try to make consumers know this product or service better in the marketing process (Nasirzadeh & Deskereh, 2015). Marketing should seek to find the most suitable markets and sectors in which the organization can be more valuable and practical; Therefore, the basis of the marketing movement is to prevent the wastage of various resources and facilities and to find the most suitable place for the product (McLaren, 2012). A successful organization must first be able to retain its customers and then try to attract new customers because the most significant income of an organization is its old customers (Nasirzadeh & Deskereh, 2015).

The importance and necessity of sports and the expansion of the presence of athletes in national and international events make it necessary to pay attention to sports marketing as the most essential principle in attracting financial sponsors, cultural-social barriers, governmental ideas, legal-legal and customary barriers, and administrative barriers. Organizational, media coverage, and weakness in the sports marketing system are among the main obstacles in marketing professional sports in Iran, especially for women's sports (Sadeghi et al., 2022). Policymakers of the country's sports industry can consider such obstacles before formulating sports marketing development strategies and determining its priorities.

In today's world, providing financial resources, sports marketing, and attracting sponsors are among the challenges sports managers face. One essential skill that sets successful managers apart from their less effective counterparts is identifying resources that generate income and solve problems. This ability can address the financial issues faced by sports organizations. A historical and empirical review of research indicates that some marketing-related challenges have been studied collectively. However, despite the numerous benefits of developing sports marketing and overcoming its hurdles to management, marketing, physical education, and sports sciences, it is crucial to organize the various factors into a coherent framework and consider newer elements from scientific and practical perspectives. Therefore, this research aims to highlight the importance of the topic and provide scientific and pragmatic justifications for conducting the study, ultimately informing readers about the content and analysis presented. The findings of this research are particularly significant, focusing on a study titled "Investigating the Obstacles to the Development of Sports Marketing in Guilan Province." The operationalization and implementation of this research can significantly support managers, planners, and decision-makers in sports organizations by offering detailed planning for effective sports marketing and addressing the obstacles and issues related to its development in Guilan Province.

## **2. Theoretical background**

The realization of the goals of any study depends largely on the quality of the literature section and the background of the research, that is, the analytical and critical review of the existing works and research. In this section, studies and research related to the present research have been reviewed. The literature and research background show that: Alibaygi et al. (2023): Identified production and marketing obstacles in the value chain of agricultural cooperatives in Kermanshah province and announced that production and

marketing improvement obstacles in cooperatives can be identified in six circles according to the value chain that governs them, which are: input procurement, Operations, outbound logistics, governance, human resource management and marketing. Sedky et al. (2022) in a research titled "The role of sports marketing in attracting audiences to less popular sports" showed that elements of sports marketing that can help attract audiences to less popular sports include: sports media, sports advertisements, star athletes and financial support for sports; They also announced that the desired performance of national teams can create a connection between sports marketing advertisements and attracting audiences to less popular sports so that sports marketing can be developed.

Pourzarnegar (2022) in research titled "Taekwondo sports club managers' point of view about sports marketing," it was shown that the main components of price, product, distribution, and promotion influence sports marketing and between the views of coaches and managers of taekwondo sports clubs in the province. There is no significant difference regarding the importance of sports marketing in Guilan; He also suggested that taekwondo sports clubs pay more attention to their students and meet their needs to gain distinction and competitive advantage and adjust their sports marketing strategies to the different conditions and trends of sports students and provide a product or service. Better quality expected and more suitable price, fundamental and broader advertising and more accessible distribution places, which shows the importance of sports marketing, pay special attention.

Nesa Keyghobadi (2021) in research titled "Identifying and prioritizing the marketing problems of newly established sports clubs," it was shown that information technology barriers, financial barriers, managerial barriers, planning barriers, social barriers, and political barriers affect these problems.

Ramya & Kartheeswaran (2019) stated in research that today, digital marketing is a way of electronic communication that connects goods and services to the market by marketers. Digital marketing has expanded the industry worldwide, and the goal of digital marketing is to relate to consumers and allow consumers to engage with the product through digital media and make the best choice. Marketers are trying to check the effectiveness of your work. They further stated that digital marketing is suitable for analysis and turning a regular business into a profitable one. Product innovation with digital marketing will be used more, creating many opportunities and predictions.

Nasirzadh et al. (2019) examined the obstacles and challenges of student sports marketing (case study: Payam Noor University) and declared that the General Department of Physical Education of Payam Noor University has 10 strengths and 10 weaknesses and faces 10 opportunities and 10 threats. The results of his research showed that the formation of the marketing unit, the lack of sufficient knowledge of the university's marketing planning process among the employees, attention to the role of financial sponsors in student sports planning and the lack of allocation of sufficient financial resources for the development and growth of student sports are the highest importance in this study. Also, some obstacles and challenges of student sports marketing were introduced, which include a lack of specialized websites and publications, lack of media coverage, lack of strategic marketing plan, weakness in

attracting financial sponsors, and lack of university meetings with active marketing organizations, which relevant managers should consider.

Contreras & Ramos (2016) in their research entitled "What is marketing?" A study on marketing managers' understanding of the definition of marketing" showed many definitions and interpretations about marketing in academic literature. This multiplicity above conceptualization of marketing has complicated the development of marketing functions. In this study, content analysis methods were used to discover how marketing managers define the concept of marketing in Puerto Rico companies, and their research results showed that 16% of managers define marketing using concepts related to its strategic functions. Do 50% of managers define marketing using concepts related to marketing tactics? Other marketing managers also stated that they reflect both functions in their marketing approach.

The theoretical background of the previous research showed that the challenges in the field of marketing are related to factors such as: politics, human resources, media, services and goods, etc., but in this research, managerial barriers, economic barriers, structural barriers and technological barriers as Barriers to the development of sports marketing are examined. Management is a complex process and central to an organization's success. Managing the efficient and effective use of material and human resources under the accepted value system of an organization according to principles such as planning, organization, leadership, coordination, and control is based on predetermined goals (Jasbi, 2017). Investigating managerial barriers seems necessary in the category of development obstacles in sports marketing, which this research addresses. Economic factors have a direct impact on the methods of selling sports products. Understanding the effects of the relationship between economics and sports marketing can help organizations allocate different resources in response to changing economic conditions. In the category of obstacles to the development of sports marketing, it seems necessary to examine the economic obstacles addressed in this research. One of the other essential factors that can significantly impact sports marketing is its structure, and many challenges to the development of sports marketing are rooted in the sports structure of the province and even the country. In the category of barriers to the development of sports marketing, it seems necessary to examine the structural barriers addressed in this research. Also, people in society use an increasing range of tools and technologies to help them make more informed purchasing decisions, and this evolution in turn reveals the role of sports marketing in their lives. In the category of barriers to the development of sports marketing, it seems necessary to examine the barriers of technology addressed in this research.

### **3. Methodology**

Research methodology determines the general approach to thinking and studying social reality or the phenomenon under study (Ghasemi, 2020). The current research is a descriptive survey regarding practical purposes and data collection methods that are conducted in the field. Active sports coaches formed the statistical population of the research and experts of Guilan province (male and female) who had the necessary

knowledge about the research topic, and the statistical sample was determined based on the target population and Cochran's formula of 278 people. While collecting research data, the researcher collected field and library findings and classified and analyzed them to evaluate the obstacles and problems in developing the questionnaire and finally get the answer based on them. The measurement tool in this research was a researcher-made questionnaire due to the lack of a standard questionnaire. To prepare this questionnaire, the researcher designed a questionnaire by studying the theoretical foundations and background of the research, and with the help of colleagues who are experts in the field of marketing and sports marketing, the questions were reviewed and modified in several stages, and the final approval was obtained and distributed.

This questionnaire asked the obstacles of sports marketing with 28 main questions in four areas of structural barriers (7 questions) with the following items: lack of necessary support to establish private clubs, unwillingness to transfer government clubs to the non-government sector, and lack of suitable sports facilities for holding sports events. Laws to recognize the right to broadcast television, lack of development of sports marketing culture, lack of sports television networks and government ownership of the majority of sports complexes; Economic barriers (7 questions) with items: impossibility to accurately determine the profit of sports marketing, low share of sports in the portfolio of Guilan households, lack of alignment of investment in sports with provincial policies, lack of transparency in financial information of sports clubs, lack of awareness of organizations about the benefits of sponsorship, unfavourable use of the environment of stadiums for income generation and the absence of appropriate economic laws for the presence of investors; Management obstacles (7 questions) with the following items: the instability of the position of managers at different levels of sports in the province, the managers' lack of belief in sports marketing, the lack of hosting significant sports events in the province, poor management in holding sports events, the lack of knowledge and marketing skills among the managers of the province, the ambition of some sports managers and lack of strategic planning by sports managers; And finally, technological barriers (7 questions) with the items: lack of up-to-date facilities for the development of information technologies, lack of use of technologies in the development of sports marketing, inappropriate sports marketing through social networks, lack of ability to create new values for sports marketing, lack of production New technology-based products, non-use of virtual reality in sports marketing and lack of conceptualization of sports marketing activities are measured on a five-point Likert scale from 1 (very little) to 5 (very much).

In this research, the questions of the questionnaire were made by the researcher following the theoretical foundations and based on other similar studies and according to the details of each of the variables defined, and an exchange of opinions and reviews was done with experts concerning the questions of the questionnaire to correct the validity. The main questionnaire was distributed after the compilation stage. Seven sports marketing professors confirmed the face and content validity of the questionnaire. Then, the questionnaire was randomly distributed among 30 respondents to verify its reliability and to calculate the reliability, the reliability of the data collection tool was calculated using Cronbach's alpha as 0.83, and the reliability coefficient of structural barriers 0.82, economic barriers 0.86, management barriers 0.79 and technology barriers 0.85 were

determined separately. The final form of the questionnaire was adjusted to include the number and type of questions so that the questionnaire faced fewer problems while implementing the plan and collecting information. Its reliability was reported based on Cronbach's alpha coefficient of 0.83. The research data analysis was done at two levels: descriptive and inferential statistics and SPSS 23.

#### 4. Results

Table 1 shows the demographic characteristics of the statistical sample by gender, age, and education.

**Table 1.** Demographic characteristics of the statistical sample.

Property	Group	Frequency	Percentage
Gender	Male	172	62.1
	Female	106	37.9
Age	Less than 30	41	15.2
	31-40	89	30.8
	41-50	97	36.1
	More than 51	51	17.9
Education	Expert	162	57.8
	Masters	83	30.1
	PhD	33	12.1

Table 2 presents the descriptive findings regarding the obstacles and challenges in developing sports marketing in Guilan province, focusing on managerial, economic, structural, and technological issues. The results indicate that among managerial obstacles, "instability in the positions of managers at various levels of sports in the province" is considered one of the most significant challenges, while "the ambition of some sports managers" is viewed as the least important. In terms of economic obstacles, "the absence of appropriate economic laws to attract investors" is noted as a critical issue, whereas "the difficulty in accurately determining the profit from sports marketing" is regarded as the least significant. Regarding structural obstacles, "the lack of suitable sports facilities for hosting events" is seen as a major challenge, while "the insufficient development of sports marketing culture" is considered the least important. Additionally, within technological obstacles, "the lack of technology utilization in sports marketing development" is recognized as one of the key challenges, whereas "the absence of new technology-based product development" is deemed the least significant.

**Table 2.** Overview of challenges and issues in the development of sports marketing in Guilan province.

Obstacles	Object	Mean	Standard Deviation
Managerial	The instability in position of managers at different levels of sports in the province	4.38	0.872
	The managers' lack of belief in sports marketing	3.70	0.755
	The lack of hosting large sports events in the province	4.02	1.015
	Poor management in holding sports events	4.11	0.911
	The lack of knowledge and marketing skills among the managers of the province	3.85	0.647

Obstacles	Object	Mean	Standard Deviation
Economic	The ambition of some sports managers	3.15	0.766
	Lack of strategic planning by sports managers	4.08	0.420
	Impossibility to accurately determine the profit of sports marketing	3.68	0.709
	Low share of sports in the portfolio of Guilan households	4.10	0.658
	Lack of alignment of investment in sports with provincial policies	3.72	0.962
	Lack of transparency in financial information of sports clubs	4.07	0.777
	Lack of awareness of organizations about the benefits of sponsorship	3.92	0.822
	Unfavourable use of the environment of stadiums for income generation	4.15	0.682
	Absence of appropriate economic laws for the presence of investors	4.22	0.428
	Structural	Lack of necessary support in order to establish private clubs	3.69
Unwillingness to transfer government clubs to the non-government sector		4.01	0.383
Lack of suitable sports facilities for holding sports events		4.38	0.652
Laws to recognize the right to broadcast television		4.30	0.782
Lack of development of sports marketing culture		3.56	1.025
Lack of sports television networks		3.72	0.527
Technology	Government ownership of the majority of sports complexes	4.05	0.485
	Lack of up-to-date facilities for the development of information technologies	4.25	0.769
	Lack of use of technologies in the development of sports marketing	4.42	0.703
	Inappropriate sports marketing through social networks	3.77	0.635
	Lack of ability to create new values for sports marketing	4.12	0.812
	Lack of production New technology-based products	3.28	0.822
	Non-use of virtual reality in sports marketing	3.92	0.745
Lack of conceptualization of sports marketing activities	3.56	0.958	

Table 3 displays the ranking of obstacles and challenges in developing sports marketing in Guilan province. The results indicate that the difficulties encountered in the development of sports marketing in Guilan province, as determined by the Friedman test, are ranked as follows: first place: managerial obstacles (Mean Rank = 3.42), second place: economic obstacles (Mean Rank = 3.05), third place: structural barriers (Mean Rank = 2.98), and fourth place: technological barriers (Mean Rank = 2.55).

Table 3. Ranking the obstacles and problems of sports marketing development in Guilan province.

N	278	
Chi-square	40.82	
P-Value	0.001	
Obstacles	Ranking	Mean Rank
Managerial	1	3.42
Economic	2	3.05
Structural	3	2.98
Technology	4	2.55



## 5. Managerial implications

Development in sports is viewed as a symbol of a society's strength, and undoubtedly, sports marketing ensures the survival and growth of sports in any country. Sports marketing is one of the most effective ways to profit within the sports industry. It involves boosting sales of various sports goods and services by leveraging sports events and endorsing athletes or sports teams. It also encompasses promoting athletes, sports teams, and sporting events to enhance revenue from the benefits generated. This research indicates that focusing more on eliminating managerial, economic, structural, and technological barriers is crucial for advancing sports marketing. Relevant officials should work to remove all barriers and issues that arise in this context. Furthermore, obstacles and limitations hindering the development of sports marketing ought to be addressed, and greater awareness about the significance of sports marketing within the community should be established.

## 6. Discussion and conclusion

This research aimed to identify the obstacles to the development of sports marketing in Guilan province. The descriptive results obtained from the obstacles and problems of developing sports marketing in Guilan province indicated that among managerial obstacles, the issue of "the instability in the positions of managers at various levels of sports in the province" was the most significant hurdle. In terms of economic obstacles, the issue of "the absence of appropriate economic laws for attracting investors" emerged as the most notable impediment. Concerning structural obstacles, the challenge of "the lack of suitable sports facilities for hosting sports events" was deemed the most important. Additionally, the issue of "the underutilization of technologies in the development of sports marketing" was considered the most critical obstacle in technological areas. The research results indicated that the obstacles and problems associated with developing sports marketing in Guilan province, as determined by the Friedman test, are prioritized as follows: first rank: managerial obstacles and problems; second rank: economic obstacles and problems; third rank: structural obstacles and challenges; and fourth rank: technological obstacles and issues.

- **Management obstacles and problems:** Managers follow the principles and rules necessary to achieve an organization's goals, which are very important in daily life and in maintaining and improving the organization. Capable sports managers effectively create appropriate strategies to create a favorable image of sports products to develop sports marketing. The results of this research showed that the lack of stability in the position of managers at different sports levels in the province, the weakness of management in holding sports events, and the lack of strategic planning by sports managers are among the main obstacles to the development of sports marketing in Guilan province that must be solved. Successful sports marketing needs a focused strategy and a good work team, without a doubt, increasing the awareness and long-term plan of managers for sports marketing, the need to employ sports marketing specialists

at different levels of sports in the province, cooperation and coordination with employees, regular attendance at knowledge-enhancing courses, maintaining the stability of the position of managers in the organization and the holding of national and international sports events in the region is effective in removing the obstacles and problems of management factors for the development of sports marketing in Guilan province. The results of this research on managerial barriers are in line with the research of [Alibaygi et al. \(2023\)](#), [Contreras & Ramos \(2016\)](#), [Nesa Keyghobadi \(2021\)](#) and [Sedky et al. \(2022\)](#) are consistent; Because these researchers also emphasized the role of management and management factors in the development or non-development of sports marketing by attracting audiences.

- **Economic Obstacles and Problems:** The economy encompasses the total value of transactions among economic actors, including individuals, groups, and organizations. In many instances, sports marketing can be viewed as a subset of economics. This research has shown that the absence of suitable economic laws for attracting investors, the ineffective use of stadium environments for generating income, and the low representation of sports in the portfolio of Guilan households are primary obstacles to the development of sports marketing in Guilan Province. To enhance the sports industry, leveraging the favorable presence of investors in sports and providing them with legal support, alongside utilizing environmental and media advertising, could significantly increase public participation in educational, general, championship, and professional sports while addressing economic barriers to sports marketing development in Guilan Province. The findings of this research regarding economic barriers align with the studies conducted by [Pourzarnegar \(2022\)](#), [Poursoltani Zarandi & Zareipour \(2018\)](#), [McLaren \(2012\)](#), [Nasirzadeh & Deskereh \(2015\)](#) and [Rahulan et al. \(2013\)](#), all of which identified similar factors in their work. They concluded that focusing on economic considerations and ensuring transparency in the financial information of sports organizations can attract more investment in sports, thus enriching the field of sports marketing.
- **Structural obstacles and problems:** The framework structure shows the pattern or organization of related components in a sports organization that can be identified by observing or recognizing the pattern. This research showed that the lack of suitable sports venues for holding sports events, the lack of laws to recognize the right to broadcast television, and the state ownership of most sports complexes are the main obstacles to developing sports marketing in Guilan province. Structure is a part of sports marketing, and structural factors determine the goals of sports organizations. A valuable and solid structure can help the organization and its employees create, implement, and execute sports marketing. Paying more attention to the construction and completion of sports facilities and facilities, handing over state clubs to the private sector, developing the culture of sports marketing, legalizing the right to broadcast television like other countries in the world, and successfully holding sports events are effective in removing structural obstacles for the development of sports marketing in

Guilan province. Is. The results of this research on structural barriers are consistent with the research of Nasirzadeh & Deskereh (2015) and Nesa Keyghobadi (2021), because in their study, they emphasized the role of proper structure in sports marketing.

- **Technological obstacles and problems:** Technology can be defined as all the knowledge, processes, tools, methods, and systems used in producing goods and providing sports services, and technology is the practical application of knowledge and tools to help human endeavours in the sports industry. The results of this research showed that the lack of up-to-date facilities for the development of information technologies, the lack of use of technologies in the development of sports marketing, and the inability to create new values for sports marketing are the main obstacles to the development of sports marketing in Guilan province. The production of sports products according to the latest needs of consumers, the more appropriate use of up-to-date technologies, the development of communication and information technology, the increase of production by reducing costs, and the awareness of people about the value of sports marketing have a significant effect in removing the mentioned obstacles. The results of this research on technological barriers with the researches of Alibaygi et al. (2023), Beheshtian Ardakani & Fathiyan (2017), Nesa Keyghobadi (2021) and Ramya & Kartheeswaran (2019) are consistent, who stated that people in society use technology to perform various tasks in their daily lives and use it in the form of products, processes or organizations. They describe and use it to remove marketing obstacles.

Our new findings are theoretically and practically significant. The results of my research showed that the sports officials of Guilan province should pay more attention to removing managerial, economic, structural, and technological obstacles in sports to develop sports marketing.

## Disclosure statement and funding

The author declares no potential conflicts of interest. The present study received no financial support from any organization or institution.

## References

- Alibaygi, A., Monavvarifard, F., & Salehi, L. (2023). Identifying Production and Marketing Obstacles in the Value Chain of Agricultural Cooperatives: Case of Kermanshah Province. *Progress and Development of Kermanshah Province*, 2(4), 98-126. <https://doi.org/10.22034/mpo.2023.410402.1091>
- Beheshtian Ardakani, A., & Fathiyan, M. (2017). From Mass Marketing to One-to-One Electronic Marketing. *Roshd -e- Fanavari*, 13(51), 45-51. <https://doi.org/10.7508/jstpi.2017.03.006>
- Contreras, F. L., & Ramos, M. L. Z. (2016). What is Marketing? A Study on Marketing Managers' Perception of the Definition of Marketing. *Forum Empresarial*, 21(1), 49-69. <https://dianet.unirioja.es/servlet/articulo?codigo=6230225>

- Ghasemi, H. (2020). *Research reference*. Andisheh Ara. <https://www.issma.ir/download/ResearchInstructionBook17.pdf>
- Hassangholipour, T., Hasheminjad, S. M., Azizan, M. J., & Seyghali, M. (2014). Identification and ranking measures affecting electronic shopping in Iran. *Journal of Future Studies Management*, 24(2), 1-14. <https://www.magiran.com/paper/1721102>
- Jasbi, A. (2017). *Fundamentals and Principles of Management* (12 ed.). Hakimbashi. <https://www.gisoom.com/book/11354792>
- McLaren, C. B. (2012). *A dynamic model of consumer behavior*. [Doctor, University of California]. California, U.S. state. <https://www.proquest.com/openview/1392eee5991ec070ab8bcc/a1f7c02887/1?pq-origsite=gscholar&cbl=18750>
- Nasirzadeh, A., & Deskereh, Y. (2015). *Principles and foundations of management in sports marketing* (A. Azizabadi Farahani, Ed.). Pelk. <https://www.gisoom.com/book/11121894>
- Nasirzadh, A. M., Frahani, Z., & Soltanian, L. (2019). Obstacles and Challenges of University Students' Sports Marketing (Case Study: Payame Noor University). *Applied Research in Sport Management*, 8(1), 43-56. <https://doi.org/10.30473/arsm.2019.5844>
- Nesa Keyghobadi, F. (2021). Identifying and prioritizing marketing problems for newly established sports clubs. *Management, Accounting and Economics Quarterly*, 5(1), 211-224. <https://civilica.com/doc/1841275/>
- Poursoltani Zarandi, H., & Zareipour, G. (2018, May 16). *Investigating of effective factors in the development of sports marketing management in Iran* [Conference session]. The 4th National Conference on Sport Sciences and Physical Education of Iran, Tehran, Iran. <https://civilica.com/doc/774703/>
- Pourzarnegar, J. (2022). The Viewpoint of Sports Clubs' Managers on Sports Marketing. *Sports Business Journal*, 2(1), 103-114. <https://doi.org/10.22051/sbj.2022.40442.1032>
- Rahulan, M., Troynikov, O., Watson, C., Janta, M., & Senner, V. (2013). Consumer Purchase Behaviour of Sports Compression Garments – A study of Generation Y and Baby Boomer Cohorts. *Procedia Engineering*, 60(1), 163-169. <https://doi.org/10.1016/j.proeng.2013.07.055>
- Ramya, L. N., & Kartheeswaran, K. (2019). *Future of Digital Marketing in 2020* [Conference session]. Digital Marketing: Scope and opportunities, Sathyamangalam, India. [https://www.researchgate.net/publication/337304612\\_FUTURE\\_OF\\_DIGITAL\\_MARKETING\\_IN\\_2020](https://www.researchgate.net/publication/337304612_FUTURE_OF_DIGITAL_MARKETING_IN_2020)
- Sadeghi, S., Sajadi, S. N., Rajabi Noush Abadi, H., & Jalali Farahani, M. (2022). Barriers to Iranian Women's Professional Sports Marketing. *Strategic Studies on Youth and Sports*, 21(57), 375-394. <https://doi.org/10.22034/ssys.2022.649>
- Sedky, D., Kortam, W., & AbouAish, E. (2022). The role of sports marketing in attracting audiences towards less popular sports. *Journal of Humanities and Applied Social Sciences*, 4(2), 113-131. <https://doi.org/10.1108/JHASS-04-2020-0059>
- Yosefi, B., & Hasani, Z. (2011). *Basics of Sports Marketing*. Razi University. <https://www.gisoom.com/book/11047911/>

## بررسی موانع توسعه بازاریابی ورزشی استان گیلان

جلیل پورزرنگار<sup>۱</sup>

دکتری مدیریت ورزشی، گروه تربیت بدنی و علوم ورزشی، دانشگاه تهران، تهران، ایران.

### کلیدواژه

بازاریابی ورزشی  
توسعه  
راهبرد  
کسب و کار  
موانع

### نوع مقاله

پژوهشی اصیل

### چکیده

**هدف:** بازاریابی ورزشی به عنوان یک علم و عملیات بازاریابی خاص، نقش بسیار مهمی در توسعه و پیشرفت ورزش دارد. هدف از انجام این تحقیق، بررسی موانع توسعه بازاریابی ورزشی استان گیلان بود.

**روش:** این تحقیق از نظر هدف کاربردی و از نظر روش گردآوری داده‌ها توصیفی - پیمایشی بوده که به صورت میدانی انجام شد. جامعه آماری تحقیق را مربیان و کارشناسان فعال ورزشی استان گیلان (عم از زن و مرد) تشکیل دادند و نمونه آماری براساس جامعه هدف و فرمول کوکران ۲۷۸ نفر تعیین شد. ابزار اندازه‌گیری، پرسشنامه محقق ساخته‌ای بود که موانع بازاریابی ورزشی را با ۲۸ سؤال اصلی در چهار حوزه موانع مدیریتی، اقتصادی، ساختاری و فن آوری در مقیاس پنج درجه‌ای لیکرت از ۱ (خیلی کم) تا ۵ (خیلی زیاد) اندازه‌گیری کرد. روایی صوری و محتوایی پرسشنامه توسط صاحب‌نظران حوزه تحقیق تأیید شد و پایایی آن براساس ضریب آلفای کرونباخ ۰/۸۳ درصد گزارش شد. تجزیه و تحلیل داده‌های تحقیق در دو سطح آمار توصیفی و استنباطی و با استفاده از نرم‌افزار SPSS ۲۳ انجام شد.

**یافته‌ها:** یافته‌های تحقیق نشان داد رتبه موانع توسعه بازاریابی ورزشی استان گیلان چنین است: رتبه اول: موانع و مشکلات مدیریتی، رتبه دوم: موانع و مشکلات اقتصادی، رتبه سوم: موانع و مشکلات ساختاری و رتبه چهارم: موانع و مشکلات فن آوری بود ( $P \leq 0/001$ ). در حیطه مدیریتی: گویه "بی‌ثباتی جایگاه مدیران در سطوح مختلف ورزش استان" از مهم‌ترین موانع به‌شمار می‌رفت. در حیطه اقتصادی: گویه "عدم وجود قوانین اقتصادی مناسب جهت حضور سرمایه‌گذاران" از مهم‌ترین موانع بود. در حیطه ساختاری: گویه "کمبود اماکن ورزشی مناسب برای برگزاری رویدادهای ورزشی" از مهم‌ترین موانع به‌شمار می‌آمد و همچنین در حیطه فن آوری، گویه "عدم استفاده از فن‌آوری‌ها در توسعه بازاریابی ورزشی" از مهم‌ترین موانع بود.

**اصالت و ابتکار مقاله:** محقق در این مقاله به بررسی موانع و مشکلات توسعه بازاریابی ورزشی پرداخت و تدوین، اجرا و ارزیابی راهبردهای صحیح بازاریابی ورزشی را برای رفع موانع و مشکلات توسعه بازاریابی ورزشی پیشنهاد نمود. به نظر می‌رسد نتایج این تحقیق برای استان‌هایی که به دنبال توسعه بازاریابی ورزشی هستند، مؤثر و ارزشمند باشد.

تاریخ دریافت: ۱۴۰۳/۰۳/۱۸

تاریخ پذیرش: ۱۴۰۳/۰۵/۱۵