

## Analysis of the Relationship Between Dimensions and Indicators of Web Marketing; Iran and Spain Football Clubs Target Market

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### Abstract

**Purpose:** The main purpose of this study was to review and compare web marketing, identify its dimensions and indicators and compare it in Iranian and Spanish football clubs in the target market.

**Methods:** The present research is applied in terms of research purpose and in terms of research topic and questions is a comparative analytical research that was conducted as a survey. The data collection tool was a researcher-made questionnaire that was designed using the information of professional club websites and approved by 10 expert professors, also Based on Cronbach's alpha, reliability was reported to be 0.89. After fuzzy Delphi and index screening, MICMAC analysis was used to identify index relationships.

**Results:** Based on the results obtained from the map, the direct effects of a number of indicators such as, the use of advertisements on the club's website to attract new national sponsors have even highlighted sponsors) and (the club's extensive advertisement on the website for Attracting new sponsors was placed in an independent matrix. This means that these variables have low dependence and high conductivity. Virtual survey of fans about the strengths and weaknesses of the. This means that these factors have high dependency and high driving power, the possibility of communicating with team members on the club's website.

**Conclusion:** So it is necessary to know how much the impact of the Internet can be effective in the growth of the club and the players due to the use of 70% of the fans. Or the club to what extent they have an impact.

**Keywords:** Iranian Clubs, Marketing Indicators, Spanish Clubs, Web Marketing

## Introduction

Internet marketing is a new marketing tool and recently has attracted more attention. The meaning of this kind of marketing is the process of attracting society's attention to a particular individual, subject or brand by using websites. Programs of this method of marketing generally focus on creating content that can attract the attention of Internet site users and encourage them to share the desired content on social media. Social media provides innovative teaching and learning frameworks that change the communication tools within academic institutions and enable students to develop digital skills that are useful for a successful professional career. LinkedIn is a social media tool that focuses on professional networks and occupational progress and has become the most popular social-professional network, which is used by all stakeholders in the sports industry and therefore can be used by students to communicate with experts and use the latest trends in the sports industry (Tayag, 2021). Therefore, the message of the company/organization/individual is transmitted from user to user in the form of a chain (Burnasheva & et al 2019).

The main feature of this message chain is the "trust" between people, and as a result, the influence of the message on the target community is significantly increased. This method of indirect messaging and advertising is in contrast to traditional advertising in which organizations and individuals try to convey their message directly to people in the target community (El Bana, 2018). Therefore, it can be said that this marketing method is based on word of mouth and viral advertising (Fischer & Zeugner 2017). Today, internet media have become platforms which are easily accessible to people. Significant growth of the Internet's information capacity has significantly increased people's awareness

with respect to organizations/brands/celebrities over the past decades, and in this condition, the winner is the one who can use the tools of the virtual world, which often do not require high expenses of traditional media, such as television and the press, to improve their image and make themselves and their programs and goals known to potential and actual audiences (Graca & et al 2016).

Marketing in football is one of the most important concerns of today's researchers. Football is something with long history, but it must be accepted that football is currently one of the most economical sectors of the world, and has created countless jobs not only on Earth but also out of the earth (Ellis, 2021). Social media networks are one of the most important tools for following football fans in the world and its numerous fan associations and fan pages in the field of football cannot be ignored (Mahdi, 2022). Usually, people who are aware of football and have appropriate marketing skills as the best choice use football fan pages, and either by making rumors or facts, take football in a direction that sometimes the player or the club has to perform many of these orders. Such condition is not prohibited in any way. Even if the main pages of the clubs surrender to these fan pages (Zohal et al., 2022).

In recent years, the deployment of this kind of business has led to a transformation and more popular marketing environment. Internet marketing and its emerging business models such as Amazon in the US and all around the world, Cadiz Kant in Europe, Mercado Libre in Latin America, FlipCard in India, Jumia in Africa, Rakuten in Japan and Taobao in China have overcome the traditional giants around the world. The success of these platform-based businesses is due to the large number of entrepreneurial vendors they participate in, which create enormous value through the ability to

communicate and do business that would not otherwise occur. In 2019, the best online commerce platforms sold \$1.8 trillion worldwide, accounting for 52% of the world's total online commerce and currently growing at over 23% per year. In the United States, Amazon alone accounts for 40% of e-commerce sales, with an annual growth rate of 15% compared to less than 5% of overall US retail growth. It is expected that by engaging in these online business models and the emergence of industry-specific platforms such as Etsy, Wafer and Crono24, these global trends will continue well into the next decade (Jiffeng et al., 2021).

Today, industrial sports are extremely attractive. The billion-dollar industry is growing rapidly by 50 percent over a decade as one of the top 10 industries in the world. Among sports, football is the most popular and most profitable sport. Major football tournaments, such as the World Cup, generate many profits, and professional football leagues attract millions of viewers (Ross, James, & Vargas, 2016). Due to these characteristics, sports in today's world are of interest to countries and large companies, and large teams seek to bring large spectators to the stadium through marketing methods and in competition with domestic teams and foreign leagues to gain a greater share of the media to it and thus increase the income of the clubs.

In fact, the Internet and e-commerce have become a way to generate revenue and interact with customers, provide services and sell products electronically for companies and many organizations. Today, the Internet is an important business factor that has grown faster than any other communication technology and has transformed global markets more than any other media technology. Internet marketing is part of e-commerce and means using the Internet and related digital technologies to achieve marketing goals and support the

concept of marketing in a new way. In practice, internet marketing involves using the company's website and combining it with online promotion methods. In recent years, the use of the Internet in commerce has increased dramatically (Henderson & De Cruz, 2019). In fact, many commentators claim that the Internet is now leading to a new era in marketing. Internet technology enables companies to attract new customers, monitor their performance and online behavior, and personalize communications, products, services, and prices. Developing long-term customer relationships is key to stability in increasingly dynamic markets. This means that the traditional marketing approach can no longer meet the needs of the Internet age (Madson et al., 2014).

Saha (2019) investigated web marketing in UK multipurpose sports clubs. The findings of this investigation showed that the website of sports clubs was very active and could significantly provide many customers with different sources of income for the club. In addition, these websites have a significant impact on customer satisfaction. Shannon (2018) in a study examined the sports industry and identified the position of the Internet in sports marketing. Although the sports industry is the twelfth largest industry in the United States, some authors have been forced to submit their studies under other headings such as service quality, sports advertising, and the Internet. The results demonstrated that if the promotion of sports goods through the clubs' website is attractive, it will both increase the number of customers and strengthen sports tendencies among the people. By examining the websites of some European clubs such as Barcelona, Real Madrid, Juventus, Bayern Munich and Paris Saint German with Asian and African clubs, a significant difference between the websites and internet marketing of European clubs with Asian and African clubs was reported. Marber, Violin, and

Poselloseni (2017) in a case study with the title of “Examining the Combination of Internet Marketing and Sports” investigated the New York Yankees team. Their findings demonstrated that internet marketing has significantly increased the income of clubs by selling tickets, products and goods of the club, receiving the help of fans, facilitating the establishment with fans and their greater participation, and attracting more sports talent of the club. Van and Green (2016) examined the marketing through the web of Scottish football clubs. Their results showed that on sports websites, users not only receive information easily, but also actively participate in expressing their opinions openly. There are several channels and rooms on the website where sports fans can discuss about various team issues.

The use of digital data and technologies in marketing has undergone several stages of evolution. Each of these steps has helped to transform and complement the scope and role of marketing performance. Shah and Morthi (2021) reached systematic format over time in researching the field and the applications of data-driven marketing and digital technologies. Football knowledge is perhaps one of the most complete and standard uses of knowledge management in this field. Because the experience of footballers, good or bad, always remains in the minds of the smallest football fan, and in Spanish La Liga football, this issue is more tangible. People like Maradona, Ronaldinho, etc. can be a good example of using good and bad experiences in football.

The present study examines the content of Iranian football club websites from a marketing perspective and compares them with Spanish clubs. For this purpose, sales features (e.g. ticket sales, merchandise sales, virtual product sales, hospitality), promotions (e.g. advertising of club fans, new fans, public and social relations, sponsors and other products), and

communication (e.g. audio content, visual content, chat, forums, polls and studies about matches, email services, online bet) of the websites of the most successful Iranian football clubs are compared with Spain. In this study, the researcher intends to compare the way of web marketing with similar conditions in Iran according to the performance of professional clubs in Spain and to provide solutions so that he can use this new technology in the marketing industry and clubs create the best conditions in internet marketing.

### Materials and Methods

With respect to the fact that in this research, the researcher intends to study the comparative web marketing of Iranian and Spanish football clubs by viewing the sports websites of sports clubs and checklists, so this research is applied in terms of purpose and in terms of the nature of the research. Analytical research is comparative and concurrent. Also, the main approach of this research is deductive.

The statistical population of the study consisted of managers of professional clubs and experts of websites for buying and selling sports goods. Some key characteristics for selecting experts include: Being involved with the issue at hand, having ongoing knowledge of the issue to collaborate, being motivated to participate in the analysis process, and feeling that the information gained from a group agreement will be valuable to them. Saati (1990) believes that ten experts are enough for this type of study. So eligible people are inherently limited. In this study, an expert is an individual who:

- Have a master's degree or higher.
- Have at least ten years of experience working in the field of sports websites.

Hence, the selection of experts is very limited and as a result, ten qualified people have been selected as a sample in this study.

The snowball technique was used for sampling.

After performing extensive studies on marketing and its combinations and ways of generating income for professional clubs in the fields of sales, promotion, target market and communication, the researcher, in coordination with the supervisors, designed a comprehensive checklist related to web marketing in various fields. The most important problem in the design of tools was the checklist that can be understood according to cultural differences.

Researcher-made checklist: In this research, the evaluation checklist of websites for sports clubs is used. This checklist was designed in four separate areas, including: target market, communication, sales and promotion, and then was sent to 11 professors in this field to check the face and content validity, which includes: 5 professors of sports management, 2 professors of economics and planning, 1 professor of sociology, and 2 professors of business management and an expert manager of a sports club (except for 8 clubs under study), along with a brief explanation of the objectives of the research were sent and asked to check the content validity of the checklist. According to the comments provided, several types of changes were added, and finally this checklist was designed and compiled with 30 items. Based on Cronbach's alpha, reliability was reported to be 0.89.

Although experts use their mental abilities to make comparisons, it should be noted that the traditional process of quantifying people's perspectives does not fully reflect human thinking style. In other words, the use of fuzzy sets is more compatible with linguistic and sometimes ambiguous human explanations, and therefore it is better to use fuzzy sets (using fuzzy numbers) to make long-term predictions and real-world

decisions (Karaman et al., 2009). In this study, triangular fuzzy numbers have been used to fuzzy the experts' point of view.

In the next step, the fuzzy mean should be calculated as the fuzzy mean of the individual scores. To calculate the mean of  $n$  respondents' comments, the fuzzy mean will be calculated as follows:

Each triangular fuzzy number for each of the indicators is represented as follows:

Relationship 1)

Index  $i$  refers to an expert. So that

- $\tau_j$ : The fuzzy mean of the standard  $j$ th
- $X_{ij}$ : The value of the  $i$ th expert evaluation of the  $j$ th criterion
- $L_j$ : The minimum value of evaluations for the  $j$ th criterion
- $M_j$ : The geometric mean of the experts' evaluation of the performance of the  $j$ th standard
- $U_j$ : The maximum value of evaluations for the  $j$ th criterion

(Cheng et al., 2009, pp. 767-756; Wu and Fang, 2011, p. 751; Su & Chen, 2011, pp. 290-275).

In fact, these aggregation methods are experimental methods that have been proposed by various researchers. For example, a conventional method for aggregating a set of triangular fuzzy numbers is the minimum  $l$ , the mean  $m$ , and the maximum  $u$ .

Relationship 2)

(Su et al., 2010)

In this study, we have used the fuzzy mean method. The fuzzy mean of  $n$  is a triangular fuzzy number with equation 7:

Relationship 7)

In this regard, the triangular fuzzy number  $\tilde{f}_i = (l_i^k, m_i^k, u_i^k)$  is the fuzzy equivalent of  $k$ th expert view of the  $i$ th criterion. The fuzzy average of the panel of experts' views for each of the research indicators is given in the table.



## Defuzzing Values

In order to defuzz, the surface center method is used: **Results**  
First round)

Relationship 3)

(Zeng and Tong, 1993)

**Mean fuzzy and de-fuzzy output values for the indices are given in Table (1).**

R1	L	M	U	Crisp	Result
C1	6.58	7.58	8.25	7.77	Accept
C2	6.92	7.92	8.42	7.75	Accept
C3	6.50	7.50	8.25	7.42	Accept
C4	6.50	7.50	8.25	7.42	Accept
C5	6.42	7.42	8.17	7.28	Accept
C6	6.50	7.42	7.92	7.17	Accept
C7	6.25	7.25	8.00	7.75	Accept
C8	6.92	7.92	8.42	7.76	Accept
C9	6.50	7.50	8.08	7.61	Accept
C10	6.75	7.75	8.33	7.22	Accept
C11	6.25	7.25	8.17	7.06	Accept
C12	6.25	7.17	7.75	7.08	Accept
C13	6.25	7.25	7.75	7.86	Accept
C14	7.00	8.00	8.58	7.74	Accept
C15	6.42	7.42	8.17	7.28	Accept
C16	6.25	7.25	7.92	7.17	Accept
C17	6.50	7.50	8.42	7.75	Accept
C18	6.25	7.25	7.92	7.76	Accept
C19	6.42	7.42	8.17	7.61	Accept
C20	7.00	8.00	8.67	7.22	Accept
C21	6.67	7.67	8.42	7.06	Accept
C22	6.83	7.75	7.18	7.08	Accept
C23	6.92	7.92	8.67	7.86	Accept
C24	6.50	7.50	8.42	7.47	Accept
C25	6.75	7.75	8.25	7.58	Accept
C26	6.92	7.92	8.42	7.75	Accept
C27	7.00	8.00	8.67	7.89	Accept
C28	6.50	7.50	8.08	7.36	Accept
C29	6.08	7.08	8.00	7.05	Accept
C30	6.58	7.58	8.33	7.50	Accept

The threshold limit in this study is 7. The de-fuzzy value is greater than 7, and any indicator with a score less than 7 is rejected (Wu and Fang, 2011, p. 751).

remaining indicators continued in the second round. The results of decompression of elements in the second round are reported in Table (2):

Round two: Fuzzy Delphi analysis for the

**Table 2:** Fuzzy mean and fuzzy screening of indicators (round two).

R1	L	M	U	Crisp	Result
C1	7.08	8.08	8.75	7.97	Accept
C2	6.42	7.42	8.33	7.39	Accept
C3	6.67	7.67	8.58	7.64	Accept
C4	6.83	7.83	8.50	7.72	Accept
C5	7.08	8.08	8.75	7.97	Accept
C6	6.75	7.75	8.42	7.64	Accept
C7	6.75	7.75	8.50	7.67	Accept
C8	6.83	7.83	8.67	7.78	Accept
C9	7.08	8.08	8.75	7.97	Accept
C10	6.83	7.83	8.58	7.75	Accept
C11	7.25	8.25	8.83	8.11	Accept
C12	6.58	7.58	8.50	7.55	Accept
C13	6.83	7.83	8.67	7.78	Accept
C14	6.42	7.42	8.17	7.34	Accept
C15	6.25	7.25	7.92	7.14	Accept
C16	6.50	7.50	8.42	7.47	Accept
C17	6.25	7.25	7.92	7.14	Accept
C18	6.42	7.42	8.17	7.34	Accept
C19	7.00	8.00	8.67	7.78	Accept
C20	6.67	7.67	8.42	7.59	Accept
C21	6.68	7.75	8.17	7.58	Accept
C22	6.92	7.92	8.68	7.84	Accept
C23	6.83	7.83	8.67	7.78	Accept
C24	7.08	8.08	8.75	7.97	Accept
C25	7.08	8.08	8.75	7.97	Accept
C26	7.42	8.42	8.83	8.22	Accept
C27	7.42	8.42	8.83	8.22	Accept
C28	7.08	8.08	8.75	7.97	Accept
C29	7.33	8.33	8.83	8.16	Accept
C30	6.92	7.92	8.58	7.81	Accept

End of Delphi technique rounds: In the second round, no questions were removed, which is a sign for the end of Delphi rounds. In general, one approach to the end of Delphi is to compare the average scores of the first round and second round questions. If the difference between the two stages is much smaller than the threshold (0.8), then the poll process stops (Cheng and Lin, 2002; Farsi Latifi et al., 2018).

MICMAC Analysis: The ultimate goal of this study is to explain the relationship between web marketing metrics. The average scores given by individuals were entered as matrix table data in MICMAC software. At this stage, the stability test was taken from the matrix table, which after 100 empowerment, showed 100% stability software. Which was acceptable in terms of stability. Finally at this stage, the matrix map of direct effects was extracted from the

software.

According to the software results, the degree of matrix filling is 67.93%, which shows that the selected factors have a great impact on each other. Out of a total of 843 measurable relationships in this matrix, 57 were numerical relationships, which means that the factors did not affect each other or were not influenced by each other. In 152 relationships, the number had a small effect on each other, in 666 relationships the number was 2, which means that they had a relatively strong influential interface, in 25 relationships, the number was 3, which means that the relationships of key factors were very high and effective and influential. Finally, in none of the relationships, the number P was reported, indicating the lack of potential and indirect factors of the agents.

**The codes and indices of Word used in this research are reported in Table (3) and these codes each represent an index: Sum results of direct effects matrix**

			IMPACT VALUE	IMPACT INFLUENCE
1	C1	Buy tickets online	47	51
2	C2	Easy access to the club ticket sales site	47	55
3	C3	High speed site in getting match tickets	48	51
4	C4	Sell goods through the club site	50	54
5	C5	High security in buying goods through the club site	53	52
6	C6	Sell club products through cyberspace	54	60
7	C7	Guest club of fans in cyberspace	51	51
8	C8	Display club products on the website	56	53
9	C9	Extensive club ads on the club website	53	49
10	C10	Extensive club advertising on the website to attract new sponsors	62	50
11	C11	The use of advertisements on the club's website to attract new national sponsors has even highlighted the sponsors.	53	46
12	C12	Club support for its sponsors on the club website	51	44
13	C13	Existence of social cyberspace on the club website for more communication between the fans	55	53
14	C14	Existence of incentive space on the club's website to attract new national supporters	52	53
15	C15	There is a happy and motivating atmosphere on the club's website to attract more fans	54	41



16	C16	There are pictures of the club history on the club website	55	50
17	C17	Existence of appropriate audio content on the club website	53	51
18	C18	Existence of religious content on the club's website	54	54
19	C19	Existence of critical space on the club's website for fans	50	54
20	C20	Ease of establishing virtual relationships with club members	50	55
21	C21	Ease of establishing a virtual relationship with club managers	54	55
22	C22	Ability to communicate with team members by voice on the club website by phone with the manager of each department	46	53
23	C23	Ability to communicate with team members on the club website	44	59
24	C24	Ability to chat with team members on the club website	45	54
25	C25	Existence of sports fan association on the club website	53	51
26	C26	Virtual poll of fans about the club's decisions	51	51
27	C27	Virtual poll of fans about the strengths and weaknesses of the team	50	47
28	C28	Email service for fans	60	58
29	C29	Existence of club betting site	55	49
30	C30	View team matches via the club website	53	55
Total			1559	1559

In the cross-matrix, the sum of the rows of each variable shows the effect and the sum of columns of each variable shows the effect

of that variable from other variables. The matrix of direct effects is given in Table 2.

**Table 4- The degree of desirability of the direct effects matrix.**

ITERATION	INFLUENCE	DEPENDANCE
1	94 %	88 %
2	100 %	100 %

This table shows the degree of desirability and optimization of the two direct effects matrices and the potential direct matrix. The degree of desirability of the optimization effects matrix is 100%, which indicates the high validity of the questionnaire and related

answers. In the following, it describes the types of direct and indirect relationships and effects, as well as the rank and amount of variables that have been measured by MICMAC software.

**Table 5- Direct and indirect effects.**

RANK	LABEL	DIRECT INFLUENCE	LABEL	DIRECT DEPENDANC E	LABEL	INDIRECT INFLUENCE	LABEL	INDIRECT DEPENDANC E
1	C10	397	C23	378	C10	393	C23	377
2	C28	384	C28	372	C28	381	C28	371
3	C8	359	C2	352	C8	358	C20	353
4	C13	352	C20	352	C16	352	C21	352
5	C16	352	C21	352	C13	352	C30	351
6	C29	352	C30	352	C29	351	C2	351
7	C6	346	C4	346	C15	347	C24	347
8	C15	346	C18	346	C18	347	C18	346
9	C18	346	C19	346	C21	346	C19	346
10	C21	346	C24	346	C6	346	C4	345
11	C5	339	C8	339	C9	341	C22	342
12	C9	339	C13	339	C25	340	C8	340
13	C11	339	C14	339	C11	340	C14	339
14	C17	339	C22	339	C5	340	C13	338
15	C25	339	C5	333	C17	339	C5	334
16	C30	339	C1	327	C30	338	C26	329
17	C14	333	C3	327	C14	333	C25	328
18	C7	327	C7	327	C26	328	C17	327
19	C12	327	C15	327	C12	326	C3	327
20	C26	327	C17	327	C7	326	C15	327
21	C4	320	C25	327	C19	322	C1	326
22	C19	320	C26	327	C20	320	C7	325
23	C20	320	C6	320	C27	320	C10	321
24	C27	320	C10	320	C4	318	C16	320
25	C3	307	C16	320	C3	309	C6	319
26	C1	301	C9	314	C1	302	C29	314
27	C2	301	C29	314	C2	300	C9	314
28	C22	295	C27	301	C22	296	C27	299
29	C24	288	C11	295	C24	289	C11	293
30	C23	282	C12	282	C23	283	C12	284

Depending on which area of the matrix the sum of the matrix values is in, five sets of variables can be identified. This map can be drawn for the matrix of direct effects,

indirect effects and possible effects with the same approach.

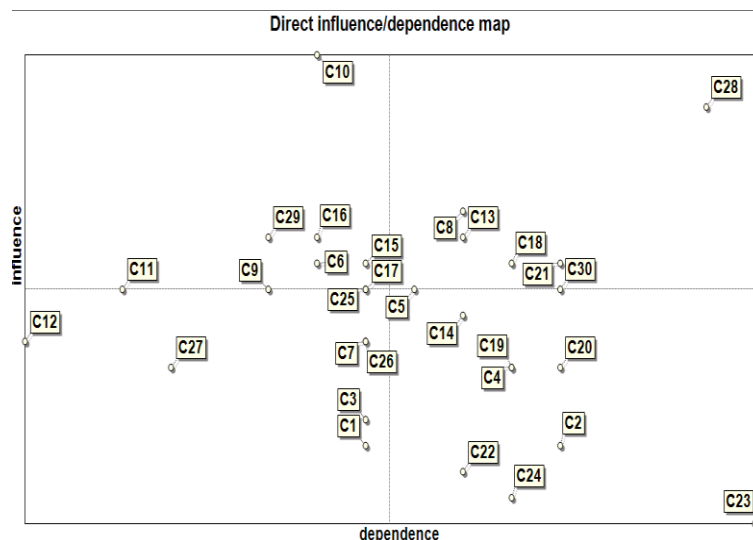


Figure 1: Map of direct influence and influence of factors.

Based on the results obtained from the direct effects map, a number of indicators, including C11, C10, were placed in the independent matrix. This means that these variables have low dependence and high conductivity, in other words, high impact and low impact are the characteristics of these variables. C12, C27, were placed in the interface matrix. This means that these factors have high dependence and high conductivity. In other words, the

effectiveness of these criteria is very high and any small change on this variable causes fundamental changes in the system. C28, were placed in the autonomous matrix. C23... were also included in the dependent matrix. Which showed that these indicators have strong dependence and poor conductivity. These variables generally have high impact and little impact on the system.

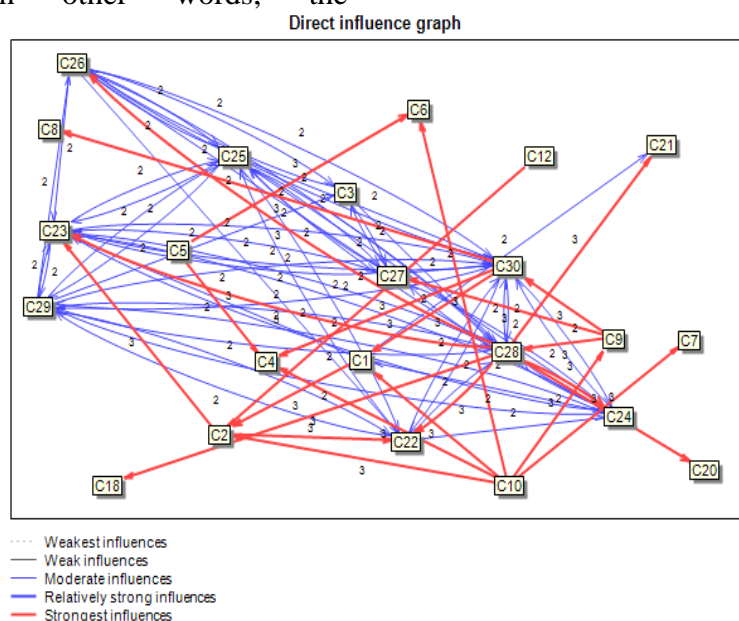
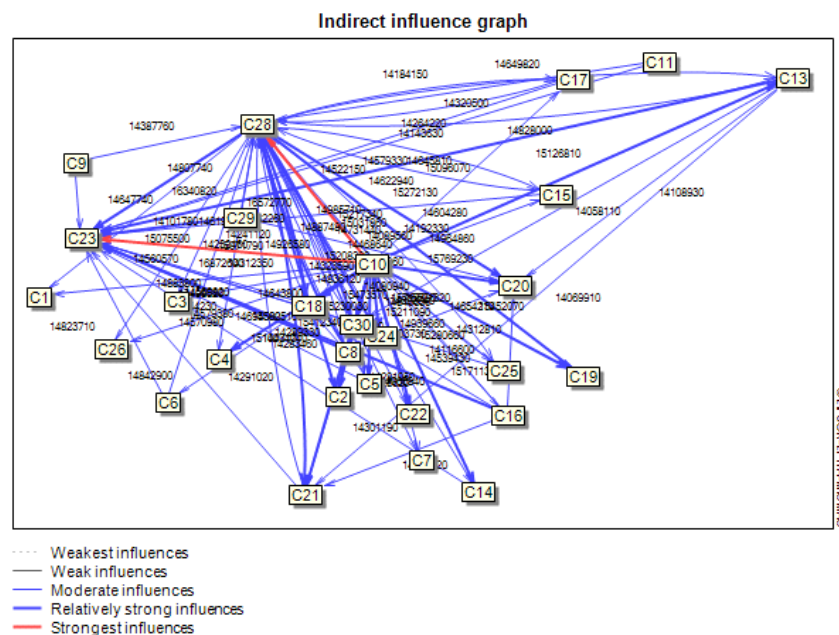


Figure 2: Direct effects between variables.



**Figure 3- Indirect effects between variables.**

In the end, with respect to the fact that in the direct effects matrix map, the X-axis shows the degree of influence and the Y-axis demonstrated the degree of influence of each factor, the variables with more and less influence were selected as key drivers. (Propulsions are the most influential known forces on a subject, which have the ability to direct and change direction in the interrelationships between components, trends, etc.). It is clear that there is not just a single formal reading of MICMAC results, and we see different ideas or new interpretations over time, especially in the scenarios.

### Discussion

Website designing and maintaining this position in a successful and effective way has become a very complex issue in the world of e-commerce and success in this competition, that is, gaining power in the Internet as a marketing tool, is becoming more and more essential. In fact, the website is the scene of customer relationship performance and the means of interaction and transaction with customers on the web. The main purpose of the site is to attract

Internet users, connect with target markets and also represent the brand of the organization or company. Most sports organizations use their website as a marketing tool to achieve business goals. The World Wide Web gives sports organizations a chance to connect with fans, resulting in lower advertising costs. Football clubs also use the Internet as a marketing tool through which they can connect with fans and sell their products and services. Based on this, the present study was conducted with the aim of a comparative study of web marketing of Iranian and Spanish football clubs.

With respect to the findings, it can be said that the most important codes in this research, which were considered by the researcher, including the extensive advertisement of the club on the website to attract new sponsors C10, were in an independent matrix. This means that these variables have low dependence and high conductivity. (Electronic survey of fans about the strengths and weaknesses of the c27... team were in the interface matrix. This means that these factors have high dependency and high driving power. (C28,

e-mail services for fans) was in the autonomous matrix. (C23, the possibility of communicating with team members on the club's website) was also included in the dependent matrix.

They are one of the most important tools, because if we give an example, due to the importance of football in these two countries, the use of extensive advertising can help as a sponsor, but in Spain, this issue is exploited in the best way, because financial transparency also plays an important role in this propaganda, but in Iran, due to the bad performance of managers and perhaps financial corruption, it is not allowed to use this code properly. On the other hand, fan's suggestions are one of the important indices in Spain. Because these feedbacks help the financial progress of clubs and even the progress of their status. But in Iran, the first step is to hide these surveys, because the first people to be harmed are the club managers, and if the player has moral problems or stubbornness, they will definitely benefit the most from this issue. We hope that this indicators have strong dependence and poor conductivity. Web-based marketing activities are among the new tools that have recently been considered in our country. Programs of this type of marketing generally focus on creating content that can attract the attention of social media users and encourage them to share the desired content on social media. In this way, the message of the company/organization/individual, in the form of a chain, is transmitted between users.

Figures 2 and 3 also show a map of the relationships between the variables. According to the results obtained from the chart, some indicators have a high impact and more of them have a lesser role in terms of strong relationships.

Significant growth of the Internet's

information capacity has significantly increased people's awareness about organizations/brands/celebrities over the past decades, and the winner is the one who can use the tools of the virtual world, which often do not require and in this condition, the winner is the one who can use the tools of the virtual world, which often do not require high expenses of traditional media, such as television and the press, to improve their image and make themselves and their programs and goals known to potential and actual audiences. E-marketing increases the market share of a product or service by providing the organization an easy communication with other organizations and consumers. The findings of previous studies demonstrated that the use of the Internet in organizational processes has a positive effect on access to information and the development of the business network in the market and improve company performance (Morgan and Thomas, 2020). One of the most important factors in the success of organizations is the existence of the Internet, which has an important role on the performance of organizations and how to implement e-marketing with the aim of effective communication with customers.

These findings are not limited to Iran and several studies in this regard have been conducted outside Iran due to its importance. Saha (2019) in a study evaluated web marketing in UK multipurpose sports clubs. The results showed that the sports club website was very active and could significantly provide many customers with different revenue sources for the club than before. In addition, these websites have a significant impact on customer satisfaction. Shannon (2018) in a study of the sports industry and identifying the position of the Internet in sports marketing showed that if the promotion of sports goods through the clubs website is attractive, it will both increase the number of customers and strengthen sports tendencies among the people. Examining the websites of some European clubs such as

Barcelona, Real Madrid, Juventus, Bayern Munich and Paris saint German with Asian and African clubs, he reported a significant difference between the websites and internet marketing of European clubs with Asian and African clubs. Marber, Violin, and Poselloseni (2017) in a case study with the title of "Examining the Combination of Internet Marketing and Sports" investigated the New York Yankees team. Their findings demonstrated that internet marketing has significantly increased the income of clubs by selling tickets, products and goods of the club, receiving the help of fans, facilitating the establishment with fans and their greater participation, and attracting more sports talent of the club. Significant growth of the Internet's information capacity has significantly increased people's awareness of organizations/brands/celebrities over the past decades, and in this condition, the winner is the one who can use the tools of the virtual world, which often do not require high expenses of traditional media, such as television and the press, to improve their image and make themselves and their programs and goals known to potential and actual audiences. E-marketing increases the market share of a product or service by providing the organization an easy communication with other organizations and consumers. The findings of previous studies demonstrated that the use of the Internet in organizational processes has a positive effect on access to information and the development of the business network in the market and improve company performance (Morgan and Thomas, 2020). One of the most important factors in the success of organizations is the existence of the Internet, which has an important role on the performance of organizations and how to implement e-marketing with the aim of effective communication with customers.

Google poll demonstrated that 90% of our media interactions are now facilitated

through the screens of smartphones, tablets, laptops and TVs. Screens have become a necessity in our lives, so that we spend up to 4 hours of our free time every day using the screens of multimedia tools consecutively and simultaneously. The Internet is the main basis behind these page interactions. From 2000 to 2019, global Internet traffic has increased 70 times, so that currently 7 out of 10 people in the world are connected to the Internet. According to Cisco prediction, we will see a 10-fold jump in global Internet traffic by 2019. Which is achieved by connecting more than 11 billion users with mobile phones. With such huge access to mobile phones and their ability to connect with each other, the shape of customer behavior has changed. Most customers search the store to compare product review prices through their mobile phones. Google's search engine shows that 8 out of 10 smartphone users in the United States search for stores. Even when watching TV commercials, more than 50% of audiences in Indonesia search with mobile phones, a trend that has affected customers worldwide, as well as Internet-derived products that provide transparency. Social networks such as Twitter and Instagram enable customers to share their experiences (Cutler, Flip, et al. 2017). As was stated in the research issue, the number of Internet users in 2019 has reached more than 4.3 billion users worldwide. And Iran ranks 16th among the leading countries in the field of Internet with more than 62 million users, which is unprecedented in its kind, digital recovery will face many changes and developments. Therefore, the need to research and identify and prioritize the factors affecting the development of digital marketing is felt more than ever.

### **Conclusion**

One of the important benefits of using the Internet in business is the reduction of business operations which saves 21 to 70%



in the costs of various business activities. In such an atmosphere, Iranian sports clubs will inevitably have to expand their horizons beyond traditional methods, and if for any reason, they cannot join this rapid and pervasive wave, in the future will not be able to compete internationally and will lose many business opportunities for the benefit of others. Albertchett believes that the Internet and digital networks have forced us to rethink traditional business and marketing patterns and re-examine their foundations. According to Forester Market Research, by 2021, digital marketing spending in the United States will reach \$120 billion a year.

#### Practical Suggestions in Iran:

- It is suggested that managers and marketers of sports clubs in Iran, by learning the full skills of modern web marketing methods, such as creating word-of-mouth electronic advertisements, encourage users to share, brand the club among social networks; This is because it has a wide impact on people's opinions and decisions and as a result their response to these activities.
- It is also suggested that in Iran, managers and marketers of sports clubs, in order to use the Internet efficiently and effectively and achieve the desired results, consider social networks as new media and an important part of their marketing mix. This helps managers to achieve their goals more and accelerates the process of achieving the goals.
- Use the Internet for marketing and advertising.
- Use the Internet to sell online.
- Use the Internet for services and support.
- Use the Internet for market research.

And in Spain it is suggested that:

- Feedback of all Internet users' opinions should be reviewed in the form of statistical data, and in selecting efficient managers and even financial transparency, these feedbacks should be reviewed by the board of directors and using professional statistical analyzers.

- It is suggested to pay attention to pro-player associations, because one of the most important ways to decide whether to buy or sell a player could easily affect the club's economy. For example, last year, Messi's departure from Barcelona may have been blamed for a lack of funding, but with a proper analysis, the use of all aspects of Messi's pro-Barcelona associations it is known that Barcelona will suffer a fatal blow. Or, for example, if the club checked Xavi's capacity, would never allow him to leave.

However, the Spanish clubs' main concern was definitely the club's good economic conditions, and if it used professional analysts and experienced winners, it could sometimes prevent many economic problems.

Since LaLiga is expected to drop from first place to second and third in Europe in the coming years, it is best to use social media to attract foreign investment.

- As huge investors have been raised in the English Premier League, it is suggested that Spanish clubs, following the example of this issue, try to attract the huge investments of Arab countries to save their clubs.

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