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Proposing a conceptual model for determining a strategic pattern for market entry in soccer premier league clubs in Iran

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Abstract

The aim of this research is to offer a conceptual model for determining a strategic pattern for Iran's soccer premier league teams to enter the competition market. The statistical society of the survey is executive managers of the premier league's clubs and sports experts of state universities all over the country. The sampling method was in random and it was estimated to be 101 people according to Morgan's table (85 sports experts and 16 club executive managers). In order to test the hypotheses, the structural equation modeling with LISREL software was used. The results showed that five components of the survey including the assessing of the readiness of the club, the synergetic structure of the domestic industry, the national competition atmosphere, the assessment and evaluation of the partnership benefits and the strategic power assessment are the affecting factors of the soccer premier league clubs to enter the competition market due to the one-sample t-test. It seems that equipping the clubs to modern strategies can facilitate the cycle of this strategy in different parts of soccer premier league clubs.

***Key words**:* “market entry strategy", "premier league", "soccer", "success model"

Introduction

Marketing is a basic field of operations for all of today's jobs. The strategic planning and marketing is a management process to create and maintain a reasonable balance between the unstable market objectives, resources and opportunities and its aim is to create or change the labor and product of companies to achieve the satisfactory growth and profitability (Rousta, 2009). Marketing strategies should be consistent with the organization's strategy and strategies of other parts of the organization. The marketing strategy should include four elements: product, price, place and promotion (Olson, 2005).
Today, marketing for non-commercial organizations such as sports organizations is a means of communication and interaction with people (Mahoney, 2006). The marketing activities in sports organizations has a key role for planning. Since that sports marketing is a business, it should be examined in determining the customer and market segmentation and this can help to acquire knowledge about specific customers and segmentation demands and to achieve the emergence of a model with sports activities (Krymadys, 2007).

In the present era, sports marketing strategy is recognized as a beneficial element. Researchers and scholars have argued that sport, in order to be able to survive in the competitive environment of the entertainment industry, need to improve sports strategic planning activities (Martin, 2011).
Sports marketing and its application is critical for success in the sports industry (Bonari, 2009). In this regard, the sports industry in combination with economic growth creates a need for expertise with a focus on marketing strategy is more accurate. However, the sports industry is not without financial challenges and the importance of developing and deploying systems that focus on retaining and attracting new consumers and emphasizes the most representative of the current (Martin, 2011).
Philip Kotler marketing believes that as the father of marketing, Communication Bridge between the needs of the community and its industrial response patterns. According to Cutler marketing much more than the sales process is a social activity that should be on the benefit to the company, customers and consumers benefit as well. He believes that the issue

of marketing, but is not limited only to trade and commerce, social values are also included. Each product is made and sold, and each transaction to a social function or performance is also a social aspect (Cutler, 1966).

The role and contribution of sports clubs as firms is important because, that sport an important role in public exercises, motivate and attract young people to athletics and athletes training exercise and competition exercise vigorously in the community (Padash et al., 2010). In fact, the most important institution in the development of sports that has the nature of sport and finance, are the sports clubs that the two are interwoven nature of influence on each other (Rosta, 2009).

Relations between firms with global industry players taken in different forms, receive credit for construction, joint venture, strategic alliance or cooperation agreements through improved management capabilities of enterprises to create a synergy effect for firm performance leads, which is manifested in the form of collaborative advantage. Collaborative advantage includes access to the international market factors - access to knowledge and technology - transfer of knowledge and experience in management and marketing - international physical access to funds from sponsors and foreign partners - the distribution of risk - is to gain credibility and reputation.

Strategic potential market entry to the concept of sustainable long-term capabilities and competence or fitness club to enter the domestic market and global and domestic and international competition in the global market is (including the mother country by liberalizing imports into the world market or other markets outside the national borders of the country of origin). Strategic potential market entry, including factors strategic position - competitive intelligence - competitive weapon strength. (Porter, 1980).

The structure of the domestic industry to the concept of the relationship between the elements and the main actors of the domestic industry is (suppliers, distribution channels and sales, after-sales service providers, competitors, institutions and supporting industries such as banking industry, supplier industry, research centers and institutions of production). Based on this definition borrowed from Sorenson Guarana analysis of the industry structure, major players in the domestic industry including suppliers, distribution channels and after-sales services, competitors, and enterprises and institutions are supporting the firm three vertical (Ypyshrv and backward), horizontal and diagonal relationships functional, competitive and support to establish with them. Based on this definition borrowed from Sorenson Guarana analysis of the industry structure, major players in the domestic industry including suppliers, distribution channels and after-sales services, competitors, and suppliers are firms and institutions support the firm into three vertical, horizontal and diagonal relationships functional, competitive and support to establish with them. So synergistic effects of the domestic industry to support and empower the industry to firm up relations between the actors and the synergy of three types (backward vertical relationships, relationships leading vertical and horizontal relations), respectively. From the perspective of domestic industry structure Porter industry players including suppliers, distributors and customers, competitors or potential (newcomers) and are the suppliers of substitute products in a relationship of conflict or threats interact with one another in terms of bargaining power are (Porter, 1980).

Competitiveness in four levels: product, business, industry and the national economy is true. In traditional marketing literature and superior competitive marketing mix (product, price, distribution and promotion of sales) reflecting the concept of competitiveness is at the product level but, if the longevity of the product is increasingly being shorter, the competitiveness of the product due to rapid technological changes, superficial, transitory, transitional and will be damped. Firm-level competitiveness as a strategic platform for creating competitive product emphasized (Porter, 1980).

The concept of structural characteristics is (size and production capacity, organizational structure, information systems resources and financial assets and physical characteristics, production technology and behavioral characteristics of the firm's competitive strategy, management style, international experience and operating procedures). Firm characteristics reflect the readiness and competence of firms to move to international operations. Relations between firms with global industry players taken in different forms, receive credit for construction, joint venture, strategic alliance or partnership contract management by improving the ability of firms to create a synergistic effect for the performance of the enterprise leads which manifests in the form of collaborative advantage. The advantage of the synergy resulting from the collaboration business partnership with global players is industry (Porter, 1980).

Today, in between sports, football behind many changes, from a simple exercise a trade and become available alongside other industries and professions have suggested (Kozeh chian et al., 2009). Due to the growing popularity of football, especially in economic and trade fields, most countries referred to the sport as football industry. Today football as an industry composed of different parts, all of which have been designed and planned in the interests of the club. That each of those segments are also divided into sections, but they all approach to economic and income. The industry has a very large organization that football clubs are regarded as its

core. Root and core of football development at clubs within the club and indeed the original manufacturer takes their players for national teams and even their country. It is clear that the club's status in the country is favorable professional leagues matches are subsequently a higher level receive (Khabiri and Divine, 2005).
Saat Chyan, research results and Divine (2014) showed that seven factors, public administration, locations, pricing, distribution channels, powers of organization, quality management and product and process development as major obstacles to uptake and to identify and prioritize their fans effective planning and development to attract fans of football industry in Iran. Findings of Chaleshtori et al., (2013) showed that affects economic barriers to foreign investment adsorption can be divided into three general categories: The first category obstacles that are rooted in the country's economic structure; the second category of obstacles rooted in the structure of the sports industry; the third category obstacles that are rooted in the structure of football. Lyav et al (2009) in their study needs and demands of our customers in making critical and complex marketing strategies and we came to the conclusion that if a sports club could understand them, their efforts to meet the increased demand and provide services for its own workforce, the customers, the more supportive they are to that entity. Philo (2009) in their study on the social responsibility of states sponsors of the sport increased financial support to encourage customers to buy the products of the called party.
A study Taunus (2009) titled "marketing strategy in sports" did, the results showed that the process of marketing management, marketing planning is an understanding of customers, competitors and trends in the external environment to ensure that, the company's domestic capabilities can have significant sales strategies, marketing plans detail in order to help support their performance, be interpreted. That said recent shows, marketing benefits designed for companies that accept the whole process, etc. Many studies of different business fields, the experiments show that the design of business performance and financial success is marketing. Although the sport is little empirical evidence to prove there is a link between design, marketing and business performance.
Sports Marketers should always win marketing strategy that is based solely on the principle of avoiding and on product development to product underscores (Shlbry, 2012). In this way also challenges clubs to choose the best type of sports marketing strategy for your face when entering the market. To identify and provide solutions for the elimination and its facilities is necessary and inevitable it would also assess the current situation and compare it with favorable conditions and an appropriate pattern can be possible. With this interpretation is the basic question that arises in between premier League football club What kind of strategy for market entry and participation in sport at the national level use, so that the best use of your investment in your path in between have and realize the objectives that seek, facilitate access to them and also ensure their survival in the market cycle.
The research in order to answer the question raised is the issue, Sports marketing strategy when it entered the market in the Iranian Premier League clubs to figure out what was and what challenges are facing in this area? Considering the history of literature, the conceptual model is presented as follows:

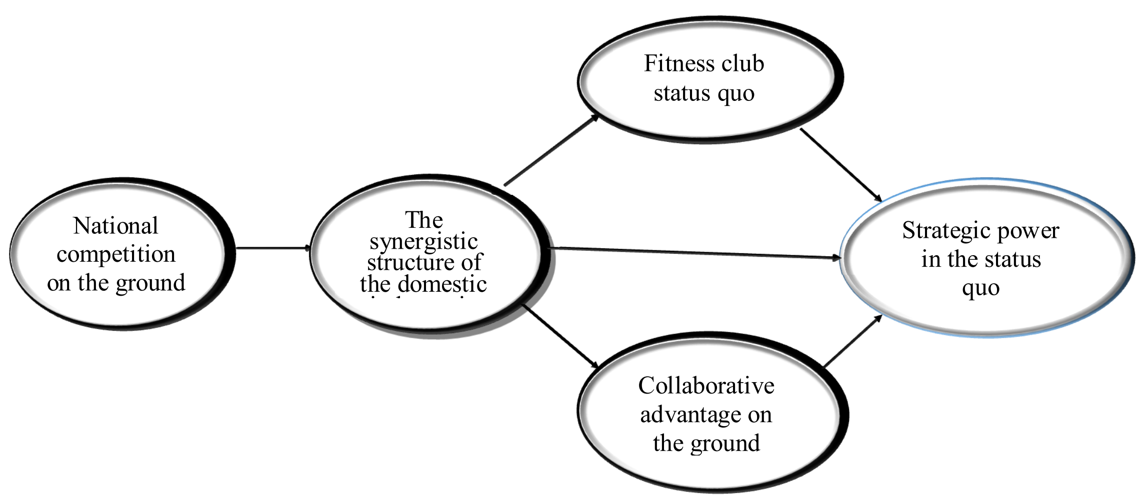

Figure 1. The conceptual model

Materials and Methods

The aim of this research point of view, an applied research and after data collection survey. The study population included all teachers of physical education and sports management, public universities, message light and free country, the number of which is equal to 153 premier League football clubs and managers in 93. 92 is the number of 16 people is formed. For data collection from Golestan questionnaire (2004) was used library information. And questionnaire consists of five sections (Club readiness assessment questionnaire, a questionnaire evaluating the structure of the domestic industry Sports synergy, synergy between national competition assessment questionnaire, and a questionnaire to measure a continuum of collaborative and strategic position of the sports industry's advantage), was designed. After receiving permission to sample and questionnaire reproduced in three ways: Fax, e-mail and priority mail to experts in sports management and, if necessary, be submitted in person.

To ensure the validity of the two pre-distribution (through obtaining the opinion of experts and individuals) after distribution (through confirmatory factor analysis) and test the reliability of the questionnaire distributed in two stages, before and after the distribution was done through Cronbach's alpha. To analyze the data, descriptive statistics basic settings and inferential statistics comparing the average single-sample test and to test the research model structural equation modeling using LISREL software was used.

Results

Table 1. Descriptive statistics demographic variables and research positions is shown.

Table 1. Distribution of subjects based on gender and career

Statistics	University Professors.		Club managers		Total	
Sex	frequency	Percent	frequency	Percent	frequency	Percent
Man	61	72	16	100	77	76
Female	24	28	0	100	24	24
Total	85	100	16	100	110	100

Table 2. Cronbach's alpha test results for variables

Variable	Number of questions	Cronbach's alpha coefficient test
Fitness club	1	0.72
Synergistic	9	0.80
National competition	11	0.83
Collaborative Advantage	8	0.74
Be strategic	7	0.90

Cronbach's alpha is used to test reliability. Cronbach's alpha coefficients for the variables in the table below according to the Cronbach's alpha coefficient greater than 7.0 standard is good inter-rater reliability of the questionnaire has been concluded.

Premier League football clubs entering the competitive market requires inner fitness clubs (fitness club), football synergies domestic industry structure, national competition and benefit of participation (international relations) is a club of clubs in the world.

Appropriate test for the hypothesis of this study is to test one sample population mean or thy trial. The test for continuous variables and to assess the effectiveness or ineffectiveness of the studied variables used in the state. In this test hypotheses about the population mean is examined at the level of α error. T-statistic is in this test with degrees of freedom (n-1).

As the table below suggests, it can be concluded there was no significant difference between the mean variable test and the fact that too high and the lower limit for all variables is negative. Indicates that the average of the variables tested value is smaller than the average. So from the perspective of the study variables, local clubs are far from the clubs of the world.

Table 3. Test T (AT 95 Percent)

Variable	T-statistic	df	Level meaningful	Mean	No significant difference in the degree of 95% ↓	↑
Agile Readiness Assessment	-13.230	100	0.000	-0.586	-0.498	-0.674
Synergy between the structure of the domestic industry	-12.334	100	0.000	-0.838	-0.703	-0.973
National competition	-25.595	100	0.000	-0.773	-0.713	-0.833
Evaluation of collaborative advantage	-27.409	100	0.000	-0.981	-0.910	-1.052
Assessment of strategic power	-12.453	100	0.000	-0.926	-0.778	-1.074

Therefore, we conclude that the current situation and the ideal situation variables examined in this study there was a significant difference. Also according to that upper limit and lower limit for all variables is negative, it can be concluded that the status quo average ideal situation is more varied. The Premier League club to enter the national competition should strive to bridge the gap between the status quo and ideally eliminate variables examined in this study.

Table 4. Paired test

Research variables	**T-statistic**	**df**	**Significance level**	**No significant difference in the degree of 95%** ↑	↓
Fitness club (available) - Preparation Club (desirable)	-40.76	100	0.000	-1.978	-2.181
Synergy between the structure of the domestic industry (existing) - synergy between the structure of the domestic industry (desirable)	-23.26	100	0.000	-2.034	-2.402
National competition (available) - National competition (desirable)	-29.34	100	0.000	-1.924	2-203
Advantage Partnership (existing) - Advantage Partnership (desirable)	-49.56	100	0.000	-2.200	-2.383

Results based on structural equation modeling shows that the existing relations fitness club and collaborative advantage by the synergy of domestic football industry structure and national competition that all of these factors in turn affect the club's strategic potential.

The results in Table 5 is shown. As seen in the table, all the research hypothesis has been confirmed at 95% levels.

Table 5. Paired test with significant numbers and path coefficient

Path	Significant numbers	Path coefficient	coefficient of determination (R^2)	Result
Fitness club (available) → synergetic structure of the domestic industry (existing)	2.50	0.24	0.05	Confirm
Synergy domestic industry structure (existing) → fitness club (available)	4.86	0.44	0.16	Confirm
Synergy domestic industry structure (existing) → strategy be (available)	4.39	0.41	0.16	Confirm
The synergistic structure of the domestic industry (existing) → benefit of participation (available)	3.37	0.32	0.10	Confirm
Fitness club (existing) → to the strategic (existing)	5.24	0.47	0.22	Confirm
The advantage of participation (existing) → to the strategic (existing)	3.91	0.33	0.10	Confirm

According to the findings of the final grade point average and conceptual research is as follows:
The end result in both standard and path analysis shows significant (1 and 2). As you can see, on the pattern of significant numbers all numbers corresponding to the parameters of the model is significantly larger than 1.96, indicating that the model is in good condition.

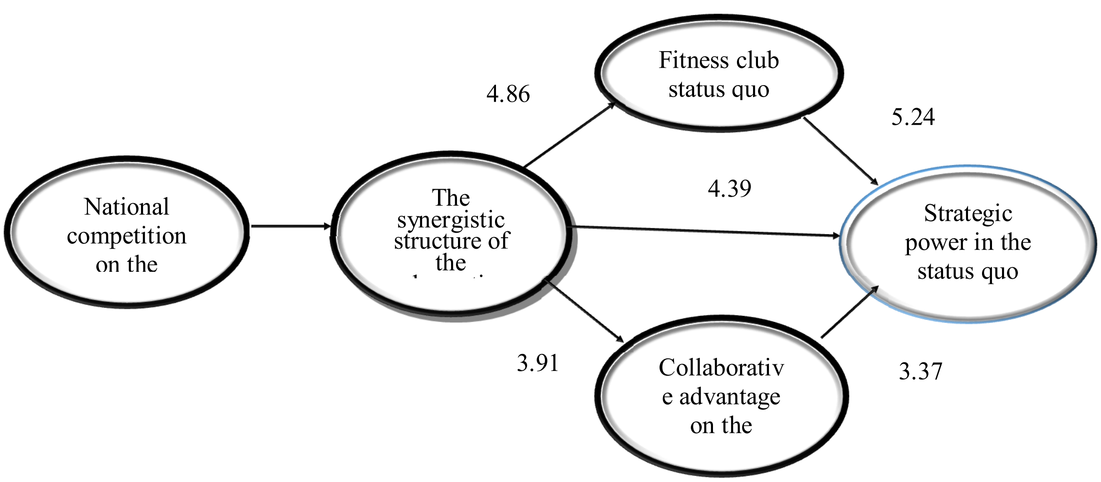

Figure 2. The conceptual model in standard mode
Chi-square=11.29, df=4, p-value=0.00352 RMSEA=0.056

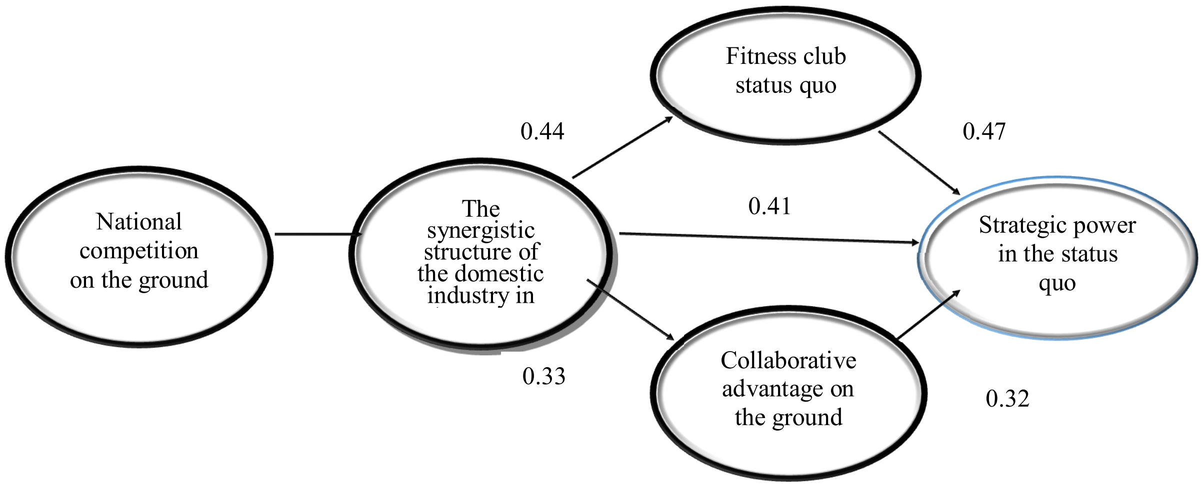

Figure 3. In the case of significant conceptual model
Chi-square=11.29, df=4, p-value=0.00352 RMSEA=0.056

Discussion and conclusion

Considering the intensity of competition and barriers to domestic and international markets at once is not accidental phenomenon. Crossing the barriers to entry and withstand the fierce market competition relies on a clever strategic plan is (Kozeh chian, 2010). Development of a strategic model "contingency" At the same time according to different theories and models and taking into account the special circumstances and constraints of enterprises, the domestic industry, country and international relations is the firm mentioned (Golestan, 2004). The main focus of marketing strategies, appropriate allocation and coordination of activities and marketing resources to meet the operational objectives of the company as a market specific product. A well-designed strategy of the five components of the territory, goals and operational objectives, allocating resources, identifying competitive advantage, synergy is established, it can have a big impact on performance (Kozeh chian, 2010).

The results of this study indicate that from the perspective of the study variables, local clubs are a lot of clubs Dnyadarnd, which results Clarke (2006). The results showed that the line between the status quo (Agile Readiness Assessment, synergy the structure of the domestic industry, a national competition, the advantage of participating) and the desired status variables examined in this study there was a significant difference.

The results showed that in the current situation, the components outlined in the study (Evaluation of fitness clubs, synergetic structure of the domestic industry, a national competition, benefit evaluation and assessment of the strategic partnership) and there is a significant direct relationship with each other. That the results reward et al (2011), Kozeh chian, (2010), Krymadys and Christos (2007), Martin (2011), Lyav and colleagues (2009), Taunus and Christos (2009) is consistent. Fitness club and collaborative advantage by the synergy of domestic football industry structure and national competition that all of these factors in turn affect the club's strategic potential.

According to the results of the research components, significant gaps between their desired states of readiness assessment club with a significant difference can be seen. Examining the results of the research component, the synergy between industry structures inside the club to its optimal status was a significant difference. National competition between the current situations with the club in good condition, results indicated that the difference between the components and also considering the results of the research component, the situation in participatory advantage of the favorable situation of the club there is a significant difference.

It should be noted that given the overall importance of marketing in the development and survival of organizations, clubs and the role of mass media in this regard, do the public in the sports marketing issue clearly can, not be seen, or rather, the effect is very pale.

Thus, according to a study conducted in this study can be found in this Inference, the necessary condition for the existence of a club ready and worthy to enter the market and a sufficient condition for the existence of a consistent industrial structure, context and supporting national and international relations facilitator is appropriate. The policy for entry clubs in developing countries such as Iran requires a multi-level strategy, compatible and complementary enterprise level, the domestic industry, competitive environment of national and international relations and due to the difference in Responsible institutions in each of these levels to fulfill the national commitment requires a national coordination at the club, the domestic industry, competitive environment of national and international relations clubs in the country and in order to achieve the national goal of each entity in charge needs to adopt appropriate policies play its role in full integration with other levels. It entails the realization of research and graduate studies in private.

The study, by researcher, vacuum and lack of research to identify factors affecting the Iranian Premier League clubs and sports marketing strategy with regard to potential and existing human capital more than ever and also carry out such research, organizations, agencies and sports clubs more familiar with their potential and realize economies of sport is also of great benefit, therefore, we can conduct these studies in time, energy and human resources, and economic ones.

Based on the results obtained each of the four main variables and relatively considerable number of factors explain each of them now in less than average for the industry (inappropriate) is assessed.

Conducting more detailed research with a focus on the aim of optimizing these variables or factors explain the status of each of them (Such as study design strategic model to optimize space within the club - Designing an optimal pattern of relations between the clubs for the domestic industry structure optimization and National Competitive study to optimize space and development strategy and also to determine the optimal model of international relations, in line with the strategic development of the sports industry and football competition to enter the market) seems unusual.

Conflict of interest

The authors declare no conflict of interest

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