

## Investigating the Impact of Management, Environment and Strategic Factors on Sports Marketing Performance of Islamic Republic of Iran Volleyball Super League

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**Abstract:** The purpose of this study was to investigate the impact of management, environment and strategic factors on sports marketing performance of Islamic Republic of Iran Volleyball Super League. The method was descriptive-monitoring survey. The statistical population of the research include the headquarters of the Sport and Young People Organization up to the category of administrators, volleyball federation authorities up to category of the managers of units, league officials, managing directors, administrators, head coaches, club coaches in the superleague of volleyball, the board of managers, masters and specialists and sports management teachers of universities across the country that number of these were 126 individuals. This means that the questionnaire was sent to all members of the population. The 129 usable questionnaires were used for statistical analysis. To analyze the data, binomial test and Spearman correlation analysis were used. In all analyzes, the significance level were considered  $p < 0.05$ . Results showed that marketing performance in all three aspects of efficiency, effectiveness and adaptability were undesirable. Also according the management factor in the desirable status indicators and controls in current situation, planning had the highest relative than other subset of the management. Other findings showed that the strategic factors such as differentiation, cost leadership and focus did not have a significant impact on the sport marketing performance of Islamic Republic of Iran volleyball super league.

**Key words:** Sport marketing, volleyball, super league, facture, board

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### INTRODUCTION

For each type of informed and targeted movement in today's market, marketing is essential. The today's slogan of the marketing for all entrepreneurs and professional managers and marketers is summed-up in this short sentence "think universal, act locally" (Maadi *et al.*, 2011). Now a days, the organizations by competitive markets and constantly changing the environment realized that similar the pastare not facing growing economy and emerging markets (Jalali, 2013). That's why, the main goal of most organizations worldwide is marketing and profitability. It is an effort that every activity lead to profitability for government or private organizations and in this regard, tricks and special administrative policies apply that any organization and unit's services or production can be present the own products more attractive and bestseller quoted by Soltan *et al.* (2013). The sport because of certain attractiveness due to its multiple benefits such as health, wellbeing, joy, excitement, competition, skill, honor, power, fame and tens of similar unique products find the

very strong position and wide as a special and unique industry among people and between industries, easily obtain first ranking in the advanced industrial countries of the world like America and Britain (Keshtidar *et al.*, 2012). Currently in the United States, the sports industry has become a \$ 500 billion in industries and the development of the sports industry has created the important output similar to qualitative and quantitative development of the sports-related jobs. For example, sports job growth in the United States has led to the creation of 14 million jobs until 2006 while until 1998, the number of employees exercise (not number of jobs) had been 5.4 million individuals. Programs in sport management and sport marketing course are significantly increased (Clarke and Mannion, 2006). Holding the sports in the form of professional sport competitions not only at national levels but also at international levels in various fields is common around the world that these sport competitions are held in the form of league.

Also, volleyball is popular field sport that is very important after soccer according to research by sport planners so that TV and satellite program managers are

willing to buy broadcast rights for prestigious and famous league games from leagues organization by the macro price and multi-million dollars. Multi-million dollars business for transferring the players between clubs, sponsors with huge capital, multi-million dollar transaction with major league organizations for advertising around the field and obtaining the huge income from broadcast rights are factors that professional volleyball are changed from a simple game to a trade or industry.

According to the annual report of the general assembly members of Canada Manitoba volleyball in season 2013-2014, Manitoba volleyball strategic planning is always looking for opportunities that not only their existing members are profited but also looking for to attract new members. In their opinions, desires, needs, ideas and interests are important and always looking for ways to increase value to its members. They are looking to develop a new strategic plan for the years 2015-2020 through a strategic planning committee and consultation with beneficiaries. Therefore, the purpose of this study was to investigate the impact of management, environment and strategic factors on sports marketing performance of Islamic Republic of Iran volleyball super league.

**MATERIALS AND METHODS**

The method was descriptive-monitoring survey. The statistical population of the research include the headquarters of the sport and young people organization up to the category of administrators, volleyball federation authorities up to category of the managers of units, league officials, managing directors, administrators, head coaches, club coaches in the superleague of volleyball, the board of managers, masters and specialists and sports management teachers of universities across the country that number of these were 126 individuals. To select sample size due to limited population counting all were used. This means that the questionnaire was sent to all members of the population. The 129 usable questionnaires were used for statistical analysis. In the stage of research implementation after presenting the preliminary explanation about the purpose of the test and measurement instruments, answering method to test for participants was described in detail. About the ethical considerations after obtaining the consent of the people and giving necessary information, they were assured that received information will be used only this study and will be protected from any abuse. A research-made questionnaire was used to collect research data. The main part of the questionnaire were 142

Table 1: Cronbach's alpha coefficient and its subscales

Indicators	Questions number	Cronbach's alpha
Efficiency	10	0.734
Effectiveness	2	0.718
Adaptability	3	0.707
Marketing management assessment	26	0.821
Marketing environment assessment	40	0.738
Marketing strategy assessment	13	0.813
Segmentation, target market and position-finding assessment	6	0.803
Marketing mix assessment	42	0.759
Total questions		0.782

questions included five options and bilateral that one side was studied current situation and on the other side was investigated marketing optimum state of Iranian volleyball super league. The questionnaire were composed of three parts such as essential words definitions, personal information and main questions that included six parts. The first part was consisted of marketing performance of league organization assessment, the 2nd part for management assessment, the 3rd part for the environment assessment, fourth part for the strategy assessment, 5th part for the partitioning assessment, target market and positioning and the 6th part for the evaluation of the marketing combined. According to the research objectives were analyzed 1-4 questionnaires. The validity of the content of this questionnaire were investigated by using the supervisors and advisors opinions and experts and professors of universities in sport management and suggested comments were used and were confirmed finally.

To determine the reliability, Cronbach's alpha was used. Hence, in a preliminary study, the questionnaire was distributed among 30 subjects and the reliability of the questionnaire and its subscales were approved. Alpha coefficient of the questionnaire and its subscales showed that in Table 1. It can be said that the questionnaire was reliable. To analyze the data binomial test and Spearman correlation analysis was used. In all analyzes, the significance level were considered  $p < 0.05$ .

**RESULTS**

Due to the non-normal distribution to survey the Iranian volleyball super league sports marketing performance in three aspects of efficiency, effectiveness and adaptability, Non-parametric test of binomial proportions were used. For this reason, individuals that opinion were very low or low were categorized in one category (group 1) and individuals that opinion were very high, high or medium were categorized in other category (group 2). Cut-off point for the separation of the two groups was considered number 3.

The results of test were presented in Table 2. As could be observed, test on all elements of the marketing performance were significant at 5% level. The observed ratios suggested that marketing performance in all three aspects of efficiency, effectiveness and adaptability was undesirable.

Spearman correlation coefficient test were used due to non-normal distribution of data for assessment of management includes planning, organization, coordination and control the sports marketing performance of Islamic Republic of Iran volleyball superleague. The results were presented in Table 3. It was observed that there was a significant positive correlation between the elements of planning, organization and coordination with efficiency aspects. Also, the relationship between control elements with efficiency was not significant. Among variables, the only element of coordination with the effectiveness aspect had significant and positive correlation. The correlation between other elements with effectiveness aspect were not significant. Also, the correlation between all the elements except organization with aspects of adaptability were significant and positive. So, it could be concluded that management

factors such as planning, organization, coordination and control were effective on the sports marketing performance of the volleyball super league of Islamic Republic of Iran.

Spearman correlation coefficient test were used due to non-normal distribution of data for investigation the impact of environmental factors including economic, competitive, political-legal, socio-cultural, ecological and technological on the sports marketing performance of the Islamic Republic of Iran volleyball super league. Results presented that in Table 4. Results showed that the correlation between political-legal, socio-cultural and socio-ecological with efficiency aspect and correlation between political legal with effectiveness aspects and correlation between economic environments with adaptability were significant and positive. Also, the correlation between all the elements with aspects of sports marketing performance were not significant and positive. So it could be concluded that environmental factors including economic, political-legal and socio-cultural and ecological were effective on the sports marketing performance of the volleyball super league of Islamic Republic of Iran.

Due to non-normal distribution of data to assess the impact of strategic factors, including differentiation, cost leadership and focus on sports marketing performance of the Islamic Republic of Iran volleyball super league, spearman correlation coefficient were used. The results of this test are reported in Table 5. As can be seen, the correlation between none of the strategic factors such as differentiation, cost leadership and focus on aspects of marketing performance (efficiency, effectiveness and adaptability) were not significant. So, it can be concluded that the strategic factors such as differentiation, cost leadership and focus on did not have significant impact on aspects of sports marketing performance of Islamic Republic of Iran volleyball super league.

Table 2: The results of marketing performance

Marketing performance elements	Group	Frequency	Observed ratios	Significance level
Efficiency	1	125	0.97	0.00
	2	4	0.03	
Effectiveness	1	108	0.84	0.00
	2	21	0.16	
Adaptability	1	116	0.90	0.00
	2	13	0.10	

Table 3: Results the effect of management factors on the marketing performance

Variables	Efficiency	Effectiveness	Adaptability
Planning	0.275**	0.172	0.309**
Organization	0.312**	-0.033	0.055
Coordination	0.337**	0.174*	0.233**
Control	0.138	0.082	0.186*

Table 4: Results the effect of environmental factors on the marketing performance

Variables	Efficiency	Effectiveness	Adaptability
Economic	0.107	0.078	0.221*
Competitive	0.147	0.105	0.035
Political-legal	0.226*	0.227**	0.124
Scio-cultural	0.174*	-0.064	-0.009
Technological	0.064	0.061	0.142

Table 5: Results the effect of strategic factors on the marketing performance

Variables	Efficiency	Effectiveness	Adaptability
Differentiation	-0.027	0.120	-0.004
Cost leadership	0.028	0.044	-0.071
Focus	0.057	0.137	0.008

\*, \*\* Correlation is significant at 0.05, 0.01

## DISCUSSION

The aim of this research was to investigate the impact of management, environmental and strategic factors on sports marketing performance of Islamic Republic of Iran the volleyball super league. The findings showed that the marketing performance in all three aspects such as efficiency, effectiveness and adaptability was undesirable. Also according the management factor, in the desirable status indicators and controls in current situation, planning had the highest relative than other subset of the management. Contingency theories suggested that management techniques selected by a business based on type of strategy should be competitive. In addition, these

theories assume that companies that make close coordination between business strategy and managerial activities, obtain better performance than other companies. Stotlar (2000) states that owners and managers of teams by planning and control the strategies of unity, integrity and alliance can be helpful to improve the value of their medal. The mentioned results were in accordance with the findings of the present study. In the present situation of the management organization section, matching the organizational posts with the level of education and expertise is the factor that were evaluated weaker than other evaluation factors from the perspective of participants.

Shamsipoor reported that in her research, managers and club coach with the goals, motivations and desires of customers were unfamiliar and most managers and coaches in the record of sports and academic education in the field of management and coaching clubs were in low level. This problem state that holding of educational management courses in particular for club management and specialized courses and training for coaches are very importance that the results of this study are matched to the results of present study quoted by Soltan *et al.* (2012).

### CONCLUSION

Other findings showed that strategic factors such as differentiation, cost leadership and focus did not have considerable impact on aspects of sports marketing performance of Islamic Republic of Iran the super volleyball league. It can be said that sports marketing is special application of marketing principles and processes associated with the sporting goods. So sports marketing is principles applied to marketing in sport trade and industry. Now a days, sports went beyond just physical activity and the relatively high development in different countries as far as the sport are considered as trade and industry in most countries and statesmen considered the sport as an important trade and industry, among other industries in developing countries. Also by these

description, sport field of volleyball went beyond from performing a physical activity as an amateur and has experienced comprehensive development in various fields.

Today, also this field among other popular fields by leaving behind many changes, from a simple exercise are changed an industry and trade and along with other present industries and professions has been raised. As if in industry, careful planning must be done and investment and product type, calculating profit and loss, costs, human resources specialists etc. must be clear, professional volleyball leagues at the world are moving in this path and direction.

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