

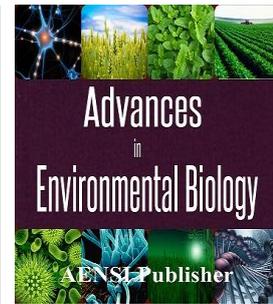


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### Feasibility Study of External Factors of Sport Marketing Capabilities for the National Media with Emphasis on Television

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#### ABSTRACT

This study has been conducted to investigate Feasibility of external factors of sport marketing capabilities for the national media with emphasis on television. It was a mix of qualitative and quantitative research methods, which were implemented. The statistical population two groups of managers and practitioners of Tehran sport media and marketing professionals and sport media. Due to the limitations of the research all members of the sample were as the sample (n=70). Measuring instruments includes a questionnaire that the researcher designed it by the Delphi method that after a full consensus about the external components SWOT, 17 variables related to opportunities and 18 variables related to sport marketing threats have been recognized Face validity of the questionnaire approved by the professors and reliability of it by using Cronbach's alpha was calculated and determined 0.76. In addition to descriptive statistics in order to inferentially analyze the results Friedman test was applied. T-test results showed that external factors of sport marketing in the national media with emphasis on television, at the significant level of  $p < 0.01$  is acceptable to experts' eyes. Moreover, according to the Friedman the significance level for all variables of internal factors reached about 0.001. This indicates the existence of priority and lack of coordination between opportunities and threats (internal factors) of sport marketing in national media with emphasis on television. According to the findings the external factor evaluation matrix of sports marketing in the national media with emphasis on television obtained (2.602) that show Sports marketing opportunities with which the national media are facing overcome their threat Therefore, by applying considered strategies we can exploit the opportunities in sport marketing to reduce threats.

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#### INTRODUCTION

The power of mass media has caused extensive studies on the effects of media in wide range of issues. It makes government more attentive from the economic point of view the mass media. Recently, with the profitable growth of the sports industry by better management of some governments, using this opportunity is important from economic aspect for the governments and they are looking to take advantage of this opportunity to the fullest [1] So the media as institutions have an interaction with almost all members of the community and sport is considered to be an important factor in social change, economic development and culture building. No doubt the radio and TV have a special place among other media. So the mass media such as radio, TV and newspapers play an important role in informing, advancing the development of sport and progress in the future. Sports and Physical Education are considered as undeniable necessities in the physical, psychological and spiritual health, preventing social deviations, reducing health care costs and increasing productivity and efficiency and [2] Today mass media have become sources of shaping social realities in societies. Mass media are significant factors in shaping social values that in the sports section, program contents and its posting could have an impact on the development and improvement of the country status. [3]

In fact, we can say that there is a mutual relationship between the media and sport, which has positive and negative aspects. While sport does help media significantly with drawing audience, but whether the media also act in direction of promoting proper sport and its culture, there is a doubt. Due to the correct approach in the use

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of communication media and sport, good reasons can be cited for market promotion sports products through the media since for example, half of the world's populations follow Olympics through the media. Thus, by providing a program of sports marketing sports media this target can be met. Professional and modern sports like modern economics is market oriented therefore it is consumers oriented (spectators or audience). They pay the cost of the tickets for the games directly, or buy the sport products through the mass media. In addition, the marginal products of the market, namely sports promotional products (shirts, shoes, posters, etc.) are purchased by consumers. Modern sport organized by the market, has separated the roles and expertise, So that in sporting organizations there is a wide variety of expertise that often have scientific necessary backing knowledge. That is why it is obvious that we need sports marketing strategy based on mass media. Sports marketing are the process of planning process and the realization of an idea, pricing, promotion and distribution of goods and services or sports ideas So that provides an exchange to fulfill individual and organizational goals. have defined sports marketing like this: The process of planning and implementation of activities for the production, pricing, promotion and distribution of sport products to meet the needs and demands of consumers and to achieve these objectives [4] The sports marketing strategy makes a sport organization adopt its limited resources for big opportunities, thereby increases its sales and achieve a competitive advantage. In other words, the strategy of sports marketing is a method that focuses on energy and resources of sport organization during sport activities leading to increased sales and market penetration the target market. A sports marketing strategy brings together product development method, promotion, distribution, pricing, relationship management and other elements, identifies the organization's marketing goals and it also explains how to achieve these goals within a certain time frame. Marketing strategy addresses market sectors, positioning, marketing mix, and allocation of resources[5]

Marketing strategies address the best method of applying organizational resources and tactics to attain the organization's macro and sectorial objectives [6]. So the strategy in this category is one of the most important functions. In this strategic management, systematic approach would be a great task and a growing responsibility in the realm of public administration, in a manner that ensures the continued success of the prevention of sudden hazards and the organization is called with strategic precondition, method is called strategic planning and strategic group planning process has been named strategic planning [7] For better use of the opportunities in the realm of sports, many strategies have been developed in each dimension of sport, the profitability strategies and market share of various sports markets has been one of the main concerns of organizations administrators. With better marketing through direct contact with the general population (using media), Can think reflect on promotion and development of sports industry, and also converting it into economic reputation and profitability. Because of the large audience for the television, the media plays a large role compared to other public media. In recent years, as the television sports programs phenomenon with wide variations in the global scope have impacts on activities, technologies, public use, income and development. Television is a medium of communication for various functions such as notification, entertainment, education and advertising. TV In comparison with other media is more comprehensive and believable [8] In Iran, state television as a main medium plays the essential role it in development of country. If we accept that "the purpose and means of development is the human" and the need for fundamental change, the media play a crucial role in the development of country. Television is the dominant medium which it's full and overflowing effects are no secret and has become the ultimate standard that viewers are familiar with much of its content. TV has features that distinguish it from other media and notification methods. Firstly, TV simultaneously affects the eyesight and hearing and this feature places it on top of the radio and the press. Secondly, the TV is capable breaks hot news to viewers at high speed. From this point of view only radio can compete with this media. Thirdly, a television program to achieve its intended audience does not mediation. Fourthly, TV can simultaneously cover lots of viewers. Fifthly, due to the direct and immediate connection with the viewers and showing events when they happen, TV is unrivaled. All these distinctions reflect the fact that television is not only a means of news and information, but also it is the medium that brings together all the features of other media, and integrates and changes them. [9]. Ghasemi and associates [8] have described the role of the media, especially television, in the development of championships and argued that paying attention to all aspects of sport on television is important and suggested that according to the views of those involved in sport and the media, the television program be made based on priorities and cover all the components of exercise and with proper television advertising suitable provision for attracting private sector investment in sport would be provided [8] According to a study, 39.5% of people through TV media are encouraged to perform warm ups and do exercises. [10] Miller [11] in a research called sports marketing reviewed and analyzed spectator sports, sports media, and sports marketing techniques with the placing advertisement and suggests that multi-dimensional effects through the mass media especially television is the dominant among population that it can be used as a sports marketing tool. Kolis [12] in a study called sports- oriented marketing strategy has investigated the possible strategies in sport and believes one of the important aspects of sports marketing is through direct media outlets, especially television. Fisher [13] in his study called 20 great uses of social media in sports has dealt with exploration of possible uses by media in the realm of sport and argues that Communication through television is of best ones and improves marketing for the organization and increases social interactions in the country. Home [14] in a research called

sport and mass media in Japan has reached to these conclusions: To provide content to attract more viewers, the mass media have turned on sports more. Increasing economic pressures on the media, especially television companies and economic benefits of sport over other TV programs (such as drama, documentary, etc.) led to identification of sport as an attractive, cost-effective, consistent and audience-friendly way. Moreover, Kohandel [15] in her research named Examining the role of mass media in society tendency to recreational exercises and athletic communications showed Television and radio programs, the Internet and other new media, magazines and newspapers, of recreational sport has a significant impact on the development of public recreational exercise of citizens who live in the city of Mashhad.

Moreover, attracting spectators and financial support of media is of prime importance; because sport now is motivated by profit and market. Commercialization of sports has been heavily influenced by the mass media, especially television. Major TV networks over the past few decades by signing expensive contracts with sports organizations have been produced the most-watched TV programs. Moreover, substantial increase in income from the sale of images and broadcasting advertisements has increased their finance. Sports spectators are one group of the consumers who are looking for high quality products. Watching live sports events that have almost been new in our country came as a proof for this theory. So in this regard the accelerated process of economic globalization on the one hand and entry of appropriate abilities into our country to develop sports marketing on the other hand, have been made inevitable the necessity of developing this industry in our country in order to benefit from economic interests, cultural and social benefits. So one of the areas that can be used to develop the sport is to develop and extend the sports marketing industry, Which can potentially lead to increased profits and financial sponsors and sponsoring and promoting the sport and devoting attention to the national media. So by providing a plan for sports marketing in the sports media it can be achieved. Codification of Sports marketing plans and strategies based on TV, reviewing the current situation and identifying opportunities and threats in the national TV is necessary. One common way of investigating is the SWOT model. In order to maintain the effectiveness and success of any organizations they must be aware of their status. SWOT analysis is a simple yet effective planning tool for identifying the internal and external factors that may affect the success or failure of the organization. Accordingly, a comprehensive overview from sports marketing perspective to the national media, especially the "state television would help governments to reach the comprehensive plan by doing assessments in order to make the maximum use of all television factors for greater economic efficiency. This research by using the model of swot seeks to address the opportunities and threats (external factors) about promoting the development of sports marketing sports based TV.

#### *Methodology:*

Given the purpose of the research for this study, In addition to the quantitative methods, the qualitative techniques of interviewing with experts and media athletics (sports marketing and media professors) have been used. Given the scope and methodology of research, at the first stage of it the sampling was done purposefully and availability and continued until theoretical saturation point of Interviews. (15 persons) What is more, because the statistical population of the study consists of two groups of managers and practitioner of Tehran sports media and marketing and sports media experts (Teachers and faculty members of universities specializing in sports marketing and media) that the first group includes 40 people and the second one includes 30 people that were chosen as the sample. Measuring instruments included a researcher-made questionnaire that was designed and set according to the Delphi method and was distributed in two phases. The questionnaire included 35 questions in 2 Sections of opportunity (17 questions) and threats (18 items) that by using semi-structured interviews and a comprehensive interview with the consensus of experts it was identified. Items associated with each question were done by using a 5-item Likert scale. Face validity of the questionnaire was confirmed by experts in sports and media and its reliability by calculating Cronbach's alpha ( $r = 0/77$ ) was determined. In order to analyze this data both descriptive and inferential statistical methods were adopted. We use descriptive statistics on the demographic characteristics of the respondents and some information was obtained, then for testing questions we have applied statistical tests of Kolmogorov–Smirnov, one sample run (t), Friedman test using 20<sup>th</sup> version of SPSS.

#### *Research findings:*

The results showed that a total of 70 respondents, 38 people equivalents of 54.3% were male and 32% equivalents of 45.7% were female. The 31.4% of them have bachelor's degree, 55.7% of them have master's degrees and 12.9% of them have doctorate degrees that 21.4% of them have studied physical education and 78.6% of them studied other majors. Moreover, 5.7% had work experience of 1-5 years, 62.9% had work experience of 6-10 years, and 31.6% had work experience of 11-15 years that 9 people equivalent to 12.9% were single and 53 people equivalent to 87.1% were married. In this section prior to performing statistical tests and because of default due to the using or non-using of parametric tests, we have applied Kolmogorov–Smirnov test. In this regard we examined the instrument used in this study and the results are visible in Table 1.

**Table 1:** Statistics of Kolmogorov–Smirnov test for normally distributed data.

Row	Questionnaire measures	Statistics		
		z	p	Distribution
1	opportunities	1.005	0.256	normal
2	threats	0.063	1.313	normal

In order to identify the Sports marketing opportunities in national media and rank it the one sample run (t) and Friedman test were used. Based on the findings in relation to the present question, this method for estimating the parameters and the questions of the survey instrument in different parts was used. In this regard, the reference number (one sample run (t)) in this study according to questionnaire scores was considered 3 in each section (spectrum used in the research tool is 5-value) Based on the findings of this study regarding factors associated with sports marketing opportunities in national media at a significance level of  $p < 0.01$  From the perspective of experts is admissible. (Table 2) Therefore, Friedman test results regarding the sports marketing opportunities criteria in national media with chi-square of 57/561 and degree of freedom of 19 was significant. ( $p < 0.01$ ) These results indicate a greater preference and potential for broader coverage of TV sets with an average of 10.96. (Table 3)

**Table 2:** Results of one sample run (t) about analyzing sports marketing opportunities in national media.

Row	Criteria	Average	Standard deviation	T	Degrees of freedom	Significance level
1	Creating conditions for fair competition in the field of sports	3.7286	0.84992	7.172	69	0.001
2	Training of specialists in the field of sports marketing at the National Media	3.7571	1.16016	5.460	69	0.001
3	More cooperation of national media with the Ministry of Youth and Sports to attract financial sponsors for sports marketing in sports	4.0714	0.95282	9.408	69	0.001
4	Appropriate coverage of international events and economic development of markets through sporting events broadcast	3.8429	1.03049	6.843	69	0.001
5	Increasing public interest in the society through broadcasting and sports events	3.9429	0.91502	8.621	69	0.001
6	Broad television coverage and easy access to television networks in the country	4.1857	0.78561	12.628	69	0.001
7	The possibility of satellite broadcasting of national media in other countries	4.0714	0.80436	11.145	69	0.001
8	Special attention to the development and promotion of women's sport in the country's 5 years plan	3.8857	0.92537	8.008	69	0.001
9	Using of different cultures in the country for the development of local and domestic sports	3.8429	0.86201	8.181	69	0.001
10	Using advanced equipment and high-quality digital formats for broadcast sporting events	3.7857	0.93084	7.062	69	0.001
11	Using the opportunity to exercise a monopoly over television broadcasting in national media	4.1571	0.89501	10.817	69	0.001
12	Identification of business opportunities in the sports industry	3.7143	0.98013	6.097	69	0.001
13	Out- of – home advertising for sports marketing and display advertising and sponsors through sport in the media	4.0000	0.85126	9.829	69	0.001
14	Existing of the sport's comprehensive plan as a national strategic plan and national media taking advantage of this comprehensive plan	3.7286	0.89962	6.776	69	0.001
15	Having great potential to expand the coverage of television programs	4.2429	0.87536	11.879	69	0.001
16	Modeling after the successful and efficient global media programming	3.7000	0.96834	6.048	69	0.001
17	Providing conditions for fair competition in the field of sports marketing	4.0571	0.84931	10.414	69	0.001

Moreover, in order to identify sports threats against sports marketing with emphasis on TV, we have adopted one sample run (t) and consequently Friedman test. Based on the findings of this study regarding factors associated with sports marketing threats in national media at a significance level of  $p < 0.01$  from the perspective of experts is admissible. (Table 4) Therefore, Friedman test results regarding the sports marketing threats criteria in national media with chi-square of 124/242 and degree of freedom of 17 was significant. ( $p < 0.05$ ) These results indicate a greater preference of non-existence of regulation to television broadcast in order to coverage of sports programs and competitions by the average of 11.11 and the lowest priority is the lack of sports sponsors with average rating of 6/46.(Table 5).

**Table 3:** Friedman test statistics resulted about analyzing Sports marketing opportunities in national media.

Row	Criterion	Average	Average Rating
1	Having great potential to expand the coverage of television programs	4.2429	10.96
2	Broad television coverage and easy access to television networks in the country	4.1857	10.56
3	Using the opportunity to exercise a monopoly over television broadcasting in national media	4.1571	10.50
4	More cooperation of national media with the Ministry of Youth and Sports to attract financial sponsors for sports marketing in sports	4.0714	10.34
5	The possibility of satellite broadcasting of national media in other countries	4.0714	10.21
6	Providing conditions for fair competition in the field of sports marketing	4.0571	9.94
7	Out- of – home advertising for sports marketing and display advertising and sponsors through sport in the media	4.0000	9.46
8	Special attention to the development and promotion of women's sport in the country's 5 years plan	3.8857	9.09
9	Using of different cultures in the country for the development of local and domestic sports	3.8429	8.78
10	Increasing public interest in the society through broadcasting and sports events	3.9429	8.55
11	Using advanced equipment and high-quality digital formats for broadcast sporting events	3.7857	8.44
12	Existing of the sport's comprehensive plan as a national strategic plan and national media taking advantage of this comprehensive plan	3.7286	8.17
13	Appropriate coverage of international events and economic development of markets through sporting events broadcast	3.8429	8.06
14	Training of specialists in the field of sports marketing at the National Media	3.7571	8.01
15	Creating conditions for fair competition in the field of sports	3.7286	7.64
16	Identification of business opportunities in the sports industry	3.7143	7.39
17	Modeling after the successful and efficient global media programming	3.7000	6.91

**Table 4:** Results of one sample run (t) about analyzing sports marketing threats in national media.

Row	Criteria	Average	Standard deviation	T	Degrees of freedom	Significance level
1	Lack of effective, attractive and high quality sports advertising in national media	4.1714	0.96266	10.181	69	0.001
2	Lack of program makers familiarity with production of high quality sports advertising	3.9571	1.02767	7.792	69	0.001
3	Social and cultural constraints for media coverage of women's sports and championships	4.2000	0.77272	12.993	69	0.001
4	Economic and political sanctions and economic problems of families and decreasing of tendency to expending and exercise	3.8286	0.86764	7.990	69	0.001
5	Deficiency of notification to sports industry in order to produce better and Lack of industry interest	4.2714	0.65765	16.175	69	0.001
6	deterrent rules and regulations for attracting private sector investment	3.9000	0.87062	8.649	69	0.001
7	Lack of coherent planning and monitoring in order to attract funds and non-governmental sector	3.8286	0.96266	7.201	69	0.001
8	Lack of sports sponsors	3.6000	1.12159	4.476	69	0.001
9	Lack of macro and strategic policies in the national media for sports marketing	4.2571	0.92761	11.339	69	0.001
10	Lack of clarity in policy and executive law in the development of sports industry through national media	4.1286	1.02039	9.254	69	0.001
11	Lack of comprehensive planning to design attractive advertisements in national media	4.2000	0.79126	12.689	69	0.001
12	The lack of production techniques for sports programs and advertisement to attract more audience	4.2143	0.84943	11.960	69	0.001
13	Lack of national media strategy for achieving regional and global markets through the broadcasting and attractive advertisements and programs	4.2286	0.85417	12.034	69	0.001
14	Mismanagement and lack of a comprehensive plan to attract foreign sponsors and investors in the country's domestic sports industry	4.2571	1.01704	10.342	69	0.001
15	Deficiency of quality and proper Advertisement for promoting sports culture	3.9714	0.86764	9.367	69	0.001

16	Lack of knowledge and database of what consumer s need	4.1429	1.01132	9.455	69	0.001
17	non-existence of regulation to television broadcast in order to coverage of sports programs and competitions	4.3286	0.88008	12.630	69	0.001
18	Social and cultural constraints in making sports advertisement in order to know about the sports industry including equipment and facilities.	4.1000	0.99491	9.250	69	0.001

**Table 5:** Friedman test statistics resulted about analyzing Sports marketing threats in national media.

Row	Criterion	Average	Average Rating
1	non-existence of regulation to television broadcast in order to coverage of sports programs and competitions	4.3286	11.11
2	Lack of macro and strategic policies in the national media for sports marketing	4.2571	10.84
3	Mismanagement and lack of a comprehensive plan to attract foreign sponsors and investors in the country's domestic sports industry	4.2571	10.78
4	Lack of national media strategy for achieving regional and global markets through the broadcasting and attractive advertisements and programs	4.2286	10.68
5	Deficiency of notification to sports industry in order to produce better and Lack of industry interest	4.2714	10.65
6	Lack of comprehensive planning to design attractive	4.2000	10.33
7	Social and cultural constraints for media coverage of women's sports and championships	4.2000	10.19
8	Lack of knowledge and database of what consumer s need	4.1429	10.13
9	The lack of production techniques for sports programs and advertisement to attract more audience	4.2143	10.05
10	Lack of effective, attractive and high quality sports advertising in national media	4.1714	9.96
11	Lack of clarity in policy and executive law in the development of sports industry through national media	4.1286	9.91
12	Social and cultural constraints in making sports advertisement in order to know about the sports industry including equipment and facilities.	4.1000	9.68
13	Lack of program makers familiarity with production of high quality sports advertising	3.9571	8.62
14	Deficiency of quality and proper Advertisement for promoting sports culture	3.9714	8.33
15	deterrent rules and regulations for attracting private sector investment	3.9000	7.90
16	Lack of coherent planning and monitoring in order to attract funds and non-governmental sector	3.8286	7.72
17	Economic and political sanctions and economic problems of families and decreasing of tendency to expending and exercise	3.8286	7.65
18	Lack of sports sponsors	3.6000	6.64

External factor evaluation matrix was used to assess external factors. After environmental factors (opportunities and threats) were identified, Priority factors placed in a column of the matrix and by applying specific coefficient and rates were ranked in, so that finally it would be determined whether sports marketing in the national media and for the prospects of future that wants to plan for it, will be faced with More opportunities or more threats. Table 6 shows External factor evaluation matrix, How to prepare the matrix is as follows:

In this matrix external strategic or priority factors in the first column and In terms of opportunities and threats were listed, and then in the second column due to scope of importance and delicacy of each factor and with comparing these factors with each other, importance coefficient between zero and one has been given to them. In the third column due to importance or normality of opportunities and threats, rank of 4 or 3 and rank of 2 or 1 have been given to them. Rating was assigned in a way that if the sports marketing opportunity in the national media had been a unique one the rate of 4 and if it were regular opportunity the rate of 3 have been given to them. Moreover, if the threat with which sports marketing faced were regular the rate of 1 and if the threat were serious the rate of 2 has been given to them. In the fourth column coefficients of the second column and the ratings of third column for each opportunity or threat were multiplied in order to specify the rating of opportunity or a threat for sports marketing in the national media. At the end of this column from the total obtained score, the final score of sports marketing in the national media due to the opportunities and threats were determined. If the total final score of this committee in this matrix is more than 2, this means that according to predictions made, Opportunities facing the Committee will be overcome the its threat and if this score is less than 2 it means the threats will overcome its opportunities. Due to the final score of 2.602 for sports marketing in national media in this matrix, we conclude that Sports marketing opportunities facing the national media will outweigh the extent of its threat. It should be noted that the scope of priority and importance of coefficients have been presented as the average number of components that the statistical community has responded.

**Table 6:** External factor evaluation matrix for sports marketing in the national media.

Opportunity	Weight	Rating	Rating*weight
Creating conditions for fair competition in the field of sports	0.022	3.6	0.079
Training of specialists in the field of sports marketing at the National Media	0.023	3.8	0.087
More cooperation of national media with the Ministry of Youth and Sports to attract financial sponsors for sports marketing in sports	0.032	3.5	0.112
Appropriate coverage of international events and economic development of markets through sporting events broadcast	0.022	3.73	0.082
Increasing public interest in the society through broadcasting and sports events	0.023	4	0.092
Broad television coverage and easy access to television networks in the country	0.032	4	0.128
The possibility of satellite broadcasting of national media in other countries	0.032	3.2	0.121
Special attention to the development and promotion of women's sport in the country's 5 years plan	0.032	3.1	0.1
Using of different cultures in the country for the development of local and domestic sports	0.032	3.4	0.105
Using advanced equipment and high-quality digital formats for broadcast sporting events	0.032	3.3	0.105
Using the opportunity to exercise a monopoly over television broadcasting in national media	0.032	4	0.128
Identification of business opportunities in the sports industry	0.026	3.5	0.09
Out- of – home advertising for sports marketing and display advertising and sponsors through sport in the media	0.028	3.5	0.098
Existing of the sport's comprehensive plan as a national strategic plan and national media taking advantage of this comprehensive plan	0.032	3	0.096
Having great potential to expand the coverage of television programs	0.032	3.5	0.112
Modeling after the successful and efficient global media programming	0.023	3.5	0.08
Providing conditions for fair competition in the field of sports marketing	0.032	3.5	0.112
	Weight	Rating	Rating*weight
Lack of effective, attractive and high quality sports advertising in national media	0.023	1.4	0.0322
Lack of program makers familiarity with production of high quality sports advertising	0.03	2	0.06
Social and cultural constraints for media coverage of women's sports and championships	0.03	1.6	0.048
Economic and political sanctions and economic problems of families and decreasing of tendency to expending and exercise	0.03	1.4	0.042
Deficiency of notification to sports industry in order to produce better and Lack of industry interest	0.03	1.5	0.045
deterrent rules and regulations for attracting private sector investment	0.03	1.3	0.039
Lack of coherent planning and monitoring in order to attract funds and non-governmental sector	0.019	2	0.038
Lack of sports sponsors	0.03	1.5	0.045
Lack of macro and strategic policies in the national media for sports marketing	0.03	2	0.06
Lack of clarity in policy and executive law in the development of sports industry through national media	0.03	2	0.06
Lack of comprehensive planning to design attractive advertisements in national media	0.03	1.5	0.045
The lack of production techniques for sports programs and advertisement to attract more audience	0.03	2	0.06
Lack of national media strategy for achieving regional and global markets through the broadcasting and attractive advertisements and programs	0.026	1.5	0.039
Mismanagement and lack of a comprehensive plan to attract foreign sponsors and investors in the country's domestic sports industry	0.027	1.5	0.0405
Deficiency of quality and proper Advertisement for promoting sports culture	0.026	1	0.026
Lack of knowledge and database of what consumer s need	0.026	2	0.052
non-existence of regulation to television broadcast in order to coverage of sports programs and competitions	0.019	2	0.038
Social and cultural constraints in making sports advertisement in order to know about the sports industry including equipment and facilities.	0.023	2	0.046
Total	1		2.602

**Discussion and conclusion:**

Sport as a powerful influence on social and economic development, with direct and indirect effects play a major role in the country's economy. Today, marketing for non-commercial organizations including sports organizations are considered as a way and means to communicate with people. Achieving success in today's competitive world requires proper marketing strategy, but the complex conditions of the market, the arrival of new information technologies, competitive conditions and constant change have made them unable easily decide on the type of marketing strategy. Commercialization of sports, has been heavily influenced by the mass media,

especially television, major networks TV over the past few decades having signed expensive contracts with sports organizations, and so have produced the most-watched TV programs. While substantial revenue from the sale of broadcasting advertisements and pictures has increased their finance, so this study aims to examine the opportunities and threats and external factors in the national media and sports marketing with an emphasis on television.

The results of sports marketing opportunities in the national media showed that having great potential to expand the coverage of television programs has been more important than other variables. Broad television coverage and easy access to television networks in the country, using the opportunity to exercise a monopoly over television broadcasting in national media, more cooperation of national media with the Ministry of Youth and Sports to attract financial sponsors for sports marketing in sports have been placed in following priorities. Opportunities include positions that their benefits are extremely clear and if certain measures are taken, they may be realized. The present results are consistent with the findings of and Ghasemi [16]

In this regard Moradi and [17] in their study showed that the highest average ranking is secured for sports media which their conduct of covering competitions and events has been desirable. Ghasemi and associates [8] also emphasize on the role of the media, especially television in the development of sport and declared that paying attention to all the important components of sport on television and recommended that according to theories by those who are involved in sports and the media, the television program production cover all elements of the sport and by priority, so it is necessary for producing sports program in TV to cover all elements of sport so that development of this factor be done properly.

Today, television has expansive coverage of audience compared to other media. Sports programs in television in recent years, as a phenomenon with global impact have a wide variation in the scope of activities, technologies, general usage, revenue and development. One of the easiest ways for people involved in television broadcasting is to expand sports programs. Apart from fun application of programs (which is its obvious function) its covert function is to intensify watching sports programs. These leisure activities have the possibility of creating a public space. This makes it possible for having connection between different people from different areas and thus results in the expansion of the collection. Development of sports marketing is one of the goals which sports media pursue. As have put it, sport is managed by the media. The media plays an undeniable role in the success of sports teams. For example, in the late 1990s coincided with Norway becoming one of the most successful teams in cross country skiing became one of the most successful countries in the world, the television coverage of this sport also increased and its broadcasting during 5 years from 55 hours became 94 hours [15] So one of the critical institutions that play a decisive role in all the circumstances for all the purposes is television that due to its level of coverage and the effectiveness is of particular importance, so television is a kind of mass media and is particularly important. Television, publicized knowledge, makes people familiar with the developments in other communities and creates stronger incentives for competition. Thus, people see television as a medium that reflects the world, so television is potential with its universal coverage and informing the public to develop sports and sports marketing. Therefore, it is necessary to cooperate and coordinate with other institutions and sports networks and establish appropriate strategies and planning in order to attract sponsorship and sports marketing sponsors to promote national media. Moreover, the national media fostering greater space for private sector and privatization in this area and preventing the development of governmental and quasi-private (having governmental nature) sectors in this area especially in terms of executive fields can play a role in the success and improvement of sports marketing.

The results showed that non-existence of regulation to television broadcast in order to coverage of sports programs and competitions have been the worst threat, Lack of macro and strategic policies in the national media for sports marketing, mismanagement and lack of a comprehensive plan to attract foreign sponsors and investors in the country's domestic sports industry and Lack of national media strategy for achieving regional and global markets through the broadcasting and attractive advertisements and programs have been among other threats. Threats are Situations that have potentially harmful consequences and it is necessary to immediately take measures about them, so in order to avoid these situations, the problem must be confronted actively and dynamically. Results are consistent with findings by Barney [18] and L. Lions [19]

Barney [18] in a study called US Olympic commercialization, an alert for olympism , reached to this conclusion that broadcasting right was one of the main reasons for sports commercialization or L. Lines[19] in a research called Participation and influence of the media in the Olympic, concluded that The role of mass media, especially television during the Olympic was increased. Revenue from the sale of television rights was Olympics major revenue in his research argued that One of the main sources of income for the International Olympic Committee was its right to broadcast them on radio and television. in his study scrutinized Changes in sports and media and learnt that once upon a time sport on newspapers and radio and TV stations had a prestige place and Now it has secured a special place on Internet and the possibility of earning money by broadcasting sports matches has created a strong dependence between sport and media. (Quoted from Kohandel)Moreover, Young *et al* [20]in a research called New Marketing Strategies Map for Direct Marketing concluded that designing the map of marketing strategies helps a marketing manager identify an optimal campaign and in the

shortest time attain the desired position and ultimately, this strategy will lead to more efficient and ideal design for election campaign.

Therefore, one of the critical institutions that play a decisive role in all the circumstances for meeting the goals is the television that due to its scope of coverage and power of exercising influence has great importance. Therefore, television is a mass media and so it is particularly important. This media is one of the bridges between the audience and policy, establishment, society, news and events. The scope of information from television has been increasing compared to any other media in developed countries. As Sports in Japan increasingly has been applied by the TV companies as its relatively cheap and attractive capacity and capability of maintenance and modification of audience consumption patterns. [14] According to the results, the importance of live broadcasting of sports game is big enough that the importance of financial sponsorship in boosting revenue in the sports world in income has been rated after it. It means that boosting revenue has been more than 200 million dollars. Television has been recognized as the main source of news for 56% of population and then newspapers with 21%, Internet with 9% and finally radio with 9% have been rated as important news source [1]

Today in all professional sports of the world the right to broadcast sports games is one of the main revenue sources for clubs, but such a thing does not happen in Iran. TV like an engine has greatly increased the speed of the Olympic Movement, so IOC has adopted a TV policy through which a maximum number of games can be showed freely to people. For example, the sale of television rights for Winter Olympic has grown the same as Summer Olympic. So it is necessary to devote more attention to it by the authorities. Moreover, for better use of obtained opportunities in the realm of sports, many strategies have been developed in each dimension of sport and today, the strategies of profitability and attaining share of various markets in different areas of sports have become one of the main concerns organizations authorities. With better marketing through direct contact with the people (using media), and Correct policy making and planning and proper and efficient management in order to attract investors and sponsors it is possible to reflect on promoting and developing sports industry, and also change it into economic reputation and profitability. In this regard) *declared that developing of sports marketing at national level occurs only when a long-term strategy is designed to achieve it or Moradi and associates [17]* in their research called scrutinizing the status of the sports media management system from the perspective of media and sports experts, they showed that the views of Service-centric media management system have been accepted as the most desirable sport media management system. As a result, national media strategy with having strategy and planning in sport and government support for the private sector and proper preconditions for investment and sufficient public facilities and existence of certified individuals and managers, Can take action and encourage different sectors to devote attention to sports.

Moreover, external factor evaluation matrix showed due to the ultimate score of sports marketing in the national media, opportunities outweigh threats, so recommended strategies should emphasize on opportunities more. So we should take domestic opportunities and by reinforcing strong points make it possible to overcome internal weaknesses. National media one of the striking phenomena of the contemporary world can have noticeable impact on culture building through the great communication channels such as television organized advertising ,the beneficial relationship between sport and the media, News programs, documentaries and entertainment programs in terms of their specific circumstances, such as ease of the majority having access to them. TV is one of the visual media that have attracted the attention of many people and other media have not had such an impact on people and society. Production of live programs, motion pictures and widely transmit them via satellite and TV programs, would Result in the transfer of information and its impact on raising public knowledge and beliefs of the people because it affords opportunity to see sights, objects and actions together simultaneously with verbal expression, So we can eliminate the threat by investing in various sectors and designing a comprehensive plan for the proper planning and development of infrastructure and devoting attention to sports marketing through national media, and then we will be able to Step in the development and marketing of sport. Moreover national media officials and managers should try to seize the external opportunities to improve internal weaknesses. Obviously, devoting attention to such a position, interaction with an organization which benefits from having this merit or recruiting qualified individuals in order to provide the necessary training about the techniques desired, are basic measures to be taken. It is necessary to provide accurate and legal framework for the activities in different parts of the management, Investment, programs content and procedures for decision-making and support the production and broadcast of various, valuable and quality programs and account for people in different fields.

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