

The Security Role of Football Stadiums on Marketing Mix Development

Zhaleh Memari*

Associate Professor of Sport Management, Faculty of Sport Sciences,
Alzahra University, Tehran, Iran

Marzieh Lal Bidari

M.Sc. of Sport Management, Faculty of Sport Sciences,
Alzahra University, Tehran, Iran

Mahsa Saadati

Associate Professor of Biostatistics, National Population Studies and
Comprehensive Management Institute, Tehran, Iran

Received: April 02, 2020; **Accepted:** July 11, 2020

doi: 10.22054/nass.2020.52513.1059

Abstract

The sports industry is one of the most popular fields between the nations that need to interact with several factors, from stadium security to marketing staff. Today, security and crowd management are more critical than ever. In many events, the lack of proper security management has caused to be a bitter event due to it. It has created serious risks for the investors that have participated in the game. Due to this, maintaining a long-term relationship with them is a severe challenge. Research has shown a positive correlation between security in sporting events and security in the business. However, few studies have examined how this is. This study utilized samples that included 300 sport management experts. The research tool included: "Marketing mix standard" and "researcher-made security" questionnaires, each with 45 items. Using exploratory factor analysis, security determinants related to the marketing mix of sports events, which were related to the marketing mix of the tournament, were identified. The results showed that 12 factors have contributed to security, and 11 elements were involved in the marketing mix. The results showed that security documentation and training should receive special attention along with hardware and software management of venues, management and planning, and physical protection, as well as security services and facilities, to improve the security conditions in soccer matches. Managers must have proper management, which leads to the satisfaction of spectators and prevention of crowded. The sense of security creates a suitable atmosphere for marketing activities in sports events.

Keywords: Persian Gulf Pro League, physical protection, Security, Sport Facilities, Venue

* **Author's e-mail:** Zh.Memari@alzahra.ac.ir (**Corresponding Author**);

INTRODUCTION

Today, sports is not a mere physical activity but plays a vital role as an important economic sector of societies in various aspects of production and consumption of goods, the provision of sports services, as well as economic development in developed countries (Stotlar, 2009). In the sports sector of industrial countries, investors systematically invest and earn millions of dollars annually. Profitability has created sufficient incentives for economic activists in this industry to continuously strive to search and develop revenue generation approaches and regularly analyze the elements and factors associated with sports marketing (Moghimi, 2011). We are increasingly witnessing the investments in sports services and the interest of media in these fields. Nevertheless, the critical issue is how can maintain investment security from the perspective of security on the day of the sports events.

As stated by Kotler & Armstrong (2006), "marketing" is the Use of corporate resources to meet consumer needs (Stotlar, 2009). In the marketing context, the term "marketing mix" has been introduced, which is a strategic mix of elements of the product, price, location, and promotion (Pitts & Stotlar, 2012). These are the interrelated elements that can be controlled by sports marketing experts so that decisions concerning any of them affect the activities related to other items, and are the effective combination of factors that creates a successful marketing system (Pitts & Stotlar, 2012).

According to Fried (2004), "security" in sports complexes involves the implementation of contracts concluded in various areas, including preventive measures, electrical shocks, bombing, and sabotage cases. According to research results, providing the safety of sports venues and establishing discipline at stadiums during the tournament are among the essential concerns of sports managers in present conditions (Naderian Jahromi, Poorsoltanzarandi, & Rohani, 2013). If the matching security creates, one can expect to develop a marketing mix in sports events while exerting effective management. That is why it can conclude that with the optimal control of security, all the factors creating insecurity are identifiable, and it is possible to prepare for the necessary measures.

Given the topics raised regarding the importance of maintaining security for the development of a marketing mix of sports events, the question is, what are the relations between marketing mix and safety in

sports events? To this end, researchers in this study attempt to identify the factors influencing the improvement of security in sports events that can affect the development of marketing mix in games to respond to the following questions: What are the factors contributing to the improved security associated with marketing mix in soccer tournaments? How is the relationship between establishing security in sports events and marketing development in these events? How can sports management respond to the Continuing the life of the organization of the sports organization via interaction between marketing mix and security in sports events?

Theoretical Basics and Research Literature

According to Li et al. (2001), If managers can assure the security of sports events for sponsors completely, their support will be doubled. In this regard, the marketing sector of sports events will be further expanded (Li, Hofacre & Mahoney, 2001). Likely, it can be claimed that the existence of adequate security at the venue of a sports event is the main requirement for booming and profitable marketing.

Nowadays, “soccer” is one of the most popular and most popular sports events around the world. Also in Iran, soccer is the most popular sports, which has the highest number of players and fans in comparison with other games; however, the main infrastructures for this popular sport, including the safety of sports stadiums as the venues for events, have been neglected (Elahi & Pouraghay, 2003). However, the findings of some studies have identified the “establishment of a secure place” as a critical element in the development of sports management and with a fulcrum of social events. This is emphasizing that the development of sports events and tournaments can have positive social impacts on local communities (Spaaij & Schlenker, 2014). The creating of a secure space is an indispensable predictor for any collective and essential activity in a society (Hunter, 2008).

Many argue that soccer fans are not only valuable for the growth of clubs but also play an essential social role (Elahi, 2008). In emphasizing this matter, Memari (2007), while criticizing the management of marketing in Iran, states that better, proper planning of the place, the product, the pricing of competitions in holding the matches, as well as the management of services along with the marketing campaigns of club teams, increase the attention of spectators to tournaments and games.

According to some studies, the observance of security standards and indicators in five areas of "crisis management, risk management, communication, training, modelling, and simulation" has been an essential researches topic (Naderian et al., 2013; Hagmann, 2005). On the other hand, Schwartz, Hall & Shibli (2010) are argued that the management of facilities could be considerably reinforced the successful risk management and anticipated actions that can prevent injuries (FIFA-Federation International, 2007). Wong and Chadwick believe that the early preparation and implementation of preventative and security measures remains the key to securing the tournament (Wong & Chadwick, 2016). Moreover, according to the latest research by Faraji (2014), "infrastructure" is one of the four factors affecting the security of Iranian soccer stadiums and is an essential element improving the quality of stadium standards (Faraji, 2014). While stressing this subject, Hematiynejad, Taylor, Gholizadeh, and Faraji (2015) stated in their research that the investment in infrastructure, and in particular the design and construction of stadiums, is an essential factor to improve the security of stadiums (Hematiynejad, Taylor, Gholizadeh, & Faraji, 2015).

Furthermore, an "event" can be managed in total security by planning in a variety of areas, including access roads, infrastructures, signs, orientation, risk alerts, and traffic management plans (Event security planning guidelines, 2008). In other words, "planning" is the most critical component during the implementation of a successful event, and the formation of a committee called "Planning Committee" will play an essential role in organizing the event (Office of Multicultural, 2016). Also, risk management is central to protecting health and safety (Windholz, 2016). On the other hand, in holding sports events, the issue of "population management" is of high importance. When developing security policies and strategies, precise place control, timely discharge of participants from the venue of the event by considering their gender and age distribution, the existence of barriers, as well as active and operational interventions should be taken into account. In this respect, Evers (2012) has examined the drones used to enhance the security of sports events. These are remote-control drones, which can collect useful information such as films, photos, and images from places where conflicts may occur during the tournament, and can even fly to sites

where unexpected clashes may occur. In these patrols and surveys, it is essential to do all necessary observations at all locations as soon as possible, and "air patrol" has this feature with appropriate response time (Rabadi, Khallouli, Al-Salem, M. & Ghoniem, 2015).

O'Toole and Stevens (2012) have stated that the experiences gained in previous events are useful to secure the venue for events, which can be used to optimize security planning in subsequent games. Performing "protective measures" is an effort to establish security. Such measures will be used to increase awareness among facility managers, reduce the vulned ability of sports events and vital assets (physical-human), increase the defence mechanism and readiness among security beneficiaries to deal with accidents (U.S. Department of Homeland Security, 2008). On the other hand, Hurst et al. (2007) have argued that " quality management of security" is highly relevant. If properly managed, it will ensure the establishment of secure conditions, which will be realized through "special training of forces" (Hurst, Zoubek, & Pratsinakis, 2007).

Hall and et al. (2012) also state that there may be unintentional occasions during sports events and that the managers should be prepared to be dealing with them; therefore, "training of the security personnel and their appropriate communication with spectators" should not be forgotten (Hall, Cooper, Marciani, & McGee, 2012). Pantera and colleagues (2004), in their study, emphasize has been placed on the necessity of effective communications with spectators and the precise evaluation of programs before the start of the competition (Pantera et al., 2004). Giving opinions by law enforcement authorities of this event is designed to guarantee safety and order while securing the event (Jędrzejak, 2017).

Concerning with above studies, sports venues and events are a pleasant environment for marketing and revenue generation. However, marketing will boom in sports events with the availability of security for such events. One of the most concise definitions for marketing is "to meet needs in a profitable way" (Pitts & Stotlar, 2012). Marketing in sports events can be described as "sports marketing," which is defined as follows: A process for the design and implementation of production, pricing, promotion, and distribution activities of a sports product to meet the needs and demands of customers and achieve the goals of the company. Sports marketing is the complex and dynamic component of any sports trade. What makes sports marketing different is that it is

dedicated to a specific industry (ibid). With these interpretations, there can be more focus on particular components to cause marketing boom by manipulating and trying to develop these components, including 4P (Product, Price, Place, Promotion), which is known as "marketing mix." Several researchers in different fields have conducted studies on these components, and they have sometimes achieved other elements in their results (Memari, Khabiri, Hamidi, Kazemnejad & Yadollahi, 2008; Kotler, 2009).

On the other hand, Memari (2007) adds that the more favourable the planning for place management, the higher the spectators' attention to programs and tournaments. In other words, "place management" is the essential factor that plays the most critical role in the marketing mix of the sports industry (Memari et al., 2008).

According to Gladden, Irwin, and Sutton (2001), the essential task of marketing managers of sports teams is "team logo management," in addition to paying attention to the event spectators and meeting their needs by the authorities. They believe that the public awareness of the logo in the sports industry is achieved through the knowledge of team logos (Gladden, Irwin, & Sutton, 2001). Keller (1993) also argues that the consumer should be aware of the logo. In this regard, Gladden, Irwin, and Sutton (2001) have stated that the managers should focus on the "special value of logo" in striving to enhance the public image of the organization and increasing its revenues. Gladden and Funk (2002) also emphasize the proper "public relations management" of teams in establishing strong relationships with fans, so that marketing for non-commercial organizations, including sports organizations, has now become a method of communication with people. Finally, financial support and its positive effects on both sides of the contract have been highlighted (Keller, 1993; O'Reilly & Harrison, 2005). Taking advantage of "financial support" for holding league games and making money for this organization has been the focus of attention by experts among other variables so that Ferrand and Pages (1996) also advocate the need for harmony and coordination between the sports event and the Sponsor (Ferrand & Pages, 1996).

Despite the emphasis placed on the importance of maintaining security in sporting venues and events for the development of marketing and the generation of income, unfortunately, this essential matter has

been relatively neglected by sports venue officials. Although the advanced technologies have provided the best tools for improving and promoting the security of sports events, also sports professionals and managers in Iran, do not have enough knowledge and information about this relatively new field. There are potential security threats in each community. Where there are famous athletes, where there is a fan who supports significant sports events. Therefore, the risk assessment and thus training to develop security plans and emergency responses will be of high importance.

The assessment of ensuring the security of the stadium environment before and after the sports events for the development of the marketing mix is an important topic that has been studied to a lower extent by the researchers. On the other hand, Iranian sports managers are looking to develop marketing activities in football matches. Still, they are less concerned with managing the security of football matches, and sometimes they are not aware of this relationship. While the results of some studies have confirmed this relationship, they are less concerned with how this is. So, in this research, the researcher has to find out how this relationship is?

METHOD

In this study, 300 Iranian football experts were selected by a random sampling method to answer the questionnaire. The information of samples was gathered based on two structured questionnaires; "Marketing Mix" and "security" questionnaires. The first questionnaire, which was developed by Memari et al. (2007) has consisted of 45 items, and its reliability was 0.92 ($p < 0.01$). The second one was produced by this study, which included security variables related to the development of marketing events for sports events with 45 items. The Content Validity of this questionnaire was confirmed by seven sport management Professors. Also, the reliability of this questionnaire was confirmed by Cronbach's Alpha, which at the list was 0.7 in each factor. Both surveys were extracted based on the five-point Likert scale from 1 to 5 score that indicated "deficient" and "very high" categories, respectively. Removing factors from items of the questionnaire were the first step in modelling the data. To do this, critical factor analysis was used by Spss 21. To examine the effects of security components on the development of the marketing mix, Path analysis was considered by LISREL 8.2.

RESULTS

Descriptive results indicated that most of the samples were in the 35 age group (61.7%), and only 5% of cases were in the 20-25 age group. Almost 50% of respondents had a university educational level, and 64/7% of the respondents had over 15 years of experience in soccer.

Table 1: Making security factors by loading

Security indicators (FA1) Impact	Loadings
-Assurance of appropriate instantaneous escape paths for emergency discharge	0.748
-Guarantees by stadium managers for the security of human, physical, and information assets	0.698
-Use of emergency warnings and reliable communication methods with quality audio systems	0.573
-Use of effective discharge methods in emergency conditions in coordination with all the related institutions	0.579
Security Services and Facilities (FA2)	
-Formulation of standards for spectator and VIP seats	0.737
-Launching first aid stations and information stands inappropriate sites within the stadium	0.700
-Using a proper number of employees in proportion to the magnitude of the event, personnel expertise, and potential threats	0.636
-Establishing control room with unlimited viewing angles and provision of adequate facilities	0.518
-Providing guidance boards for transport routes, police deployment locations, emergency, and fire stations for Use in crisis conditions	0.462
Quality of Standards (FA3)	
-Attention to threatening statements of ticket holders during inspections and considering an exit line for their discharge	0.752
-Training and practice of search staff and search for items without regard to waiting time	0.610
-Use of safe materials in the construction of the stadium (non-flammable items, concrete, and fire protected steel)	0.527
Security Documentation (FA4)	
-Use of weapon and other essential accessories for searchers	0.775
-Preserving records and reports of previous events to be used to reduce mistakes in future events	0.727
-Security checks on all entry gates of the stadium for all participants present at the event	0.700

Physical protection (FA5)	
-Proper management of heavy casualties of terrorist operations, extensive media coverage, reduction of adverse social and psychological effects	0.771
-Dealing with offenders in violation of the security of the event and providing a handbook for risk reduction	0.686
-Proper organization of executive agents (including managers, security personnel, security consultants, vendors, caretakers, security inspectors, guides, law enforcers, etc.)	0.459
Quality management of security (FA6)	
-Identification and anticipation of ways to deal with terrorist attacks and natural disasters in tournament venues	0.835
-Training and deployment of highly trained and dedicated human resources to ensure the security of the venue	0.522
-Improving the security level of events with preventive and protective measures as well as advanced physical protection systems	0.520
Software and hardware management of places (FA7)	
-Eliminating or reducing fraud and disadvantage to avoid provoking spectators into aggression and disorder	0.561
-Considering pre-printed cards and brochures for search methods and prohibited items for the deaf	0.546
-Separating rivals from each other and effectively managing security events for sports events	0.502
-Providing signs to guide the users	0.473
-Considering emergency operation centers and distribution centers for food, water, and emergency resources for emergencies	0.437
-Use of intelligent access control, security tools, and electronic communication systems	0.430
-Establishing storage places for forbidden items of ticket holders	0.417
-Performing a security test before sports events to reduce and eliminate possible mistakes	0.350
Management and planning (FA8)	
-Identification of unauthorized items for users: Explosive items, drugs, firearms, glass bottles	0.609
-Dealing with and capture of unauthorized items	0.534
-Use of Risk Self-assessment Tool (RSAT) to minimize security issues in the tournament	0.379
-Use of protective and portable balusters for separating the people lines and providing space for search staff	0.336
-Use of risk and population management of sports stadiums to secure the tournament	0.330

Physical evidence (FA9)	
-Helicopter landing pad design for emergency and sensitive situations	0.420
-Controlling and counteracting the violence of fans, insurgency, and unrest	0.377
-Identifying the physical security risks present in tournament venues	0.376
-Identifying the factors effective upon provoking violence in fans and proper control of the event	0.351
Preventive Measures (FA10)	
-Separation of the direct entrance paths of referees and players from public and media entrances	0.401
-Considering approaches to deal with unwanted accidents in sports organizations and events	0.376
Training (FA11)	
-Support of police, fire brigade, crisis management, emergency, and public relations officers in the secure holding of the event	0.421
-Use of advertisements in multilingual images and announcements	0.356
-Avoiding inadequate pre-event facilities and installing weak signs of search and unauthorized items	0.328
Interaction and communication (FA12)	
-Acquiring sufficient communication capabilities among responsible organizations	0.427
-Use of a checklist including a survey of risk factors for facilities	0.307

To extract factors, from two questionnaires Principal Component method of factor analysis was used. Both the Kaiser Meier Olkin (KMO) index (0.892) and Bartlett test (p -value<0.000) confirmed the validity of the factor analysis in the security questionnaire. Twelve factors were extracted by factor analysis, which explained 64 per cent of the total variance. These factors and their items showed in the Table (1).

Table 2: Marketing mix factors by loadings

Marketing competitions (FB1)	Loadings
Manage the venue of the tournament for the presence of female fans	0.783
Establishing a centralized marketing and planning agency for distribution channels of competitions	0.728
Identification of needs, standards, and expectations of tournament spectators (needs assessment studies)	0.712
Making promotional videos about the host cities of the tournaments	0.653
Management of pricing (FB2)	
Different pricing of tournament ticket prices based on costs	0.835
Tournament ticket price calculation based on the ruling economic cycle	0.821
Tournament ticket price calculation based on goals of league organizers	0.791
Tournament ticket price calculation based on the value of competition in the minds of spectators	0.653
Tournament ticket price calculation based on auxiliary packages associated with the tournament	0.588
Tournament ticket price calculation based on the technology used in the presentation of the tournament	0.408
Promotion (FB3)	
Taking advantage of sponsors to host tournaments and earn money for League Organization	0.807
Exclusive contracts with the main sponsors of the tournament	0.803
Taking advantage of support from sponsors for teams participating in the tournament	0.769
Selection of sponsors whose products and services are more coherent and coordinated with the soccer team in the tournament	0.593
Establishing and maintaining justice in the provisions of the contract with sponsors	0.558
Expanding news and media coverage of tournaments	0.460
Use of public relations for effective communication with all beneficiaries of the tournaments	0.422
Introducing and emphasizing the intangible effects of watching tournaments for spectators	0.420
Market governing forces (FB4)	
Approval and enforcement of compliance with the law governing broadcast rights of participating clubs in tournaments	0.726
Protecting the copyright law of participating clubs in the tournament for the sale of goods bearing the logos of participating teams	0.701
Contract with media to broadcast the tournament	0.564

Economy (FB5)	
Establishing legal betting positions for predicting results of tournaments through the Internet and	0.817
Supporting the establishment and Use of intermediary agencies in ticket supply of tournaments	0.580
Transfer of the shares of participating clubs to the public	0.516
Establishing or integrating an exclusive television network with teams participating in the tournament	0.506
Using VIP personalities to confirm and validate the teams participating in the tournament	0.400
Customer support (FB6)	
Classification of service provision to spectators according to their needs, expectations, and income	0.592
Providing preparations for support of sponsors from women's sports tournaments	0.564
Promoting the value of tournament by providing the retail of goods bearing the logo of the teams participating in the tournament	0.551
Use of incentives such as ticket discount coupons and discount purchases from stores having contracts with the League	0.524
Developing awareness, recognition, and loyalty to the logo of participating teams to enhance the value of the tournament	0.464
Public Relations (FB7)	
Proper organization of the executive agents of teams participating in the tournament	0.670
Holding press conferences and schedules for participating teams to enhance the value of the tournament	0.642
Promoting the positive feeling of membership in the fan groups of participating teams in the tournament	0.511
Logo (FB8)	
Choosing the appropriate logos for the teams participating in the tournament to remain in the minds of fans	0.817
Choosing the right name for the teams participating in the tournament to create motivation and positive emotions	0.811
Valuation of teams for realistic pricing	0.517
Promoting the value of teams to attract spectators and sponsors	0.495
Place management (FB9)	
Upgrading the tournament stadiums	0.669
Optimal management of venues and stadiums of tournaments	0.652
Providing facilities and provisions for presenting the tickets according to the needs and wishes of the spectators	0.581

Process management (FB10)	
Improving the value of participating teams in the tournament through the presence of prominent coaches	0.728
Improving the value of teams participating in the tournament through the presence of top managers	0.677
Contractual rights (FB11)	
Identifying the needs of sponsors to maintain their continued support	0.648
Providing the necessary guarantees for fair contracts with sponsors	0.619

Both Kaiser Meier Olkin (KMO) index (0/884) and Bartlett test (p-value<0/000) confirmed the validity of factor analysis in the Mix Marketing questionnaire. Eleven factors were extracted by factor analysis, which explained 70 percent of the total variance. These factors and their items showed in the Table (2).

Table 3: Path model of the security role in marketing mix of Persian Gulf Pro League

		FA1	FA2	FA3	FA4	FA5	FA6	FA7	FA8	FA9	FA10	FA11	FA12	FB1	FB2	FB3	FB4	FB5	FB6	FB7	FB8	FB9	FB11
Coefficient	FB1	-0/16	0/075	0/14	-0/055		-0/042	0/11	-0/010		-0/0085		-0/026		0/39	0/20	0/047	0/15	0/31	-0/15	-0/11	-0/0066	-0/010
	Z	-2/86*	1/28	2/68*	-1/21		-1/05	1/26	-0/16		-0/19		-0/58		9/66*	3/72*	1/12	2/78*	5/56*	-3/29*	-2/72*	0/014	-0/23
Coefficient	FB2	-0/15	-0/17	0/21				0/086	-0/17	0/34						0/093	0/18	0/20	0/13			0/31	0/0073
	Z	-2/05*	-2/11*	2/98*				0/74	-2/01*	4/99*						1/30	2/99*	2/87*	1/72			5/04*	0/12
Coefficient	FB3	-0/068		-0/16	0/051	0/11	-0/038	-0/26	0/22	0/20		0/18	0/046				0/038	0/020	0/11	0/16	0/18	0/097	0/090
	Z	-1/17		-3/18*	63*	1/96*	-0/87	-3/01*	3/43*	3/79*		2/87*	0/96				0/85	-0/34	1/85	3/52*	4/53*	2/03*	1/92
Coefficient	FB4			0/11		-0/29		0/10	0/16				0/14					0/31	0/32			0/19	
	Z			1/66		-4/91*		3/68*	2/48*				2/35*					4/92*	4/49*			3/26*	
Coefficient	FB5			0/013	-0/13	0/32	-0/14	0/17	0/14	0/070	-0/20	-0/13	0/0093						0/28				0/32
	Z			0/24	-2/80*	6/20*	-3/17*	2/02*	2/32*	1/32	-4/31*	2/14*	0/19						5/14*				6/99*
Coefficient	FB6	0/060	0/064	0/017	-0/14	0/015	0/0098	0/35	-0/12	-0/043	-0/12	0/098	0/082							0/35		0/26	
	Z	0/90	0/90	0/28	-2/56*	0/26	0/21	3/40*	-1/68	-0/72	-2/41*	1/43	1/53							6/75*		4/83*	
Coefficient	FB7		0/45	0/13	-0/077	0/14		-0/41	0/043			0/30	0/037				0/014	0/12					
	Z		5/74*	1/83	-1/18	2/06*		-3/22*	0/55			3/69*	0/57				0/20	1/48					
Coefficient	FB8		0/16		0/058		0/14	-0/43	0/17			0/15							0/12	0/28			
	Z		2/09*		0/86		2/44*	-3/84*	2/03*			1/67							1/65	4/29*			
Coefficient	FB9	0/12	0/18	-0/022	0/19	-0/019	0/011	0/19	-0/25	0/012	0/13	0/12	-0/19					0/26		0/042	0/088		
	Z	1/62	2/25*	-0/32	3/08*	-0/27	0/19	1/57	-2/94*	0/18	2/08*	1/59	-3/17*					3/71*		0/69	1/65		
Coefficient	FB11		0/022	0/054	-0/12	0/20	-0/15	0/13	0/065		-0/15	0/17					0/13		0/37	0/038	0/039	0/028	
	Z		-0/12	0/26	0/75	-1/88	3/04*	-2/54*	1/03	0/73		-2/35*	2/08*				1/99		4/77*	0/56	0/71	0/40	

* = Significant at the level of 0.05

To examine the theoretical model, path analysis was used. The validity of the path model was confirmed based on Goodness-of-fit (GFI=0.87), and Root Mean Square Error of Approximation (RMSE=0.075) indices structural equations were shown in Table (3).

Rows in this table indicated endogenous (response) variables and columns showed the exogenous variables. As an example first row indicated the below equation:

$$\begin{aligned}
 \text{FB1} = & 0/39*\text{FB2} + 0/20*\text{FB3} + 0/047*\text{FB4} + 0/15*\text{FB5} + 0/31*\text{FB6} - 0/15*\text{FB7} - 0/11*\text{FB8} \\
 & (0/040) \quad (0/054) \quad (0/042) \quad (0/053) \quad (0/056) \quad (0/046) \quad (0/039) \\
 & 9/66 \quad 3/72 \quad 1/12 \quad 2/78 \quad 5/56 \quad -3/29 \quad -2/72 \\
 - & 0/00066*\text{FB9} - 0/110*\text{FB11} - 0/16*\text{FA1} + 0/075*\text{FA2} + 0/14*\text{FA3} - 0/055*\text{FA4} - 0/042*\text{FA6} \\
 & (0/048) \quad (0/045) \quad (0/055) \quad (0/059) \quad (0/052) \quad (0/045) \quad (0/040) \\
 & -0/014 \quad -0/23 \quad -2/86 \quad 1/28 \quad 2/68 \quad -1/21 \quad -1/05 \\
 & + 0/11*\text{FA7} - 0/010*\text{FA8} - 0/0085*\text{FA10} - 0/026*\text{FA12} \\
 & \quad (0/088) \quad (0/064) \quad (0/045) \quad (0/046) \\
 & \quad 1/26 \quad -0/16 \quad -0/19 \quad -0/58
 \end{aligned}$$

According to the first row of Table 3, which is equivalent to the "first equation" from the research, marketing competitions (FB1) are influenced by nine independent variables. Among the practical factors, only the two elements of security indicators (FA1) and quality of standards (FA3) have had a significant effect on its explanation. The next second row of Table 3 is related to the management of pricing (FB2), upon which six independent factors affect it. Among these practical factors, only one element has not had a significant effect. Fortunately, security indicators (FA1), security services and facilities (FA2), quality of standards (FA3), management and planning (FA8), and physical protection (FA9) have had a significant effect on the relevant factor. The third row of Table 3, which is related to promotion (FB3), and is influenced by ten independent factors, including quality of standards (FA3), security documentation (FA4), physical protection (FA5), hardware and software management of places (FA7), management and planning (FA8), physical evidence (FA9), and training (FA11) with a significant effect on it. In the next row (4th) of table 3, five factors affect the factor of market governing forces (FB4), among which only one element has had no significant effect. Four factors of physical protection (FA5), hardware and software management of locations (FA7), management and planning (FA8), and interaction and communication

(FA12) have had a significant effect. In the next row (5th) of table 3, which explains the economy factor (FB5), ten factors are involved. There have been seven significant effectors, including factors such security documentation (FA4), physical protection (FA5), quality management of security (FA6), software and hardware management of places (FA7), management and planning (FA8), preventive measures (FA10), and training (FA11). A review of the next row (6th) of table 3, shows that the customer support (FB6) has been influenced by all the security factors derived from this research. Out of twelve security factors, only three elements of security documentation (4FA), hardware and software management of places (FA7), and preventive measures (FA10) have had a significant effect on it. In the next row(7th) of table 3, the public relations factor (FB7) has been influenced by eight security factors, which four elements of security services and facilities (FA2), physical protection (FA5), hardware and software management of places, (FA7), and training (FA11) have had a significant effect on it. In the next row(8th) of table 3, which is related to the logo factor (FB8), has been influenced by six factors, among which the four elements of security services and facilities (FA2), quality management of security (FA6), hardware and software management of places (FA7), and management and planning (FA8). The next row (9th) of Table 3 shows that place management (FB9) has been affected by all the twelve security factors. However, among these effects, five elements have had a significant impact, including security facilities and services (2FA), security documentation (FA4), management and planning (FA8), preventive measures (FA10), and interaction and communications (FA12). In the next (10th) and the last row of table 3, ten security factors have affected contractual rights (FB11), among which physical protection factors (FA5), quality management (FA6), preventive measures (FA10) and training (FA11) have had a significant impact.

DISCUSSION

Soccer stadiums of Iran host thousands of spectators each year to watch league games. Therefore, the initial premise of the researchers was to what extent the provision of a safe environment for spectators could affect the development of marketing in sporting events. Based on this viewpoint, several factors relevant to the security and marketing of sports events were identified, and the relationships between them were studied.

According to Table 3, which shows the role of security in the development of the marketing mix of the Persian Gulf Pro League, we will review each of the rows in this Table.

- The findings according to the first row of Table 3, are consistent with the results of Naderian et al. (2013), Hagman (2005), Faraji (2014), and Hematiynejad et al. (2015), which have stressed the observance of security standards and indicators, as well as attention to the quality of standards, in the sports venues. The tournament managers can successfully compete in the marketing of events by considering these two factors and the variables related to each of them. On the other hand, lack of meaningful significance the factors such as security services and facilities (FA2), security documentation (FA4), quality management of security (FA6), software and hardware management of places (FA7), management and planning (FA8), preventive measures (FA10), interaction and communication (FA12) on marketing competition does not indicate the irrelevance of these factors in explaining and identifying the corresponding factor. Research by Schwartz et al. (2010), about FIFA-Federation International, 2007; O’Toole and Stevens, 2012; Hurst et al., 2007; about Event security planning guidelines, 2008; and Office of Multicultural Interests, 2016; have emphasized the role of each of the factors; therefore, lack of adequate notice of these factors, which indicates the negligence of authorities responsible for the events, which must be considered to boost the marketing competitions on the day of the event by improving each of these factors.
- The finding in next second row of Table 3, are in agreement with the finding of Naderian et al., 2013; Hagman, 2005; Schwartz et al., 2010; Faraji, 2014; Office of Multicultural Interests, 2016; and Rabidi et al., 2015; each of which emphasize the need to focus on these factors and the variables associated with each of them to maintain the security of sporting events in line with marketing development of events. The results of this research show that the officials of the Persian Gulf Pro League can benefit from the factors mentioned above to manage the prices and to be successful in developing the marketing mix.
- The finding in the third row of Table 3 is in line with the research results of Hematiynejad et al., 2015; O’Toole and Stevens, 2012;

U.S. Department of Homeland Security, 2008; Event security planning guidelines, 2008; and Hall et al., 2012. Memari (2007) also believes that favourable promotion activities in the tournament, will have better the attention of spectators to programs and competitions; therefore, following the special attention of event organizers to the mentioned effective factors, the prosperity and development of this marketing mix factor is expected.

- The finding in the next row (4th) of table 3, In this regard, Rabidi et al., 2015; U.S. Department of Homeland Security, 2008; Event security planning guidelines, 2008; were emphasized each of the above factors and stated that planning in various areas, protection of the entire audience in a sporting event, proper management of all equipment and facilities by managers, as well as a strong and effective relationship between organizers of the event with the organizations and institutions involved in the successful holding of an event are the factors that can further ensure the security of events, which ultimately entailed the development of marketing factor of the "market governing forces." On the other hand, from the impact of "quality of standards," which has not had a significant effect on market governing powers, we can use to enhance to promote its role through proper management and assessment of this factor and its explaining variables.
- The finding in the next row (5th) of table 3, with the finding of O'Toole and Stevens, 2012; Hurst et al., 2007; Memari et al., 2008; Office of Multicultural, 2016; and Hall et al., 2012; have corresponded. Concerning significant factors and opinions of researchers, collecting the experiences gained from previous events, and considering protective measures to increase awareness of the organizers, enhancing the defence mechanisms of the security beneficiaries, as similar to correct management and planning, which has been recognized as the most important component in the implementation of a successful event along with the consideration of preventive measures and training of security personnel, are among the most important factors in the maintenance of the security of sports events. Negligence of any of these factors will result in undesirable consequences, which can affect the economy component of the event. With these interpretations, it should be noted that the factor of

"physical protection" has the highest significant coefficient of effect (0.32), so that it may be concluded that the attention of managers and authorities to physical protection is greater than the economic success and this can the low the revenue earned from running the tournament to pay for losses.

- Review of the next row (6th) of table 3, Use recorded experiences from past events, proper management of equipment and facilities of event venues, as well as the taking action to anticipate any incident by tournament officials, are of high importance, which also has been confirmed by O'Toole and Stevens, 2012; Hall et al., 2012; and Faraji, 2014; It should also be remembered that customer support and provision of services to spectators according to their needs, expectations, and incomes are crucial matters fulfilling the sense of security and the satisfaction of spectators is the most important source of wealth for clubs and sports teams, which consequently will also increase fans numbers (Naderian et al., 2013). Therefore, neglecting or not paying attention to any of the security mentioned above factors cannot lead to the security of spectators, which leads to a failure to attract the customers.
- The finding in the next row(7th) of table 3, with the findings of Schwartz et al., 2010; the U.S. Department of Homeland Security, 2008; Memari et al., 2008; and Hall et al., 2012; are in agreement. In other words, the officials of the tournaments can ensure security for sports fans in the stadium through delivering appropriate security facilities and services, correct management of event venues in terms of hardware and software, financial and psychological protection of the spectators, and other people. To do this, it is necessary to train the security personnel of the sports complexes to deal with any incident. In this way, the spectators can be guaranteed to enjoy pleasant moments in the stadiums, which will somehow establish strong relationships between officials and fans and boost another factor in the marketing of sporting events.
- The finding in the next row (8th) of table 3, have a significant effect on the logo factor. Gladden, Irwin, and Sutton (2001) believe that public awareness of the logo in the sports industry is achieved through an awareness of team names in addition to paying attention to spectators of events and meeting their needs by sports event

officials. Keller (1993) also believes that consumers should be aware of the logo, and in this regard, Gladden, Irwin, and Sutton (2001) have stated that the managers should have plans for "special value of logo" in striving to enhance the public image of the organization and to increase its revenues. We should not ignore the security of stadiums, because of which would attract more spectators to the stadium. Therefore, to address this issue, consideration of the four security mentioned above factors will be worthwhile and will give positive results in this regard. This finding is consistent with the research findings of Schwartz et al., 2010; FIFA-Federation International, 2007; Hurst et al., 2007; Memari, 2007; and Office of Multicultural, 2016.

- The finding in the next row (9th) of table 3, "Place management" as the most important factor, is playing a major role in the marketing mix of the sports services industry in the country (Memari et al. 2008). Also, they believed that the lack of attention to the provision of security services and proper planning, lack of any prevention of sudden accidents, failure to use the experiences and statistics of previous events, as well as the absence of strong relationships with the institutions and organizations, on the part of managers and officials of the tournament would not lead to the optimal management of the place. Some studies have emphasized the observance of each of the above factors (Schwartz et al., 2010; FIFA-Federation International, 2007; Memari, 2007; O'Toole and Stevens, 2012; Event security planning guidelines, 2008; and Office of Multicultural, 2016).
- The finding in the next (10th) and the last row of table 3, with U.S. Department of Homeland Security, 2008; FIFA-Federation International, 2007; and the statements of Hurst et al., 2007; and Hall et al., 2012; are consistent. Considering the research findings and the impact of security factors on the relevant marketing mix factors, also research finding showed that observing contracture rights with sponsors and other beneficiaries is not unrelated to the security issues of sports events. In this case, the attention to security factors such as physical protection, preventive measures, the training of security personnel, and the quality management of security by event

organizers are of importance and should be done to ensure the satisfaction of shareholders, sponsors.

Research has shown that following the establishment of security and observance of each of the security factors, customer satisfaction, public relations, management of pricing, promotion, contractual laws and so on, will be successful. Therefore, if the managers pay more attention to these factors and interrelations among them in the equations of this study, it will be evident, managers can behave a higher boom in the marketing mix of sporting events.

CONCLUSIONS

Finally, according to the findings of the present study, the sports authorities of Iran, especially the Football Federation and the Iranian Football League, are recommended to have to pay specific attention to management of event places from the perspective of hardware and software and management and planning. Proper management in the mentioned areas by the organizers of the tournament leads to the satisfaction of spectators and the prevention of aggression by them, leading to the promotion of security in events such as the Persian Gulf Pro League tournament. Finally, the sense of security, in turn, creates an atmosphere suitable for marketing activities in the delivery of events.

REFERENCES

- Aucklandcity. (2008, June). *Event security planning guidelines*. Retrieved from <http://www.aucklandcity.govt.nz/whatson/events/organising/docs/securityplan.pdf>
- Elahi, A. & Pouraghayezarandi, Z. (2003). Studying the status of soccer stadiums of Iran in comparison with European standards. *Journal of Harkat*, 19(19), 63-79. [In Persian]
- Elahi, A. (2008). *Obstacles and Strategies for Economic Development of the Islamic Republic of Iran Soccer Industry* (PhD thesis). Department of Physical Education and Sport Sciences. University of Tehran, Tehran, Iran. [In Persian]
- Evers, L. (2012, September). Strengthening security during sporting events by unmanned aerial vehicles. In: *Congreso Latino-Iberoamericano de Investigacion Operative-Simposio Brasileiro de Pesquisa Operacional CLAIO-SBPO*, 2012 September, 24-28, Rio de Janeiro, Brazil.

- Faraji, R. (2014). *Design of Soccer Stadium Security Promotion Model* (PhD thesis). Department of Science, Research and Technology, Faculty of Physical Education and Sport Sciences, University of Guilan, Rasht, Iran. In Persian.
- Ferrand, A., & Pages, M. (1996). Image sponsoring: A methodology to match event and sponsor. *Journal of sport management*, 10(3), 278-291..
- FIFA. (2007). *Football Stadiums: Technical recommendations and requirements* (4th edition). Retrieved from https://www.ksi.is/media/mannvirki/FIFA_Football_Stadiums.pdf. 26-116.
- Fried, G. (2004). Academy for Venue Safety and Security (AVSS) Manual. International Association of Assembly Management, Dallas, TX.
- Gladden, J. M., & Funk, D. C. (2002). Developing an understanding of brand associations in team sport: Empirical evidence from consumers of professional sport. *Journal of Sport management*, 16(1), 54-81.
- Gladden, J. M., Irwin, R. L., & Sutton, W. A. (2001). Managing North American major professional sport teams in the new millennium: A focus on building brand equity. *Journal of Sport Management*, 15(4), 297-317.
- Hagmann, D. J. (2005). Black hole in America's heartland. Northeast Intelligence Network. Retrieved from http://www.homelandsecurityus.com/site/modules/news/article.php?story_id=16. Accessed July 20, 2006.
- Hall, S., Cooper, W. E., Marciani, L., & McGee, J. (2011). *Security management for sports and special events: An interagency approach to creating safe facilities*. Human Kinetics. 253-254.
- Hematiynejad, M., Taylor, T., Gholizadeh, M., & Faraji, R. (2015). Prioritizing Factors Affecting the Security of Iranian Soccer Stadiums Using Hierarchical Analysis Method. *Sport Management*, 8(1), 69-85. [In Persian]
- Hunter, M. A. (2008). Cultivating the art of safe space. *Research in Drama Education*, 13(1), 5-21.
- Hurst, R., Zoubek, P., & Pratsinakis, C. (2007). American sports as a target of terrorism: The duty of care after September 11th. [On-Line]. Retrieved from [www.mmwr.com/_uploads/Uploaders/publications/American ports AsA TargetOfTerrorism.pdf](http://www.mmwr.com/_uploads/Uploaders/publications/American_ports_AsA_TargetOfTerrorism.pdf).
- Jędrzejak, N. (2017). Security management of mass events. *World Scientific News*, 72, 347-352.
- Keller, K. L. (1993). Conceptualizing, measuring, and managing customer-based brand equity. *Journal of marketing*, 57(1), 1-22.
- Kotler, P. (2009). *A framework for marketing management*. Pearson Education India.

- Kotler, P., & Armstrong, G. (2006). *Principles of marketing* (11th Ed.). Upper Saddle River, NJ: Prentice-Hall.
- Li, M., Hofacre, S., & Mahony, D. (2001). *Economics of sport, fitness information technology. Inc., Morgantown, WV.*
- Memari, Z. (2007). *Modelling and Analysis of the marketing mix of the sports industry in the country (with a decision-centred approach)* (PhD thesis). Department of Physical Education and Sport Sciences, Tehran University, Tehran, Iran. [In Persian]
- Memari, Z., Khabiri, M., Hamidi, M., Kazemnejad, A., & Yadollahi, J. (2008). Modelling the Seven Factors of Marketing Mix in the Sports Industry of Iran. *Journal of Research in Sport Sciences*, 2008(22), 173-191. [In Persian]
- Moghimi, A. (2011). study of the marketing mixed elements affecting the client attraction in the body building saloons of the city of Isfahan. In: *Conferences of Islamic Azad University, Khorashgan Branch*, (2011, Jan. 13). Khorashgan, Isfahan, Iran. [In Persian]
- Naderian Jahromi, M., Poorsoltanzarandi, H., Rohani, E. (2013). Recognizing Security Indicators and Standards of Sport Facilities. *Journal of Sport Management*, 5(3), 21-36. doi: 10.22059/jsm.2013.35707 [In Persian]
- O'Toole, K. M., & Stevens, L. J. A. (2012). Anticipating safety and security at large-scale sporting events. *The Police Chief*, 79, 20-25.
- Office of Multicultural Interests (OMI). (2016, May). *Event Management: Planning Guide*. Government of Western Australia: Department of Local Government and Communities. Retrieved from https://www.omi.wa.gov.au/Funding/Documents/CGP/events_guide.pdf
- O'Reilly, N. J., & Harrison, M. (2005). Sponsorship management: a status report. *The Sport Journal*, 8(4). Retrieved from http://www.thesportjournal.org/search_results.asp.
- Pitts, B. G., & Stotlar, D. K. (2012). *Fundamentals of sport marketing* (4th ed.). Fitness information technology.
- Rabadi, G., Khallouli, W., Al-Salem, M., & Ghoniem, A. (2015). Planning and management of major sporting events: a survey. *International Journal of Planning and Scheduling*, 2(2), 154-178.
- Spaaij, R., & Schulenkorf, N. (2014). Cultivating safe space: Lessons for sport-for-development projects and events. *Journal of Sport Management*, 28(6), 633-645.
- Stotlar, D. K. (2009). *Developing Successful Sport Marketing Plans* (2nd ed.). Morgantown: West Virginia University.

- U.S. Department of Homeland Security. (2008). *Evacuation planning guide for stadiums*. Retrieved from https://www.dhs.gov/xlibrary/assets/ip_cikr_stadium_evac_guide.pdf.
- Windholz, E. (2016). Securing Health and Safety at Major Sporting Events. *Sports Law eJournal*, ISSN 1836-1129.
- Wong, D., & Chadwick, S. (2017). Risk and (in) security of FIFA football World Cups—outlook for Russia 2018. *Sport in society*, 20(5-6), 583-598. doi:10.1080/17430437.2016.1159362.