

# Formulation of the Marketing Development Model of Sports Associations: A Case Study of Martial Sports Associations

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Mohsen Ahmadi<sup>1</sup>Nematolla Nemati<sup>2\*</sup> Tahere Bagherpour<sup>3</sup>

<sup>1</sup> Ph.D. Student of Sport Management, Damghan Branch, Islamic Azad University, Damghan, Iran

<sup>2</sup> Associate Professor of Sport Management, Damghan Branch, Islamic Azad University, Damghan, Iran

<sup>3</sup> Assistant Professor of Sport Physiology, Damghan Branch, Islamic Azad University, Damghan, Iran

## \*Correspondence:

Nematolla Nemati, Associate Professor of Sport Management, Damghan Branch, Islamic Azad University, Damghan, Iran

## Email:

[nematollaanemati@gmail.com](mailto:nematollaanemati@gmail.com)

ORCID : [0000-0003-0788-2846](https://orcid.org/0000-0003-0788-2846)

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**Abstract**

**Purpose:** All organizations must adopt marketing-based approaches to survive and develop in line with today's global developments. This research was conducted to formulate the marketing development model of sports associations and with a case study of martial sports associations.

**Method:** The research method was a descriptive survey. The statistical population of the research included experts related to the subject. For sampling in the qualitative part, the purposeful sampling method and the snowball technique and in the quantitative part, the random sampling method, and to determine the minimum sample size, Morgan's table was used, and according to the unknown number of the research population, the minimum number of samples 384 people were considered. Study and investigate the objectives of the research. A semi-structured, in-depth interview and the Delphi method were used in the qualitative part to identify the influential factors. In the quantitative part, a questionnaire made by the researcher from the qualitative part was used to determine the significant factors in the development of the marketing of the martial arts federation (association). Evaluate martial sports.

**Results:** The results showed 12 factors, including managerial and planning factors, improving processes, Creativity, attention to intangible assets, advertising and media, attention to customers, advances, cultural values, marketing techniques, and Manpower. There are the private sector and supporters, and finally, structural factors as influential factors in developing martial arts federation marketing (martial sports associations).

**Conclusion:** Finally, using the research results to create marketing for martial sports associations is suggested.

**Keywords:** Development, Marketing, Sports Associations, Sports Federations

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## Introduction

The increase in the demand for participation in physical and sports activities has caused the growth and expansion of these activities at the world level, so various movements, organizations, and institutions have been created to respond to this demand and need. This shows the importance of sports in today's societies to improve and improve the level of general health and vitality and achieve international success. Moreover, the organizers of sports events cannot predict it due to the free nature of the activities, the instability of sports and sports events, and the uncertainty of the results of the competitions (Gursoy et al. 2017). Like non-sports organizations, sports organizations are exposed to environmental and global changes and struggle with unique issues. To survive in the sports business environment, managers of professional and academic sports organizations must be able to face challenges such as skyrocketing costs, a highly competitive market, the spread of fan dissatisfaction and disconnection, and the explosive growth of technology. Manage new things effectively (Charles & Kumar, 2019). Small or large organizations, for-profit or non-profit, domestic or global, will not only have a chance with a marketing system. Both for-profit and non-profit organizations. They use marketing in their affairs. All people see and know many things about marketing because they witness this phenomenon everywhere. Throughout their lives, they have seen advertisements in the field of marketing. All this is due to attracting the customer's attention in the competitive world and encouraging people to buy, which is done by a network of activities and people (Williams, 2016). Compared to other business activities, marketing deals more with the customer. Providing satisfaction and creating value for the customer is central to modern marketing thought and practice. In today's era, sports as an economic sector plays a role in the production and consumption of sports goods and services and the economic development of different societies. It is currently considered one of the influential factors in the growth of the national economy and one of the income-generating

industries in the 21st century (Zhang et al., 2018). Today, along with the industrialization of sports, sports marketing has turned into a global income-generating industry, the result of which is the acquisition of capital and income for sports organizations, which are aligned with processes such as ticket sales, television broadcasting rights, financial sponsors, etc. It has become essential (Williams, 2016). The 152 billion US dollar sports industry is proliferating with a 50% growth over a decade and employing 24,000 people directly and 4.5 million jobs indirectly as the sixth largest industry in the United States of America (Bruan, 2013).

Sports marketing is a branch of marketing that simultaneously focuses on the promotion of sports programs and teams and the promotion of other goods and services through sports programs and sports teams. In this service, the advertised elements can be physical products or a brand. This type of marketing aims to create strategies through which the customer promotes a sport or product other than sports through sports. Sports marketing is also designed for customers to identify their needs and wants through conversion. These strategies follow the famous four "P's" in general marketing (product, price, promotion and place). Since sports are a service, four more "P's" have been added to sports marketing. These four "piles" are planning, packaging, positioning and perception. These four added elements are called "sports marketing mix" (Farid Fathi et al., 2018).

Sports marketing is divided into three parts. The first part deals with the advertising of sports and sports associations such as the Olympics, the English Premier League and the Volleyball World Cup. The second part uses sports programs, teams and athletes to promote different products. The third part of the promotion is the widespread promotion of sports for the participation of more people in sports programs. In the first part, advertisements are directly related to sports (Lamont et al. 2011). In the second case, the products can be sports, but there is no requirement in this case. When advertising is done for sports, this strategy is called sports

marketing. However, when sports programs, athletes, teams or leagues are used to promote different products, this strategy is called sports marketing. When advertising is done to increase participation, it is called general sports marketing. To advertise products or services, companies and associations use various channels such as sponsoring teams and athletes, television and radio advertisements during the broadcast of sports programs and celebrities, or advertising at the venue of sports competitions (Balchi & Ogsen, 2017).

In addition, the growing movement of sports marketing has had remarkable effects on the development of world sports. It has generated substantial monetary circulation, great potential for attracting numerous employees, foreign financial resources, many advertising aspects, and political and cultural benefits. It provided a wide society for the beneficiaries of this industry (Forsa & Salvador, 2017). In their definition of marketing, Cutler and Armstrong describe it as a kind of social management process by which individuals and groups can meet their needs and desires by producing, creating and exchanging products and values with others. They believe that organizations that have experienced or will experience a marketing plan, regardless of the amount and type of environmental changes, are more successful than those that have yet to experience such a formal, systematic and rational procedure. (Cutler and Armstrong, 2018).

In sports marketing, we have two basic concepts. The first concept is marketing methods to sell sports products and services, and the second is the marketing of non-sports products through sports. Like other marketing methods, sports marketing seeks to identify and satisfy the needs and desires of consumers, and to achieve this goal, services and products related to sports are offered to consumers. With this method, unlike everyday marketing, customers can be encouraged to use non-sports products and services. It is essential to understand that sports marketing means marketing sports products and using sports as a tool for marketing other products and services. Knowing these two aspects of sports marketing

is essential in understanding the various ways of using sports. However, the problem is that these two dimensions emphasize more on the sales side of sports marketing. Before any action, an extended and strategic analysis should be done, and it should determine what the sport's customers are looking for and the best way to present it to them. As a result, sports marketing should be considered as a set that includes planning and carrying out activities related to delivering sports products and services to customers (Farid Fathi et al., 2018).

Mombini et al. (2022), in a research titled identifying digital marketing development strategies in the Iranian Football Federation, showed that success in digital marketing in the federation requires having an expert and experienced team, adopting marketing strategies, and also having infrastructure and marketing systems. In addition, federation managers can help the growth and development of digital marketing with accurate targeting and proper management, hiring expert workforce. Cornwell (2022) in his research titled Sport, Marketing and Consumer Culture stated that brands that take a stand on issues such as racism, inclusiveness and fairness can use their financial influence and social capital to improve sport and more broadly. Sometimes the community use it. Gundogan (2020) in a research on the sports marketing of university basketball tournaments pointed out the increasing importance of sports marketing at the level of university sports. In confirmation of this issue, he points to the considerable increase in the full-time force of the marketing department of the teams, planning in the marketing department and the huge budgets of the sports marketing department. In addition, the results of this research show that the marketing plan allows the organization to correctly assess its marketing budget needs and determine how much revenue it can earn through sports marketing.

Goudarzi (2017), conducted a research entitled Designing and explaining the practical model of financial management in sports federations. According to the findings of the research, the exploratory model of financial management has

been affected by 4 independent factors, which is the factor of attention to the organization itself, including strategic planning and budgeting, and the factor of attention to the stakeholders, which includes accounting and reporting, as well as the elements of the model and The explanatory variables of each have been introduced. Gallagher (2017) examined the role of marketing segmentation in sports and stated that football clubs are used as an environment to show the importance of the underlying relationship between existing market segments and to identify new segments to gain competitive power. Wiley (2017) investigated revenue management in Canadian professional sports organization. This qualitative research showed that television contracts, ticket sales, activity licenses, sponsorships and advertisements are sources of income for Canadian professional sports. Nowadays, sports marketing managers in prosperous countries in this field have been able to answer the primary key to the success of their sports teams and their sports industry with a dynamic and decisive movement, which depends on the correct understanding of the needs and desires of sports enthusiasts, so Any decision-making and adoption of a strategic strategy must be based on the knowledge of the existing situation through the analysis of environmental factors and internal factors affecting the organization. In an organization, mixed marketing elements are significant in formulating a marketing strategy. Therefore, organizations try to smooth the process of achieving their goals by controlling these factors. What is considered sports marketing in Iran is limited to the small sale of tournament tickets, the production and sale of sports goods, and the partial and insufficient financial support of some sports teams? The strong dependence of the country's sports industry on the government has provided conditions that require the cooperation of researchers and educated people in this field. Managers with professional experience in this industry to study and analyze the complexity of the country's sports market. The massive volume of money circulation and the people working in it should be managed scientifically and correctly. Martial

Sports Federation, one of the country's famous sports federations, needs a codified and comprehensive model to manage its marketing. Therefore, this research was done in response to the fundamental question: What is the ideal model for developing the marketing of the martial arts federation?

### **Materials and methods**

The research method is exploratory and based on descriptive-analytical methods and in terms of the purpose of application, which was done using library and field studies (interviews and questionnaires). Also, the current research was conducted using a mixed method.

The research method was a descriptive survey. Also, in terms of using statistical methods, this research was correlational. The statistical population of the research in the qualitative part included all martial arts specialists, managers of related federations and expert martial arts athletes. The condition for entering the interview in the qualitative section (Delphi) was to have at least a master's degree and at least ten years of work experience in sports federations, especially combat sports federations. In the quantitative part of the research, all managers and experts of the federation, heads of provincial boards, professors of sports management and martial arts experts were selected as the community. For sampling in the qualitative part, the purposeful sampling method and the snowball technique were used. The sample size was determined based on information saturation. After 11 interviews, the researcher felt that information saturation had been reached, but the interviews were continued up to 14 cases to be sure. In the quantitative part of the random sampling method, Morgan's table was used to determine the minimum sample size, and considering the unknown number of the research population, the minimum sample size was 384 people. In order to identify the influential factors on the development of sports associations' marketing, the three-stage fuzzy Delphi method was used. Then, the approved items in the third stage of the fuzzy Delphi were distributed among the samples of the quantitative department in the form of a questionnaire and information was collected. Spss V26 and Smart PIs V3 software were used for data analysis.

To check content validity, at first, judges and experts were asked to comment on the questions. Then, by Lavshe's method, which is called the relative content validity coefficient and the content validity index, the judges' qualitative judgment about the content validity is quantitatively determined. If the content validity index is above 0.70, the content validity of the questionnaire is confirmed. To determine the content validity coefficient, experts and judges are requested to review each question based on a three-part spectrum (necessary), (useful but

not necessary) and (unnecessary). In this regard, the researcher provided the researcher-made questionnaire of factors affecting the marketing development of the martial arts federation to 18 sports management experts to obtain content validity through the Lavshe method. In this research, Cronbach's alpha method was used to determine the reliability of the test. To determine the Cronbach's alpha coefficient in the questionnaire of factors affecting the development of the marketing of the

martial arts federation, the researcher first considered each of the factors obtained from the exploratory factor analysis separately, and finally, all six components were considered in general for all questions.

## Results

Table 1 shows the results of fuzzy Delphi's first and second phases.

**Table 1. The results of the second round of fuzzy Delphi**

Row	Indicator	differenc e
1	The results of the Improving the attitude of Martial Federation managers to the use of marketing	0/02
2	Using the potential of all elements of the federation, including athletes, referees, coaches, provincial boards, etc.	0/01
3	Developing a marketing action plan	-02/0
4	Developing a strategic plan corresponding to the long-term plan	-03/0
5	Short-term and long-term planning and action based on marketing plans	0/04
6	Appropriate targeting and planning for marketing development	0
7	Establishing the stability of management in marketing instead of the stability of managers	0/02
8	Establishing a knowledge management system in the marketing department of the Martial Federation	-01/0
9	Improving the quality of communication with customers in the Martial Federation	-04/0
10	The quality of management of the marketing performance of the Martial Federation	-14/0
11	Accelerating communication between the federation and provincial and city councils	0/08
12	The flexibility of the implementation process of the marketing programs of the Martial Federation	0/01
13	The use of process management science in the marketing of the Martial Arts Federation	0/06
14	The relationship between marketing plans and the strategic plans of the Martial Federation	0/02
15	Cultivating creativity-oriented ideas in the marketing of the martial arts federation	0/04
16	Striving for innovations in the marketing of martial arts federation	0/01
17	Adaptation of products and services offered to the target society of the federation	0/01
18	Employing creative and innovative people in the marketing department	0/07
19	Financial and moral support for creativity in the marketing department	0/03
20	Organization's level of knowledge about sports marketing	0/02
21	Level of sports marketing intelligence	0/04
22	Increasing the level of interactions between marketers and customers	0/02
23	The quality of the decisions made in the marketing field of the Federation	-0/06

24	Mastery of human resources in sports marketing	0/09
25	Organizational commitment of active human resources in the field of marketing	0/05
26	Improving people's view of the fields of the martial arts federation	0/02
27	Increasing the penetration rate of martial arts among families	01/0
28	Diversifying the platforms for providing marketing packages for the Federation	-04/0
29	Using social networks to develop the marketing of the martial arts federation	-07/0
30	Developing a comprehensive marketing development plan through social networks	0/1
31	Advertisements related to martial arts in the media	-0/01
32	Branding and paying attention to existing brands in the field of martial arts federation	-05/0
33	Efforts to increase customer satisfaction from the Martial Federation	-03/0
34	Attention to psychological factors in customer attraction	05/0
35	Involving customers in service development	11/0
36	Increasing services provided to customers	-03/0
37	Paying attention to the unique characteristics of the audience of the fields	-08/0
38	Using online platforms to provide services and marketing	04/0
39	Availability of services provided to customers	-04/0
40	Trying to increase the loyalty of customers from the Martial Federation	02/0
41	Attention to the quality of services provided to customers	-09/0
42	Increased advertising by the federation	14/0
43	Using the potential of provincial and city councils	04/0
44	Using consultants to improve the quality of advertisements	0/1
45	Improving managers' understanding of the importance of marketing	-11/0
46	Increasing the number of athletes organized by the federation	02/0
47	Attention to national values in marketing development	01/0
48	Optimal use of national and religious occasions for marketing	02/0
49	Paying attention to people's culture in the preparation of advertising content	03/0
50	The use of national cultural brands for the development of marketing of the federation	01/0
51	Attention to ethnic and local values in advertising	-04/0
52	Create sales scenarios	13/0
53	Attention to competitors and their performance	11/0
54	Attention to pricing strategies in providing federation services	-01/0
55	Using a specific and fixed theme and brand	0
56	Considering the market size of the martial arts federation	0/08
57	Using Federation customers for marketing	-04/0
58	Increasing the day-to-day knowledge of the Federation's employees in the field of marketing	-03/0
59	Using creative and educated youth in the marketing department	-0/05
60	Holding marketing familiarization courses	15/0

61	Using experienced marketing professors to empower employees	-03/0
62	Using interdisciplinary teams of experts from marketing, operational and research and development fields	03/0
63	Interaction and communication between the scientific community and the executive body of the Martial Federation in the field of marketing	-02/0
64	Creating desire in the private sector to invest in the martial arts federation	-06/0
65	Granting bank facilities for investment in the field of martial federation	01/0
66	Trying to establish the right to televise the matches of the martial arts federation	-03/0
67	The government's attention and support to employment and economy in combat sports	04/0
68	Cooperation and interaction between the private and public sectors	1/0
69	Attention to income generation from martial arts clubs	-01/0
70	Encouraging and supporting activists in the field of combat sports employment	-05/0
71	Paying attention to attracting sports tourists through martial arts	-03/0
72	Promotion and improvement of the martial federation structure in relation to marketing	07/0
73	The independence of martial associations in the field of marketing	03/0
74	Creating non-governmental and non-profit organizations for the expansion of combat sports	02/0
75	Creating independence in the structure and marketing decisions of the martial federation	04/0

In the following, exploratory factor analysis was used to determine and identify the factors affecting the development of the marketing of the combat federation. For this reason, before conducting the factor analysis, to ensure a

sufficient number of samples, the Keirs-Meyer-Olkin (KMO) criterion was used, and Bartlett's test was used to determine the correlation between the variables (items).

**Table 2.** Bartlett and KMO test results

		the amount of
<b>Kiers-Meyer and O'Klin's value (Sample size adequacy)</b>		902/0
<b>Bartlett's sphericity test</b>	Chi-square value ( $2\chi$ )	10014/16
	Degrees of freedom	3015
	Significance level	01/0

According to the findings of Table 3, the obtained KMO value is 0.902. This value indicates that the number of research samples is sufficient for factor analysis. It is possible to perform factor analysis for the desired data, and the data can be reduced to a series of hidden factors. Also, the results of Bartlett's test (Sig=0.01,  $\chi=2.10014$ ) show a high correlation between the items, so it is permissible to continue and use other stages of factor analysis.

Based on the findings of exploratory factor

analysis and the extraction of 12 factors in the questionnaire under review, the questions corresponding to the extracted factors are as follows. (Management and planning, attention to intangible assets, human resources, marketing techniques, private sector and sponsors, improvement of processes, creativity, attention to customers, promotions, structural factors, advertising and media, cultural values). According to the identified factors, the marketing development pattern of sports associations is obtained based on forms 1 and 2.

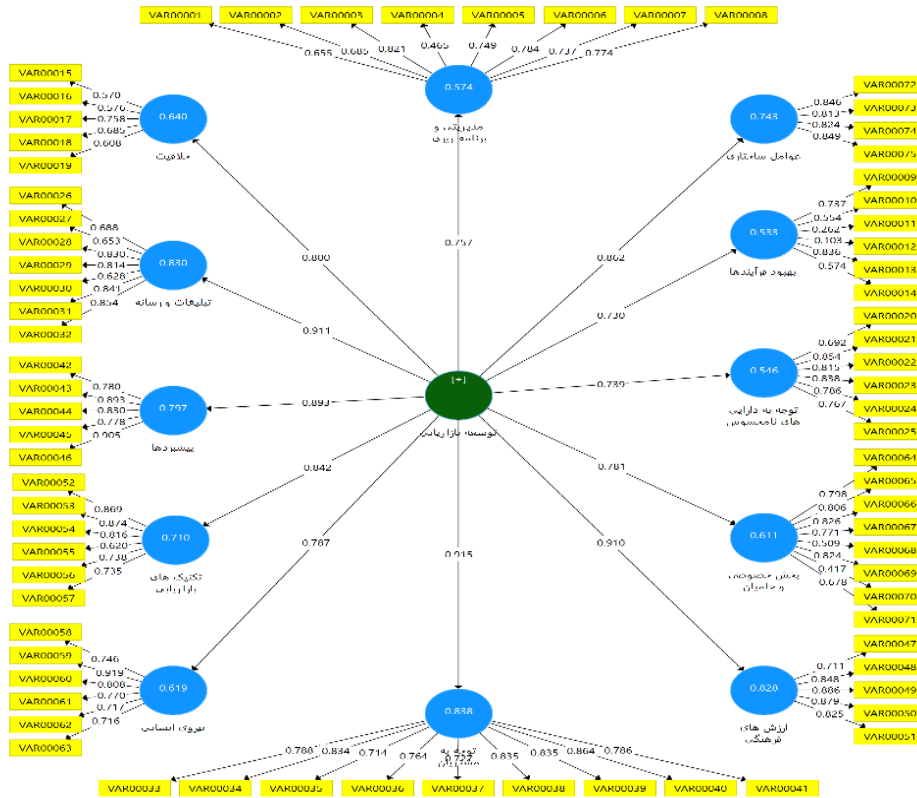


Figure 1. Marketing development model of sports associations in standard mode

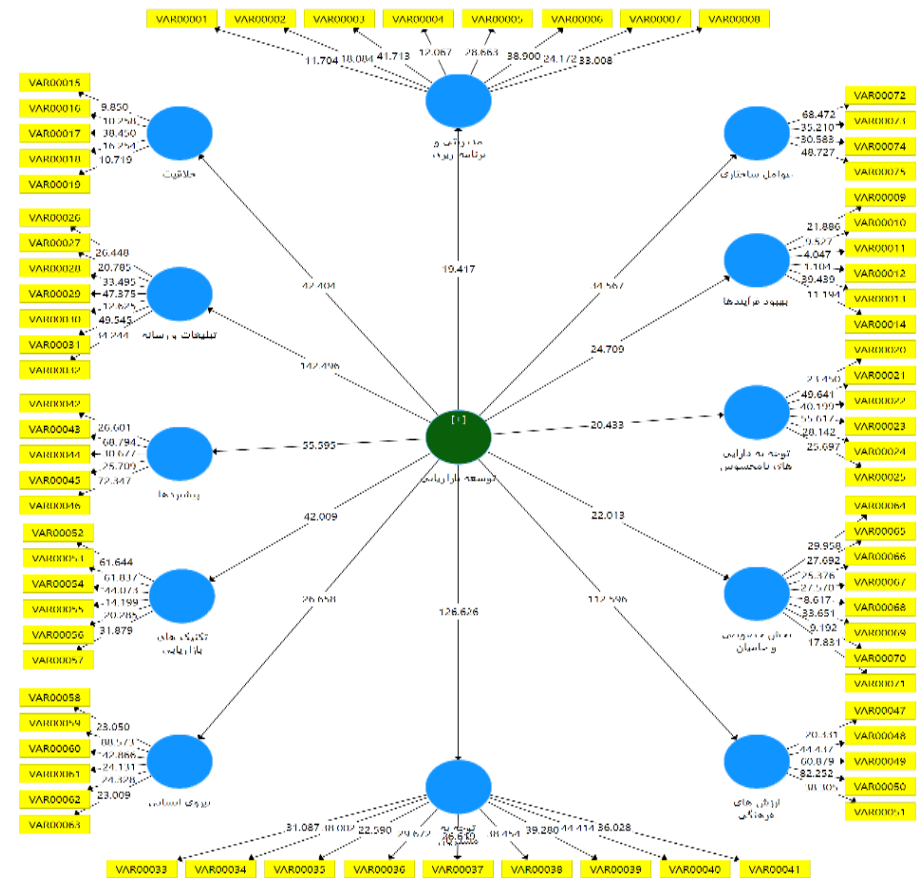


Figure 2. Marketing development pattern of sports associations in a meaningful state

## Discussion

It is not a secret that sports are essential to societies and global business today. Sports, as an economic sector, both in practical and spectacular aspects, plays a fundamental role in the production and consumption of sports goods and services and the economic development of different societies and is now one of the most influential factors in the growth of the national economy, as well as one of the most profitable industries of the 21st century. In this regard, the globalization of sports and the establishment of international standards in this industry have led to the economic growth of sports and the extensive efforts of some countries to focus and develop national identity through sports. On the other hand, all the activities of sports organizations require money or financial resources. Therefore, these organizations should use different strategies to provide their financial resources; one of these strategies is promoting and developing the organization's marketing department (Askarian, 2013).

According to the result of the exploratory factor analysis test, all 75 items of the questionnaire have a suitable factor load, and finally, 12 factors in the questionnaire under investigation include managerial and planning factors, improving processes, Creativity, attention to intangible assets, advertising and media; attention to customers; advances; cultural values; marketing techniques; Manpower; The private sector and supporters and finally structural factors were identified as influential factors on the development of martial arts federation marketing (military sports associations). In this regard, it is necessary to explain that the speed of today's developments has quickly made the principles of yesterday's success obsolete. With the beginning of the 21st century, sports organizations have faced many challenges. Countries and organizations need help intensifying global competition, bridging the severe income gap, negligence regarding facilities and infrastructures, preventing economic recession, addressing the lack of sufficient skills and necessary workforce, and resolving economic, political, and social problems and issues.

All of these can be called challenges, but at the same time, they can also be mentioned as opportunities. Global competition in sports means a bigger market for providing sports goods and services. More than ever, Human society is facing a shortage of resources and various needs and is trying to respond to some of its unlimited needs by using the available limited resources.

Suppose economics is the study of how to meet unlimited needs using limited resources. In that case, management will be a set of skills and assets for the optimal use of available resources, and marketing is identifying needs and meeting them through the exchange of resources (Finders, 1995). Marketing is derived from the idea that the customer is significant, and the company must satisfy the needs and desires of the customer (Copeland, Frisby and McCarville, 1996). On the other hand, martial arts in our country have attracted many athletes and enthusiasts. With the cooperation of all military sports associations, a martial sports federation has been established, which needs resources to achieve its goals. It is financial; therefore, it is necessary that the marketing of this federation should be developed optimally so that it can provide part of the required financial resources. Based on this, identifying the influential factors in the marketing of the martial arts federation (combat sports associations) is the first step in the marketing development of this federation. It provides the necessary ground for its growth to the managers. To do.

The result of fuzzy Delphi analysis and subsequent confirmatory and exploratory factor analysis showed 12 factors including management and planning factors; improving processes; Creativity; attention to intangible assets; advertising and media; attention to customers; advances; cultural values; marketing techniques; Manpower; There are private sector and supporters and finally structural factors as effective factors on the development of martial arts marketing (martial sports associations), which are discussed in relation to each of these factors. Marketing, like other organizational fields such as human resources, financial affairs, administrative affairs, etc., requires

proper management and planning in order to achieve organizational goals in the field of marketing. In fact, it can be said that for the development of the marketing of the martial arts federation (martial sports associations) it is necessary that various management factors including proper planning and organization in this federation and especially its marketing department. Accept In this regard, components such as improving the attitude of martial federation managers to the use of marketing (Rajabi et al., 2016); Using the potential of all elements of the federation, including athletes, referees, coaches, provincial boards, etc.; Developing a marketing action plan; developing a strategic plan corresponding to the long-term plan; short-term and long-term planning and action based on marketing plans; appropriate targeting and planning for marketing development; Establishing the stability of management in marketing instead of the stability of managers and finally establishing a knowledge management system in the marketing department of the martial federation can be considered by the managers and marketing officials of the martial federation.

The result of fuzzy Delphi analysis and subsequent confirmatory and exploratory factor analysis showed 12 factors, including management and planning factors; improving processes; Creativity; attention to intangible assets; advertising and media; attention to customers; advances; cultural values; marketing techniques; Manpower; There are private sector and supporters and finally structural factors as influential factors on the development of martial arts marketing (Martial Sports Association Military), which are discussed about each of these factors. Marketing, like other organizational fields such as human resources, financial affairs, administrative affairs, etc., requires proper management and planning to achieve organizational goals in the marketing field. To develop the marketing of the martial arts federation (Martial Sports Association Military), it is necessary to consider various management factors, including proper planning and organization in this federation and especially its marketing

department. Accept In this regard, components such as improving the attitude of martial federation managers towards the use of marketing (Rajabi et al., 2016), Using the potential of all elements of the federation, including athletes, referees, coaches, provincial boards, etc.; Developing a marketing action plan; developing a strategic plan corresponding to the long-term plan; short-term and long-term planning and action based on marketing plans; appropriate targeting and planning for marketing development; Establishing the stability of management in marketing instead of the stability of managers and finally establishing a knowledge management system in the marketing department of the martial federation can be considered by the managers and marketing officials of the martial federation.

However, another result of the research showed that two components, "developing a strategic plan corresponding to the long-term plan" and "establishing stability of management in marketing instead of stability of managers", are more important than other components in terms of importance and priority. Therefore, when planning for this matter, the managers and marketing officers of the country's combat federation must consider the above components more than other components of management and planning factors. Based on this, it is suggested that the managers of the country's combat sports federation to develop marketing in this federation, in addition to formulating a strategic plan corresponding to the long-term strategy of the federation, provide the basis for establishing management stability instead of the stability of managers in the field of marketing of this federation. The activities and programs of organizations consist of a series of interrelated processes. If the existing methods are improved, we can improve the efficiency and effectiveness of organizational programs. Et al., 2018).

The country's martial arts federation is no exception to this rule, and improving the organization's productivity by improving the existing processes is necessary. This issue is more critical in the discussion of the marketing of the federation than other issues because,

firstly, the result of the research showed the significant role of this factor in the marketing of the martial federation. Secondly, with the promotion of marketing programs and subsequent promotion of the incomes and financial resources of the federation, we can improve other processes and programs. In this regard, components such as improving the quality of communication with customers in the Martial Federation, The quality of management of the marketing performance of the Martial Federation, Expediting communication between the federation and provincial and city councils, The flexibility of the implementation process of the marketing programs of the Martial Federation; The use of process management science in the marketing of the martial federation and the connection of marketing programs with the strategic plans of the martial federation can have a significant impact on improving the processes. Also, it seems that the two components, "relationship of marketing plans with the strategic plans of the martial federation" and "improving the quality of communication with customers in the martial federation", are more priority and meaningful than other components. Therefore, it is suggested that the managers of the country's martial arts federation, by improving the quality of communication with customers in the martial federation and also developing the relationship between the marketing plans and the strategic plans of this federation, provide the basis for improving the processes and subsequently developing the marketing in the federation.

In global competitive markets, putting innovation strategies in the organization's programs to improve the organization's performance plays a significant role, and the marketing development of organizations, including sports federations, also follows this rule. Of course, successful innovation depends on integrating and developing new knowledge and information in the research and development process. Therefore, to achieve successful innovation, organizations must combine different innovation activities (Ghanbari & Dehghan, 2017). In other words, while engaging in internal research and development, they should effectively

participate with other homogeneous organizations' research and development departments to obtain new information. In this regard, the result of the research showed that components such as fostering creativity-oriented ideas in the marketing of the martial arts federation, Striving for innovations in the marketing of the Martial Federation, Adaptation of the products and services offered to the target society of the Federation; Employing creative and innovative people in the marketing department and financial and spiritual support of creativity in the marketing department can play a significant role in promoting creativity and subsequently developing the marketing of the country's martial arts federation (Sarlab, 2012). Among them, the two components, "Employing creative and innovative people in the marketing department" and "Cultivating creativity-oriented ideas in the marketing of the combat federation", should be more important to managers than other components because in prioritizing, the components were placed in higher priorities. Based on this, it is suggested that the marketing managers of the country's combat sports federation employ creative and innovative people in the marketing department and also cultivate creativity-oriented ideas in the marketing field of the federation, in addition to promoting the creativity factor in the organization, the field of marketing development in Prepare this federation.

With the beginning of the 21st century, sports organizations are struggling with many economic, political and social problems and issues due to the intensification of global competition, severe income gap, negligence regarding facilities and infrastructures, economic recession, and lack of sufficient skills and necessary workforce. All these can be called the challenges facing sports organizations, including the martial arts federation. However, at the same time, they can be mentioned as opportunities. For example, global competition in sports means a bigger market for providing sports goods and services. On the other hand, now more than ever, human society faces a shortage of resources and diverse needs. It uses limited resources to

respond to some of its unlimited needs. Suppose economics is the study of how to meet unlimited needs using limited resources. In that case, management is a set of skills and resources for optimal use of available resources, and marketing is identifying needs and meeting them through the exchange of resources (Finders, 1995). Marketing is derived from the idea that the customer is significant, and the company must satisfy the needs and desires of the customer (Copeland et al., 1996). Customer orientation has attracted the attention of today's organizations because now the customer has become a chooser due to production surpassing demand. However, today's organizations' survival and development depend on customer satisfaction. Therefore, it is necessary for the practitioners of martial arts in the country to provide the field for developing these disciplines with appropriate advertising and optimal use of the capacity of different media and to increase their advertising capabilities with appropriate marketing programs. Moreover, it aims to improve the image of martial sports more than before in the eyes of spectators and martial athletes and provide a platform for financial support (Harrison et al., 2016). In addition, the management principle must be addressed in analyzing various social issues. Refrain from paying attention to the root of the problems and the root causes of the problems. With the passage of time and especially in today's complex societies, the importance of the principle of management has become more apparent, and it shows itself more than ever in the analysis and exploration of various social issues. That is why, with the emergence and growth of new sciences, sciences such as management and sociology, etc., which focused most of their attention on human and social issues, have received special attention from thinkers.

Therefore, today, the management discussion is one of the most important, if not the most important, components in the scientific and root analysis of problems. The state of the country's sports and sports federations in all fields, including marketing, directly reflects the type and manner of management that governs it, and

other issues and components are almost secondary to this issue and its consequences. With these interpretations, the reason for the importance and priority of two advertising and media factors and managerial and planning factors can be understood. Based on this, the managers of the country's martial arts federation should speed up the federation's marketing development process by focusing more on the two factors of advertising and media and management and planning factors than other factors.

### **Conclusion**

The results of structural-interpretive modeling related to the main question of the research showed that the marketing development model in the country's martial arts federation consists of three different levels. In fact, it should be noted that each of the obtained levels has a different degree of importance and influence compared to other levels. Also, it can be stated that using the obtained model can certainly be useful and valuable in the development of the country's martial arts federation marketing; Therefore, it is suggested that the marketing managers of this federation consider the mentioned model as a guide map for the development of this area and base their plans on the mentioned model so that they can increase their efficiency and effectiveness and cause the development as much as possible. Provide marketing in this federation.

Based on the results of the structural equations, the identified model had a good fit. Finally, using the research results to develop the marketing of martial sports associations is suggested. It is suggested that the managers of the country's combat sports federation, in order to develop marketing in this federation, in addition to formulating a strategic plan corresponding to the long-term plan of the federation, provide the basis for establishing management stability instead of the stability of managers in the field of marketing of this federation. It is suggested that the managers of the country's martial arts federation improve the quality of communication with customers in the martial federation and also develop the relationship between the marketing plans and the strategic plans of this federation, to provide

the basis for improving the processes and subsequently developing the marketing in the federation. It is suggested that the marketing managers of the country's combat sports federation by increasing the recruitment and employment of creative and innovative people in the marketing department and also fostering creativity-oriented ideas in the marketing field of the federation, in addition to promoting the creativity factor in the organization, the field of marketing development in Prepare this federation. It is suggested that managers and marketing workers in the country's martial sports federation, by improving the quality of the decisions made in the field of marketing of the federation, as well as empowering human resources with the aim of mastering sports marketing, the conditions for improving the efficiency and effectiveness of the intangible assets of the organization and Subsequently, facilitate the development of marketing in this federation. It is also suggested that the marketing managers of the country's martial arts federation accelerate the development of marketing in this federation by increasing the advertisements related to the field of martial arts associations in the media and also optimally using the potential of social networks for the development of the federation's marketing.

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