

Devising a Strategic Development Plan for Marketing of Health and Sport Centers (Case study of Isfahan Palladium Health and Sport Complex)

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Abstract

Purpose: The purpose of the present study was to devise a strategic marketing plan for Health and Sport Centers (Case Study: Isfahan Palladium Health and Sport Complex).

Methods: this is a descriptive-analytic study and its statistic population includes the professors of sport marketing and management, managers and experts of Isfahan Palladium Health and Sport Complex. The statistic population of the study was chosen based on a judgmental approach and included 50 people. The means of the study includes a library study, interviews and questioners. The content validity of the instruments was confirmed by experts and its reliability was confirmed by Cronbach's alpha method. Findings were analyzed using the SWOT method.

Results: The strategic component of the research was classified into four sections: strengths, weaknesses, opportunities and threats (106 components). Also, the seven main perspectives of the research included the economic capacities of society, business capacities, environmental dynamics, marketing capacities of the health center, empowerment of human resources and processes, branding and marketing. Also, the strategic position of Palladium Health Club was in the area of stability (close to growth).

Conclusion: According to the research findings, it can be said that despite the challenges of advancing the strategic marketing system of health centers, in order to achieve stability, these centers need to be on the path of growth.

Keywords: strategic marketing, Health centers, Sport centers, Business

Introduction

The current lifestyle deprives us of activities and consequently brings about many physical, physiological, psychological and social problems. In this condition, sport as a strategic means can be a proper and logical solution to this problem (Ghaemirad, 2005). Mollin (1983) counted sport as an industry for the first time. He indicated that any sports activity that provides an increase in the added value of sports products and services is called an industry. Numerous sports fans and supporters of well-being and health who constantly demand up to date, fast and growing services in possible ways, put the sport industry among the most lucrative world industries. Nowadays and by industrialization of sports, sport marketing has changed into a worldwide industry (Ghasemi et al., 2014). Marketing, as defined by Kotler et al (2008), is a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others' (Shilbury et al., 2020). In fact, marketing and economic profitability is the fundamental goal of most private and governmental companies around the world and it is attempted that any kind of activity results in profitability for these governmental or private companies. Accordingly, these companies and industry owners try to gain bigger shares from the target market and this goes so far as using marketing principles increasingly (Khodaei, 2007). On-field success is typically the most obvious and visible measure of success by which to assess the performance of sporting organizations. Attendance and participation are two key measures of marketing performance (Shilbury et al., 2020). Nowadays, marketers have faced a complicated challenge which is how to be innovative in the super competitive and classified in today's markets in a consumerist economy in which market is replete with similar products, this economy

continues still lives it due course with customers who are immunized against with commercials and traditional marketing. Therefore, sport strategic marketing gains high significance which is a sport management process in essence whose task is to create and maintain a logical balance between the goals and changeable and vulnerable condition of sport product and services, this is due to the fact that in order to survive in the sport market, one has to be smart, alert, active and industrious. Being active means adaptation to the changes and needs of the sport area (Rahbari, 2009).

All organizations can be complicated and this complexity should help develop the organization. Of the complicated issues of different organizations is hygiene improvements. In a way that each organization should organize financial, physical and human resources so that it can achieve the goals of organization and also gain a proper combination of hygiene and health provision of the people (Mohamadkazemi et al., 2009). Clearly, health is the most important aspect of human life both on the individual and collective levels. Humans have attempted to achieve this goal since prehistoric times. Health is the fundamental necessity of performing social roles and human can perform these roles just if they feel healthy and also counted as being healthy by the society (Mohseni, 2009). Based on the WHO definition, being healthy is not merely having no disability, but it is complete physical, psychological and social well-being (World Health Organization, 2007). As the COVID-19 pandemic continues to develop in almost all territories and regions, various protective measures have been introduced by the authorities, including the closing of schools and universities, and bans on travel, cultural and sporting events, and social gatherings (Parnell et al., 2021). Many people are duly heeding the official advice to self-isolate and

stay at home, but these actions will negatively affect people's physical activity behavior with more time spent sitting watching screens and a subsequent impact on physical health, well-being, sleeping patterns and quality of life. The beneficial effects of regular physical activity on many health outcomes are well established (Pedersen & Saltin, 2015). Research has demonstrated specific benefits such as improved physical and physiological health parameters and positive health outcomes in areas of mental health and well-being (Chekroud et al., 2018). In fact, health is an essential factor for achieving a peace and security among different communities and benefiting from the available health standards is one of the most fundamental rights of any human which demands different actions including increasing physical activities and sport specially sport for all and entertainment, and also evaluation of the indicators related to health (Salman, 2014). Based on the definition of WHO, psychological health means the ability to communicate in a coherent and correct way, changing and modifying personal and social context and solving contradictions (Jones et al., 2017). The concept of psychological health is defined as personal, logical, fair and appropriate inclinations. It is also defined as all the methods which are used in order to prevent any psychological diseases (Salman, 2014). Nowadays, strategy means a set of policies and general plans which are used to achieve the determined goals in a way that they can explain what business and what kind of organization should one work in. strategy in an organization is a unified, multilateral and combined plan which connects the advantages or the main strength of the organization to environmental factors and changes and it is devise in a way that by its implementation, achieving the main goals of the organization can be assured. Changes in the lifestyle of people from active to inactive

has caused physical problems and consequences so much so that it sometimes affects the physical and psychological health of the people and causes many illnesses. That's why it is highly necessary to improve the culture of performing physical activities more than before (Salman, 2014). The effort to upgrade the health level is a combination of structural, economic, environmental and educational activities accompanied with effective learning experience results in healthy and immune behavior by the society. Achieving this goal requires full cooperation and participation of all the organizations and institutions of a society accompanied with the help of all its members. Based on the opinions of the experts in health education, one of the best ways for improving this condition is to train skillful and qualified people from the members of society so that they can communicate what they have learnt to their own people (Adib et al., 2016). Nowadays, in most developed countries and those with average income, it is the governments that have the central role in social policy making and health protection. Participation of these governments in these fields is logical and reasonable. But in developing countries, health services are mostly provided by the private sectors (Tofighi et al., 2014). Sport is recognized as a positive factor in increasing positive feelings, self-esteem, being useful, self-confidence and social adaptation, which is highly effective and has various cognitive functions. Physical fitness exercises help cure people with fears and phobias, depression and increases impulsive responses and behavior (Tofighi et al., 2014). Multiple effects of physical activity on the health of people result in the emergence of more health and sport centers in society. In fact, these centers are a part of the general health system of the society whose goal is to improve the physical and psychological health level of the people and expansion and improvement of

these centers facilitate public health (Salman, 2014). Physical activities are reasonable and available means which have recently helped in preventing or curing psychological disorders and also improve the psychological and physical health of people (Tofighi et al., 2014). Nowadays, scientists have come up with and suggested methods and tests for assessing the health level of people and how to maintain it. In order to make this happen, wellbeing and sports centers have been established to observe the health level of people and provide them with correct consults in order to improve and maintain the individual and social health.

Historically, the sponsorship tool can be seen as a derivative of either advertising or public relations, as elements of the promotion mix or as a combination of the two. It was shown above that sponsorship has distinctly different characteristics from other elements of the promotion mix, such as advertising and public relations. Sponsorship support activities complement the sponsor's goals. Since the beginnings of sponsor involvement in sport, there has been a focus on the return sponsors get from their financial investment—either in cash or through non-financial objectives (Shilbury et al., 2020). Review of literature indicates that various studies have been conducted to analyze different aspects of the subject of the present study. The result of a study done by Ghiami rad and Moharramzade (2009) showed that there is a significant connection between advertisement, financial support and mass media support and development and expansion of sport fields both on the championship and sport for all levels in Iran. Hamidi et al. (2010), has conducted a study titled devising a strategic plan for national federation of university sports and has recognized capacitating and diversification of financial institution, marketing and money making of this federation as a priority. Rajabinoushabadi (2010) indicated that the 4

factors (production management, cost management, place management and expansion management) play significant roles in sports marketing of the national Olympic committee. Hamidi et al. (2010) believe that in devising plans for federation of university sport, capacitating and diversification of financial institutions, marketing and money making of this federation are set as the second priority in this federation. In a study titled marketability, Meriless et al. (2011) showed that management ability and market steering are helpful mechanisms for creation and expansion of marketing. Kim and Hyun (2011) showed that all mixed marketing efforts have positive effect on the general value of the trademark through 3 aspects of the special value of the trademark (awareness of the trademark with association, perception quality and loyalty to the trademark. Also, Vijande et al. (2012) recognized marketability as an important factor in improving marketing performance. They also stated that marketability has a positive and significant effect on the satisfaction and loyalty of the customers which finally results in better organizational performance in selling, profitability and market share. Also, Rajabi (2012), mentions in his thesis that marketing plans and activities have not been paid attention to properly in the country and the national Olympic committee mostly provides its budget and financial sources through the government and has no marketing plan. Also, the marketing activities done in this organization have been limited and sporadic. Najafzade et al. (2012) identified 12 main factors in improvement of marketing in women sport of Azerbaijan Gharbi province in their study which includes financial support, place management and distribution channels, product management, process management, cost management, market moguls and their think tank, physical evidences, public relation management,

motivational factors and expectations. Tarighi et al. (2017) reported that marketing organization, marketing information system, strategic marketing, marketing staff, marketability and management have a significant connection to marketing in the national federation in national federation of university sports and have a significant role in expansion of sport marketing of the national federation of university sports. Safania (2014) showed that the main improvement strategy in Mazandaran province included acculturation in sports, financial support of athletes, strategies of sport development, investment in the private sector. Saatchian and Elahi (2014) showed that the main obstacles of fans attraction and expansion marketing in football are public relation, place component, pricing component, distribution channel component, market moguls, product and quality component and process component. Ghasemi et al. (2015) showed that sports marketing obstacles are legal, structural, managerial, contextual and economic. Alizadeh (2015) in a study titled 'devising strategic marketing for football league organization' recognized becoming the champion in Asian competitions by men and women national football teams as the most important strength, having no plan for attracting sponsors as the most important weakness, using the position of men and women national teams for attracting more customers as the most important opportunities and low budget for investment in marketing as the most important threat. Hosseini (2016) in devising strategies for marketing challenges of sport for all showed that holding seminars and national conferences in sport for all is the most important strength in marketing, more participation of sponsors and using more experts in the ministry of sport stood in the next priority. Eizadi et al. (2017) showed that the role of the document of future perspective strategy of the national football league is in

SO zone. Keshavarz (2017) showed that there are 10 priorities to evaluate marketing management in sport federation which are ability, fans, customers, process, finances, creativity, planning, invisible possession, efficiency and improvement. Daneshfar and Amirtash (2017), in a study titled identification of effective marketing methods in money making and attracting sponsors (case study: chess federation) stated that sponsors desire to be seen in national and international competitions so that they can export their product to everywhere in the world and become able to enter new markets, therefore, federation authorities have to do their best to improve holding Asian and world competition by means of acculturation and long term planning and facilitate the attraction of more investors. Llagjevic-Govori et al. (2019) in a study aimed at SWOT analysis of the Corico 2 football school, showed that the football school follows a specific program in organizing, creating financial, infrastructure and professional stability; And stated that the activities of other football schools should be based on the model of the Corico 2 football school. Ding (2019) in a study aimed at SWOT analysis of competition marketing in fitness clubs in Xuan showed that Xuan fitness clubs should, as a fitness center, take the initiative to adapt to the development of Internet and platform technology. Use new media. Agung Parvando Saleh et al. (2020) in a study examined and analyzed the management SWOT for the success and development of the swimming club and the development of athletes. The results showed that the swimming club is weak in terms of having quality coaches and athletes in terms of management, budget and infrastructure. It can also change local government support, student interest and parental support. Eventually, it became clear that it was threatening to co-operate with sponsors and conflict of interest as students with academic

activities and as athletes who needed time to maintain the integration of education.

Regarding the current mechanical lifestyle and, accordingly, the decrease in the health level of society, the role and importance of wellbeing and sports centers has become much more than before. The only way to highlight the role of these centers in upgrading the health condition of the society is to interest public's attention to the field by means of proper marketing activities and also long-term activities of wellbeing and sport centers which have positive health related social feedbacks. Regarding the point that many of the primary factors for execution of marketing activities in wellbeing and sports centers are available, being deprived of a strategic, consistent and scientific plan in marketing results in insufficient usage of the available resources and the potential sources being left useless. Homogenizing and organizing the activities and operations of these centers in order to fully use the present condition shows the dire need for strategic hygiene planning in marketing. In this paper, it is attempted to conduct a comprehensive study of a strategic marketing plan, research, study and analysis in order to find out if the well-being and sports centers of the Isfahan are in the SWOT condition in marketing. What are the efficient and executive strategies of well-being and sports centers using the SWOT model based on the present marketing conditions and which of these strategies is in priority?

Materials and Methods

The methodology of this study is descriptive-analytic, practical regarding its purposes and a field research in collecting data. In this study, Isfahan Palladium wellbeing center is considered to be a unified unit and a system

which must achieve an acceptable level of money making by specifying sufficient sources and identifying the internal and external context in accordance with its regional position and level of abilities and potentials. In this analytic strategy, strategic concepts, approaches and analysis and orientation methods were used concurrently. The statistical population included experts and individuals familiar with the structures and events of strategic marketing in sports complexes. The statistical population included 50 people who were purposefully chosen out of the available managers, experts etc. the basis for considering this number for the population was the number which is considered sufficient in SWOT method (between 30 and 60 experts). The data related to the statistical population is explained in the figure below.

Table 1. The data of the statistical population

Total	Subsection			Characteristic
50 (people)	Experts in fitness clubs	Professors of Sports Management and Marketing	Managers of centers related to physical fitness and health	Post or specialty
	15	24	12	education
	PHD	Master	Bachelor	
	22	21	7	GenderG
		man	Woman	
		37	13	Age (years)
	average	maximum	Lowest	
	41.50	59	24	Service history (years)
	average	maximum	Lowest	
	14	25	3	

Data collection methods and tools

The means of the present study included library research, interviews and questioners. Library research: the study of scientific, documentary based and media-based sources related to the subject of the study. In this part, the available library sources, the internet search engines and other Persian or English sources were collected and the theoretical bases of the study accompanied with the previous related studies were organized. The interviews were done in an exploratory semi-directed way with experts from the statistical population in order to fill the questioner of the library research. The main means of the study was scholar made questioners based on the library research and interviews including

strategic. SWOT method was used to analyze strategically and conceptually codify to make a framework for the findings from seven-fold views. SWOT analytic method includes 4 aspects of strength, weakness, opportunities and threats. The SWOT matrix which is used for strategically orient the data which includes a scoring matrix of the internal and external factors. In order to collect data for the study, the scholar has gone to Palladium wellbeing center and analyzed the internal and external issues related to Palladium wellbeing center using conducting interviews with authorities and experts of the center and also the professors of sports management and marketing.

Table 2. The matrix’s scoring of the internal and external factors

(EFE) External factor evaloins matrix	(IFE) Internal factor evaloins matrix
Grades 3 and 4 are specific to opportunities Scores 1 and 2 are specific to threats.	Grades 3 and 4 are specific strengths Grades 1 and 2 are specific weaknesses
Score 4: An opportunity that is specific to the organization Score 3: An opportunity that competitors also have access to. Score 2: A threat that threatens competitors as well Score 1: An organization-specific threat.	Score 4: An organization-specific strength Score 3: A strength that competitors also have access to Score 2: A weakness that competitors also suffer from. Score 1: A weakness that is specific to the organization

- The scoring is done in accordance with the chosen matrix (determining and separation of the position in the growth process, stability or decrease). In order to evaluate the external factors, primarily, factors which result in

opportunities or threaten the organization are listed and then these factors are weighed or multiplied. These coefficients range from 0 (unimportant) to 1 (very important). Coefficients indicate the relative significance

of any factor. Then, the strengths are rated 3 and 4 and weaknesses are rated 1 and 2. This number is the indicator of the efficiency level of the present strategies of the organization to react against the mentioned factors. The coefficient of each factor is multiplied to its rating to result the final score. The sum total of these scores belonging to each of the variables is the indicator of the total score of the organization which is always between 1 to 4. The higher this score stands; the organization shows more efficient reactions to the threatening factors or opportunities. In evaluation matrix of internal factors, the weaknesses and strengths units compose executive units of the organization, they also suggest ways to identify and evaluate the connection between strategic units. To provide this matrix, the most important factors which include weaknesses and strength of the organization should be listed and then be given coefficients between 0 to 1 (the coefficients are relative and the total of these coefficients must be 1). After that, opportunities are rated 3 and 4 and threats are rated 1 and 2 and in order to determine the final score of each factor, the coefficient of each factor is multiplied to its rating. By adding the final scores of each element, the final score of the organization is resulted. The final score will be between 1 and 4 and their average will be 2.5. scores resulted from the evaluation matrix of the internal and external factors are placed in the vertical and horizontal aspects so that the condition of the organization is determined in the matrix. This matrix has 3 major regions. Four, each of which there is a different strategy. When the organization is in boxes 1, 2 or 4, it is possible to pursue growth strategies. When the organization is in boxes 3, 5 or 7, it is necessary to pursue strategies for maintenance and stability and in case the

organization is in boxes 6, 8 or 9, decreasing strategies must be pursued.

Results

Strategic components included strengths (35 components), weaknesses (25 components), opportunities (20 components) and threats (26 components), which were studied in a 7-fold view that included: the economic capacity of the society, business capacity, environmental activities, marketing capacity of the health center, empowering the human resources and processes, branding and market making and framing (some total of 106 components) the highest number of components belonged to environmental activities (22 components) in fact, some total of strength and opportunities (as capacities) was more than weaknesses and threats (as challenges). In order to find a framework for the study, the available scientific sources and theoretical bases related to the subject of the study were referred to and then corrected and confirmed by 2 experts.

Table 3. The identified components classified based on strategic analysis theories (internal context)

Dimensions

Strength (35)		Weaknesses (25)	
*Marketing capacity of the wellbeing center	Strength	<ul style="list-style-type: none"> -Providing services and simultaneity of exercise for man and woman in 2 separate gyms. -Having a pool beside the gym. -Having a massage center beside the gym. -Having sauna and Jacuzzi beside the gym. -Convenient access to the Palladium wellbeing center. -Having advanced sport equipment specially in the wellbeing center. -Having standard equipment and facilities and being suitable for exercise and competitions. -Easy access to parking, subway, public transportation and etc. -Having one of the personnel at the entrance of the sport complex to sanitize member's hands. 	
	Weaknesses	<ul style="list-style-type: none"> -Having no marketing consultancy services in Palladium wellbeing and health center -Being disinclined to receive marketing consultancy from centers other than Palladium wellbeing and sport center 	
*empowering the human resources	Strength	<ul style="list-style-type: none"> -Benefiting from the presence of sport and scientific experts of the country in Palladium sport complex. -Using well educated and certified coaches. -Using famous and experienced coaches in the center. -The acceptable quantity of coaches in the sport complex. -Having wellbeing and health specialists as the managers of Palladium wellbeing and sport center. -Being open to using the experiences of the elite. 	
	Weaknesses	<ul style="list-style-type: none"> lack of marketing experts in Isfahan Palladium wellbeing and health center lack of a promoting system based on the performance of marketers in Isfahan Palladium wellbeing and center low knowledge of the managers and staff of Palladium sport complex with marketing skills not using the results of researches and scientific plans (sport and wellbeing) not using a unified marketing team having no systematic, scientific and practical approach in marketing in Isfahan Palladium wellbeing and health center 	

* Market making	strength	<ul style="list-style-type: none"> -Having the necessary bylaw for recruiting coaches in this sport complex -Holding introductory and briefing sessions for all the personnel of the center -Participation and support of seminars and conferences and introducing the center to the participants -Providing standard international quality in providing services according to the needs and demands of customers -Offering one or more-month discount packages for members of the center -Using messaging system for members located in Isfahan
	Weaknesses	<ul style="list-style-type: none"> -No evaluation of efficiency of the advertisements -Providing no marketing policy in long term plan of Isfahan Palladium wellbeing and health center -Lack of a research, development and marketing system in Isfahan Palladium wellbeing and sport center -Having no general policy and strategic marketing plan in Palladium complex
*Branding	strength	<ul style="list-style-type: none"> -Advertisement and participation in medical seminars and introducing the health center -Having suitable space for advertisement in the center -Advertisement through holding sport gatherings for members of the center and their families -Inviting physicians and their families in order to introduce the center -Considering the appropriate budget for advertisement and introducing the center -Having marketing committees in Isfahan Palladium wellbeing and health center -Having knowledgeable and academically educated volunteers to help in marketing of the center -Holding training courses for marketing of the center
	Weaknesses	<ul style="list-style-type: none"> -Having no sport advertisements and merely using famous athletes for advertisement of the center -No serious attempts for attracting advertisement and sponsors -Being disable to attract budget and sponsors by provincial authorities -Not using various pricing methods and packaging of the services by the center -Insufficiency of the traditional marketing methods in the center -Providing no marketing consultancies in the center -Having no communication with other sport centers located in Isfahan or other marketing centers
*Development of management body	strength	<ul style="list-style-type: none"> Management stability in recent years Having a knowledgeable managing board in the center Being in full agreement with political, religious and sport authorities of the province

	Weaknesses	<p>Having no positive perspective for marketing by managers of the center</p> <p>Having no strategic marketing plan in the center</p> <p>Little attention of the managers of the center to execution of the marketing process</p> <p>Having no systematic view for strategic planning</p> <p>No success in connecting strategic marketing plan to the general organizational and practical planning and no regular execution of strategic planning</p>
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Table 4. The identified components classified based on strategic analysis approaches (the external context)

Dimensions

opportunities (20)		Threats (26)
*The economic capacity of the context	opportunities	<p>Improvement of some media pages in sport and the possibility of advertisement</p> <p>Using the capacity of the virtual space (websites, telegram and Instagram)</p> <p>In order to advertise the wellbeing and sport center</p> <p>Using billboards in more populated parts of the city</p> <p>Positive effects of the mass media such as Iranian national media on health wellbeing of people</p> <p>Using mouth to mouth advertisement by the customers</p> <p>Well publicity of the center's brands among customers and the local sport community</p>
	Threats	<p>High expenses of most marketing activities</p> <p>Slow return of the capital invested by sponsors in sport marketing</p> <p>No documented data on sport service market of Isfahan</p> <p>Financial weaknesses of some families</p> <p>Little investment in private sector and the infra structure of the sport</p> <p>Little growth of sport equipment and no serious support of national products</p> <p>Increase of costs of construction and maintenance of the sport centers</p> <p>No attention to sport and wellbeing of the society by the provincial authorities</p> <p>Low security for investors in health-oriented sports and losing sponsors</p>
*Capacity of sport business	opportunities	<p>Having a young population in Isfahan province and having numerous sport talents</p> <p>Interest of the youth and public interest in sports</p> <p>Using well educated staff at Palladium sport complex</p> <p>High number of young and talented people specially in sport institutions of -the province and their interests in health-oriented sport activities</p> <p>National champions popularity among people</p> <p>High climactic and geographical potential to diversify and expand sport activities in Isfahan province and consequently the growth in sport marketing of Isfahan Palladium sport and wellbeing center</p>
	Threats	<p>Not holding international or world competitions in the country</p> <p>High number unemployed champion in the country</p> <p>Disregarding the sport events in Palladium health center and not reflecting them to the public by the mass media</p>

*regional activity	opportunities	<p>More inclination to sport services and public interest in sports</p> <p>Possibility of receiving business advice from reliable institutions</p> <p>Upgrading the level of movement social consciousness of sports</p> <p>Increase in the number of researches and level of knowledge regarding sport - Marketing at universities and the possibility of using them</p> <p>Increasing the scientific and technological level of different sports in Isfahan province</p> <p>Holding exhibitions related to sport for all (health and wellbeing)</p> <p>The emphasis by religious teachings on health and doing sports</p> <p>Supporting investment in private sector</p>
	Threats	<p>Unclearness of policies and economic strategies of the country's sport plans</p> <p>No support by the government related to sport's and their development</p> <p>Legal and normative limitations in sport business and implementation of inappropriate and unreliable privatization policies</p> <p>Having no rules or structures or supporting business in sports</p> <p>Lack of a data bank and reliable media in sport industry and economy and cases such as professions and businesses</p> <p>Inefficient rules, supports and facilities of the government for sport businesses</p> <p>Limited investment of the private sector in sport and losing sponsors</p> <p>Inconsistent and unclear rules and regulations of the country regarding sport marketing and businesses related to sport activities</p> <p>Inconsistent and unclear rules and regulation of the country regarding marketing development</p> <p>economic and political sanctions</p> <p>Wider communication between developed countries in sports compared to Iran and lack of communication with scientific and academic communities</p> <p>Weak communication between Isfahan Palladium sport and wellbeing center with sport federation</p> <p>Incoherence and inconsistency among different sport organizations</p>

In order to identify and clarify the strategic conditions based on strategic components, the matrix related to internal and external factors was calculated in the chart below (the

explanations on the method and calculation stages are mentioned in methodology).

Table 5. Matrix of evaluation of internal factors (IFE)

Score (weight score)	Score (rating)	Weight (coefficient)	Average	Component	
0.084	4	0.021	3.94	S ₁	strength (S)
0.104	4	0.026	3.82	S ₂	
0.039	3	0.013	3.76	S ₃	
0.052	4	0.013	3.76	S ₄	
0.124	4	0.031	4.10	S ₅	
0.033	3	0.011	3.32	S ₆	

0.048	3	0.016	3.85	S ₇		
0.104	4	0.026	3.27	S ₈		
0.112	4	0.028	3.41	S ₉		
0.124	4	0.031	4.18	S ₁₀		
0.087	3	0.029	3.99	S ₁₁		
0.048	3	0.016	3.14	S ₁₂		
0.084	4	0.021	3.82	S ₁₃		
0.051	3	0.017	3.17	S ₁₄		
0.092	4	0.023	3.89	S ₁₅		
0.039	3	0.013	3.76	S ₁₆		
0.064	4	0.016	3.45	S ₁₇		
0.102	4	0.034	4.28	S ₁₈		
0.045	3	0.015	3.34	S ₁₉		
0.076	4	0.019	3.91	S ₂₀		
0.042	3	0.014	3.64	S ₂₁		
0.052	4	0.013	3.47	S ₂₂		
0.039	3	0.013	3.40	S ₂₃		
0.033	3	0.011	3.13	S ₂₄		
0.084	4	0.021	3.57	S ₂₅		
0.076	4	0.019	3.92	S ₂₆		
0.069	3	0.023	3.78	S ₂₇		
0.069	3	0.023	3.76	S ₂₈		
0.088	4	0.022	3.74	S ₂₉		
0.066	3	0.022	3.74	S ₃₀		
0.076	4	0.019	3.66	S ₃₁		
0.057	3	0.019	3.66	S ₃₂		
0.057	3	0.019	3.64	S ₃₃		
0.054	3	0.018	3.60	S ₃₄		
0.052	4	0.013	3.44	S ₃₅		
0.028	1	0.028	4.06	W ₁		Weaknesses (W)
0.018	2	0.009	2.84	W ₂		
0.019	1	0.019	3.80	W ₃		
0.019	1	0.019	3.82	W ₄		
0.016	2	0.008	2.74	W ₅		
0.036	2	0.018	3.76	W ₆		
0.036	2	0.018	3.70	W ₇		
0.036	2	0.018	3.74	W ₈		
0.015	1	0.015	3.66	W ₉		

0.030	2	0.015	3.68	W ₁₀	
0.016	1	0.016	3.70	W ₁₁	
0.030	2	0.015	3.60	W ₁₂	
0.030	2	0.015	3.64	W ₁₃	
0.026	2	0.013	3.60	W ₁₄	
0.014	1	0.014	3.50	W ₁₅	
0.026	2	0.013	3.61	W ₁₆	
0.010	1	0.010	2.65	W ₁₇	
0.022	2	0.011	2.94	W ₁₈	
0.018	2	0.009	3.14	W ₁₉	
0.014	2	0.007	3.19	W ₂₀	
0.014	2	0.007	3.19	W ₂₁	
0.004	2	0.003	2.27	W ₂₂	
0.006	2	0.003	2.26	W ₂₃	
0.006	2	0.003	2.26	W ₂₄	
0.012	2	0.006	2.71	W ₂₅	
2.809	-	1	total		

Table 6. Matrix of evaluation of internal factors (EFE)

Score (weight score)	Score (rating)	Weight (coefficient)	Average	Component	
0.1	4	0.025	3.60	O1	opportunities (O)
0.1	4	0.025	3.60	O2	
0.054	4	0.018	3.52	O3	
0.1	4	0.025	3.58	O4	
0.076	4	0.019	3.52	O5	
0.057	3	0.019	3.52	O6	
0.136	4	0.034	4.38	O7	
0.06	3	0.020	3.82	O8	
0.08	4	0.020	3.80	O9	
0.057	3	0.019	3.74	O10	
0.132	4	0.033	3.70	O11	
0.099	3	0.033	3.68	O12	
0.128	4	0.032	3.70	O13	
0.132	4	0.033	3.66	O14	
0.116	4	0.029	3.74	O15	
0.048	3	0.016	3/37	O16	
0.12	4	0.030	4.04	O17	
0.045	3	0.015	3.32	O18	

0.128	4	0.32	3.76	O19	
0.132	4	0.33	3.81	O20	
0.017	1	0.017	3.63	T1	
0.024	2	0.012	3.28	T2	
0.036	2	0.018	3.74	T3	
0.036	2	0.018	3.72	T4	Threats (T)
0.028	2	0.014	3.27	T5	
0.032	2	0.016	3.43	T6	
0.014	1	0.014	3.27	T7	
0.034	2	0.017	3.61	T8	
0.026	2	0.013	3.31	T9	
0.034	2	0.017	3.61	T10	
0.036	2	0.018	3.68	T11	
0.034	2	0.017	3.58	T12	
0.034	2	0.017	3.58	T13	
0.030	2	0.015	3.40	T14	
0.038	2	0.019	3.74	T15	
0.030	2	0.015	4.46	T16	
0.030	2	0.015	4.44	T17	
0.019	2	0.019	3.84	T18	
0.034	2	0.017	3.52	T19	
0.040	2	0.020	3.78	T20	
0.038	2	0.019	3.72	T21	
0.019	1	0.019	3.70	T22	
0.038	2	0.019	3.72	T23	
0.040	2	0.020	3.76	T24	
0.019	1	0.019	3.71	T25	
0.041	2	0.021	3.91	T26	
2.58		1			total

Based in the chart above the sum total of internal factors in the evaluation matrix was 2.809 and the sum total of external factors in the evaluation matrix was 2.576. in order to form this matrix, the scores resulted from evaluation matrix of internal and external factors was mentioned in horizontal and vertical aspects so that the organization's

condition is determined in the boxes of the matrix. According to figure 1, characters of the strategic condition in box 5 is placed close to growth regarding its stability, which means, strategies based on maintaining and stabilizing the inclination for growth should be opted.

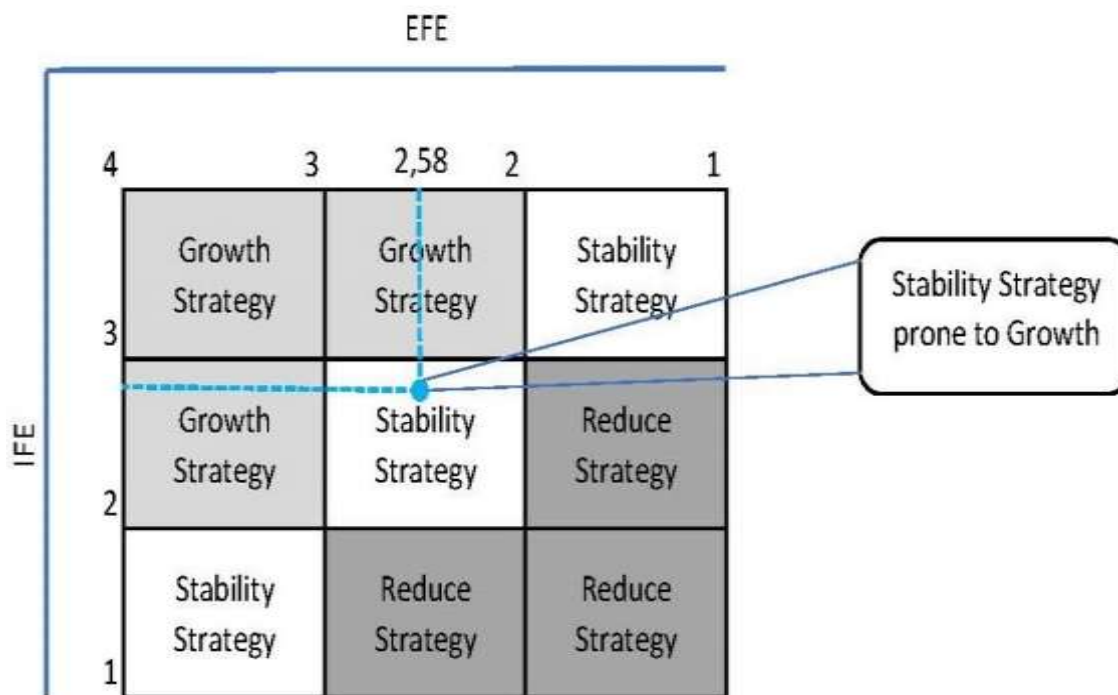


Figure 1: evaluation matrix of 9fold strategic condition (David’s model)

According to the above table, the total score of internal factors in the evaluation matrix is 2.809 and the total score of external factors in the evaluation matrix is 2.576. Finally,

based on the identified conditions strategies mentioned in the chart below were identified and framed

Table 7. The presented strategies

Dimensions	Strategy	Solution
The marketing capacity of the wellbeing center	using human capacities in order to expand systematic marketing	Calculation of the expenses and incomes of the center Recruiting expert marketers at the center Making a strategic and practical marketing plan at the center
Empowering human resources and processes	updating services provided in the center	Providing diverse services in order to increase the number of customers Making a technology unit in the center and presenting new - Marketing methods/ improving the skills of the coaches of the center Considering diversity of costs about the center’s products
Making markets	improving the bilateral communication with the customers of the center	Updating the management system related to communication with customer Planning for attracting sponsors/ constant analysis of the market Heeding to constant improvement of advertisement Engaging the customers in marketing process of the center
Branding	introduction and advertisement of the center’s title among people	Using the most recent marketing software in order to advertise the center’s name Using the academic and scientific capacity of universities in order to introduce ways related to branding Creating a data bank of the center’s customer’s in order to

		constantly communicate with them Extraction of different mouth to mouth data and documenting them
Regional activity	improving the competitive capacity of the center	Increase I the geographical complexity of the center Using the capacities of the virtual space in order to expand advertising of the center Empowering the public relations committee as the front of the center
Expanding the management body	forming a strong management body in the center	Creating and implementing a digital marketing system Using new marketing methods such as sensory and neural marketing
Regional activity	improving the competitive capacity of the center	More compromise with sport centers and organizations such as sport committees and sport start-ups Using social marketing methods to persuade more customers Using moral marketing methods and green marketing
Sport business capacities	holding different sport competitions in both sport for all and championship level	Using an active and volunteer sport force in the province for holding the competition Proper news coverage of the competitions through sport media

Discussion

Sport club marketing suffers from numerous science deficiencies and executive ambiguities in spite of being in the lime light; therefore, this study attempted to come up with a framework for a strategically analyzing the marketing system of Isfahan Palladium wellbeing center by using a collection of written and oral data (studying the sources and interviewing the people). That's why a strategic analysis method based on ecosystem analysis framework was used here. Two innovations were considered in the present study: the first is making a framework for components based on executive scopes and the other one was strategic condition in evaluation matrix. 106 strategic components included strengths, weaknesses, opportunities and threats ,most of which belonged to regional activity (22 components). Regarding this point, it can be stated that due to the catastrophic economic condition of the country and many sports plans are being left afoot in the sports business, gyms must function in a self-oriented way and pursue individual

development. Leo and Young (2015) concluded in a study that the changes in business and management and marketing methods from a traditional state to modern ones are of the factors that bring about success in marketing of organizations. They also state that market-oriented organizations must improve all their marketing capacities. Therefore, it is suggested the improvement strategy for making competitive capacities be used in the wellbeing center to make the best of the opportunities. The analysis of empowering human resources and processes can reveal that gyms can gain more share from the market in case they take any action in empowering sources (coaches and staff). Merrilees et al. (2011) showed in a study titled marketing abilities that marketing advertisement and managing capacities are the efficient mechanism for providing and expanding marketing capacities. Keshavarz (2017) showed that in order to evaluate marketing management in sport federation ten factors are effective which are as follows: supporters, customers, process, financial, creativity, planning, invisible asset,

efficiency and role advancement. Also, Karadakis et al. (2010) concluded in their study that the most common strengths are special infrastructure, volunteer, developed economy and strong political support, the most common weaknesses are lack of infrastructure, size of the country, no political and economic stability, most common opportunities include growth in tourism industry, commercial development, improvement of life quality, growth and expansion of infrastructure and the most common threat includes costs of events, pollution, trust to the event and rebuilding the economy and mobilizing the residence of the venue. Therefore, it is suggested to use upgrading the services of the wellbeing center through emphasizing the abilities and marginalizing the weaknesses.

It can be stated that regarding the interpretation of the results related to management ability, it can be concluded that contextualizing and providing desirable conditions are the common ground between most sports organizations and service units. Tarighi et al. (2016) reported that marketing organization, marketing data system, strategic marketing, staff marketing, branding ability and management ability have a significant connection to marketing capacity of national federation of university sport and are counted as factors which have a significant role in development of sport marketing in national federation of university sport. Moreover, Najafzade et al. (2012) identified 12 factors of financial support factor place and distribution challenge's management product management, process management, costing management, moguls, physical evidence, public relations management, motivational factors as factors which were most effective on development of sport marketing in women sport in Azerbaijan Gharbi province. Hamidi (2010) in a study titled strategic planning for national federation for university sport stated

that capacitating and diversifying financial institutions, marketing and money making should be opted as prioritize strategy for the federation. Also, Rajabi (2012) states in his article that marketing plans and activities are neglected in the country in a way that the national Olympic committee provides most the bigger part of its budget and financial sources through government and is not equipped with any clear marketing plans. Also, the marketing activities conducted in this organization are insignificant and sporadic. Therefore, it can be stated that one of the main factors causing dysfunctionality of strategic marketing plans in different gyms and clubs is scattered activity, being mono-institutional and having no strategic information about sport marketing and it is necessary to conduct specialized researches on the subject. Therefore, it is suggested to form a strong managerial body in the center.

The strategic condition in the middle box was close to growth regarding its stability, which means it is necessary to choose strategies for maintaining and stabilizing the condition for growth. In a study Shabanibahar et al. (2017) showed that the condition of document of perspective related to marketing in the national soccer league is in SO zone. Identifying this condition indicates that although there are various problems in presenting sports services by fitness clubs, their current process is close to relative stability and there is an inclination for growth and development.

Regarding the analysis of branding in this study, it can be stated that the business context of the clubs can be developed through improvement of club branches based on coherent branding and expansion of advertising. In a study titled online marketing, Baenna (2016) stated that by using cellphones as the stimulus method of interest in the brand in sport teams, in addition to the players who are the assets of the club, managers must focus on the club's

brand as one of the main assets of the club. They showed that making a website for attracting fans to the club's brand does not serve the purpose and traditional websites no longer urge anyone to go back and check them again; therefore, it can be stated that managers of fitness clubs need to use compromising marketing media to communicate with consumers and connect with the costumers. Moreover, by unifying the different factors related to social media such as websites, Instagram, Facebook, telegram, weblogs and twitter they can develop their business and make fans choose their brand and entertain. Therefore, it is suggested to use the strategy of introducing and advertising the name of the center among people.

The strategic component was classified into seven categories of economic capacity of the society, business capacity, regional activity, marketing capacity of the wellbeing of the center, empowering the human resources and processes, branding and marketing. It can generally be stated that the challenges and obstacles studied here have a normal connection with each other and, on the other hand, the total of these factors indicate the weaknesses inside the context of the center. That's why in order to tackle these challenges, in addition to paying attention to their importance ad priority, the connection between these factors and other parts of the fitness club should be paid attention to. The majority of components belonged to regional activities (22 components). The fact that most components are related to regional activities indicates that the essence of club ownership is a business and service matter. Therefore, in order to improve wellbeing-services at fitness and wellbeing-clubs, they should be looking for information on marketing of sports services and plans based on the environmental changes. In fact, the main expectation of the society and market from wellbeing and fitness clubs is providing

unique services compared to other clubs; therefore, the premise and essence of practical management is having relevant information and access to the required information through science and technology; that's why having a unified information system for marketing services management and market information gain more significance. Moradi (2016) reported that knowledge-based systems and technology-oriented aspects in holding events and courses related to sports have a significant role in their quality and performance efficiency. Therefore, it is suggested to hold sport competitions in both sport for all and championship levels regarding business capacities in sports.

Regarding the regional activity analysis in Palladium wellbeing center, it can be stated that it is possible to attract more normal costumers and use moral marketing methods and green marketing through more connections with sports centers and organizations such as sports committees and sports startups. In a study entitled the new era of sports sponsorship in Turkey, Akamkcy (2013) he studied the factors affecting marketing and identified the lack of any of these factors as an obstacle to marketing. These factors include proper ownership system in club managers, entering clubs to the stock market, clarification of financial data, increasing the responsiveness and financial and official responsibility of the clubs, good policies chosen by government related to the clubs in the form of building stadium, considering lands for sport purposes and giving low interest loan, devising long term strategic plans, serious emphasis on relational marketing and upgrading the knowledge of managers related to sport marketing, using stronger and more reliable brands, the connection between players and the teams with the target market, using key athletes and coaches in different teams properly using the evet context for

advertisement, trust in investment of sponsors and passing special rules for supporting sports. Therefore, it is suggested to use competitive ability-strategy in the center. Regarding the economic- business context of society, it can be stated that it is possible to achieve long term financial results in case of using a coherent marketing system in a suitable economic and business context. Therefore, the obstacles and challenges should be talked about so that more desirable results are obtained. As Ghasemi et al. (2015) showed in a previous study the obstacles of sport marketing are legal, structural, management, contextual and economic. Therefore, it is necessary to provide the economic context in order to improve financially at Isfahan Palladium wellbeing center. It is suggested to use strategic alliance with beneficiary organizations for the center.

Conclusion

Based on the principles and findings of the study, it is possible to come up with a comprehensive analysis on the strategic marketing of Isfahan Palladium wellbeing center. According to the identified strategic condition, the strategic marketing of Palladium wellbeing center is in stable- close to growth zone; the managers of Palladium center should choose a conservative approach to manage the present condition and improve the performance indicators. Marketing is a significant factor related to sports clubs that provide sports services; the presented strategic structure can clearly show the capacity of different aspects of this strategy. This study attempted to analyze and set future perspective for the fundamental components in strategic marketing of Isfahan Palladium wellbeing center. Based on the present study, it is possible to analyze the strategic marketing process of Isfahan Palladium wellbeing-center and arrive at a new framework which is based on scientific principles. In the present study, the main sources of strategic marketing of Isfahan

Palladium wellbeing center were identified, therefore, it is suggested that the providing and maintenance methods of human resources be studied. Also, it is suggested that the effects of supporting factors to improve and implement strategic marketing strategies in wellbeing centers be studied. The presented aspects may have weaknesses and insufficiencies; therefore, it seems necessary to conduct more researches to develop the identified factors in the present study and tackle its probable weaknesses.

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