



The Sport-for-All Development Strategies Based on Social Marketing Approach

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ABSTRACT

Purpose: This study aimed to identify strategies for developing Sports for All and physical activity based on social marketing.

Methodology: The research method is mixed, so a qualitative approach and thematic analysis were used to collect the data. Then, an exploratory approach is considered for introducing sports solutions for all development. The 13 participants, including executive and academic experts, were selected by snowball sampling. In the next stage, a preliminary study was done using a random sampling method with 226 participants from sports coaches. Data analysis was carried out in the qualitative section using the theme analysis method and in the quantitative section using the DEMATEL and MIC-MAC techniques.

Findings: Based on the results of the DEMATEL technique, two solutions for "Employing Appropriate Reward and Punishment Systems of the Employees" and "Dividing the Society into Heterogeneous Groups" have ranked first and second among the practical solutions. Also, the finding was compared with the MIC-MAC result.

Originality: This study presents the Sport-For-All physical activity development strategies through social marketing approaches. Also, based on the customers' needs and participants in Sport-For-All activities, the suggested solutions have been prioritized by using decision-making techniques.

Keywords

DEMATEL/MIC-MAC
Physical Activities
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1. Introduction

Physical activity is a topic used for social, cognitive, and motor skills in an individual's lifetime to contribute to a healthy life. Therefore, politicians and legislators must pave the necessary grounds for facilitating people's involvement in physical activities. WHO has also provided three indicators to assess different nations' health and social health: illness, mortality, and prosperity. Accordingly, nations worldwide try to achieve the desired norms using proper practices. The Council of Europe defines Sport-for-All as something radically different from the basic concept of sport, which includes not only the sport but also all forms of physical activities, including unorganized, spontaneous games and the minimum physical exercise that runs regularly (Aman et al., 2009).

Statistics indicate that about 2 million of the world's population die annually due to their lack of physical activity. More than 60% of the world's population, primarily women and girls, lack proper physical mobility to promote health. 70% of diseases result from physical inactivity (World Health Organization, 2015). Therefore, the best approach that can be done with 70% of the illnesses; is to promote physical activity for individuals. Moreover, insufficient physical activity is the main culprit of diseases such as cardiovascular disease, cancer, diabetes, and physical activity-related problems, which leads to an annual death toll of about 3.2 in the world (World Health Organization, 2015). On average, one out of four adults in the world have inadequate physical activity (World Health Organization, 2015), and there is also a unanimous perspective on the reduction of biological activities of all ages, especially among elderlies (Sun et al., 2013).

Similarly, the World Health Organization has measured the level of physical activity in Iran as highly insufficient since 2010 (World Health Organization, 2015). According to the scenarios presented in age brackets, the elderly has a larger population. People over sixty are also expected to reach 2 billion by 2050 (World Health Organization, 2015). While the Age Pyramid of Iran is also on the rise, according to studies, by 2050, the population aged over 60 will have reached more than 26% of Iran's population. Hence, in the past few years, governments have used sports as a social engineering tool to reduce juvenile delinquency, reduce obese young people, and persuade them to join larger social groups (Houlihan, 2005) to improve individual health and quality of life (Chen, 2011).

According to the research, pursuing the Sport-for-All development, the marketing paradigm, and its significant contribution as a solution toward the Sport-for-All promotion are neglected. Therefore, CSO organizations should develop a public marketing approach to promote the sport to extend participation in physical activity and exercise. Stead et al. (2007) introduced social marketing as one of the behavioral change approaches that can be implemented to boost physical activity among the target audience and groups (Stead et al., 2007). Social marketing employs marketing techniques, and its implications for achieving voluntary behavioral change for an ideal society (Kotler & Zaltman, 1971) and social marketing is used for the improvement of a wide range of fields such as general health, positive behavioral change, physical activity enhancement, reduction of the alcohol, tobacco, and drug trafficking consumption (Kubacki et al., 2017). Regarding physical activity, different age groups offer unique challenges to social marketing design.

According to various suggestions (World Health Organization, 2015) for children, adolescents and people aged over 60, there is a substantial increase in social marketing interventions in the children age groups (Huhman et al., 2008; Swinburn et al., 2011) and older people (Russell & Oakland, 2007). Although Kotler and Zaltman (1971) proposed articles on social marketing in the 1960s, they first defined social marketing in their 1971 article as follows: social marketing is formulated as the design, implementation, and control of considered programs to influence the acceptance of social ideas and includes the planning considerations of product, pricing, distribution, and marketing research (Kotler & Zaltman, 1971).

Social marketing, instead of a single template of references, combines all the information, data, and knowledge into an essential and systematic solution to contribute to the development and execution of programs. To realize this, social marketing attempts to respond to the expressed criticisms in terms of unitary behavioral change solutions (French & Russell-Bennett, 2015), in which Collins (2011) emphasizes the importance of the marketing application in the sport and participation in Sport-for-All programs such as walking, swimming, and training classes, has concluded that the use of social marketing has been effective in increasing the participation in such programs (Collins, 2011).

Regarding Iranian current sport/physical activity status and its significance as an indicator of the country's health, it is necessary to present this research in the current situation to provide solutions to promote the development of Sport-for-All. However, the merit of participation in physical activities and the Sport-for-All action are evident to the majority. Nevertheless, according to previously conducted research in the social marketing field, this paper attempts to present social marketing strategies for developing Sport-for-All among different groups of society. Considering the performed study in social marketing, all were empirical primarily and interventional research and have suggested very few solutions to develop Sport-for-All activities.

Concurrently, this study presents a comprehensive approach toward the social marketing approaches in pursuit of the Sport-for-All physical activity development. Also, based on the social atmosphere, customers' needs and participants in Sport-for-All activities, the presented solutions have been prioritized using decision-making techniques. This process can significantly contribute to managers and sports planners promoting their Sports-for-All developments with specified given preferences in this study to achieve their goals more exponentially and less expensively.

2. Literature Review

Social marketing uses trade marketing tools and techniques to plan, implement and evaluate procedures to influence the target audience aiming for social welfare (Andreasen, 1995; Collins, 2011). In fact, contrary to trade marketing, social marketing does not seek financial benefit, and it is designed to provide positive social advantages and the prevention of social challenges that are extracted from people's manners (Andreasen, 1995; Donovan & Henley, 2010; French & Russell-Bennett, 2015; Kotler & Zaltman, 1971). Additionally, in this scope, concentration on Psychological and behavioral factors leads to the arrangement of specific layouts and models of social marketing like

Community-Based Social Marketing (CBSM) (McKenzie-Mohr, 2011; Russell & Oakland, 2007), the social marketing integration model and the intervention of applied behavior change (Day & Smith, 1996; Geller, 1989). Social marketing has targeted various scopes in social challenges and issues, pursuing their improvement by behavioral change or adjustment. Some studies and research are given below to get acquainted with recent studies about the social marketing influence on different scopes.

Table 1. Recent studies about the social marketing influence on different scopes.

Studies	References
These researchers have analyzed social marketing in the field of healthy individual diets. Results indicated that using social marketing tools in various social classes can improve nutritional diets like more vegetables and fruits in distinct age groups.	Brennan et al. (2020); Kitunen et al. (2019); Wieland et al. (2020)
Carried-out research has proven that social marketing can be used in various fields of health. The results have shown that multiple factors such as commitment, occupational engagement, Value sharing, motivating, family leadership and different experimental interventions can positively impact various audience groups pursuing the betterment of health.	Bagramian et al. (2019); Bellows et al. (2013); Mehmet et al. (2020); Sauvage-Mar et al. (2019); Sugerman et al. (2011)
The researcher was pursuing a change in alcohol and drug consumption. This research, by segmenting the target audience into three: "1. Those who refuse to use drugs 2. Armatures and average consumers", has evaluated whether it is possible to direct drug use to a better path through social marketing. Results have shown that using one of the social marketing techniques has positively influenced consumers.	Dietrich et al. (2015)
Some of the previous studies have pursued social challenges and issues using the media and sponsorship as a social marketing solution. These studies consider the media's static and dynamic influence on sports development in different social classes. Also, social marketing through digital media can be utilized to develop involvement in sports activities.	Deshpande et al. (2015); Mehmet et al. (2020); Saberri, Fathi, Ghorbani, Ragheb, et al. (2020)
In the studies carried out by these researchers, sponsorship is a tool of social marketing to achieve health, sporting, and physical activity goals.	Kubacki et al. (2017); Lim (2019)

In recent years, Sports-for-All has been one of the most significant scopes followed by social marketing to pursue the challenges and their solutions indicated in various age groups in this research. In youth and adolescence (Kitunen et al., 2019; Sauvage-Mar et al., 2019; Wieland et al., 2020), for adults (Brennan et al., 2020; Mehmet et al., 2020) and old adults (Fujihira et al., 2015; Saberri, Fathi, Ghorbani, Bagheri Ragheb, et al., 2020) were studied and considered. Also, in this scope, the impact of applying religious centres such as churches and mosques as a solution toward developing Sport-for-All activities were noticed (DiGuseppi et al., 2014; van Esch et al., 2015). Some studies have also considered various campaigns as social marketing tools to pursue the development of sports involvement in different groups (Kamada et al., 2013; Sugerman et al., 2011). By reviewing the previously carried-out studies, and despite the growing importance of Sports-for-All, no comprehensive approach based on effective social marketing strategies is presented. In a few studies, social marketing was considered. Because the Sports-for-All and its importance have been neglected, we aimed to study social marketing and Sport-for-All.

3. Methodology

The method used in this research was an exploratory mixed method. In this research, to identify the indices and solutions to promote the development of Sport-for-All and physical activity, initially, a systematic review of previously-performed studies in the field of social marketing and a lot of physical activity and sport was carried out; subsequently, 13 experts in relevant fields were interviewed to identify the solutions and indices. Then, thematic analysis was utilized to analyze the collected data. The thematic analysis is used when an analyst considers semantic patterns and topics that possess the potential attraction. This analysis involves a continuous checking process amongst the data set and the coding set, and finally, the data analysis is generated. The analysis recording procedure starts from the initial stage.

The six stages of this analysis include Data Acquaintance, initial and initial code production, themes Search, formation of initial themes, main Themes defining and naming, and providing the report (Saber, Fathi, Ghorbani, Bagheri Ragheb, et al., 2020). Statistical Society included 600 experts in the Sports Federation, Sport-for-All Development Deputy of the Ministry of Sports, Sport-for-All Board of Tehran and Tehran's and Municipal's sports specialists. In this study, 226 questionnaires were distributed, divided into 80 questions in the pursuit of the quantitative analysis process. The research questionnaire was designed with four main themes social marketing, segmentation strategies, targeting and positioning, validation, and facilitation of organizational interactions. Based on 15 experts' perspectives, it was confirmed for its formal and content validity. The MIC-MAC method was applied to structure 21 Sport-for-All development solutions and determined the most effective and impressive solutions (Fathi et al., 2019; Jandaghi et al., 2019); the DEMATEL method was used. Fathi et al. (2022) investigated the relationship between entrepreneurial differentiation and fear of failure in promoting SMEs' manufacturing strategies of Sporting Goods Manufacturers. The results showed that internal and external factors affecting entrepreneurs' fear of failure could promote the manufacturing strategy by 59.2% ($R^2 = 0.592$). On the other hand, entrepreneurial differentiation could also affect the promotion of the manufacturing industry by 52% ($R^2 = 0.520$). Norouzi et al. (2021) investigated the effect of social media marketing programs on brand attitudes and consumers' purchase intention of sporting goods in the online retail industry. Results showed that all six research hypotheses are acceptable at a 95% confidence level. The study results showed that the social media marketing program has a significant impact on the retail industry of sports products by influencing consumers' attitudes toward the brand and their shopping tendencies. Moradi Doliskani and Atghia (2021) investigated the role of social marketing in the development of sports tourism in Tehran Province. Data were analyzed by SPSS21 and LISREL 8 software. The results showed seven components of social marketing. They include technology, government laws and policies, environment, economic status, safety and security in sports venues, use of ads and communication channels, all but the last item have a positive and significant effect on the development of sports tourism.

4. Results

Based on the coding results, the solutions of Sport-for-All development were identified in four main themes: marketing, validation, and facilitation of organizational interactions to enhance the customer's desire and awareness. The main themes include “The use of marketing mix elements to increase awareness and the desire of customers”, “Applying STP solution to enhance the ability of customers to participate in Sport-for-All”, “Use of verifiers to increase customer desire to participate in Sport-for-All activities” and “Routing and facilitating the organizational interactions to increase customer awareness and interactions”. Identified categories and Concepts related to solutions and actions are exhibited in [Appendix A](#).

After identifying the solutions for Sport-for-All development to rank them, keys were imported into the impact analysis matrix, and the Cross-Interaction impact questionnaires were submitted to the experts. Then, the average of the collected responses for the importing process into the MIC-MAC software is as follows:

	1 : C	2 : C	3 : C	4 : C	5 : C	6 : C	7 : C	8 : C	9 : C	10 :	11 :	12 :	13 :	14 :	15 :	16 :	17 :	18 :	19 :	20 :	21 :	
1 : C1	0	2	0	1	0	1	0	0	1	0	1	0	2	0	0	0	2	0	0	1	0	0
2 : C2	2	0	1	0	1	2	1	0	2	0	0	0	2	0	0	0	0	1	0	0	1	0
3 : C3	0	0	0	0	3	1	0	1	0	2	0	0	1	3	0	0	2	1	0	0	0	0
4 : C4	1	0	3	0	1	0	1	0	2	0	0	1	1	0	1	0	0	1	2	0	1	0
5 : C5	1	0	1	3	0	0	3	1	0	1	0	0	3	0	1	2	0	0	1	0	1	0
6 : C6	0	0	1	0	0	0	1	0	1	0	0	0	0	0	1	0	0	1	0	0	0	0
7 : C7	1	0	1	3	0	1	0	0	2	0	0	0	0	1	0	1	0	0	1	0	1	0
8 : C8	0	3	0	3	0	2	0	0	0	1	0	1	2	1	0	1	1	0	0	0	0	1
9 : C9	1	0	0	2	0	1	0	1	0	0	0	0	0	0	2	0	0	0	1	2	0	0
10 : C10	0	2	0	0	2	0	0	0	2	0	1	2	1	0	2	0	0	0	0	0	0	3
11 : C11	0	0	0	3	0	0	0	1	2	0	0	0	0	1	0	0	1	0	1	0	0	0
12 : C12	1	1	0	0	0	1	0	1	0	0	1	0	0	1	0	1	0	0	1	0	0	0
13 : C13	3	0	1	0	2	2	0	0	2	1	0	0	0	1	0	1	0	0	0	1	0	0
14 : C14	0	2	0	0	0	1	1	0	0	0	0	1	0	0	0	1	2	0	0	0	0	0
15 : C15	2	0	1	0	0	1	2	0	0	2	0	1	0	1	0	2	3	0	1	0	1	0
16 : C16	1	0	3	0	2	0	1	0	1	2	0	1	0	3	0	0	1	0	1	0	1	0
17 : C17	1	0	0	1	0	2	0	0	2	2	0	2	0	2	1	0	0	0	0	0	0	0
18 : C18	0	3	0	0	1	1	0	0	0	1	0	0	1	0	0	1	2	0	0	1	0	0
19 : C19	0	1	3	2	0	0	2	0	1	0	0	2	0	0	1	0	0	1	0	0	0	0
20 : C20	0	0	2	0	1	0	0	2	0	1	0	1	0	1	0	1	0	0	1	0	2	0
21 : C21	0	2	0	0	2	0	2	0	1	0	0	0	1	1	0	1	0	0	0	1	0	0

Figure 1. Cross-interaction matrix of Sport-for-All development solutions.

After the questionnaire data were imported into the software, the effects of the solutions of Sport-for-All development were calculated directly and indirectly. The matrix of direct and indirect impacts of Sport-for-All development solutions and the score of each factor in the column and matrix row is given below. It should be noted that calculations and numbers are calculated by software based on mathematical equations, are more related to the relative factors, and do not show the actual value of the numbers.

Table 2. Direct impact matrix of Sport-for-All exercise solutions.

Row	Index	Sum of rows	Sum of columns
1	C1	11	14
2	C2	13	16
3	C3	14	17
4	C4	15	18

Row	Index	Sum of rows	Sum of columns
5	C5	18	15
6	C6	5	16
7	C7	12	14
8	C8	16	7
9	C9	10	19
10	C10	15	13
11	C11	9	3
12	C12	8	12
13	C13	14	15
14	C14	8	15
15	C15	17	7
16	C16	16	14
17	C17	13	14
18	C18	11	5
19	C19	13	11
20	C20	12	6
21	C21	11	10
	Total	261	261

Table 3. Indirect impact matrix of Sport-for-All development solutions.

Row	Index	Sum of rows	Sum of columns
1	C1	1553	2404
2	C2	1956	2036
3	C3	2249	2754
4	C4	2413	2623
5	C5	3117	2457
6	C6	822	2518
7	C7	1884	2234
8	C8	2320	1019
9	C9	1650	2993
10	C10	2370	1905
11	C11	1416	492
12	C12	1105	1695
13	C13	2112	2427
14	C14	1066	2219
15	C15	2477	1179
16	C16	2499	2174
17	C17	1663	1935
18	C18	1737	915
19	C19	2028	1793
20	C20	2024	1069
21	C21	1842	1362
	Total	261	261

The MIC-MAC software presents a new hierarchy of solutions with every repetition of the relationship between the keys. Comparing the number of repetitions of permutations of a solution, I and the repetition of I-I represent stability in per cent formation. e.g., 100% means that the number of necessary permutations to categorize the repetition of solution I in the repetition of I-I is essential, which means that its application is stable, and the results can be around 100%.

Table 4. Degree of adaptation of the direct effects of sport for all development solutions.

Repetition	Effectiveness	Susceptibility
1	88%	93%
2	99%	98%

The software categorizes and evaluates the factors in two, directly and indirectly, effective and impressive modes, and the result is shown below.

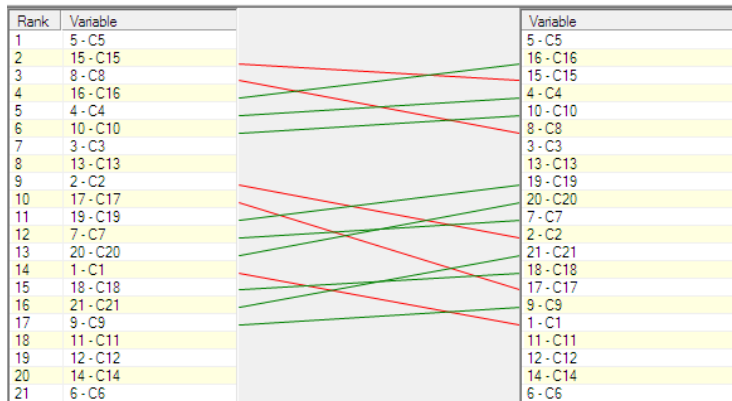


Figure 2. Classification of solutions based on direct and indirect impact.

As shown in Figure 2, according to the ranking of the direct and indirect "effect level" of the solutions, e.g., the solution "Offering Physical activity and Services for All Segments" are ranked in direct /indirect effects, both in a similar rank each other. In Table 5, Sport-for-All development solutions are rated directly and indirectly based on their effectiveness and impressibility.

Table 5. Points of direct/indirect effectiveness and impressibility of solutions.

Rows	Strategies	Direct influence	Strategies	Direct impressive	Strategies	Indirect influence	Strategies	Indirect impressive
1	C5	689	C9	727	C5	775	C9	744
2	C15	651	C4	689	C16	621	C3	685
3	C8	613	C3	651	C15	616	C4	652
4	C16	613	C2	613	C4	600	C6	626
5	C4	574	C6	613	C10	589	C5	611
6	C10	574	C5	574	C8	577	C13	603
7	C3	536	C13	574	C3	559	C1	597
8	C13	536	C14	574	C13	525	C7	555
9	C2	498	C1	536	C19	504	C14	551
10	C17	498	C7	536	C20	503	C16	540
11	C19	498	C16	536	C7	468	C2	506
12	C7	459	C17	536	C2	461	C17	481
13	C20	459	C10	498	C21	458	C10	473
14	C1	421	C12	459	C18	432	C19	445
15	C18	421	C19	421	C17	413	C12	421
16	C21	421	C21	383	C9	410	C21	338

Rows	Strategies	Direct influence	Strategies	Direct impressive	Strategies	Indirect influence	Strategies	Indirect impressive
17	C9	383	C8	268	C1	386	C15	293
18	C11	344	C15	268	C11	352	C20	265
19	C12	306	C20	229	C12	274	C8	253
20	C14	306	C18	191	C14	265	C18	227
21	C6	191	C11	114	C6	204	C11	122

The location of the solutions in the MIC-MAC output software is based on their effectiveness and impressibility presented below.

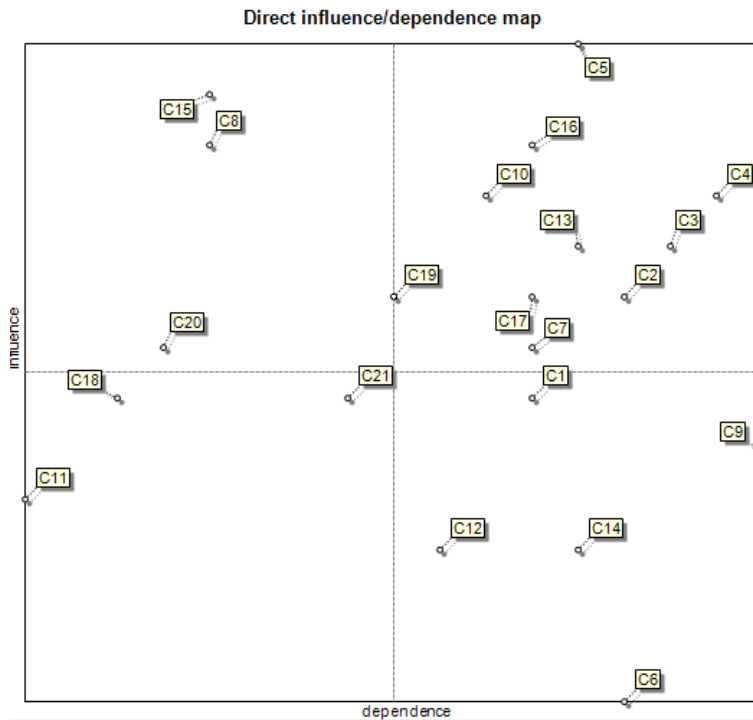


Figure 3. The status of Sport-for-All development solutions in the mic-mac software.

Based on the definition and interpretation of the variables in the MIC-MAC diagram, the situation/status of every solution of Sport-for-All development was examined using the method of placement of the strategies presented by the model. The results are shown in Table 6. According to the variables' definition/interpretation in the MIC-MAC diagram, the situation/status of every solution of Sport-for-All development was examined using the method of placement of the solutions proposed by the model and the results in Table 6.

Table 6. The status of each solution based on the analysis of the MIC-MAC software.

Rows	Type of variable	Variable
1	Effective	Applying suitable reward and punishment systems, the employee
		Division of society into congruent groups
2	Two-sided	Presenting Physical activity /services for all segments
		Identifying the proper departments for each organization
		Use of dynamic pricing according to the various features of society members
		Use of society-approved groups to verify Physical activity and services
3	Risk	Approving and regulating programs among organizations
		Use of external awards and incentives
4	Target	Matching the services provided to the allocated sections
		Employing tools for the development and promotion of human resources
		Establishing safety and security in places
		Providing suitable places for different classes
		Providing services/ Physical activity compatible with the local conditions of the society
5	Susceptible	Creation of Flexible Locations for Public Use
		Use of advertising and appropriate communication channels
		Design and change in the shape, color and architecture of all places and sports complexes
		Providing discounts on presented services and costs reduction
6	Secondary lever	Employing Planning Specialists
		Use famous and known figures for Physical activity introduction
		Employing motivational and engaging tools

After determining the status of every solution through Sport-for-All development, their relationships were examined in the MIC-MAC software; consequently, relationships of the direct/indirect effects of the solutions are shown in the following form. The manner of relationships between Sports-for-All is indicated in five levels:

- Very weak to very strong effects
- Weak to very strong effects
- Relatively strong to very strong effects
- Strong to very strong effects
- Strong effects

The five levels of effects in the diagram are referred to as MIC-MAC software which its authors considered appropriate for the analysis, and any changes by the user are not allowed. The corresponding diagram can also represent obtained matrix. The relevant graph is shown for each propeller's effect on each other by the arrows, and the effectiveness rate is indicated in numbers at the top of the arrows. Finally, based on the solutions' topology, this software can extract and rank the Solutions of Sport-for-All Development (Godet, 2006). The graph of the direct effects of solutions from "the very weak to the very strong" relationships amongst solutions in the MIC-MAC software output is presented below.

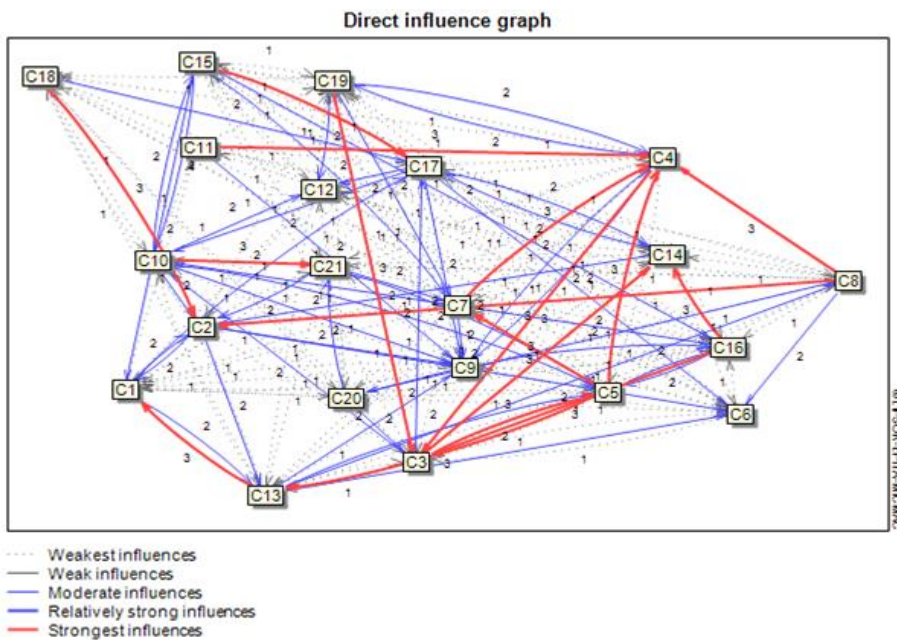


Figure 4. Direct effects diagram (very weak to powerful effects).

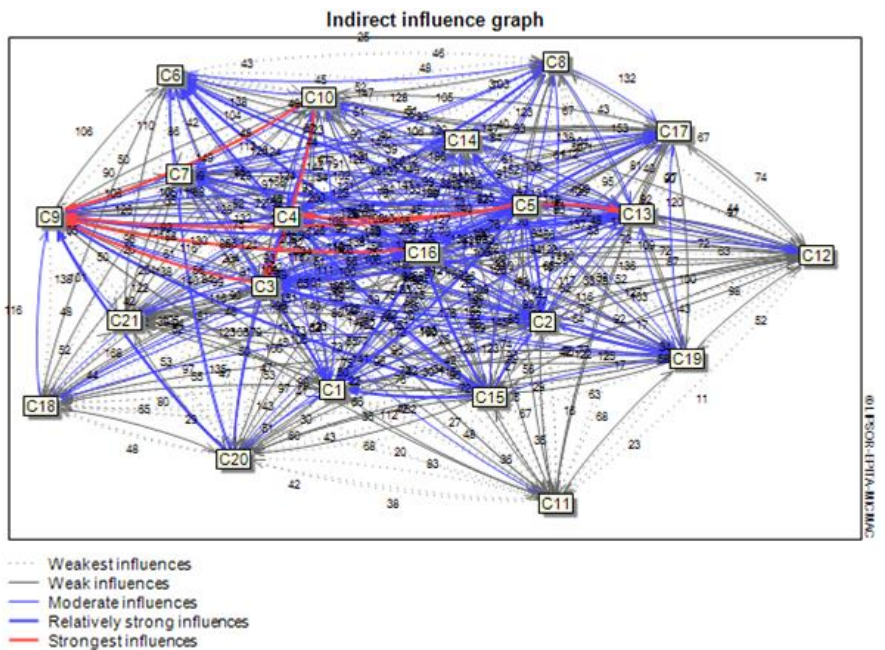


Figure 5. Indirect effects diagram (very weak to very strong effects).

Based on the DEMATEL technique output, as shown in Table 7, the solutions' ranking is done, as shown below.

Table 7. Effectiveness and impressive rate of Sport-for-All Development Solutions.

Strategies	Effectiveness rate	Impressive rate	Ranking based on the effectiveness rate	Ranking based on the impressive rate
C1	0.7286	0.618	6	14
C2	0.8115	0.6166	4	15
C3	0.6456	0.7248	10	11
C4	0.6312	0.5205	11	18
C5	0.5727	0.325	14	20
C6	0.3552	0.6099	18	16
C7	0.6727	0.7777	8	8
C8	1.5796	0.3289	1	21
C9	0.3022	0.8021	19	7
C10	0.6661	0.7369	9	9
C11	0.5298	0.7301	15	10
C12	0.6933	1.1473	7	1
C13	0.5792	0.596	13	17
C14	0.41	0.6339	17	12
C15	1.0993	0.9547	2	5
C16	0.5202	1.0243	16	3
C17	0.8105	1.0243	5	3
C18	0.6066	0.814	12	6
C19	1.0542	0.6268	3	13
C20	0.204	0.4509	20	19
C21	0.1698	1.1099	21	2

Based on the results of the DEMATEL technique, two solutions for "Employing Appropriate Reward and Punishment Systems of the Employees" and "Dividing the Society into Heterogeneous Groups" ranked first and second amid the practical solutions in which the result was the same in comparison with the MIC-MAC result.

5. Managerial Implication

In this study, the concept of social marketing as a solution in pursuit of Sport-for-All promotion was posed for the first time. The derived conceptual model is comprehensive for implementing social marketing to promote Sport-for-All; no models embracing this approach have been studied. Putting social marketing into practice requires understanding a conceptual model assuming all the influential factors in social marketing. Therefore, the results of this study can increase the awareness of managers and researchers in terms of causative conditions, interveners, strategies, solutions, and implementation results. Social

marketing programs should be planned, considering the needs and different aspects. The distinctive character of the utilized methodology in this research has led to the researcher's devised concept to look upon the social marketing for the Sport-for-All using a procedural essence, which makes it unique to other studies. Social marketing is a part of marketing used to solve social challenges and problems; therefore, this approach can be a solution and a method for Sport-for-All promotion.

6. Discussion and Conclusion

According to this research model, it is possible to draw a path for developing Sport-for-All using a marketing paradigm. In developing Sport-for-All through social marketing, the social marketing-related requirements in line with the development of Sport-for-All should be taken heed of. The reason for implementing such a paradigm (Social Marketing Paradigm) is due to the physical inactivity and related diseases, and concurrently, lack of positive social perspective toward physical activities. On the other hand, health level is considered a development indicator of high significance to get sustainable development; therefore, it is crucial to be heeded substantially.

According to previous studies and statistics available for researchers, Iranian people have optimistically risen to 21% at a highly low level compared to the developed nations, which has led to the society's extreme physical inactivity resulting in related diseases and relevant side effects and social anomalies.

We need a marketing approach to use its power of persuasion for a higher participation rate. To increase the participation level of Sport-for-All, a focus on marketing is required for specific physical activities appealing to more attendance in physical activity that cost a low price and all-time accessible pursuing the goal of social joy, vitality, and health.

Pondering the given goals, social marketing solutions should be implemented; thereupon, the experience of experts with records of success in Sport-for-All activities was employed to propose valuable solutions. In this field, the identified solutions included six elements that could contribute to developing the Sport-for-All in the social marketing scope, including the 6P. In addition to these factors, marketing should focus on the main marketing strategies consisting of segmentation, targeting, and positioning; and due to the wide variety of the population's income, geographical location, and psychological/cultural factors, STP solution should be implemented by organizations in a way to encourage people to Sport-for-All. On the other hand, the country's institutions/organizations concerning Sport-for-All should conduct clear and transparent organizational arrangements and interaction, including appropriate monitoring in pursuance of specific plans' implementation.

Another step that should be taken as an essential solution is the crucial influence of public figures and reference groups on people to institutionalize the merits of Sport-for-All and sports from childhood. Given the identified and proposed solutions and their suitable indicators and dimensions, in pursuit of the implementation of the solutions, social interests should be paid attention to instead of financial interests through the marketing approach. The solution is called: " The Creation of Flexible and Suitable Places"; the suitably chosen places for exercising and physical activity should be

accessible, and any places meeting the mentioned requirements should be utilized and equipped following the region's culture and beliefs.

Another required feature for the places is to do the activities in a safe and secure atmosphere, enhancing family cohesion. The results of studies by (Bagramian et al., 2019; Belfiore & Liccardo, 2019; Kubacki et al., 2017) confirmed some of the results of this study in some of the indicators related to the location. Nevertheless, no study focused on places as an index following family coherence. In marketing, it is necessary to seek and classify people into different target groups and segments and then select the target market to consolidate the position by providing good service for customers in each segment. Therefore, the various organizations involved in Sport-for-All activities are recommended to choose their target class and encourage them to participate in Sport-for-All activities using marketing plans. e.g., the Ministry of Education should focus on schooling-aged children, the Ministry of Science on participants in academic atmospheres, and military forces on its force and soldiers. However, to some extent, positive outcomes in adulthood and older adults should be considered.

The results of (Dietrich et al., 2015; Kamada et al., 2013) also suggested the effect of this solution on developing physical activity and people's behavioral change in line with desirable standards. Nevertheless, in this research, some specific indicators have been recognized that have not been considered in similar studies, including the attention to various lifestyles, target society's particular demands, sense of adaptation by correct categorization, consideration of physical and anthropometric features, customized training for multiple people, customized equipment in line with people's age and gender. One of the concepts discussed in the analysis of the solution was individuals as the workforce. Sport-for-All development needs people who are involved in it. Therefore, elites in planning and sporting policies should be attracted, as well as volunteers and specialized executive committees. Moreover, along with these factors, suitable training programs should be provided to meet organizational needs, and a systematic evaluation procedure should be made.

The secret of recruiting volunteers is to find ways to see whether the proposed job serves the needs and wants of the target audience. It would help if it did not discuss the reasons for organizations' need to employ volunteers, and the good benefits of the organizations for those who join should not be mentioned. Instead, volunteers should be informed about the possible benefits of joining the organization.

Suppose the volunteers are treated the same as employees. In that case, they will likely continue to behave in a new way, which can be feasible through thorough training, setting specific standards for their performance, and correct burdening in pursuit of goal achievement. In the field of promotion, attention should also be directed at discussing the use of appropriate events to change the individual's approach to sports and proper advertising. They should provide the bens for those with high levels of health and a high degree of physical activity to increase their participation in physical activities. For sustainability, external rewards and motivations should be provided.

The media can, at this stage, advertise activities that social marketers organize to inform communities about changing essential behaviors. Along with the findings identified in previous studies on the use of social events, the proper use of media from the

sports figures and athletes in their films and programs, encouraging films that develop sports and physical activity, providing benefits to people with a high health level in this research were identified.

Regarding the research results in today's turbulent environment, including many competitors in the field of leisure and entertainment, sports have been neglected and have not received expert and specialized attention. Marketing is a concept that has been considered in recent years as an approach to change behavior toward optimal behavior. Therefore, legislators should look upon the development of Sport-for-All and physical activity with a marketing perspective and attract customers to services (participation in physical exercise and physical activity), resulting in a loyalty increase.

7. Limitations and future research

Considering the role of this research in better implementing social marketing, there may be limitations on the results. Regarding the fact that social marketing was utilized as a solution for the Sport-for-All promotion, it has concentrated more on social marketing as a solution to this promotion. Other studies pursued the development of Spot-for-All without embracing the marketing concept. Because the researchers were not utterly conversant with the applied methodology, logically, it may have intervened in the research duration and, as a result, the quality. Lastly, the results of qualitative research should be a guide to other future qualitative and quantitative research; therefore, with attention to the current research's new outcomes and limitations, it is recommended that future researchers study the following scopes:

- Analyze the concept of social marketing from the population's perspective; this way, the status of the identified ideas will be analyzed from a public standpoint.
- The concept of social marketing is based on empirical research; therefore, it is suggested to practically put the mentioned social marketing concepts into practice by dividing people into different groups.

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Appendix A

Appendix 1. Concepts and identified categories related to solutions and actions.

Main themes	Sub-themes	Final codes
The use of marketing mix elements to increase awareness and desire of customers	Creating Flexible Locations for Public Use (C1)	Easy access to sports facilities
		Equipping sports places with sports equipment in different areas and neighborhoods
		Conduct activities in all locations
		Re-use of inactive sport places
		Flexibility in the time to use the places
	Providing safety and security in places (C2)	The confirmation of places in terms of safety and security
		Security and quietness of places
		The hygiene of the place
	Create suitable places for different classes (C3)	Attention to different cultures in choosing sports places
		Choose the right places according to the interests and opinions of the people
		The place should be located in locations with more access
		The places should be placed in locations leading to family cohesion
	Provide services and Physical activity compatible with society's indigenous conditions (C4)	Physical activity compatibility with society standards
		Compatibility of Physical activity with people's customs
		Compatibility of the Physical activity with belief, customs, and normative standards
		Create fun Physical activity
	Offering Physical activity and services for all segments (C5)	Variety of sports activities for different classes of people with different tastes
		Physical activity should be available
Physical activity should be attractive		
Physical activity should have agronomy		
Proper Physical activity due to problems of the society		
Physical activity packaging for presentation		
The Physical activity has both logical and theoretical results		
Simplicity and digestibility		
Delightfulness of the Physical activity		
Applying Specialized Planning Personnel (C6)	Creating specialized committees	
	Use of specialist personnel in planning	
	The use of expert human resources for sporting policy	
	The use of sports volunteers for the development of Sport-for-All	

Main themes	Sub-themes	Final codes
	Employing Tools for Human Resources Development and Promotion (C7)	Training of trainers and specialists from their own people in different classes Specialist training Training specialized sports coaches to provide the proper kind of activity for each class
	Applying appropriate compensation and punishment systems for employees (C8)	Attention to technical and motivational issues in the form of voluntary teams Proper use of payment and reward systems for the experts
	Offer discounts on provided services and costs reduction (C9)	Organizing free educational courses focusing on body culture Provide discounts on the use of places and sports equipment
	Using dynamic pricing with respect to the various characteristics of the society (C10)	Reduce the cost associated with participation in physical activity The pricing should be suitable enough to be accepted Physical activity prices should be reasonable for to the target society
	Using attractive and Engaging Tools (C11)	Holding joyful and exciting events Use of social events Holding semi-competitive sport competitions
	Using Advertising and Communication Channels (C12)	Use dynamic and continuous advertising the correct IRIB's Use of the sport and athlete in their videos and programs Encouraging films that are in line with the development of sports and physical activity Promotional programs are designed to make the person feel overwhelmed by his obesity Ads should be continuous Advertising messages should be appropriate at certain times and in time
	Using external awards and incentives (C13)	Provide evaluation cards to encourage individuals according to the financial benefits given to individuals Provide benefits for people with high level of participation Provide benefits for people with high levels of health
	Design and change in the shape, color and architecture of all places and sports complexes (C14)	Attraction of places to people Excitement of paths and places Creating unified Locations for Physical Activity Use of appropriate, pleasing and natural places

Main themes	Sub-themes	Final codes
Applying STP solution to enhance the ability of customers to participate in Sport-for-All	Segmentation of society into heterogeneous groups (C15)	Attention to the different needs of society (segmentation)
		Attention to different lifestyles
		Segmentation of the society according to the level of culture and income
	Identifying the right segment for each organization (C16)	Identifying the needs
		Identifying the target society
	Matching Services Provided to Allocated Sections (C17)	Fulfilling the needs of the target society
		The Physical activity suitability with the target society
		Put people in their classes to create a sense of fit
		Pay attention to the needs of physical activity for different people according to age and physical characteristics and anthropometrics
		Different tutorials for different classes
Use of verifiers to increase customer desire to participate in Sport-for-All activities	The use of famous and popular figures for Physical activity introduction (C18)	Providing equipment in line with the age and sex of individuals
		Use of sports heroes
		Use of sports pioneers to confirm exercise
	Use society-approved groups to verify Physical activity and services (C19)	The use of prominent figures in the country
		Use of Parents to approve Sport-for-All
	Integrate programs between organizations that promote sports development (C20)	Use of social brands
		Use of professional club credentials
		Partnerships of organizations for the development of Sport-for-All
		Specific and transparent social interactions between organizations
		Formation of a High Council of Sports consisting of institutions
Routing and facilitating the organizational interactions to increase customer awareness and interactions	Integrate programs between organizations that promote sports development (C20)	Integration of programs in all organizations
		Reduction of Parallel Organizational Work
	Approve and regulate programs between organizations (C21)	Approving the rules
		Monitoring the good performance of the activities of the relevant organizations
		Partnerships of organizations for the development of Sport-for-All

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استراتژی‌های توسعه ورزش برای همه مبتنی بر رویکرد بازاریابی اجتماعی

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کلیدواژه

اجتماعی

توسعه ورزشی

فعالیت‌های بدنی

DEMATEL/MIC-MAC

نوع مقاله

پژوهشی اصیل

چکیده

هدف: این مطالعه با هدف شناسایی راهبردهای توسعه ورزش برای همه و فعالیت بدنی با رویکرد بازاریابی اجتماعی انجام شد.

روش: روش انجام پژوهش آمیخته است، بنابراین برای جمع آوری داده‌ها از رویکرد کیفی و تحلیل موضوعی استفاده شده است. سپس یک رویکرد اکتشافی برای معرفی راهکارهای توسعه ورزش برای همه در نظر گرفته شد. ۱۳ نفر شامل کارشناسان اجرایی و دانشگاهی جهت مشارکت در مصاحبه به روش نمونه‌گیری گلوله برفی انتخاب شدند. در مرحله بعد، مطالعه مقدماتی با استفاده از روش نمونه‌گیری تصادفی با ۲۲۶ نفر از مربیان ورزش انجام شد. در بخش کیفی، تجزیه و تحلیل داده‌ها با استفاده از روش تحلیل مضمون و در بخش کمی با تکنیک‌های DEMATEL و MIC-MAC انجام شد.

یافته‌ها: بر اساس نتایج تکنیک DEMATEL، دو راه‌حل «به‌کارگیری سیستم‌های پاداش و تنبیه مناسب کارکنان» و «تقسیم جامعه به گروه‌های ناهمگن» رتبه‌های اول و دوم را در بین راه‌حل‌های کاربردی کسب کرده‌اند. همچنین، این یافته با نتیجه حاصل از تکنیک MIC-MAC مطابقت داشت.

اصالت و ابتکار مقاله: این مطالعه استراتژی‌های توسعه برنامه ورزش برای همه را از طریق رویکردهای بازاریابی اجتماعی ارائه می‌کند. همچنین بر اساس نیاز مشتریان و شرکت‌کنندگان در فعالیت‌های ورزشی، راهکارهای پیشنهادی با استفاده از تکنیک‌های تصمیم‌گیری اولویت‌بندی شده است.

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