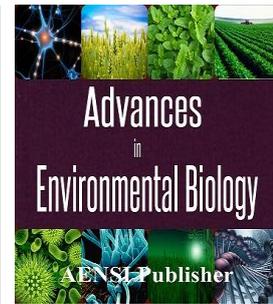




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## Explanation of Strategic Program of Sports Marketing in the National Media with and Emphasize on Television

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### ABSTRACT

Preparing a strategic program of sports marketing in the national media with and emphasize on Television is main purpose of this research. A mixed methodology is used which was carried out quantitative and qualitative. The population of the study includes 2 groups of executives and managers of sport media of Tehran and marketing professionals and sports media (n=70). Due to limitation, all members of the statistically population were considered as sample of research (n = 70). Given the purpose and methodology, sampling in the first stage was done purposefully and availability. It continued by reaching interviews to saturation level (15 people). Questionnaire was tool of measurement. It included 104 items which was prepared by Delphi method. Validity of the questionnaire approved by teachers and credibility of it was calculated by Cronbach's alpha test as 0.76. T-test and Friedman test were used to analyze data. Descriptive analysis was used for analyzing data too. According to findings, evaluation matrix of internal factor of sports marketing in national media, with emphasis on TV was calculated as 2.36, while matrix of external factor was 2.602. Accordingly, it was concluded that sports marketing strategy with emphasize on Television is in WO region. Additionally, 2 SO strategies, 3 ST strategies, 2 WO strategies and 3 strategies of preapering and techniques of WO strategies were prioritized by quantitative matrix of strategic planning (QSPM) by SWOT matrix.

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## INTRODUCTION

Nowadays, the sport is recognized as an important tool in the hands of the media to influence on people and appearance of predictable behaviors among them. Introducing Sport models in the world by media resulted in accepting patterns introduced by media by youths to simulate them and follow those patterns [1] In fact, there is a relationship between media and sport with positive and negative effects. Exercise will help considerably in attracting the audience to media. But there is hesitation whether media try to promote sport culture. Professional and modern sport is market-oriented and consequently it is customer-oriented (audiences) the same as modern economy. They innovate sports production by paying the cost of tickets for the games directly or through mass media. In addition, the marginal products of the market are purchased i.e. the sports promotional products (shirts, shoes, posters, etc.) by consumers. Organized modern exercise based on market resulted in the separation of roles and expertise in a way that in a sports organization there are different kinds of expertise that often have necessary scientific backing. The organized modern sport based on market resulted in separation of roles as there are different kinds of experts in sport organization with required scientific support. Therefore, a sport marketing strategy is required based on mass media [2] Therefore, attracting spectators and financial support of mass media is very important because profit is motive of sports now. Commercial cause has a significant role in America as it results in calculation of GDP of sports.

Sports is influenced by mass media especially Television. Therefore sports have a commercial nature. Great TV channels concluded expensive agreements with sports organizations and have the most number of spectators, while selling pictures and broadcasting advertisements has increased their income. Sports spectators

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are one of sports consumers who look for high-quality products. Watching live sports events is evidence for this theory which is shown recently in our country. Watching high quality images of the sports arena is demands of spectators who inherently will to watch beautiful and high quality pictures. Today television is a new means of communication. It is used by different methods and has different aspects as cultural, educational, advertising and news and entertainment aspects such as newspapers, radio, and cinema [3] Television is the most believable media and if people are limited to selecting a media, it seems TV is the most desirable media than all other media [4] proves that TV has a central role for publishing opinions of making exercise among Japanese people of all ages. Morning exercise and stretching program were the early tradition of the radio. In 1980, it was replaced by a television aerobic program [5] TV had a serious position among people due to easy access, speed and reliability and originality. This leads to greater acceptance and spread of mass audiences for sport. It made media as main competitor of popular presses [6] Therefore, sports marketing include all of activities designed for providing requirements of sports spectators.

Sports marketing includes 3 main parts as Sports advertising marketing, sports products marketing and sports activities marketing [7]. Suitable marketing strategy is required nowadays for success in current competitive world. Complex conditions of the market, the arrival of new information technologies, constantly changing and competitive conditions resulted in inability in making suitable decision for type of marketing strategy. Various factors impact on selecting marketing strategies including competitors, customers, and media [8] In order to prepare marketing strategies, it is necessary to measure efficiency and effectiveness of these media. The most method is used in next stage.

Due to the extensive coverage, television has significant role as compared to other mass media. In recent years, TV sport has changed activities, technologies, general application, income and development because it has impacted on world. Strelize believes TV show has important role to attract financial sponsors. He thinks the more TV show widely in the country and throughout the world, attracting financial sponsors would be more [9] Live broadcast of sports is very important as financial support and income in sport places after it in world i.e. income was more than \$ 200 million a year. TV is known as the most important news media for people as 56%. Newspaper with 21% and radio as 9% are known as other important news media [10] Therefore, the sports marketing strategy based on the TV can help us to advance our goals. Ghasemi *et al* [11] in a research "sports development by TV in IRAN" realized there is a significant difference between factors as sports, financial resources, human resources, cultural resources, social resources, educational resources.

Sports Business Center [12] in a project as "history of sports and entertainment marketing" studied about relationship between sports marketing and media. They denote how to reach this goal by different media. They know TV marketing as an important element of marketing.

Miller [13] in a study as "sports marketing" investigated about sports having spectator, sports media, sports marketing techniques by advertising. He said that mass media especially TV impacts on people in society in different ways that is used as a tool for sports marketing.

Kosik [14] in a study as "marketing strategy of sports" studied about available strategies in sports. He knows direct media such as TV as one of important aspects of marketing.

Fisher [15] in a study as "20 great use of social media in sports" investigated about Possible uses in the field of sport by media. He stated that communications by TV is the best kind of communications. It results in better marketing for organization and country. Also, it noted to correct use of TV for marketing process. On the other hand, analysis of the situation is common in various areas of management of organizations.

Due to the changing nature and increasing social and economic developments of modern life, Managers need to study the environment and considering future changes to adapt with rapid environmental conditions. Athletic directors are not excluded from this category. Therefore, the strategic management of this category is considered as one of the most important functions. Strategic management is a systematic approach with a great job, and an increasing responsibility in the field of public administration as it guarantees continuous success of organization and prevents of sudden hazards. It makes organization ready for taking a stand.

The analytical part of this methodology is called the Strategic Plan and its group planning process is called the Strategic planning [16] In addition, External and internal factors are important parts of the planning and strategic management. Swot matrix is one of the most popular models of strategic planning and management. Swot analysis method is a brief and useful analytical model which identifies strengths and weaknesses, opportunities and threats systematically and provides a suitable strategy for current situation of the work under study [17]. Swot analysis is systematically identifying of factors that strategy should be the best for coping with them. The logic of this approach is that the most effective strategy should maximize the system's strengths and opportunities and minimum weaknesses and threats of system. If this logic is applied correctly, it has excellent results for the selection and design of an effective strategy [18] In addition, QSPM strategic matrix is used for prioritizing approaches resulted of SWOT matrix. QSPM is for evaluating feasibility and stability of suggested approaches faced with the environmental conditions and the status quo [17]

As Sports and media are 2 very influential institutions in the modern world, it is essential to establish the policies that lead to large profits for the community. These policies should be administered in strategic planning

forms to result in the best results in sports economy and economy of country. These analyses show the role of TV for making income of country and programs and commercial basis of television for increasing income. This research is going to find answer of this question as what is the role of television to play its sports advertisements role in the best way. In which method Television provides various sports programs including analytical reports, news and information in the field of sport? How advertising revenue and television rights in our country can develop sports marketing?

Consequently, economic effects of this method for Television and Radio organizations of our country would be obtained by creating a strategy based on answers of questions and analyzing method of the questions. Therefore, this research aims to develop a strategic marketing plan for sports in the national media, with emphasis on the TV based on a combination of SWOT and QSPM.

#### *Methodology:*

Regarding the methods and aims of research, it is a Strategic Study which was conducted in descriptive-analytic and survey method. Statistical population of this research includes 2 groups of managers and experts of Tehran sports media and marketing experts and sports media experts (Teachers and faculty members of universities specializing in marketing and sports media). First group includes 40 people. Second group includes 30 people. According to aim of this research and methodology of research, sampling in the first stage was done purposefully and accessibly. It continued until it reached to theoretical saturation stage (15 people). In second stage, considering limitation of statistical society, all members of society were samples of research. In other words, the sample size was considered as a whole. Library method, including literature review, and interviews were used to collect data.

Thus, A preliminary list of weaknesses, strengths, opportunities and threats facing the sports marketing in the national media was extracted with emphasis on television after reviewing the current status and interviews with management teachers and planning in physical education, strategic council members, experts and sports marketing specialists and sports media. The questionnaire of research was studied by marketing experts and sports management and was conducted in two parts. The first part consists of personal information and the second part of the study included study about strengths, weakness, opportunities and threats of sports marketing in the national media, with an emphasis on television in four parts as 1-strengths (21 questions), 2-weaknesses (21 items) 3-threatening (18 items) 4-opportunities (17 items) and was prepared by using a 5-item Likert scale.

The validity of the questionnaire was confirmed by 10 experts in sports and media. Validity of the questionnaire approved by teachers and credibility of it was calculated by Cronbach's alpha test as 0.76. Descriptive and inferential statistics were used to analyze data of this research. In inferential statistics part, Friedman test was used to prioritize the most important strengths, weaknesses, opportunities and threats of sports marketing in the national media with an emphasize on television. SWOT analysis matrix was used for planning strategy. QSPM matrix was used to prioritize strategies based on their attractions.

#### *Results:*

##### *Internal factor evaluation matrix:*

This matrix is used to evaluate Effective internal factors (strengths and weaknesses) on the sports marketing in the national media, with an emphasis on TV. This matrix was prepared according to the following steps:

The prioritized factors are in the first column as strengths and weaknesses. In second column according to importance level and sensitivity of each factor and a comparison between these factors and sensitivity of each factor, an importance coefficient allocated to them between 0 to 1.

In column 3, according to key or normal kind of strengths and weaknesses, grade 3 or grade 4 was allocated to strengths, while grade 2 or 1 was allocated to weaknesses respectively. Rating allocation was so that grade 4 was allocated to excellent strength of sports marketing in the national media and grade 3 was allocated to normal strength. On the other hand, grade 1 was allocated to normal weakness, while grade 2 was allocated to serious weakness. Coefficients of the second column and the third column rank were multiplied in column 4 for each strength or weakness to determine scores of each strength or weakness for sports marketing in the national media. Total score of sports marketing in the national media was determined by the total points achieved at the end of this column considering having strengths and weaknesses. As final score of sports marketing in the national media was calculated as 2.364 in this matrix, it is concluded that weaknesses of sports marketing in the national media are more than its strengths. Notably, importance coefficients and priority of factors are provided as numerical average of answers of statistical population (table 1).

##### *External factor evaluation matrix:*

After identifying Environmental factors (opportunities and threats), the prioritized factors were placed in one column. They were scored by specific coefficients and ranks to determine whether sports marketing in the national media would confront with more threats or opportunities? Steps of preparing this matrix are repeated such as internal factors evaluation matrix. Note that the final score of sports marketing in the national media in

the matrix was calculated as  $602/2$ , it is concluded that opportunities of sports marketing in the national media are more than its threats (table 2).

**Table 1:** Matrix of internal factors evaluation of sports marketing in the national media.

( weight*rank)	rank	weight	strengths
0/063	3/5	0/018	Invite senior managers of country to participate in sports programs of national media to create sports marketing strategies
0/091	3/46	0/025	existence of different channels of sports, comprehensive coverage of recreational sports programs and national media in the country.
0/079	3/17	0/025	suitable appearance for informing the audience and attracting sponsors
0/091	3/64	0/025	National media as a powerful reference to promote sport products
0/068	3/83	0/018	The after-sales services to customers
0/073	3/33	0/022	Authorities believed to increase revenue through sports industry
0/089	3/58	0/025	Promote the identity of youth and qualitative and quantitative development of sports programs
0/083	3/33	0/025	The use of digital formats and technology to increase the uptake of audiences and sponsors
0/079	3/58	0/022	Presence of sports programmers groups and using techniques to broadcast program-making and specific sports studios
0/079	3/16	0/025	having powerful executives in the administration of the program and attract more people
0/073	3/33	0/022	Working closely with the sponsors of the sports industry
0/091	3/66	0/025	presence of specific television networks in order to develop the sport of country in the national media
0/079	3/16	0/025	Invite marketing professionals and business expertise in various sports programs and national media
0/079	3/16	0/025	Strengthen public confidence to the national media
0/091	3/66	0/025	Having a strong and broad structure for promoting the sport
0/095	3/83	0/025	Strengthen spirituality compete against satellite products
0/083	3/33	0/025	National media as the voice of the people and sensitive eyes and ears of country
0/064	3/58	0/018	National media as the voice of the people and sensitive eyes and ears of country
0/085	3/42	0/025	Presence of Sports network and addressing the issue of public and professional sports industry
0/087	3/5	0/025	positive view of Senior managers of national media to develop sports industry and marketing sports
0/069	3/16	0/022	Ability to communicate with all sports federations for their extensive advertisement
( weight*rank)	rank	weight	weakneses
0/026	1/2	0/022	Failure to use new technologies in accordance with international standards in sports promotions
0/028	1/3	0/022	Lack of planning and proper strategy and international standards for the manufacture and distribution of useful sports programs in society
0/024	1/12	0/022	Lack of organizational structure in the national media for sports marketing and sports investors attract
0/036	1/23	0/03	Lack of cooperation and coordination between organizations and institutions
0/037	1/3	0/029	Not reflect the majority of sporting events in the national media
0/034	1/2	0/029	expensive costs of national media advertising and the uncertainty of obtaining the required result after ad
0/06	1/4	0/022	lack of comprehensive enforceable legislation to recognize income of broadcasting sports matches in media
0/03	1/2	0/022	Lack of investment in sports marketing through the media
0/037	1/14	0/029	Lack of professional sports marketing management and marketing professionals in the parts of the national sports media
0/036	1/2	0/03	Lack of professional sports marketing management and marketing professionals in the parts of the national sports media
0/037	1/28	0/029	Authorities are not interested in extensive coverage of sports promotions
0/022	1	0/022	absence of women in the community
0/022	1	0/022	lack of addressing the sports marketing as a professional sport to grow sports industry
0/031	1/42	0/022	not use the full potential of the national media in order to earn more money by playing a program of events and promotions
0/025	1/14	0/022	lack of enough specialists in the fields of sports and sports marketing
0/023	1/28	0/018	Not reflect the majority of sporting events in the national media
0/028	1/28	0/022	The weakness of the digital television system
0/0312	1/42	0/022	Lack of attention to the economics of sports in national media
0/031	1/32	0/022	lack of showing artists, actors, athletes in television advertising
0/042	1/42	0/03	Lack of scientific marketing by experts and technology
0/05	1/71	0/029	Not reflect the majority of sporting events in the national media
0/028	1/31	0/022	Ask absence and competition of foreign cable networks to obtain a license of right of broadcasting National events of Iran
<b>2/364</b>	-	1	Total

**Table 2:** Evaluation Matrix of external factors of sports marketing in the national media.

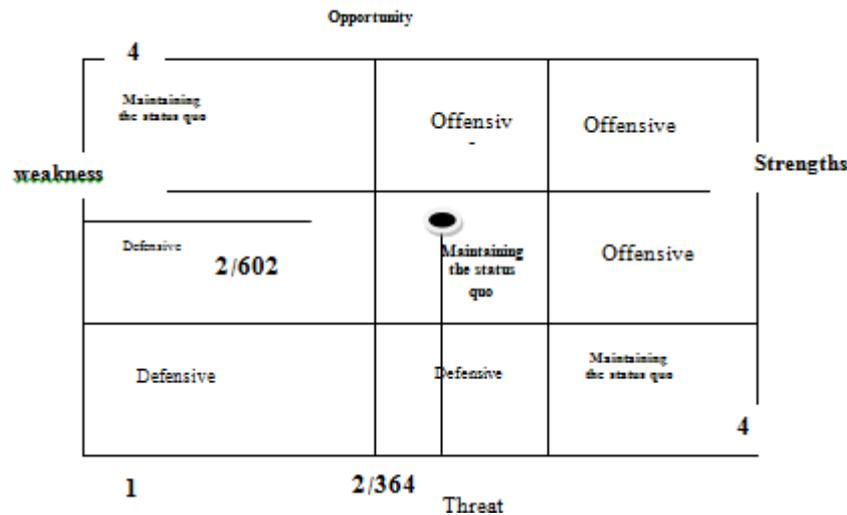
Weight*rank	Rank	weight	Opportunity
0/079	3/6	0/022	providing suitable conditions for good competition in the field of sports
0/087	3/8	0/023	Training of specialists in the field of sports marketing in the national media
0/112	3/5	0/032	National media cooperation with the Ministry of Youth and Sports to attract financial sponsors in sports
0/082	3/73	0/022	suitable appearance for international competition and economic markets development through broadcasting sports events
0/092	4	0/023	Increasing public interest in broadcasting sports events and sports programs
0/128	4	0/032	widwidespread Television broadcasting and easy access to television networks in the country.espread Television broadcasting and easy access to television networks in the country.
0/121	3/2	0/032	Satellite national media playback for other countries
0/1	3/1	0/032	Pay special attention to the development and promotion of women's sport for 5 year-development program of country
0/105	3/4	0/032	The use of different cultures in the country for the development of local sports
0/105	3/3	0/032	Using advanced equipment and high-quality digital formats for broadcast sports events
0/128	4	0/032	Use the monopoly opportunity to broadcasting live exercise programs on television of national media
0/09	3/5	0/026	Identifying business opportunities in the sports industry
0/098	3/5	0/028	environment Advertising for sports marketing and display advertising and sponsors through sport in the media.
0/096	3	0/032	existence of a comprehensive exercise plan as a strategic plan and maximize use of the national media for this comprehensive Plan
0/112	3/5	0/032	Having great potential for wider broadcasting TV programs
0/08	3/5	0/023	Using Model of the successful and efficient global media for making suitable programmms
0/112	3/5	0/032	Providing suitable competition situation in the field of sports marketing
Weight*rank	rank	weight	Threat
0/0322	1/4	0/023	Lack of effective , attractive and high quality sports advertising in national media
0/06	2	0/03	Lack of familiarity of program makers with producing high-quality sports promotions
0/048	1/6	0/03	Social and cultural constraints of women's sports and media coverage limited to athletics sports
0/042	1/4	0/03	Economic and political sanctions and economic problems of families and tend reduction to cost and exercise
0/045	1/5	0/03	Lack of sufficient informing the sports industries to produce better and not rejection of welcome of industrialists owners
0/039	1/3	0/03	existence of restrictive rules and regulations to attract private sector investor
0/038	2	0/019	Lack of supervision on planning to attract funds and non-state economy
0/045	1/5	0/03	Lack of sports supporters
0/06	2	0/03	Lack of macro and strategic policies in national media for sports marketing
0/06	2	0/03	Lack of clarity in policy--making and applicable law in the development of sports industry through national media
0/045	1/5	0/03	Lack of comprehensive planning to design attractive advertisements in national media
0/06	2	0/03	lack of applying techniques of making exercise programs and advertising to attract more audience
0/039	1/5	0/026	Lack of national media strategy to achieve regional and global markets through broadcasting advertisements and interactive programs
0/0405	1/5	0/027	Mismanagement and lack of a comprehensive plan to attract foreign sponsors and investors in the domestic industryof country sports
0/026	1	0/026	lack of proper and high-quality advertise to expand sports culture
0/052	2	0/026	Lack of adequate information and a database of consumers' needs
0/038	2	0/019	No legal right to broadcast sports and competition programs of television
0/046	2	0/023	Social and cultural constraints to produce sports advertisements to be familiar with the sports industry, including equipment and facilities.
<b>2/602</b>		<b>1</b>	<b>Total</b>

**Analysis of internal and external Matrix:**

Internal and external matrix (IE) was used to analyze both internal and external factors simultaneously. This matrix is used to determine the position of the industry or organization. Therefore, the scored obtained from the evaluation Matrix of internal and external factors are placed in its horizontal and vertical dimensions to make a matrix and to determine position of sports marketing in the national media with emphasize on Television. It is based on SWOT matrix and determines its suitable approacjes. Final score of Matrix of internal and external factors evaluation concluded that sports marketing strategy in the national media is in WO point (figure 1). According to the results, it is conclude that this situation is due to the use of conservative strategies and maintaining the status quo and close to the invasive in action stage.

The researcher prepared the matrix and plan of sports marketing strategy in the national media by using view point of society and the 5-values Accountability rangeand 4- factors (as strengths and weaknesses 2.364, opportunities and threats 2.602).

It shows focus on conservative strategies in this area. Notably, Conservative strategies were presented in last section in detail: Training managers about concepts of marketing strategies and increasing the diversity of products



**Fig. 1:** The final score of evaluation matrix of internal and external factors of EEF-IEF and determining the type of strategy.

*Developing a strategy by SWOT:*

After identifying environmental factors (opportunities and threats) and internal factors (strengths and weaknesses) we went from IFE and EFE matrix into the SWOT matrix and their synthesis strategies were determined. In this study, after analyzing various aspects of sports marketing strategic planning in the national media, Strategies related to research swot analysis of the strengths, weaknesses, opportunities and threats were prepared. Ordngly, matrix of Strategies of crossover of study in SO, WO, ST, WT sections were prepared which are observable in table 3. According to the results, 2 SO strategies, 2 WO strategies, 3 ST strategies, 3 WT strategies were prepared

**Table 3:** Matrix of Strategies resulting of variables of strengths, weaknesses, opportunities and threats of sports marketing in the national media.

Internal external	Strengths (S)	Weaknesses (W)
	<p>S1: Invite senior managers of country to participate in sports programs of national media to create sports marketing strategies</p> <p>S2: existence of different channels of sports, comprehensive coverage of recreational sports programs and national media in the country.</p> <p>S<sub>3</sub> : Suitable cover for more notification and attracting financial supporters</p> <p>S4: National media as a powerful reference to promote sport products</p> <p>S<sub>5</sub> : The after-sales services to customers</p> <p>S6: Authorities believed to increase revenue through sports industry</p> <p>S<sub>7</sub> : Promote the identity of youth and qualitative and quantitative development of sports programs</p> <p>S<sub>8</sub> : The use of digital formats and technology to increase the uptake of audiences and sponsors</p> <p>S<sub>9</sub>: Presence of sports programmers groups and using techniques to broadcast program-making and spaciafc sports studios</p> <p>S<sub>10</sub> : having powerful executives in the administration of the program and attract more people</p> <p>S<sub>11</sub> : Working closely with the sponsors</p>	<p>w<sub>1</sub> : Failure to use new technologies in accordance with international standards in sports promotions</p> <p>W<sub>2</sub> : Lack of planning and proper strategy and international standards for the manufacture and distribution of useful sports programs in society</p> <p>W<sub>3</sub> : Lack of organizational structure in the national media for sports marketing and sports investors attract:</p> <p>W<sub>4</sub> Lack of cooperation and coordination between organizations and institutions</p> <p>W<sub>5</sub> : Not reflect the majority of sports events in the national media</p> <p>W<sub>6</sub> : expensive costs of national media advertising and the uncertainty of obtaining the required result after ad</p> <p>W<sub>7</sub> : lack of comprehensive enforceable legislation to recognize income of broadcasting sports matches in media</p> <p>W<sub>8</sub> : Lack of investment in sports marketing through the media</p> <p>W<sub>9</sub> : Lack of professional sports marketing management and marketing professionals in the parts of the national sports media</p> <p>W<sub>10</sub> : Lack of professional sports marketing management and marketing professionals in the parts of the national sports media</p> <p>W<sub>11</sub> : Authorities are not interested in extensive coverage of sports promotions</p>

	<p>of the sports industry</p> <p>S<sub>12</sub> : presence of specific television networks in order to develop the sport of country in the national media</p> <p>S<sub>13</sub> : Invite marketing professionals and business expertise in various sports programs and national media</p> <p>S<sub>14</sub> : Strengthen public confidence to the national media</p> <p>S<sub>15</sub> : Having a strong and broad structure for promoting the sport</p> <p>S<sub>16</sub> : Strengthen spirituality compete against satellite products</p> <p>S<sub>17</sub> : National media as the voice of the people and sensitive eyes and ears of country</p> <p>S<sub>18</sub> : National media as the voice of the people and sensitive eyes and ears of country</p> <p>S<sub>19</sub> : Presence of Sports network and addressing the issue of public and professional sports industry</p> <p>S<sub>20</sub> : positive view of Senior managers of national media to develop sports industry and marketing sports</p> <p>S<sub>21</sub> : Ability to communicate with all sports federations for their extensive advertisement</p>	<p>W<sub>12</sub> : absence of women in the community</p> <p>W<sub>13</sub> : lack of addressing the sports marketing as a professional sport to grow sports industry</p> <p>W<sub>14</sub> : not use the full potential of the national media in order to earn more money by playing a program of events and promotions</p> <p>W<sub>15</sub> : lack of enough specialists in the fields of sports and sports marketing</p> <p>W<sub>16</sub> : Not reflect the majority of sporting events in the national media</p> <p>W<sub>17</sub> : The weakness of the digital television system</p> <p>W<sub>18</sub> : Lack of attention to the economics of sports in national media</p> <p>W<sub>19</sub> : lack of showing artists, actors, athletes in television advertising</p> <p>W<sub>20</sub> : Lack of scientific marketing by experts and technology</p> <p>W<sub>21</sub> : Not reflect the majority of sporting events in the national media</p>
Opportunities (O)	SO strategies	WO strategies
<p>o<sub>1</sub> : providing suitable conditions for good competition in the field of sports</p> <p>o<sub>2</sub> Training of specialists in the field of sports marketing in the national media</p> <p>o<sub>3</sub>National media cooperation with the Ministry of Youth and Sports to attract financial sponsors in sports</p> <p>o<sub>4</sub>: suitable appearance for international competition and economic markets development through broadcasting sports events</p> <p>o<sub>5</sub> : suitable appearance for international competition and economic markets development through broadcasting sports events</p> <p>o<sub>6</sub> : widespread Television broadcasting and easy access to television networks in the country.</p> <p>O<sub>7</sub> Satellite national media playback for other countries</p> <p>O<sub>8</sub> : Pay special attention to the development and promotion of women's sport for 5 year-development program of country</p> <p>O<sub>9</sub> :The use of different cultures in the country for the development of local sports</p> <p>O<sub>10</sub> : Using advanced equipment and high-quality digital formats for broadcast sports events</p> <p>O<sub>11</sub> : Use the monopoly opportunity to broadcasting live exercise programs on television of national media</p> <p>O<sub>12</sub> : Identifying business opportunities in the sports industry:O<sub>13</sub> : environment Advertising for sports marketing and display advertising and sponsors through sport in the media.</p> <p>O<sub>14</sub> : existence of a comprehensive exercise plan as a strategic plan and maximize use of the national media for this comprehensive Plan</p> <p>O<sub>15</sub> : Having great potential for wider broadcasting TV programs</p> <p>O<sub>16</sub> : Using Model of the successful and efficient global media for making suitable programmes</p>	<p>Promotion and development of sports marketing consulting on TV quantitatively and qualitatively</p> <p>O<sub>1</sub>,O<sub>2</sub>, O<sub>4</sub> , O<sub>6</sub>, O<sub>7</sub>, O<sub>10</sub>, O<sub>11</sub>, O<sub>13</sub>, O<sub>15</sub>, O<sub>16</sub>, O<sub>17</sub>, S<sub>1</sub>, S<sub>2</sub>, S<sub>4</sub>, S<sub>9</sub>, S<sub>10</sub>, S<sub>12</sub>, S<sub>13</sub>, S<sub>14</sub>, S<sub>19</sub>, S<sub>20</sub></p> <p>Taking advantage of new technologies for promotion of the role and brand of the sports products</p> <p>O<sub>1</sub>,O<sub>2</sub>, O<sub>4</sub> , O<sub>6</sub>, O<sub>7</sub>, O<sub>10</sub>, O<sub>11</sub>, O<sub>12</sub>,O<sub>13</sub>, O<sub>15</sub>, O<sub>16</sub>, O<sub>17</sub>, S<sub>1</sub>, S<sub>2</sub>, S<sub>4</sub>, S<sub>9</sub>, S<sub>10</sub>, S<sub>12</sub>, S<sub>13</sub>, S<sub>14</sub>, S<sub>19</sub>, S<sub>20</sub></p>	<p>Training managers about marketing strategy concepts</p> <p>W<sub>1</sub>, W<sub>2</sub>, W<sub>9</sub>, W<sub>13</sub>, W<sub>15</sub>, W<sub>18</sub>, W<sub>20</sub>,O<sub>1</sub>, O<sub>2</sub>, O<sub>4</sub>, O<sub>6</sub>, O<sub>10</sub>, O<sub>15</sub>, O<sub>16</sub></p> <p>Increasing variety of production</p> <p>W<sub>1</sub>, W<sub>2</sub>, W<sub>9</sub>, W<sub>13</sub>, W<sub>15</sub>, W<sub>18</sub>, W<sub>20</sub>,O<sub>1</sub>, O<sub>2</sub>, O<sub>4</sub>, O<sub>6</sub>, O<sub>10</sub>, O<sub>15</sub>, O<sub>16</sub></p>

O <sub>17</sub> : Providing suitable competition situation in the field of sports marketing		
Threats (T)	ST strategies	WT strategies
T <sub>1</sub> Lack of effective , attractive and high quality sports advertising in national media T <sub>2</sub> :Lack of familiarity of program makers with producing high-quality sports promotions T <sub>3</sub> : Social and cultural constraints of women's sports and media coverage limited to athletics sports T <sub>4</sub> : Economic and political sanctions and economic problems of families and tend reduction to cost and exercise T <sub>5</sub> Lack of sufficient informing about the sports industry for better produce and lack of welcome of industrialists owners T <sub>6</sub> : existence of restrictive rules and regulations to attract private sector investor T <sub>7</sub> Lack of supervision on planning to attract funds and non-state economy T <sub>8</sub> : Lack of sports supporters T <sub>9</sub> : Lack of macro and strategic policies in national media for sports marketing T <sub>10</sub> : Lack of clarity in policy--making and applicable law in the development of sports industry through national media T <sub>11</sub> : Lack of comprehensive planning to design attractive advertisements in national media T <sub>12</sub> : lack of applying techniques of making exercise programs and advertising to attract more audience T <sub>13</sub> : Lack of national media strategy to achieve regional and global markets through broadcasting advertisements and interactive programs  T <sub>14</sub> : Mismanagement and lack of a comprehensive plan to attract foreign sponsors and investors in the domestic industryof country sports  T <sub>15</sub> : lack of proper and high-quality advertise to expand sports culture T <sub>16</sub> : Lack of adequate information and a database of consumers' needs T <sub>17</sub> : No legal right to broadcast sports and competition programs of television T <sub>18</sub> : Social and cultural constraints to produce sports advertisements to be familiar with the sports industry, including equipment and facilities.	Upgrading the quality of television productions S <sub>1</sub> , S <sub>2</sub> , S <sub>3</sub> , S <sub>4</sub> , S <sub>6</sub> , S <sub>8</sub> , S <sub>9</sub> , S <sub>10</sub> , S <sub>12</sub> , S <sub>13</sub> , S <sub>14</sub> , S <sub>19</sub> , S <sub>20</sub> ,t <sub>1</sub> , t <sub>2</sub> , t <sub>5</sub> , t <sub>9</sub> ,t <sub>10</sub> ,t <sub>11</sub> ,t <sub>12</sub> ,t <sub>15</sub> ,t <sub>16</sub>  making extensive and top missionary attractions  S <sub>1</sub> , S <sub>2</sub> , S <sub>3</sub> , S <sub>4</sub> , S <sub>6</sub> , S <sub>8</sub> , S <sub>9</sub> , S <sub>10</sub> , S <sub>12</sub> , S <sub>13</sub> , S <sub>14</sub> , S <sub>19</sub> , t <sub>1</sub> , t <sub>2</sub> , t <sub>5</sub> , t <sub>9</sub> ,t <sub>10</sub> ,t <sub>11</sub> ,t <sub>12</sub> ,t <sub>15</sub> using capacity and partnerships of other active institutions and organizations in the field of sport  S <sub>1</sub> , S <sub>2</sub> , S <sub>3</sub> , S <sub>4</sub> , S <sub>6</sub> , S <sub>8</sub> , S <sub>9</sub> , S <sub>10</sub> , S <sub>12</sub> , S <sub>13</sub> , S <sub>14</sub> , S <sub>19</sub> , S <sub>20</sub> , t <sub>4</sub> , t <sub>5</sub> , t <sub>6</sub> , t <sub>7</sub> , t <sub>9</sub> , t <sub>10</sub> ,t <sub>11</sub> ,t <sub>12</sub> ,t <sub>13</sub> ,t <sub>16</sub>	Competitive business climate reform W <sub>1</sub> , W <sub>3</sub> , W <sub>4</sub> , W <sub>5</sub> , W <sub>7</sub> , W <sub>10</sub> , W <sub>14</sub> , W <sub>16</sub> , t <sub>1</sub> , t <sub>3</sub> , t <sub>4</sub> , t <sub>7</sub> , t <sub>8</sub> , t <sub>11</sub> , t <sub>12</sub> , t <sub>17</sub> , t <sub>18</sub>  producing new generation of products based on new technologies  W <sub>3</sub> , W <sub>4</sub> , W <sub>5</sub> , W <sub>7</sub> , W <sub>10</sub> , W <sub>14</sub> , W <sub>16</sub> , t <sub>1</sub> , t <sub>3</sub> , t <sub>4</sub> , t <sub>7</sub> , t <sub>8</sub> , t <sub>11</sub> , t <sub>12</sub> , t <sub>17</sub> .  Increased advertising in visual, auditory and virtual media  W <sub>4</sub> , W <sub>5</sub> , W <sub>7</sub> , W <sub>10</sub> , W <sub>14</sub> , W <sub>16</sub> , t <sub>1</sub> , t <sub>3</sub> , t <sub>4</sub> , t <sub>7</sub> , t <sub>8</sub> , t <sub>11</sub> , t <sub>12</sub> .

#### Quantitative Strategic Planning Matrix (QSPM):

Conservative strategies selected with regard to internal and external matrix for sports marketing in the national media with emphasis on TV including wo<sub>1</sub> and wo<sub>2</sub>. these strategies were evaluated in the next stages and prioritized. Quantitative Strategic Planning Matrix (QSPM) is one of the most common techniques to evaluate startegic options and determine the relative attractiveness strategies used in decision-making stage . this matrix shows the best suitable selected option. In fact, it prioritizes these strategies this matrix was prepared as follows:

1-external opportunities and threats and internal strengths and weaknesses of the company are listed in the right column of QSPM. Scores of each critical factor are placed in second column according to IFE & EFE matrixs.

2-Applicable policies or STcombined guidelines are placed in top row of the QSPM matrix considering 2<sup>nd</sup> stage of formalizision (incorporated Stage). Each stategy includes 2 columns of the charm score and attraction of policies.

3-Experts and specialists assigned a grade of 1 to 4 to each strategy. This is calle attraction score. If the agent does not impact on selecting strategy or in strategy formulation, then indifference or zero score will be allocated to it.

4- Attractive strategy is calculated by multiplying each factor in attraction score.

5- Total attraction of each strategy is calculated by sum of numbers of attraction column.

6- policies are prioritized based on total score of total attraction of each policy from the highest score to lowest score ( QSPM table).

**Table 4:** QSPM Matrix to prioritize conservative strategies.

Opportunity	coefficient	WO1 strategy		WO2 strategy	
		attraction	TAS	attraction	TAS
providing suitable conditions for good competition in the field of sports	0/022	2	0.044	4	0.088
Training of specialists in the field of sports marketing in the national media	0/023	3	0.069	1	0.023
National media cooperation with the Ministry of Youth and Sports to attract financial sponsors in sports	0/032	2	0.064	3	0.096
suitable appearance for international competition and economic markets development through broadcasting sports events	0/022	2	0.044	1	0.022
Increasing public interest in broadcasting sports events and sports programs	0/023	2	0.069	1	0.023
widespread Television broadcasting and easy access to television networks in the country.	0/032	2	0.064	2	0.064
Satellite national media playback for other countries	0/032	2	0.064	1	0.032
Pay special attention to the development and promotion of women's sport for 5 year-development program of country	0/032	3	0.096	1	0.032
The use of different cultures in the country for the development of local sports	0/032	3	0.096	2	0.064
Using advanced equipment and high-quality digital formats for broadcast sports events	0/032	4	0.128	3	0.096
Use the monopoly opportunity to broadcasting live exercise programs on television of national media	0/032	3	0.096	3	0.096
Identifying business opportunities in the sports industry	0/026	3	0.078	4	0.124
environment Advertising for sports marketing and display advertising and sponsors through sport in the media .	0/028	4	0.112	4	0.112
existence of a comprehensive exercise plan as a strategic plan and maximize use of the national media for this comprehensive Plan	0/032	4	0.128	2	0.064
Having great potential for wider broadcasting TV programs	0/032	4	0.128	1	0.032
Using Model of the successful and efficient global media for making suitable programmes	0/023	3	0.069	3	0.069
Providing suitable competition situation in the field of sports marketing	0/032	2	0.064	3	0.096
Threat					
Lack of effective , attractive and high quality sports advertising in national media	0/023	2	0.046	4	0.096
Lack of familiarity of program makers with producing high-quality sports promotions	0/03	2	0.06	4	0.06
Social and cultural constraints of women's sports and media coverage limited to athletics sports	0/03	2	0.06	2	0.06
Economic and political sanctions and economic problems of families and tend reduction to cost and exercise	0/03	3	0.09	3	0.09
Lack of sufficient informing the sports industries to produce better and not rejection of welcome of industrialists owners	0/03	2	0.06	3	0.09
existence of restrictive rules and regulations to attract private sector investor	0/03	4	0.12	3	0.09
Lack of supervision on planning to attract funds and non-state economy	0/019	3	0.057	2	0.038
Lack of sports supporters	0/03	4	0.12	3	0.09
Lack of macro and strategic policies in national media for sports marketing	0/03	4	0.12	3	0.09
Lack of clarity in policy--making and applicable law in the development of sports industry through national media	0/03	3	0.09	3	0.09
Lack of comprehensive planning to design attractive advertisements in national media	0/03	4	0.12	3	0.09
lack of applying techniques of making exercise programs and advertising to attract more audience	0/03	3	0.09	3	0.09
Lack of national media strategy to achieve regional and global markets through broadcasting advertisements and interactive programs	0/026	3	0.078	3	0.078
Mismanagement and lack of a comprehensive plan to attract foreign sponsors and investors in the domestic industryof country sports	0/027	4	0.108	3	0.081
lack of proper and high-quality advertise to expand sports culture	0/026	2	0.054	2	0.054
Lack of adequate information and a database of consumers' needs	0/026	2	0.054	4	0.054
No legal right to broadcast sports and competition programs of	0/019	4	0.076	2	0.038

television					
Social and cultural constraints to produce sports advertisements to be familiar with the sports industry, including equipment and facilities.	0/023	3	0.069	3	0.069
total	1		3.3		2.67

strengths	coefficient	Strategy WO1		Strategy WO2	
		attraction	TAS	attraction	TAS
Invite senior managers of country to participate in sports programs of national media to create sports marketing strategies	0/018	3	0.054	4	0.072
existence of different channels of sports, comprehensive coverage of recreational sports programs and national media in the country.	0/025	3	0.075	3	0.075
suitable appearance for informing the audience and attracting sponsors	0/025	3	0.075	3	0.075
National media as a powerful reference to promote sport products	0/025	4	0.1	4	0.1
The after-sales services to customers	0/018	2	0.036	2	0.036
Authorities believed to increase revenue through sports industry	0/022	2	0.044	3	0.066
Promote the identity of youth and qualitative and quantitative development of sports programs	0/025	2	0.05	2	0.05
The use of digital formats and technology to increase the uptake of audiences and sponsors	0/025	3	0.075	2	0.05
Presence of sports programmers groups and using techniques to broadcast program-making and specific sports studios	0/022	2	0.044	3	0.066
having powerful executives in the administration of the program and attract more people	0/025	3	0.075	2	0.05
Working closely with the sponsors of the sports industry	0/022	3	0.066	3	0.066
presence of specific television networks in order to develop the sport of country in the national media	0/025	2	0.05	3	0.075
Invite marketing professionals and business expertise in various sports programs and national media	0/025	2	0.05	3	0.075
Strengthen public confidence to the national media	0/025	2	0.05	2	0.05
Having a strong and broad structure for promoting the sport	0/025	3	0.075	3	0.075
Strengthen spirituality compete against satellite products	0/025	2	0.05	2	0.05
National media as the voice of the people and sensitive eyes and ears of country	0/025	3	0.075	3	0.075
National media as the voice of the people and sensitive eyes and ears of country	0/018	2	0.036	2	0.036
Presence of Sports network and addressing the issue of public and professional sports industry	0/025	2	0.05	2	0.05
positive view of Senior managers of national media to develop sports industry and marketing sports	0/025	3	0.075	3	0.075
Ability to communicate with all sports federations for their extensive advertisement	0/022	2	0.044	3	0.066
weaknesses					
Failure to use new technologies in accordance with international standards in sports promotions	0/022	2	0.044	4	0.088
Lack of planning and proper strategy and international standards for the manufacture and distribution of useful sports programs in society	0/022	3	0.066	3	0.066
Lack of organizational structure in the national media for sports marketing and sports investors attract	0/022	3	0.066	4	0.088
Lack of cooperation and coordination between organizations and institutions	0/03	2	0.06	3	0.09
Not reflect the majority of sporting events in the national media	0/029	1	0.029	2	0.058
expensive costs of national media advertising and the uncertainty of obtaining the required result after ad	0/029	2	0.058	3	0.087
lack of comprehensive enforceable legislation to recognize income of broadcasting sports matches in media	0/022	2	0.044	3	0.066
Lack of investment in sports marketing through the media	0/022	3	0.066	3	0.066
Lack of professional sports marketing management and marketing professionals in the parts of the national sports media	0/029	2	0.054	4	0.116
Lack of professional sports marketing management and marketing professionals in the parts of the national sports media	0/03	2	0.06	2	0.06
Authorities are not interested in extensive coverage of sports promotions	0/029	1	0.029	2	0.058
absence of women in the community	0/022	2	0.044	2	0.044
lack of addressing the sports marketing as a professional sport to grow sports industry	0/022	3	0.066	3	0.066
not use the full potential of the national media in order to earn more money by playing a program of events and promotions	0/022	3	0.066	2	0.044
lack of enough specialists in the fields of sports and sports marketing	0/022	2	0.044	4	0.088
Not reflect the majority of sporting events in the national media	0/018	2	0.036	3	0.036
The weakness of the digital television system	0/022	3	0.066	4	0.088
Lack of attention to the economics of sports in national media	0/022	2	0.044	4	0.088
lack of showing artists, actors, athletes in television advertising	0/022	3	0.066	3	0.066

Lack of scientific marketing by experts and technology	0/03	3	0.09	4	0.12
Not reflect the majority of sporting events in the national media	0/029	1	0.029	2	0.058
Ask absence and competition of foreign cable networks to obtain a license of right of broadcasting National events of Iran	0/022	2	0.044	3	0.134
total		1		<b>2.985</b>	<b>3.206</b>

Attraction score

1= not acceptable

2= acceptable

3= probabl acceptable

4= very acceptable

#### Results of QSPM Matrix:

Total attraction scores of WO sports marketing strategies in the national media with emphasize on television is as follows:

Wo1=6.28

Wo2=5.87

Therefore, Priority of selecting WO strategy by QSPM method is described as Table 5:

**Table 5:** WO priority strategy selection based on QSPM method.

row	Priority of strategy selection by QSPM method	Strategies priority
1	Training managers about marketing strategy concepts	Priority 1
2	Increasing variety of production	Priority 2

#### Discussion and result:

Today, power of national media, especially television, resulted in extensive studies on the effect of the media. It makes more attention from governments on the national Medias and television in economic point of view. Recently, with the development of sports industry and its profitable growth with better management of some governments, using this opportunity is more important for state economically. so, they look for the best use of this opportunity. Many strategies have been developed in each dimension of sport to take advantage of achieved opportunities of sport and national media, particularly TV. Profitability strategies and market share usage in the area of sports is one of the main concerns of organizations authorities.

Better marketing could be resulted in development of sports marketing in the national media with emphasize on television and changing it to economic aspect and profitability. In this context, SWOT analysis method is a concise and useful analytical model which identifyies strengths and weaknesses and the opportunities and threats . Then, it reflects suitable strategies for each profession. In other words, 4 strategies are designed always in this modes as SO,ST,WO,WT. organization tries to exploit external opportunities by using internal strength for Implementation of so strategies.all managers prefer a position for their organization to exploit external opportunities by using internal strength. usually, organizations use WO, ST, WT strategies to reach a point to use SO strategies. Objective of WO strategies is to use advantages of opportunities by organizations. To compensate for weaknesses, sometimes there are suitable opportunities out of organization, but organization can not use them due to internal weakness. Although, there are valuable opportunities for organization , weaknesses and unabilities and serious vulnerabilities encompasses it. ST seeks to implement strategies and mechanisms or destroy threats to avoid negative impacts of external factors on organization by using its internal strengths. Notably, it does not mean that a strong organization face with threats in external environment inevitably. Aim of organizations to implement WT strategies is to decrease internal weaknesses, and avoiding threats of external environment. If most of factors of an organization are placed in this house, then it would not have a suitable position. So, it would be placed in a risky position. Therefore, this investigation is based on combined swot and QSPM approach. The final score of internal and external factors assessment matrix showed that status of sports marketing strategy in the national media, with an emphasis on the TV is in the WO. The most favorable position for the company is when it is able to use their advantages and merits of the demand, and the opportunities to maximize them. Moving from any position in the SWOT matrix toward WO strategies is the goal of any organization. So , if the national media could identify its weaknesses and seek to resolve them, can turn them the strength. These are "conservative strategies". Given these results, it should be acknowledged that this condition implies the use of conservative strategies and maintaining the status quo and close to the offensive areas in action.

Kolis [14] in a study as" marketing strategy relate to sports " investigated about available strategies in sports. He believes that using direct media such as television is one of the important aspects of marketing by sports. Even they found the influence of television on people in program of strategy. Therefore, officers and directors of the national media should try to exploit the opportunities in the external environment to improve internal weaknesses. So, it is essential to interact with an organization that has the ability or merit, or hiring

qualified people to teach them the techniques. The results showed that strategic location of the national media can derive maximum benefit from the opportunities and WO strategies are the most selected strategies of it. However, the national media can use WO, ST, WT strategies based on existing conditions too. Based on the results of WO conservative strategies resulted of strategic sports marketing with emphasis on TV, 2 management training strategies were extracted about concepts of marketing strategies and increase of products diversity. According to the Quantitative Strategic Planning Matrix (QSPM) management training strategies about marketing strategy concepts as the first priority, Strategy for increasing variety as 2<sup>nd</sup> priority of selecting WO strategies were recognized. They were discussed as follows:

*1. Training managers about marketing strategy concepts:*

Human resources development and improvement of human resources is one of the major factors leading to economic and social development. Experience of developed countries, reveals the fact that having strong forces, and in particular the common belief was the key factor is their development. In this context, the most important projects for the development of human resources in document of comprehensive system of developing physical education and sport includes Promoting meritocracy culture, Establishment of human resources identification, Developing human resources selection criteria, Motivation of volunteers in the field of physical education and sport.

Stavros et al [19] investigated in Australia. They concluded that a strong emphasis on relationship marketing and promotion of knowledge management level in the field of marketing is the main reasons for the development of professional sports marketing in Australia. Therefore, human resource is the most important criteria to reach objectives of marketing in national media considering paying attention to weaknesses, threats, planning and management. Expertise and familiarity and awareness and empowerment of marketing are important in marketing. As a result, staff training is a necessity to use skilled and knowledgeable people to take Step in developing sports and marketing and increasing revenue.

According to this study and previous research, it seems that Education is one of the important functions of sports marketing that plays a significant role in the development of sports culture. In addition to establishing Education Committee in national media with emphasize on sports marketing, Sports and media officials of TV should consider education as an effective tool to develop sports culture and increasing marketing. So in this regard some plans should prepared, developed and put on display to increase knowledge of people about sports and its role to increase healthy.

Experts of Media and sports programs of television can improve sports performance and skill of different people by innovation in their programs and making motivation and increasing knowledge level and skills about marketing and sports activities of people.

*Action Plan:*

- 1- Establishing Training classes to teach marketing concepts
- 2- Establishing special scientific conferences in marketing part with cooperation of universities and national media.
- 3- This strategy is obtained by writing books and educational files.
- 4- Employing marketing professionals to collaborate and training in national media

*Increasing productions variety:*

Today, attracting spectators and media material support is extremely important, because the exercise is motivated by profit and market. In America, business factor is so important that it has a prominent role that leads to the calculation of GDP in sports. Babu et al [20] in a research as capabilities and innovations based on marketing strategies for Environmental sustainability in America concluded that Marketing capabilities based on sustainable innovation can result in consumers behavior stability, competitive and strategic advantage maintaining and foresighting. Waiting for new markets and competitive tend among organizations reveals necessity of a comprehensive and effective communication among manufacturers, retailers and customers. Properly deal with the challenges, preparing aligned strategies in the field of production and marketing to obtain commercial goals of organization seems essential [21] argued that achieving a sustainable competitive advantage requires effective communication between the production and marketing strategies. Investigations showed developing close relationships between production and marketing units of organizations increases quality of products [22]

In such a situation, technological developments, methods and modern tools of management are developing to adapt marketing units and production units more. Paying attention to strategic Integration between these 2 main parts of organization seems essential to obtain competitive advantages and creating a profitable and useful place in the market. Commercialization of sports is influenced by the mass media, especially television. Major TV network have the most spectators by concluding expensive agreements with sports organizations. Earning large incomes by selling images and Broadcasting ads has increased their financial sources. Sports spectator are

one of the sports consumers who look for high quality products. Watch high-quality images is another demands of the audience is a sports field. Increasing quality of images under HD, FULL, HD, ULTRA formats or using cable televisions or Mobile TV by developed country in digital fied, they increased number of their Spectators and attracting sponsors to increase sports revenue.

On the other hand, sports marketing include all activities to meet needs of spectators of sprts. Increasing in television productions for development of sport and exercise economy is one of the most effective steps towards development.

#### Action Plan:

- 1- **Develop a plan to support the producers of the TV**
- 2- Supporting manufacturers financially, and emotionally.
- 3- Coordination with other areas of the organization (Political Department, TV and radio stations, etc.) to produce program ,order program
- 4- Preparing plans, quantitative and qualitative evaluation and compliance with the policies and priorities of the organization's programs and networks to produce or order.

According to this research and previous researches, it seems that television is the most source of informing and is an important toold of mass media which plays an important role to develop sports culture. Due to extensive coverage of the audience television has many roles in comparison to other media. Preparing live programs, motion pictures and sho them by Television and satelite networks widely results in transfer of information and its impact on raising public knowledge and beliefs. It increases tendency to sports and develops it.

Ghasemi *et al* [11] described role of media specially television. They believe media especially television have main role to develop sports. They stated paying attention to all factors of sports is important. They stated considering comments of experts of sports and media, television should make its programs based on priorities and covering all factors of sports. A suitable backgrould should be prepared for attracting private sponsors to invest in sports by advertisements. in recent years,TV sport as a phenomenon with global impact, has had large changes in the activities, technologies, general usage, revenue and development.

Therefore, it is suggested to develop staff training in activities of national media to provide efficient service in this part , comprehensive programming to upgrade national media, to stimulate private investment considering article 44 of the constitution about the development of sports marketing, using advanced technologies by benefiting from marketing professionals to develop sporets industry, training Planning and sports marketing professionals and auing eligible human resources in different affairs of national media and sports experts in the national media and television.

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