

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

Obstacles of sports marketing development

ABSTRACT

Purpose: Sports marketing, as a special marketing science and operation, plays a very important role in the development and progress of sports. The purpose of this research is to Investigating the obstacles to the development of sports marketing in Guilan Province.

Methodology: In terms of the purpose of this research, it was applied studies, and in terms of the data collection method, it was a descriptive survey that was conducted in the field. The statistical population of the research was formed by active sports coaches and experts of Guilan province (both male & female), and the statistical sample was determined based on the target population and Cochran's formula of 278 people. The measurement tool was a researcher-made questionnaire that measured sports marketing obstacles with 28 main questions in the four areas of managerial, economic, structural and technological obstacles on a five-point Likert scale from 1 (very little) to 5 (very much). The face and content validity of the questionnaire was confirmed by Research experts who are experts on the subject of the research, and its reliability was reported based on Cronbach's alpha coefficient of 0.83. The analysis of research data has been done at two levels of descriptive and inferential statistics and through SPSS 23.

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

Originality: In this article, the researcher investigated the obstacles and problems of sports marketing development and proposed the development, implementation and evaluation of correct sports marketing strategies to solve the obstacles and problems of sports marketing development. It seems that the results of this research are effective and valuable for provinces that seek to develop sports marketing.

Keywords

Business, Development, Investigate, Obstacle, Sports Marketing, Strategy.

بررسی موانع توسعه بازاریابی ورزشی استان گیلان

عنوان کوتاه مقاله: موانع توسعه بازاریابی ورزشی

چکیده

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

روش: این تحقیق از نظر هدف کاربردی و از نظر روش گردآوری داده‌ها توصیفی - پیمایشی بوده که به صورت میدانی انجام شده است. جامعه آماری تحقیق را مربیان و کارشناسان فعال ورزشی استان گیلان (اعم از زن و مرد) تشکیل دادند و نمونه آماری براساس جامعه هدف و فرمول کوکران ۲۷۸ نفر تعیین شد. ابزار اندازه‌گیری، پرسشنامه محقق‌ساخته‌ای بود که موانع بازاریابی ورزشی را با ۲۸ سؤال اصلی در چهار حوزه موانع مدیریتی، اقتصادی، ساختاری و فن‌آوری در مقیاس پنج درجه‌ای لیکرت از ۱ (خیلی کم) تا ۵ (خیلی زیاد) اندازه‌گیری کرد. روایی صوری و محتوایی پرسشنامه توسط صاحب‌نظران حوزه تحقیق تأیید شد و پایایی آن براساس ضریب آلفای کرونباخ $0/۸۳$ درصد گزارش شد. تجزیه و تحلیل داده‌های تحقیق در دو سطح آمار توصیفی و استنباطی و با استفاده از نرم‌افزار SPSS 23 انجام شده است.

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

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

کلید واژه

کسب‌وکار، توسعه، بررسی، موانع، بازاریابی ورزشی، راهبرد.

1. Introduction

One of the important events of the last century is the industrialization of sports. The importance of sports for the economy is increasing every day; So that sports has become one of the most profitable economic fields (Rahulana et al., 2013). Along with the industrialization of sports, marketing and especially sports marketing has also become a global and income-generating industry, the result of which is the acquisition of capital and income for sports organizations and the need to pay more attention to customers. Today, customers are the main focus of companies' attention, and it is necessary to satisfy customers, fully meet their needs, and accurately identify their desires, expectations, desires, abilities, and limitations in purchasing and purchasing products. By obtaining such information, it is possible to identify the factors that influence the behavior of customers of service organizations and use it in making marketing decisions of companies (Hassangholipour et al., 2013). In today's era, sports act as a driving tool in the product market, and sports marketing has attracted a wide range of audiences (Poursoltani Zarandi & Zareipour, 2018). Sports marketing has become an important topic in recent years. The increasing profitability of the sports industry has caused this popularity and profitability to attract the attention of many marketers and investors. One of the most complex and important tasks of sports organizations is its marketing. The first definition of sports marketing was proposed by "Kessler" in 1979, who stated: Sports Marketing is the activities of consumers of industrial products and service marketers who increasingly use sports as a stimulus to promote their products or services through sports sponsorships (Nasirzadeh & Deskereh, 2014). In order to create a favorable image of goods and products, sports marketing should strive by highlighting the main elements of the desired goods and products in relation to the chosen name. These features and elements can include: the functional quality of the product, the price of the services provided, the distribution channel and other elements mixed with marketing (Yousefi & Hasani, 2010). Sports marketing can be defined as the continuous implementation of marketing activities in the field of sports in order to ensure the continued existence of sports (all types of sports) and the prosperity of future generations (Sedky et al., 2022). Marketing emphasizes meeting the needs of customers or consumers; But sports marketing emphasizes on meeting the needs of sports customers or consumers (Nasirzadeh & Deskereh, 2014). Sports marketing includes a wide range of activities and decisions, which in a comprehensive classification, they are classified in four sports product groups, price, distribution and promotion, and creating coordination between these four classes is the main goal of sports marketing and the component The main factors of price, product, distribution, and promotion influence sports marketing (Pourzarnegar, 2022).

Companies should keep in mind that the preferences, needs and preferences of customers evolve over time and it is necessary to make appropriate decisions in this direction (Beheshtian Ardakani & Fathian, 2017). Marketing involves understanding

the customer's needs and matching the company's products to meet those needs and includes the process of making a profit for the company. Marketing is a human activity aimed at satisfying needs and wants through the exchange process. Marketing is a social development that recognizes the needs of consumers and through the provision of services or goods to satisfy these needs and tries to lead consumers to this service or goods. In fact, marketing is essential for any business, and marketers try to make consumers know this product or service better in the marketing process (Nasirzadeh & Deskereh, 2014). Marketing should seek to find the most suitable markets and sectors in which the organization can be more useful and effective; Therefore, the basis of the marketing movement is to prevent the wastage of various resources and facilities and to find the most suitable place for the product (McLaren, 2016). A successful organization must first be able to retain its customers and then try to attract new customers; Because the biggest income of an organization is its old customers for the organization (Nasirzadeh & Deskereh, 2014).

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

In today's era, providing financial resources, sports marketing and attracting financial sponsors are among the issues and challenges that sports managers face, and one of the most important skills that separates successful managers from unsuccessful managers is identifying resources that help generate income and solve problems. Financial problems of sports organizations help. The historical and empirical review of the research and the results of internal and external research showed that some challenges related to marketing have been investigated as a unit; However, despite the many benefits that the development of sports marketing and removing its obstacles have in the field of management, marketing and physical education and sports sciences, it was necessary and necessary to include the dispersion of factors in a coherent framework and to pay attention to newer factors from a scientific and practical perspective. ; Therefore, in this research, the researcher found it necessary to show his awareness of the importance and necessity of the subject and to explain his scientific and practical arguments for conducting the research and the necessity of addressing it, and finally, to inform the readers about the presented content and analysis. The findings and investigations of this research are more sensitive that he presented a research entitled "Investigating the obstacles to the development of sports marketing in Guilan Province". The operationalization and implementation of this research can best help the managers, planners and decision makers of sports organizations with a detailed planning about the more effective use of sports

marketing, in removing the obstacles and problems related to the development of sports marketing in Guilan province should take action.

2. Theoretical background

The realization of the goals of any study depends to a large extent on the quality of the literature section and the background of the research, that is, the analytical and critical review of the existing works and researches. In this section, studies and researches related to the present research have been reviewed. The literature and research background show that:

[Alibeygi et al. \(2023\)](#): Identified production and marketing obstacles in the value chain of agricultural cooperatives in Kermanshah province and announced that production and marketing improvement obstacles in cooperatives can be identified in six circles according to the value chain that governs them, which are: input procurement, Operations, outbound logistics, governance, human resource management and marketing.

[Sedky et al. \(2022\)](#): in a research titled "The role of sports marketing in attracting audiences to less popular sports" showed that elements of sports marketing that can help attract audiences to less popular sports include: sports media, sports advertisements, star athletes and financial support for sports; They also announced that the desired performance of national teams can create a connection between sports marketing advertisements and attracting audiences to less popular sports so that sports marketing can be developed.

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

[Keyghobadi \(2021\)](#): in a research titled "Identifying and prioritizing the marketing problems of newly established sports clubs" showed that information technology barriers, financial barriers, managerial barriers, planning barriers, social barriers and political barriers have an effect on the marketing problems of newly established sports clubs.

[Ramya & Kartheeswaran \(2019\)](#): Stated in a research that today digital marketing is a way of electronic communication that connects goods and services to the market by marketers. Digital marketing has expanded the industry all over the world and the ultimate goal of digital marketing is to relate to consumers and allow consumers to engage with the product through digital media and make the best choice, and marketers

are trying to Check the effectiveness of your work. They further stated that digital marketing is suitable for analysis and for turning a normal business into a profitable business and product innovation with digital marketing will be used more and will create a scene of many opportunities and predictions.

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

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

The theoretical background of the previous research showed that the challenges in the field of marketing are related to factors such as: politics, human resources, media, services and goods, etc., but in this research, managerial barriers, economic barriers, structural barriers and technological barriers as Barriers to the development of sports marketing are examined. Management is a complex process and is the main pillar of an organization's success. Managing the process of efficient and effective use of material and human resources under the accepted value system of an organization according to principles such as planning, organization, leadership, coordination and control is based on predetermined goals (Jasbi, 2017). In the category of development obstacles, Sports marketing, the investigation of managerial obstacles seems to be necessary, which is addressed in this research. Economic factors have a direct impact on the methods of selling sports products. Understanding the impact of the relationship between economics and sports marketing can help sports organizations allocate different resources in response to changing economic conditions. In the category of obstacles to the development of sports marketing, it seems necessary to examine economic obstacles, which is addressed in this research. One of the other important factors that can have a significant impact on sports marketing is its structure, and many

obstacles to the development of sports marketing are rooted in the sports structure of the province and even the country. In the category of barriers to the development of sports marketing, it seems necessary to examine the structural barriers that are addressed in this research. Also, people in society use an increasing range of tools and technologies to help them make more informed purchasing decisions, and this evolution in turn reveals the role of sports marketing in their lives. In the category of barriers to the development of sports marketing, it seems necessary to examine the barriers of technology, which is addressed in this research.

3. Methodology

Research methodology determines the general approach of thinking and studying about social reality or the phenomenon under study (Ghasemi et al., 2021). The current research is a descriptive survey in terms of practical purpose and in terms of data collection method that was conducted in the field. The statistical population of the research was formed by active sports coaches and experts of Guilan province (male and female) who had the necessary knowledge about the research topic, and the statistical sample was determined based on the target population and Cochran's formula of 278 people. In the process of collecting research data, the researcher collected field and library findings and classified and analyzed them in order to evaluate the obstacles and problems in developing the questionnaire and finally get the answer based on them. The measurement tool in this research was a researcher-made questionnaire due to the lack of a standard questionnaire. To prepare this questionnaire, the researcher designed a questionnaire by studying the theoretical foundations and background of the research, and with the help of colleagues who are experts in the field of marketing and sports marketing, the questions were reviewed and modified in several stages, and the final approval was obtained and distributed. This questionnaire asked the obstacles of sports marketing with 28 main questions in four areas of structural obstacles (7 questions) with the following items: lack of necessary support in order to establish private clubs, unwillingness to transfer government clubs to the non-government sector, lack of suitable sports facilities for holding sports events. Laws to recognize the right to broadcast television, lack of development of sports marketing culture, lack of sports television networks and government ownership of the majority of sports complexes; Economic barriers (7 questions) with items: impossibility to accurately determine the profit of sports marketing, low share of sports in the portfolio of Guilan households, lack of alignment of investment in sports with provincial policies, lack of transparency in financial information of sports clubs, lack of awareness of organizations about the benefits of sponsorship, unfavorable use of the environment of stadiums for income generation and the absence of appropriate economic laws for the presence of investors; Management obstacles (7 questions) with the following items: the instability of the position of managers at different levels of sports in the province, the managers' lack of belief in sports marketing, the lack of hosting large sports events in the province, poor management in holding sports events, the lack of knowledge and marketing skills

among the managers of the province, the ambition of some sports managers and lack of strategic planning by sports managers; And finally, technological barriers (7 questions) with the items: lack of up-to-date facilities for the development of information technologies, lack of use of technologies in the development of sports marketing, inappropriate sports marketing through social networks, lack of ability to create new values for sports marketing, lack of production New technology-based products, non-use of virtual reality in sports marketing and lack of conceptualization of sports marketing activities are measured on a five-point Likert scale from 1 (very little) to 5 (very much).

In this research, the questions of the questionnaire were made by the researcher in accordance with the theoretical foundations and on the basis of other similar researches and according to the details of each of the variables defined, and an exchange of opinions and reviews was done with experts in relation to the questions of the questionnaire in order to correct the validity. and the main questionnaire has been distributed after the compilation stage. The face and content validity of the questionnaire was confirmed by 7 sports marketing professors. Then the questionnaire was randomly distributed among 30 respondents to confirm its reliability and to calculate the reliability, the reliability of the data collection tool was calculated using Cronbach's alpha as 0.83, and the reliability coefficient of structural barriers 0.82, economic barriers 0.86, management barriers 0.79 and technology barriers 0.85 were determined separately. The final form of the questionnaire was adjusted in terms of the number and type of questions in such a way that the questioners face fewer problems during the implementation of the plan and collecting information, and its reliability was reported based on Cronbach's alpha coefficient of 0.83. The analysis of the research data has been done at two levels of descriptive and inferential statistics and through SPSS 23.

4. Results

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

Table 1. Demographic characteristics of the statistical sample.

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

Table 2 shows the descriptive results of the obstacles and problems of sports marketing development in Guilan province in the areas of managerial, economic, structural and technological obstacles. The descriptive results of the obstacles and problems of the development of sports marketing in Guilan province showed that in the area of managerial obstacles: the item "the instability in position of managers at different levels of sports in the province" is considered one of the most important obstacles and the item "the ambition of some sports managers" is the least important. has in terms of economic obstacles: the item "absence of appropriate economic laws for the presence of investors" is one of the most important obstacles, and the item "impossibility to accurately determine the profit of sports marketing" is the least important. In the field of structural obstacles: the item "lack of suitable sports facilities for holding sports events" is considered one of the most important obstacles, and the item "lack of development of sports marketing culture" is the least important, and also in the area of technological obstacles, the item "lack of use of technologies in the development of sports marketing" is considered one of the most important obstacles, and the item "lack of production New technology-based products" is the least important.

Table 2. Description of obstacles and problems of sports marketing development in Guilan province.

| Obstacles | Object | Mean | Standard Deviation |
|------------|---|------|--------------------|
| Managerial | the instability in position of managers at different levels of sports in the province | 4.38 | 0.872 |
| | the managers' lack of belief in sports marketing | 3.70 | 0.755 |
| | the lack of hosting large sports events in the province | 4.02 | 1.015 |
| | poor management in holding sports events | 4.11 | 0.911 |
| | the lack of knowledge and marketing skills among the managers of the province | 3.85 | 0.647 |
| | the ambition of some sports managers | 3.15 | 0.766 |
| | lack of strategic planning by sports managers | 4.08 | 0.420 |
| Economic | impossibility to accurately determine the profit of sports marketing | 3.68 | 0.709 |
| | low share of sports in the portfolio of Guilan households | 4.10 | 0.658 |
| | lack of alignment of investment in sports with provincial policies | 3.72 | 0.962 |
| | lack of transparency in financial information of sports clubs | 4.07 | 0.777 |
| | lack of awareness of organizations about the benefits of sponsorship | 3.92 | 0.822 |
| | unfavorable use of the environment of stadiums for income generation | 4.15 | 0.682 |
| | absence of appropriate economic laws for the presence of investors | 4.22 | 0.428 |

| | | | |
|-------------------|---|------|-------|
| Structural | lack of necessary support in order to establish private clubs | 3.69 | 0.629 |
| | unwillingness to transfer government clubs to the non-government sector | 4.01 | 0.383 |
| | lack of suitable sports facilities for holding sports events | 4.38 | 0.652 |
| | Laws to recognize the right to broadcast television | 4.30 | 0.782 |
| | lack of development of sports marketing culture | 3.56 | 1.025 |
| | lack of sports television networks | 3.72 | 0.527 |
| | government ownership of the majority of sports complexes | 4.05 | 0.485 |
| Technology | lack of up-to-date facilities for the development of information technologies | 4.25 | 0.769 |
| | lack of use of technologies in the development of sports marketing | 4.42 | 0.703 |
| | inappropriate sports marketing through social networks | 3.77 | 0.635 |
| | lack of ability to create new values for sports marketing | 4.12 | 0.812 |
| | lack of production New technology-based products | 3.28 | 0.822 |
| | non-use of virtual reality in sports marketing | 3.92 | 0.745 |
| | lack of conceptualization of sports marketing activities | 3.56 | 0.958 |

Table 3 shows the ranking of the obstacles and problems in the development of sports marketing in Guilan province. These results show that the obstacles and problems of sports marketing development in Guilan province using the Friedman test are ranked as follows: first rank: managerial obstacles (Mean Rank = 3.42), second rank: economic obstacles (Mean Rank = 3.05), third rank: structural barriers (Mean Rank = 2.98) and fourth rank: technological barriers (Mean Rank = 2.55).

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

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

5. Managerial implications

Development in sports is considered as a symbol of the power of a society, and without a doubt, sports marketing is the guarantee of the survival and growth of sports in any country. Sports marketing is one of the most effective ways to make a profit in the sports industry. Sports marketing refers to increasing sales of various sports goods and services through the use of sports events and the endorsement of athletes or sports teams; It also includes the promotion of athletes, sports teams and sporting events to increase revenue from the benefits that are generated. The findings of this research show that paying more attention to elimination managerial barriers, economic barriers, structural barriers, and technological barriers is effective in the development of sports marketing, and the relevant officials should remove all the barriers and problems that arise in this direction. Obstacles and limitations to the development of sports marketing should be removed and more awareness and information about the importance of sports marketing in the community should be provided.

6. Results

The purpose of this research was to identify the obstacles to the development of sports marketing in Guilan province. The descriptive results obtained from the obstacles and problems of the development of sports marketing in Guilan province showed that in the field of managerial obstacles, the issue of "the instability in position of managers at different levels of sports in the province" was the most important obstacle, in the area of economic obstacles, the issue of "absence of appropriate economic laws for the presence of investors" was the most important obstacle. in the area of structural obstacles, the issue of "lack of suitable sports facilities for holding sports events" was the most important obstacle, and also in the area of technological obstacles, the issue of "lack of use of technologies in the development of sports marketing" was considered the most important obstacle. The results of the research showed that the obstacles and problems of the development of sports marketing in Guilan province using the Friedman test are prioritized as follows: first rank: managerial obstacles and problems, second rank: economic obstacles and problems, third rank: structural obstacles and problems. And the fourth rank: technological obstacles and problems.

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

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

Economic obstacles and problems: The economy is the total value of transactions between economic Actors such as individuals, groups and organizations. In many cases, sports marketing can be introduced as a subset of economics. The results of this research showed that the lack of suitable economic laws for the presence of investors, the unfavorable use of the stadium environment for income generation and the low share of sports in the portfolio of Guilan households are the main obstacles to the development of sports marketing in Guilan province. Related to sports, taking advantage of the positive presence of investors in sports and legal support for them, using environmental and media advertising will increase the participation of people in the fields of educational, general, championship and professional sports and in removing economic obstacles for the development of sports marketing in Guilan province. It has an effect. The results of this research on economic barriers are consistent with the researches of (Pourzarnegar, 2022; Poursoltani Zarandi & Zareipour, 2018; McLaren, 2016; Nasirzadeh & Deskereh, 2014; Rahulana et al., 2013) is in agreement that they also mentioned this factor in their research and agreed that paying attention to economic factors and the existence of transparency in the financial information of sports organizations and the profit obtained from investing in sports lead to the attraction of more capital in sports. It becomes the category of sports marketing.

Structural obstacles and problems: The framework structure shows the pattern or organization of related components in a sports organization that can be identified by observing or recognizing the pattern. The results of this research showed that the lack of suitable sports venues for holding sports events, the lack of laws to recognize the right to broadcast television and the state ownership of the majority of sports complexes are the main obstacles to the development of sports marketing in Guilan province. Structure is actually a part of sports marketing and structural factors determine the goals of sports organizations. Having a useful and solid structure can help the organization and its employees to better create, implement and execute sports marketing. Paying more attention to the construction and completion of sports facilities and facilities, handing over state clubs to the private sector, developing the culture of sports marketing, legalizing the right to broadcast television like other countries in the world, and successfully holding sports events are effective in

removing structural obstacles for the development of sports marketing in Guilan province. Is. The results of this research on structural barriers are consistent with the researches of (Keyghobadi, 2021; Nasirzadeh & Deskereh, 2014), Because in their study, they emphasized the role of proper structure in sports marketing.

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

7. Conclusion

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

Disclosure statement

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