

**Kowalski Sławomir,***PhD, Associate Professor of Institute of Marketing  
in Department of Management, Faculty of Management,  
Czestochowa University of Technology (Czestochowa, Poland)***STAKEHOLDER'S EXPECTATIONS AND OBJECTIVES OF THE  
SPORT CLUB IN THE CONTEXT OF MARKETING ACTIVITIES**

*The purpose of the article is to identify the ways to achieve different sport organization goals through marketing activities. Commercialization of sport makes sport organization to seek the way to meet the needs of its stakeholders – main sponsors, supporters and local government, while providing opportunities for athletes and achieving success. The author pays attention to the issues of diversity goals and policies on the example of sport organizations aimed to achieve these goals. The basis for the analysis were sport organizations of Poland.*

Keywords: marketing communications, sport marketing, sport organizations, stakeholder's expectations, marketing activities.

**Setting the task in general form.** In today's world sports is a product whose demand grows. The economic benefits derived from mass sports and watching, drawn by the large number of operators, such as players, coaches, manager, entrepreneur producing sports equipment, event organizers, companies advertising on this occasion, the owners of sports and the media.

**Analysis of recent research and publications.** The problems of marketing in sport in the context of sport organizations management were shown in the works of such scientists, as Mruk H. [6], Klisiński J. [3], Trembecki J. [10], Kaczmarek M., Kropielnicki K. and Matecki P. [2], Grzeszczak A. [1] and Sznajder A. [9].

Sport industry is a market in which it is offered products such as sport fitness, recreation, associated with relaxation and pleasure, as well as all forms of human activity, goods, services, places and ideas related to sports [4].

The term "sport marketing" refers to activities related to marketing, listed from perspective of certain entities that carry out this type of operation. Reference may be made to the professional sport organization. Demand on sport products consists of consumers who are active on the sport market (recipients intensely in sport), but also passive recipients (they are interested in watching sports events in the media or "a live"). Some consumers have a twofold role: the person who keeps track of marathons can also participate in marathons.

Information about sport is placed in media, sections of newspapers, where sport columns are placed at the end. Sport news on radio and TV are placed before weather forecasts. Moreover there are newspaper and television programs that are devoted exclusively to sport. There are magazines that are specialized exclusively in particular discipline or even particular sport team. Now sport is highly dependent on media. Their connecting element is money. Both areas cannot function without financial support [9].

Consumers who overlap in the above mentioned areas are not really dependent on the type of discipline that is interested, actively or passively. Usability marketing that occurs in sport is the result of the following events:

- 1) the financial system of Poland is constantly changing, which means that businesses need to take professional activities;
- 2) sport, which provide inter alia for competition (for example, football), are identified with market competition;

3) changing and diversifying demand for products is offered by organizations that are involved in sport;  
4) clubs are transformed into joint-stock companies;  
5) segments of sport consumers are variable;  
6) there is internationalization of sport, increasing competitiveness in the sphere of sport;  
7) changing tendencies in the operation of clubs and sport federations;  
8) development of demand for sport sponsorship by companies which use this form of promotion.

There are other opposite factors that must be taken into consideration:

- the level of Polish sport in the world reduces, as shown by the results of their clubs on the international stage;
- there are some bad situations related to finance sports clubs – a lot of them are almost bankrupt;
- there are no objects that could guarantee the high level of sport;
- hooligans who use different types of sport events, only to provoke and to lead fighting [8].

There are three important forms related to the promotion of advertising, sponsorship and sales promotion, in other words, promotion materials, but also public relations in sport.

Key decisions relating to advertising include creation of the advertising and publishing it in the advertising area. Such “advertising area” can be sport event. All kinds of posters, signs, ads that appear within a sporting event just play the role of outdoor advertising [6].

You can also raise the issue of players' uniforms, for which there are different ads, trademarks, logos. It might be mutual benefits from the sponsorship contract, but it can also be “normal” ad, which was bought by the company. Attending a sporting event, which is an event, and that is very popular among fans and the media, it is more important for institutions that use “marketing through sport” [1]. A very important role in the marketing of sports organizations has knowledge of the characteristics of sport fans. Effective collaboration with community supporters not only helps to improve the internal organization of sport clubs, marketing coordinating and public relations, but also provides additional arguments in discussion with sponsors, for which knowledge of the potential buyers of their products / services is invaluable [2].

The use of the image of athletes by companies in their advertising campaign is usual thing. Typically, athletes who decide to take part in advertising of certain products should choose the industry, the assortment of goods which they will advertise, and if the “scatter” its image among many brands.

“Marketing through sport” is also the concept of “brand ambassadors”. Ambassadors are mainly those known athletes who recommend the product. People can buy the product at a lower price, but they are required to use it, it can also get the product for a long time for your own use, and after the expiry of the contract can buy it (for example, a car) [7].

Sales promotion is offering fans of rewards that are useful for people with a passion for sport, for example certain sports jerseys, balls, tournament tickets. Of course, the reward is more attractive when it comes, for example, for sporting events. They are more important than others.

Modern sport is commercialized. Companies adapt to the needs of market economy. The development of commercialization will increase the cost of sponsorship. Hence direction between relationship of sport and advertising, and over-reliance in the sport primarily from strong sponsors may be changing.

Through commercialization of the changes that primarily occur in the organization the importance of all kinds of sport events increases. At the request of the organizer of such a

break between games in a match can be extended, and all this that the advertisement was longer. In this action we are losing players, because they think that too long break is bad for concentration and heads of rhythm, cause corruption [10].

With the development of technology, sport became a product in which sport organizations are trying to make money. Sport clubs create marketing departments. These people not only act as club activists, but also they are more responsible for their actions [5].

Strategic marketing planning has an important role for formulating the mission and goals of sport organizations. The mission should result from the knowledge of the needs of consumers and their abilities, while taking into account current and future operational realities. This is one of the motivations for current and future activities. The overall objective of sport organization can maintain long-term financial success which is based on sport. The specific objective might be to provide the public experience of the qualities of entertainment events, which are a valuable form of mental recreation [3].

The starting point for the analysis is the level of expectations of stakeholders' sport organization in relation to the objectives must include: sport, finance, marketing and organization.

**The aim of the article.** The article draws attention to the issues of diversity goals and policies on the example of sport organizations aimed to achieve these goals. The basis for the analysis is sport organizations of Poland. It shows how different stakeholder groups affect the objectives of sport organization.

**Basic material.** Three groups of stakeholders are assumed for model simplification. These are the groups that most strongly influence the activities of the organization of sports – sport fans, sponsors and local authorities. The last group of stakeholders has been introduced so that one of the objectives of the sport club is the impact on the local environment, which often makes use of the local authorities in territorial marketing (figure 1). The figure shows a simplified level of expectations of the three groups of stakeholders. The Y-axis introduces two levels. The first is the maximum level indicating maximum goals that organization can achieve during the season. In practice, it may mean a promotion to the top division higher, at full capacity stadium or sport arena, financial stability, high sponsorship effects, high results in territorial marketing communications.

The second level is the minimum level. In practice, organization can set it down from the current top division, resulting in a lack of funds to keep the players, sponsors and potential departure less revenue sport organization and sometimes organizational collapse. For this reason, sponsors are often not interested in successful sport club.

In addition, the figure entered the turning point. These turning points can be much more. It may occur when the club is changing its expectations. The turning points may be objective and subjective. Objective expectations are the result of sport or economic calculations. Subjective expectations are the result of a subjective hope different than sporting or economic calculations. The first group creates expectations of sport organizations, sponsors and local authorities, the other form – fans.

The goals of the club do not have to go hand in hand with the expectations of the fans, sponsors and local authorities.

Goals of sport organizations in this context are:

- sport goals (promotion or maintenance the victory, promoting the discipline);
- financial goals (financial stability to raise funds from sponsors and local authorities);
- marketing goals (selling gadgets, increasing of income of the match)
- organizational goals (increasing the help of volunteers, to improve the functioning of the club).

These objectives are determined by season and adapted to the expectations of stakeholders and are rarely verified during the season. Against this background, there is a conflict between the expectations of stakeholders, and the goals of the organization. At the time of the return expectations of stakeholders can in fact change the ones that are a threat to the club.

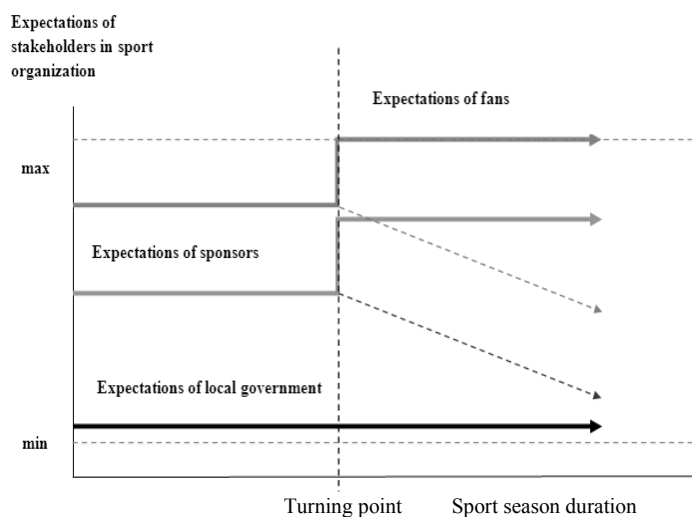


Figure 1 – The level of stakeholder expectations in relation to the sport organization

The most important role in this process is played by the fans. They are a group of the most visible and most active during the season. Their expectations and aspirations are greatest when the landmark positive expectations increase to the maximum level. For example, to win a series of matches can cause the fans expect a promotion or winning the whole tournament. For a club that is not prepared for such an eventuality is a potential threat. Promotion will need to meet the licensing criteria in the higher – flight or at international competitions (the stadium adjusted to specific criteria, higher financial requirements, the need for better paying of sportsmen).

Sponsors are the group, which expectations of sport organization depend on the commitment to the sport and the use of sponsorship as part of the promotion mix. For individuals who passively enjoy “marketing through sport” expectations of the club are virtually unchanged. For companies which are involved in sponsoring expectations are rising at a turning point, however, reaching the point of maximum. This is due to the risks to which they can be promoted or win the tournament, because if the company has signed a long-term contract, the club may fix a higher amount of sponsorship for next season, which will significantly change your budget. Sponsors are often not interested in successful sport club for this reason.

The least active group of stakeholders is the local authorities. The use of sport in their business is the most marginal, and the sports organization and maintenance is cost-intensive, and promote “the sport” is passive. Sport advancement is a threat to local authorities, as rising costs of equipment and maintenance of sport facilities and increasing subsidies for clubs. Turning point does not change its expectations.

The turning point may occur several times in the season, and it is positive or negative. Positive turning point causes for example: win a few matches, real chance of advance, marketing and organizational success. The negative point is the opposite of the positive – the vision of sport decrease, series of matches without win, absence of club management system, financial collapse, etc. In case of a negative turning point waiting fans and sponsors are falling below the level of the original, but do not reach the minimum level. In the drawing, they are indicated by the dotted line. The items on the positive response of the stakeholders is displacement, and in the case of negative points – stage.

Avoiding the gap between organization's goals and expectations of stakeholder's in sport sphere is possible through proper communication between these entities. A major role in this system is marketing, from the real purpose of the club to communicate during meetings with journalists, fans, sponsors, and ending with appropriate response in the event of turning points, both positive and negative. Flexibility marketing policies at sport clubs is a prerequisite for effective management. It is done at every level of marketing mix. Club can regulate the effects of sport. For example, introducing additional products expanded product items (points playground, free gadgets, enrichment of match fixtures), uses a different pricing policy (women and children up to 10 years have free admission, cheaper tickets and expensive tickets for match), using of different distribution policy (the growth of sales in the local market), using of additional forms of promotion (fun places for fans, Internet competition, efficient using of sponsors to integrate with fans). Media marketing in this case remain unchanged.

An important role in overcoming the risks resulting from non-compliance goals of the club and its stakeholders are fully public relations. Their role is to clear information about the immutability of the purpose of the club, with a balance in dealing with fans, sponsors and local authorities. Maintaining this balance is not succumbing to pressure of any stakeholders through procedures to mitigate the effects of positive and negative turning points. For example, when the club has a winning streak of public relations than mission is to maintain the objectives of the club with fighting for higher goals. The word “fighting” is crucial, because sport outcome is unknown, so the potential failure is not going to be perceived as a disaster for club and its stakeholders. Using of a high degree of generality in the pass is for avoiding negative effects of transport. It is when club does not want sport success, because it involves a threat to its operation (higher costs, requirements, lack of organizational preparation) in the future.

**Conclusions and directions for further researches.** Thus, sport organizations at all levels of management should be monitored by the expectations of stakeholders to come out in front of these expectations while maintaining their goals before the season. Marketing policy towards stakeholders should therefore establish realistic goals, and the use of marketing tools should focus on aspects not associated with sports. It follows that the primary purpose of the sport club should create a positive climate for particular sport, rather than sport success at any price. It should be taken into account that stakeholder's expectations are always higher than possibility of sport organization. It is important to refer to the prospects for further research on the objectives of sport organization. Research should focus primarily on determining the impact of stakeholders on the sport club management. It is important to determine the degree of this impact using statistical models or detailed studies based on primary research. Such stakeholders as sponsors, supporters and local government can determine and influence the management of the club to direct its functions. In further researches it should investigate the divergence of these objectives so that it will possible to determine the boundary influence on the sport activity.

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**C. Ковальські**, PhD, доцент Інституту маркетингу в Департаменті з питань управління, факультет менеджменту, Ченстоховський технологічний університет (Ченстохова, Польща)

**Очікування зацікавлених сторін та цілі спортивного клубу в контексті маркетингової діяльності**

*Мета статті полягає у визначенні шляхів досягнення цілей спортивної організації через маркетингову діяльність. У ході дослідження передбачається, що спортивна організація для задоволення потреб зацікавлених сторін має бути неординарною при реалізації маркетингової діяльності. Через неоднорідність цільової аудиторії стандартні рекламні заходи не матимуть позитивного ефекта. Тому у статті звертається увага на можливу різноманітність у здійсненні маркетингової політики спортивних організацій на прикладі спортивних організацій Польщі.*

Ключові слова: маркетингові комунікації, маркетинг спорту, спортивні організації, очікування зацікавлених сторін, маркетингова діяльність.

**C. Ковальски**, PhD, доцент Інституту маркетинга в Департаменте по вопросам управления, факультет менеджмента, Ченстоховский технологический университет (Ченстохова, Польша)

**Ожидания заинтересованных сторон и цели спортивного клуба в контексте маркетинговой деятельности**

*Цель статьи заключается в определении путей достижения задач спортивной организации через маркетинговую деятельность. В ходе исследования предполагается, что спортивная организация для удовлетворения потребностей заинтересованных сторон должна быть неординарной при реализации маркетинговой деятельности. Из-за неоднородности целевой аудитории стандартные рекламные мероприятия не будут иметь позитивного эффекта. Поэтому в статье обращается внимание на возможное разнообразие в осуществлении маркетинговой политики спортивных организаций на примере спортивных организаций Польши.*

Ключевые слова: маркетинговые коммуникации, маркетинг спорта, спортивные организации, ожидания заинтересованных сторон, маркетинговая деятельность.

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