



Effects of Marketing Knowledge Management on Marketing Performance of Football Federation Islamic Republic of Iran

M.R.Ismaeelzadeh¹, M.Khorsandi Fard², S.Soltani³, M.R.Anjomshoa⁴

[1] Department of Physical Education and Sport Science, Islamic Azad University, Mashhad Branch, Mashhad, Iran

[2] Department of Physical Education and Sport Science, Islamic Azad University, Mashhad Branch, Mashhad, Iran

[3] Department of Physical Education and Sport Science, Islamic Azad University, Mashhad Branch, Mashhad, Iran

[4] Department of Physical Education and Sport Science, Islamic Azad University, Mashhad Branch, Mashhad, Iran

*Corresponding author's E-mail:

ABSTRACT

The purpose of this study was study the Effects of Marketing Knowledge Management on marketing performance of Football Federation in Islamic Republic of Iran. The study population, the employees of the Football Federation of the Islamic Republic of Iran, that number was 85, and given the constraints of society, all individuals were selected as sample. The instruments included Akrush et al (2010) marketing knowledge and Kotler (2007) Marketing Questionnaire and that their validity was confirmed by ten experts of sports management and their reliability was calculated by Cronbach's alpha coefficient for the questionnaire of marketing knowledge was 0.89 and 0.94 to marketing performance questionnaire was calculated. For data analysis, descriptive statistics test, Kolmogorov-Smirnov test, Pearson correlation coefficient and multiple regression were used. The results showed that the management of marketing knowledge and its component have significant positive relationship with performance of marketing and its components. According to the results, Football Federation of the Islamic Republic of Iran, should be development marketing knowledge in all parts of the organization, and especially in the marketing department, and constantly reviewed marketing department, and in all marketing activities, use from the best methods available, according to the sports market conditions.

Keywords: Knowledge Management, Performance of marketing, Iran Football Federation.

1. Introduction

The world is like an information society in which the knowledge plays the role of main capital. Knowledge based marketing view holds that the knowledge is the main source of a company in creation, improvement and protection of economic interests (Akroush et al. 2010). Nowadays, Information grows to be an important source for organization, and in fact constitute the organization's capital so that it can be claimed that modern organizations are not able to self-organize without knowledge and survive as a living dynamic company in current turbulent environment. It is necessary to employ knowledge management in organizations in order to prevent the decline of knowledge, and to improve decision-making process, flexibility and compatibility (Gounares, 2008).

Knowledge management is not considered a new subject, since human civilizations had been keeping and transferring knowledge from one generation to another in order to understand the past history and anticipating the future (Lee & Chen, 2005). In modern business environments which are characterized by complexity and dynamicity, the thirst for knowledge is ever expanding in scope. During last few years, Companies have focused their studies on issues such as use and maintenance of knowledge. If companies can implement knowledge as a tool for practicing opportunities in a competitive market, it would take a strategic role (kohli&J.Jaworski).

2. Literature Review

Knowledge management helps improving decision-making, creativity and adaptability in business. It seems that producing knowledge about marketing and publication and accumulation of it can help enhancing marketing distribution channels, marketing studies, and improving goods or services, promotions and pricing (Lona et al., 2005). Experience shows that companies with great marketing skills have a significantly higher performance compared with their competitors. Currently, companies which are knowledge-based and market-oriented may achieve competitive advantage (Varis et al., 1999). The role of marketing also in knowledge-based companies is of special importance, since their objective is production of marketing knowledge, sharing other sectors and promotion to apply this knowledge. In this era, preparing an environment appropriate for fostering human mind in a knowledge-based organization is the challenge that most managers are encountered with (Viravardana et al., 2003). In order to improve performance, companies should consider marketing knowledge management as a strategy of creating value for costumers, boosting efficiency, creativity and adaptability (Loe et al., 2006).

Marketing knowledge management is a new concept that shaped in recent years. Awareness about marketing knowledge management helps meeting customers' needs, creating superior value, data collection from customers and competitors, data distribution in organization, and implementing in decision-making, strategic planning and coordination between sectors (Teo et al., 2001). By implementing Marketing knowledge management, organizational learning, innovation, expanding strategies and organizational structures and at last creating competitive

advantage would become possible. Domination of marketing knowledge management in organizations requires using operational concepts such as marketing knowledge management competencies and marketing knowledge management assets (Hamidzade&Azizi, 2009). Based on Porter's value chain, Knowledge consists of several subgroups in an organization, including organization knowledge, human resources knowledge, technical development knowledge, logistic knowledge, operational knowledge, marketing knowledge and service knowledge. Marketing knowledge is one of the most important subgroups (Fonfara and Snuj, 2000).

As the emphasis on marketing in modern business area increase, organizations' need for knowledge-based marketing increases as well. Marketing knowledge management refers to a specific area of knowledge regarding marketing processes of organization. Marketing process consists of various activities which are arranged based on their tasks and objectives (Lee, 2005). For instance, some of marketing processes are designed to jointly develop and manage marketing in organization. Other activities are designed with the aim of developing, issuing and using marketing data. Changing marketing activities requires the availability and using assets and respective capabilities which allow marketing knowledge management to achieve organizational objectives (Day, 1994). Therefore, with respect to McIntosh definition,(1988) marketing knowledge management can be defined as a discipline including specification and analysis of marketing knowledge assets and capabilities, creating the essential acquired basis, and then planning steps to improve both assets and capabilities until achieving organizational objectives.

In this regard, Tesai and chia (2004) investigated the relationships between marketing knowledge management and business performance in a company. Results show that companies with great marketing skills have a significantly higher performance compared with their competitors. While marketing knowledge management only impacts on business performance indirectly through accompanying marketing skills, companies that achieve great marketing skills through marketing knowledge management,at the same time they can improve business performance. Akroush and Al-Muhammad (2010) pointed out that assets and capabilities of marketing knowledge management positively influences on entire company performance in all aspects. Assets that are the result of Marketing have the highest performance, while foreign marketing capabilities powerfully affects on financial performance. Narver and Slater (1990) demonstrated that knowledge plays a vital role in innovation in the market. Through continuous exchange between tacit knowledge and explicit knowledge, the company can produce novel solutions to answer the business problems and innovation. Hamel (2009) concluded in his investigations that marketing can be one of the preconditions leading to more creative ideas. Such a variety in marketing activities requires implementing dependent assets; it may also improve marketing knowledge management in achieving the organizational goals. Moreover, in their investigation of marketing knowledge management impacts on improving marketing skills of marketing managers, Tin et al. (2004) found that marketing knowledge management and development of marketing information can lead to enhanced performance of managers and success of organizations. In a study of internal marketing in business companies, Gounares (2008) considered knowledge and information management effective on development of internal marketing and suggested

knowledge management as one of the most effective factors in companies' success of internal marketing. Lee and Chen (2005) also emphasized on using information technology, communications, and knowledge development between personnel and organization as one of the success factors of organizations in internal marketing development. It is crucial for sport organizations to develop marketing skills, attract investors and enhance their brand; in addition, sport federations need effective knowledge-based marketing strategies to attract more people to respective sports and sponsors in professional sport championships. As most of citizens are aware of the performance of football federation Islamic republic, it must take steps for improvements by using effective marketing methods and constant updating of these methods. Currently, marketing should be fulfilled based on knowledge and information management; and the efficiency of marketing strategy and football federation success should be enhanced by making the best use of marketing knowledge management. The current study aimed to investigate the effectiveness of marketing knowledge and information management in marketing strategies of football federation Islamic republic of Iran, since knowledge management marketing can play an effective role in sports marketing field and sports; also in the competitive situation offered at world of sports it can assist sports organizations. On the other hand, no study has been carried out regarding marketing knowledge management in sport organizations in our country until now.

3. Methodology

This study is descriptive correlational study. The study population, the employees of the Football Federation of the Islamic Republic of Iran, that number was 85, and given the constraints of society, all individuals were selected as sample. The instruments included Akrush et al (2010) marketing knowledge and Kotler (2007) Marketing Questionnaire and that their validity was confirmed by ten experts of sports management and their reliability was calculated by Cronbach's alpha coefficient for the questionnaire of marketing knowledge was 0.89 and 0.94 for marketing performance questionnaire was calculated. For data analysis, descriptive statistics test, Kolmogorov-Smirnov test, Pearson correlation coefficient and multiple regression were used. For analysing the data SPSS_21 software was used.

4. Finding

To describe the variables, descriptive statistics of mean, median and standard deviation were used and results were presented in Table 1.

Table 1: Description the research variables

Variable	Mean	Median	Standard Deviation
marketing Knowledge Management			
Creation of marketing assets	2.4	2.38	0.87
Investing in marketing assets	3.2	3.07	0.62
Internal marketing capacity	3.2	2.82	0.66
External marketing capacity	3.5	3.55	0.85
Performance of marketing			
Market share	2.05	2.7	0.18
Customers satisfaction	3	3.18	0.49
Attracting customers	2.2	2.45	0.25
Sales growth	4.4	4.7	0.26
Profit growth	3.3	3.6	0.54

Results show that the highest average of marketing knowledge management component, in the Football Federation of Islamic Republic of Iran, related to components of external marketing capacity, and the lowest, the component is the creation of of marketing assets. As well as highest average components of the marketing function in the Football Federation of the Islamic Republic of Iran, related to components of profit growth and the lowest of the component is to attract ingcustomers.

Kolmogorov-Smirnov test to evaluate distribution of the research variables was used and results were presented in Table 2.

Table 2: Results of Kolmogorov-Smirnov test for the research variables

Variable	K_S	P_Value
marketing Knowledge Management		
Creation of marketing assets	0.17	1.02
Investing in marketing assets	0.43	0.98
Internal marketing capacity	0.49	0.91
External marketing capacity	1	0.33
Performance of marketing		
Market share	0.83	0.75
Customers satisfaction	0.66	0.92
Attracting customers	0.59	0.96
Sales growth	1	0.23
Profit growth	0.87	0.45

According to Table 2 is observed in all components, data distribution is normal. Therefore, based on the results of this table can be used parametric tests. To investigate the correlation between the research variables Pearson correlation coefficient was used.

Table 3: Pearson correlation coefficient for data analysis

	Market share	Customers satisfaction	Attracting customers	Sales growth	Profit growth
Creation of marketing assets	0.321	0.257	0.423	0.421	0.451
Investing in marketing assets	0.295	0.340	0.510	0.355	0.325
Internal marketing capacity	0.199	0.521	0.727	0.717	0.417
External marketing capacity	0.256	0.643	0.209	0.348	0.321

According to Table 3 it can be seen that all variables related to knowledge management, of marketing, whit marketing performance variables, have positive and significant correlations, and increasing each enhances the other. To investigate the relationship between knowledge management of marketing on marketing performance regression test was used.

Table 4: Effect of variables of knowledge management of marketing on marketing performance

	Not standardized coefficients		Standardized coefficients	T	P_Value
	B	Standard error	BETA		
Constant factor	1.276	0.024		18.264	0.001
Creation of marketing assets	0.284	0.036	0.118	34.789	0.001
Investing in marketing assets	0.852	0.019	0.226	25.452	0.001
Internal marketing capacity	0.346	0.028	0.197	21.451	0.001
External marketing capacity	0.365	0.036	0.255	21.562	0.001

According to Table 4 can be seen that components of knowledge management marketing, predictors of marketing performance, in the Football Federation of the Islamic Republic of Iran and the following relationship is established between the the research variables:

Marketing Performance = External marketing capacity (0.255) + Internal marketing capacity (0.197) + Investing in marketing assets (0.226) + Creation of marketing assets (0.118) + 1.276

5. Discussion & Conclusion

The results indicated that a significant positive correlation exists between marketing knowledge management and marketing performance in football federation Islamic republic of Iran. With expanding marketing knowledge to all sectors of the organization, Football federation Islamic republic of Iran can verify marketing related sectors constantly and use the best available methods with respect to sport market situation in all marketing activities. Marketing performance of football federation can lead to enhanced implementation of marketing knowledge in football federation by improving facilities and marketing assets, proper investment based on needs in marketing sector, developing components related to internal and external marketing. McIntosh (1988), Narver and Slater(1990), Akroush and Al-Muhammad (2010), and Tse and Chia (2004) also emphasized the crucial role of marketing knowledge in increasing market share and improving performance of organizations.

The investigation of research hypothesis demonstrated that creating marketing assets significantly influences on marketing performance in football federation. Proper classification of market and influencing on the sectors with most expertise in organization helps leading marketing objectives. Enhancing brand reputation, gaining popularity and maximizing word-of-mouth marketing significantly improve the performance of both service and manufacturing organization; these also increase market share and help gaining competitive advantage. Football federation should improve marketing performance through increasing its marketing assets. The overall marketing performance can be improved by encouraging people to fully support football federation and making use of national pride. Hamel (2009), tin et al. (2004) and Akroush and al-Muhammad (2010) also emphasized the importance of enhancing marketing skills and knowledge management on organization performance and increasing market share in their studies.

The findings also showed that investigating in marketing assets has significant effect on performance of marketing federation. Supporting marketing assets related to federation marketing can significantly improve the overall performance of marketing. Making use of competent human resources in marketing sector in order to developing better marketing plans and attracting sponsors can improve marketing performance and lead to systematic, professional planning in marketing sector of football federation. Moreover, making use of advertising methods appropriate to the target population and advertising channels capable of attracting addressees and sponsors for supporting football federation have a great impact on supporting football federation. If football federation can be advertised creatively in public and national services and appropriate method of advertising be used, people's inclination to football sport and

supporting national football team will increase; in addition with enhancing football federation brand, great sponsors' interest in supporting federation also increases.

The results of present study also indicated that internal marketing capacity has significant effect on marketing performance. by planning for marketing effectively and making best use of advertising methods and customer relationship, football federation can be successful in attracting sponsors and developing brand. Using distinguished advertising methods, promoting football teams' success for attracting more people to football and supporting football teams can help developing football federation brand, improving marketing performance and overall performance of football federation. Furthermore, improving financial capability of football federation with the help of people, support of government and other governmental and non-governmental institution increases market share of football federation in sports market, attracts people to football sport and also increases federation income. Gounares (2008), and Lee and Chen (2005) also emphasized the importance of knowledge management and internal marketing in enhancing marketing performance of organizations.

Moreover, it can be concluded from the result of this study that external marketing capacity also has significant positive effect on marketing performance. The correct analysis of environment and keeping a good relationship with fans helps more attracting to football sport; also gaining support from athletes, protagonists, and media officials can help federation improve overall marketing performance.

Football federation can foster its overall growth particularly financial center, attract customer support and improve the consent of person concerned with federation significantly by understanding the needs of various groups of people such as fans, athletes, coaches, protagonists, media officials and sponsors and building effective relationship with them.

References:

1. Akroush, Mamoun, N., Al-Mohammad, Samer M., (2010). The effect of marketing knowledge management on organizational performance, *International Journal of Emerging Markets*. 1(5): 38-77.
2. Day, G (1994) "The Capabilities of Market-Driven Organizations", *Journal of Marketing*, Vol. 58 (October), pp. 37-52.
3. Gounaris, S.P. (2008), "Antecedents of internal marketing practice: some preliminary empirical evidence", *International Journal of Service Industry Management*, Vol. 19 No. 3, pp. 400-34.
4. Grant. R. M (1996) "Prospering in Dynamically-Competitive Environments: Organizational Capability", *Organizational Science*, 1 (4). 375-387.
5. Hall, J. (2007), Dynamic interactions between two models of team development and learning: implications for performance and human resource managers. *Human Resource Development Quarterly*, 18(3), 421-430.
6. Lee, C. and Chen, W. J. (2005), "The Effects of Internal Marketing and Organizational Culture on Knowledge Management in the Information Technology Industry", *International Journal of Management*, Vol. 22, No. 4, pp: 661-672.

7. Luna-Reyes, Luis F., Jing Zhang, J. Ramon Gil-Garcia, and Anthony M. Cresswell. (2005). Information systems development as emergent socio-technical change: A practical approach. *European Journal of Information Systems* 14: 93-105.
8. Fonfara, K. and Snoj, B. (2000), The development and impact of marketing capabilities in central Europe, *Journal of International Business Studies*, 31 (1): 63-81
9. Hamidizadeh, M,R, and Azizi, S (2009) "Factors Affecting Marketing Knowledge Sharing (MKS): The Case of Iranian Food and Auto Industries", *Indian Journal of Marketing*, Vol 24, No.12,pp.40-49
10. Kohli A.K., Jaworski, B.J , (1990), Marketing Orientation: the construct, research propositions and managerial implication, *Journal of marketing*, 54,1-18
11. Luo, Xueming and Donthu, Naveen (2006) "Marketing's Credibility: A Longitudinal Investigation of Marketing Communication Productivity and Shareholder Value", *Journal of Marketing*, 70 (October), 70-91.
12. NarverJohn.C., Slater Stanley F., (1990), The effect of a market orientation on profitability, *Journal of marketing*. 54: 20_ 36.
13. Santos, Brian Dos, and Lyle Sussman. (2000). Improving the return on IT investment: The productivity paradox. *International Journal of Information Management* 20: 429-440
14. Schultz, Don E. (2002), "Study Internal Marketing for Better Impact: New Forum Researches What Motivates Workers", *Marketing News*, Chicago, Oct. 14, Volume 36, Issue 21, p.8.
15. Teo, Thompson S. H., and James S. K. Ang. (2001). An examination of major IS planning problems. *International Journal of Information Management* 21: 457-470
16. Tien Tsai, Ming. Mei Shih, Chia. (2004). The Impact of Marketing Knowledge among Managers on Marketing Capabilities and Business Performance, *international Journal of management*, 21(4), 524-530.
17. Vorhies, D., Harker, M. and Rao, C.P (1999) "The capabilities and performance advantages of market-driven firms", *European Journal of Marketing*, Vol. 33 Nos 11/12, pp. 1171-202.
18. Weerawardena, J. (2003b). The role of marketing capability in innovation-based competitive strategy. *Journal of strategic marketing*, 11, 15-35.