

A FRAMEWORK FOR THE DEVELOPMENT OF INTERNATIONAL MARKETING IN SPORT

Boris MILOVIC

University "Union-Nikola Tesla" Belgrade, Serbia

Email: boris.milovic@gmail.com

Maksim VOJVODIC

University of Belgrade, Serbia

Email: maksim.vojvodic00@gmail.com

Abstract:

Sport is a global product which many people worldwide enjoy playing, watching, and participating in. Besides good media coverage of sports events (Olympic Games, tennis tournaments, world football championships), there is an ample space to integrate international business disciplines and sports marketing from a practical and academic perspective. This paper aims to explain global sports marketing and what the preconditions are for its further development. Emphasis is placed on the relationship between sport and the development of the economy. More specifically, entrepreneurship at the domestic and global level. Various international business management areas related to sports marketing have been considered a framework for further research. The significance of international sports marketing, among other things, is reflected in its: internationalization, branding, corporate social responsibility, technology development, tourism, and regional development.

Keywords: sport, sports marketing, international marketing entrepreneurship, promotion

1. Introduction

Sport as a public interest activity occupies an important place in almost every developed country in the world. International ventures of sports marketing are a global phenomenon as many companies and organizations involved in sports focus on the world market as an introduction to economic and financial success. The sports business is an important economic sector at the individual, organizational, and national levels and is an essential factor in economic activity and wealth creation. The sporting events themselves are often divided into mega, large, or local, based on subjective interpretation. This paper provides an overview of new trends in society and their impact on modern sports marketing instruments. The availability of information and global trends have influenced the change in the marketing environment in which all sports operate. This paper theoretically explains some aspects of the international environment. The pandemic's very appearance during 2020 and its impact remains an open question with the hope that it will soon be forgotten. This paper aims to provide a framework and guidelines for further research in international sports marketing as a unique academic research area. However, playing sport games without spectators and emphasizing how to communicate with fans and other interested followers becomes essential. Social media and e-sports

are other contemporary spaces for presumption, where sports fans are both consumers (accessing media content, buying gaming products) and producers (adding content to social media, making the action in e-sport games) (Giulianotti & Numerato, 2018).

- Sport as we know it is no more (Media Com Sport & Entertainment, 2020)
- Music venues, theatres, galleries are closed. Concerts are selling in Q3 & 4, some festivals are canceled, and others are hopeful of going ahead as planned.
 - The Olympics were postponed to 2021, with NBC already investing \$ 1.2 billion in advertising.
 - Euro2020 postponed prioritizing the finishing of domestic leagues. FIFA assists WHO with 'Pass the Message'.
 - The majority of national/domestic sporting leagues and competitions were delayed, with the French and Dutch leagues canceled. The top 5 European football leagues have been put on hold and have cost a combined maximum of € 4.14bn in lost revenue.

Sport has become more and more commercialized and internationalized in the last decade, which resulted in creation of entrepreneurial ventures within sports. In today's world market, sports companies must be progressive service vendors to compete with other leisure activities and entrepreneurial sports ventures that achieve this. Globalization and technological advancements have significantly improved business opportunities for sports organizations, marketers, and entrepreneurs involved in sports. Within a globalized marketplace, international elements have risen to greater diversity in sports production and consumption. Sports worldwide are emerging with certainty in some countries, while other countries struggle under the weight of pressure to embrace their growth (Zhang, et al., 2018). An increasing number of international travelers and international migration means that innovations in sports marketing are fast traveling. Different types of sports are played around the world depending on the cultural background and level of education.

In the international environment, sports companies and players must be entrepreneurial to stay ahead of the competition and at the forefront of their sport. Entrepreneurial sports ventures in the global context are business activities that include risk-taking, innovation, and competitive bidding in several countries. Entrepreneurship is an integral part of many sports activities due to the universal global attractiveness of sports. Sport is often considered a world language because the rules of the games are clear, and, in most cases, translation is not needed. The fundamental criticism of sports management and marketing as a unique academic area is addressed by theory development. Namely, as with other relatively young academic disciplines, sports marathon researchers borrow existing theories from other established academic areas such as psychology, sociology and consumer behavior by adapting them to the sporting context. To survive as a unique academic area, sports marketing should be more than simple customization.

Most internationally-oriented entrepreneurial sports ventures include a sports product. A sports product is defined as a right or service or any combination of these two designed to benefit the viewer, participant, or sponsor. The practical implications of sports products in sports management and marketing are essential because sport and sports-related activities are based on the uncertainty of the outcomes.

2. Sports marketing and elements of the international marketing mix

Sports' marketing is an important aspect of international sports ventures as it is necessary for the growth and survival of a business. Sports marketing could be defined as a business orientation that deals with current and potential customers interested in sports organizations offering them sport-related products and services to achieve their long-term goals. Many sports teams work with corporate sponsors around the world through their international marketing campaigns. The term "Sports Marketing" was first used by the United States in advertising back in 1978. Since then, it has been used to describe various activities related to the promotion of sports.

In sports marketing alone, 18 theme categories were identified and covered advertising/promotion, case studies, university sports, consumer behavior, the economic impact of sports, event management, facilities/services, international licensing, market segmentation/target marketing, professionalism, marketing of relations, research-general, research-viewers, participants and fans, sponsorship, education in sports marketing, technology, women in sports, and more.

Sports marketing is a process through which competition with an uncertain outcome is organized, creating opportunities for simultaneous fulfillment of goals among sports consumers, sports businesses, participants, and other individuals, groups, and organizations. A marketing program can be defined as a holistic composite of activities across different elements of the marketing mix (i.e., product, promotion, price, and distribution). Marketing program adaptation allows the firm to offer customized or improved market offerings (Khan, 2020). Each category has its home discipline. It is crucial to identify and understand specific home disciplines to communicate with scientists in sports management and home science disciplines because terminology, conventional abstracts, theories, and methodological approaches can be distinguished among academic disciplines.

Elements of the marketing mix of sports organizations can be viewed as:

- Sports products. It refers to decisions on positioning, product development, quality of service, packaging, design, modifications, additional elements and characteristics, guarantees, support services.
- Price. Which includes decisions about the price list, costs of additional services, discounts, permits, repayment periods, credit terms, and similar.
- Distribution. Which includes location decisions, distribution channels, coverage, sorting, transport. In sports facilities, managers should deal with: planning of facilities, material evidence (quality of facilities, equipment.), processing (designing systems to achieve a high level of quality), and people (training, trained employees).
- Promotion. It includes promoting sales, personal sales, public relations, publicity, direct marketing, promotional licensing, television and television rights, sports sponsorships.

In addition to these essential elements of the marketing mix in sports, the existence of three other factors that play a vital role in achieving the marketing mix results:

- People who are necessary as carriers of all activities

- Physical evidence that presents visual and material proofs of service provision
- Processes about the implementation of marketing strategies in sport in concrete actions.

The main difference between domestic and international sports marketing is the environment. From a global perspective, sports marketing is defined as an opportunity for a corporation or organization to advertise its services in sports. Since international sports marketing includes both products and services, it is important to distinguish between how they function in the business environment. Sports marketing represents the insertion of a marketing concept into sports products and services and non sport-related products through connecting with sports. Broadly defined sports marketing can be divided into two categories: sports marketing and marketing in sports. Sports marketing includes the advertising of sports events and equipment for fans and participants. This type of sports marketing is an integral part of introducing new sports such as extreme sports and innovative new sports products. Marketing in sports includes promoting products and services unrelated to sports at sports events and athletes' use for advertising.

Sportsmen such as David Beckham, Michael Schumacher, Cristiano Ronaldo, and Tiger Woods are examples of how corporations are involved in international marketing with sports. These athletes have become international sports brands with a range of sports products under their name (Knight, 2020). David Beckham has used his popularity as a sports star to play football in Europe and the United States, besides advertising his perfume brand. Additionally, the clothing brand H & M promotes underwear with his name. Gabriela Sabatini has her line of perfumes. The world's famous goalkeepers advertise the Head & shoulders shampoo; the seven multi-story houses in Abu Dhabi will be named after Michael Schumacher- seven buildings as seven victories in the world championship (Welch, 2019). Tiger Woods has become a global brand by engaging in effective marketing campaigns for Nike. It is essential to keep in mind that marketing is not a "magic tool" that gives each club a practical guide to doing business and making money. Marketing mix provides tools that represent a utility for marketing managers, and their success also depends on their creativity, the situation in sports organizations, and the global market.

3. Globalization of sport

International Sports Marketing is a rich area for academic and professional research for sports' inter-cultural ability to attract different generations of people from other geographic locations. More and more people can now watch sports events over the Internet, which has helped in the globalization of a diverse array of sports, including football, cricket, and surfing. Many sports brands have grown geographically by focusing on the global appeal of the sport. In the global cultural context of sports, one powerful illustration of these processes is provided by world-leading sports leagues, played in heavily securitized stadiums, screened globally on pay-TV networks, and marketed towards new middle-class consumerist lifestyles (Giulianotti & Numerato, 2018). Globalization has enabled famous soccer clubs to expand their fan base throughout the globe and amplify their focus on international cultures (Baena, 2019). Globalization, which has affected the entire world, is an inevitable phenomenon. It is a factor that has contributed to the growth of the sports market. In sport, the relationship between producers and consumers is even more

pronounced due to the increasing growth and development of the sports industry. With unprecedented expansion and accessibility through all means of information and new media, such as the Internet, entire continents have turned into an almost uniform market. The skill of organizing a sports event is of particular importance for carrying out marketing activities. It is necessary to include high standards and make the technical organization at the highest level. Suppose sports marketers can become better informed about unique ways geographically distant fans in general, and nondisplaced and displaced fans in particular, relate to their teams. In that case, they can foster more effective engagement and community-building strategies and tactics. For example, it could be that displaced nonlocal fans and no displaced nonlocal fans differ in terms of mediated spectating, purchasing behavior, and social media activity to the extent teams might consider different approaches to communication and engagement relative to both groups of fans (Reifurth, et al., 2019).

Different countries do not focus on the same sports, and in every country, a particular sport has a dominant position. These sports have a large number of admirers to launch the market for sports products and accessories. For example, in India, cricket is the most popular sport; in the United States, it is American football, basketball, and baseball; in Canada, it is hockey; in Germany, it is football; in Italy, football is football and water polo. Different sports preferences suggest that most international sports marketing came from developed countries, and little is known about new marketing perspectives. Most of the global marketing campaigns of large corporations have focused on professional sports in developed countries. However, in the past few years, with the growing economy of eastern European countries, China, and India, more efforts are directed towards attracting more people to professional sports leagues. However, amateur sports leagues operating at the international level are somewhat less studied in the global market's functionality. When introducing marketing in sport, one should bear in mind that the sport belongs to a group of social reward activities. Marketing in sport is a creative area. Sport is also a scientific discipline, subject, and object of the educational system, and, significantly, marketing sports has a highly communicative role among participants and numerous sports enthusiasts. The benefits of a particular organization are its internal capacity, which can provide a competitive advantage, followed by the quality of products and services, the reputation of the brand, and the staff's expertise (administrative and technical). The same authors said it is necessary to look into specific goal-oriented motivations differentiated from traditional media usage drivers as antecedent factors that ultimately influence continuance intention regarding the use of sports to team mobile apps (Hwang, et al., 2020).

The internationalization of sports is reflected in professional sports teams' focus on the international market instead of their own country's market. A large increase in the number of middle-class households in China and India and their many populations attracted more professional sports teams to these countries. Also, the declining birth rate in Northern Europe and the United States has encouraged professional sports leagues to focus on these regions. The NBA has one of the most aggressive international expansion strategies since their domestic market has fallen in the number of tickets sold paired with a growing interest in basketball in other countries. The new, global approach to sports, which is not based solely on winnings and results, is achieved by popularizing the world's leading magazines and editions

of well-known world publishers in sports and sports management as Human Kinetics, Sport Management Library, and similar.

Entrepreneurial sports ventures were also internationalized by focusing on their fun character. Sport is often considered a form of entertainment and is a place for an organization's international marketing performance. Examples of entrepreneurial sports ventures that have been internationalized include the newly established Indian Premier League. The Leagues overseas have also created interest by developing the baseline level in which the sport participants are encouraged through promotional activities such as increased transfers of matches.

Furthermore, the observed sport is also closely related to the fashion industry. For example, English fashion designer Stella McCartney (Mejía, 2018) has launched a joint venture line with Adidas - "Adidas Stella McCartney," a women's sports collection.

Sport is also associated with activities such as food and beverage. For example, Manchester United, a famous football club, has opened restaurants and cafes, with luminous pictures of soccer games. The club is also connected with retailers with a range of Manchester United products. International sports licensing law is another exciting research direction with tremendous practical relevance for sports agents and legal firms involved in sports. Given the increasing revenue from sports goods, brand protection and licensing have become increasingly important due to piracy in some parts of the world. Sports leagues and other sports-related companies have 5 in 20 positions of the world's significant licensors. The leading world exporters of sports equipment are China, Hong Kong, France, Italy, Germany, and the USA. The top importers are the USA, Japan, Germany, France, Great Britain, Italy, Canada, and Hong Kong. In India, for example, retailing of sports products is rising due to an increase in per capita income, awareness of the importance of health, and awareness of the brand's existence. With a growing standard of living, India has become a center for developing and consuming sports products. With the domestic market's growth, some companies that have previously focused exclusively on export are also oriented to the domestic market.

On the other hand, global traders facing a saturated market in their countries and slowing spending in countries such as the US are now directing their marketing efforts towards emerging markets like India and China. Large international companies have a strong incentive to protect their investments while simultaneously increasing their reputation in the global market with faithful consumers accompanying professional sports. For example, the FIFA World Cup 2006 was followed by 715 million people (What the World Cup is Teaching Us About Citizenship, 2014).

The research of sports marketing from a global perspective will help understand the various socio-economic and geographical factors that influence sport development while simultaneously developing other economic activities.

4. Sport based entrepreneurship

Sports and international sports events create significant opportunities for developing entrepreneurial jobs and generating income and profit. The convenience of entrepreneurship is that it provides direction to business leaders who want to increase their social and economic performance. The broad definition of

entrepreneurship implies enterprise development and economic development. Entrepreneurs who apply sports business practices in problem-solving are sports entrepreneurs. Entrepreneurship in sport can be seen as an entrepreneur in any other activity. The result of entrepreneurship in international sports was influenced by several factors that led to its intensive development. Some of them are the entry of large capital into professional sports clubs (primarily in football, basketball, volleyball, American football, tennis, and others); internationalization of sports, and the formation of international competitions, such as NBA, NFL, Euro League, Champions League; Strong presence of the sponsors; Construction of modern sports facilities; Media Initiation; Social network development and more. Sport in an international context is fundamentally entrepreneurial as it is continually changing to fit businesses' needs. Sport is being taught in several academic disciplines, including psychology, economics, and marketing, but it is only recently considered from an entrepreneurial perspective. The field of the sports industry is one of the fastest developing sectors in the world. The sports industry, whose product in one case is not material, has its sports, marketing, and financial dimension. In the latter case, material (when talking about specific sports products, equipment, sports facilities, and such) has found its place among the leading industrial branches. International brands exploit these impelling trends economic, consumer, and media by employing the emotive influence of sport to relate to buyers (Kirkpatrick, et al., 2020).

For an entrepreneurial business to function effectively, it is necessary to be well-managed. A contemporary leader must have the capabilities and knowledge more excellent than others and exercise domination in every aspect. Guidance is the most complex management function. It requires the skill of directing and organizing people to achieve the set goals. Sports management is the most paid job in modern business. The sports industry continues to grow and evolve into an American and international business industry that is unique, ever-changing and requires well-trained and focused workers who can adapt to technological shifts and consumer demands (Kirkpatrick, et al., 2018). The size and strength of the sports industry are reflected in the fact that at the beginning of the 21st century in the USA, it was among the ten most developed sectors with an estimated value of \$ 213.00.00.00 (it is two times larger than the auto industry and seven times larger the film industry).

Sport-based entrepreneurship is any innovative sports activity driven by potential possibilities and vision-oriented. Entrepreneurship in sport can exist in several international contexts, including individual, organized, or a team. Athletes, agents, and team owners can be entrepreneurs when involved in a new activity involving a particular risk and different from previous experiences. The best and most successful athletes of today are undisputed leaders in their team in every way. If they did not have strong leadership skills, they would not be able to achieve success. Such rule applies especially to sports giants in team sports. In entrepreneurial business in the field of sports, leadership skills are also invaluable. It does not mean that one who has been an undisputed leader in the sport will be the same in business, but it is quite clear that one who does not have leadership skills in entrepreneurship can hardly count on success. Customers have high activation of sports celebrities in their minds, which leads to a positive brand image for the products endorsed by them. However, this positivity stays only as long as the endorser performs well (Malik, et al., 2017).

The sports sector has begun to recognize the convenience of strategic marketing planning and commercialization of sports. The choice of entertainment and recreation for people has created a greater need to apply marketing planning techniques in sports organizations to effectively react to a new competitive environment.

These individuals use their entrepreneurial principles to organize, create and manage the venture to produce a change in the business environment. A sports entrepreneur's primary goal is to make a favorable business impact that can affect other economies' branches through its social and environmental impact.

5. Promotional Activities in International Sport

Sports marketing consists of many areas such as sports promotion, sports products, and sports activities. Promotional activities include all activities that represent and promote sports products and activities. International promotion of products and sports events, working with financial sponsors and obtaining the necessary permits also belong to this category.

Every part of the sporting value chain has been affected, from athletes, teams, and leagues, to the media that broadcast and cover games and brands and sponsors that advertise around them.

- Global sports sponsorship deals alone represented almost a \$46 billion industry in 2019.
- Then there is sports-related advertising. In TV, brands put almost \$20 billion toward sports-related programming last year, with about \$17 billion (85%) spent around live sporting events.
- Brands also put close to \$1.2 billion toward digital advertising (Media Com Sport & Entertainment, 2020).

Sports products deal with those types of manufactured sports products that play a significant role in athletes' or sports institutions' success. Under sports activities, we can classify those types of activities that provide people (users) participation in one or more sports or the ability to watch sports competitions during their leisure time. It is considered as a further division of marketing services. The sports brand ecosystem provides a framework to examine the relationships between brands within, and connected to, the sports industry (Kunkel & Biscaia, 2020). The greater the availability for distribution of digital sport content, the more opportunities brands will have to communicate their messages through sport sponsorship. The dynamics of online digital technologies with regard to social interaction, viral and niche marketing in addition to relationship marketing will establish their role in the processes of marketing and the sponsorship of sport will have even greater significance for international brands (Koronios, et al., 2020). Mass communication in sport or mass promotional activities are directed towards a broad auditorium, while personal ones are headed towards an individual or a group of people. Mass communication tools and the implementation of promotional activities in sport aim to meet people's needs to be informed about all forms of sports. The process of implementing mass communication is two-way. Types of mass communication are propaganda, sales promotion, publicity, and public relations. The attributes of the match between the celebrity endorser and the brand are directly related to each other in providing a synergetic promotion to the brand's image (Malik, et al., 2017).

Mega sports tournaments are more than international sporting events. They have a substantial investment appeal as well. The returns generated by the stock markets of countries hosting the Olympics Reveal A recurring investment opportunity (Arora, et al., 2019). The promotion consists essentially of displaying messages and information aimed at attracting as many customers as possible. From individual companies' standpoint, a promotional activity generates revenues only if potential buyers can get acquainted with their products and services and stimulates them to buy those products or services. For other companies, the presentation of promotional messages is the only source of income. One of the most critical properties of sport is the brand. The emergence of gigantic clubs and a massive market for players has led talent hunters to scour the developing world for European, North American, and Chinese leagues. Over 5,000 Brazilians play soccer in these developed sport economic regions, and few international stars compete in their home countries in major sports if they come from the Global South (Zhang, et al., 2018).

Many brands and especially sports brands, have overcome geography by focusing on the global attention that the sport enjoys. The sponsorship of major sports and cultural events has become a massive marketing tool for communicating with consumers, especially when firms get exclusive promotion rights for them. The brand refers to the image, the idea of a sports organization, its sports abilities, capabilities, and opportunities to position the club in its surroundings. It is at the same time a notion of club future situations and the ability to adapt to change. A good part of club income comes from the brand. Professional clubs have become an excellent example of sport as a product. Due to globalization, supporters are much less supportive of the club based on a geographical relationship but support the club for personal reasons. Some professional football clubs have over 100 million fans around the world.

6. Tourism and Sport

Tourism and sport are potent forces of development. These are massively and mutually related categories, stimulating investment in infrastructure projects such as airports, roads, stadiums, sports complexes, hotels, and restaurants - that benefit both the local population and visitors who use them.

Tourism in the modern era is one of the fastest-growing and at the same time one of the most profitable industries in the world, with countless opportunities for economic development both regionally and a country as a whole.

The connection between tourism and sport, reflected through the parameters, enables the economic effect's valorization. Although sport in tourism appears in different forms, in modern tourism, the dominant role has its old name, "sport for all", which implies recreation. Sports recreation with numerous contents is the necessary level of an active holiday in tourism. The global interest in sports has been spurred by significant sporting events such as the Olympics and the World Cup in football.

Sports tourism means traveling for those who are participants in sports and observers. According for some authors (Jeong & Kim, 2019) marketing is meaningful to: (1) include event quality in tourism destination image- satisfaction-behavioral intentions models, (2) mega sporting events should be considered important aspects of marketing strategies aimed at improving destination image and its relevant

variables and (3) we reveal empirical evidence that tourist satisfaction partially mediates the relation between destination image and recommendation intention.

The largest countries in the world now make up BRIC economies that consist of Brazil, Russia, India, and China, which have the largest population but do not have developed professional sports leagues, as is the case in the United States and Europe. Many sports events took place in Asia to encourage professional sports teams in these BRIC countries. Local communities have generally been more interested in being hosts of sports events to promote and gain recognition. However, sports events represent a considerable challenge for sports managers: they are intangible, unpredictable, short-lasting, subjective in nature, and are produced and consumed at the same time. Therefore, it is difficult for organizers to build a strong brand and a quality event that meets the event actors' needs and the community in which the event takes place. Just as communication technology has allowed nonlocal fans to identify with professional teams across longer distances, it has also positively impacted displaced fans who used to live in the area (Reifurth, et al., 2019).

This increased internationalization of sports events has spurred sports tourism as people plan holidays and work around sports events. Changes in habits and attitudes of modern times are a consequence of the growth of living standards. According to the European Commission, as many as 38 % of European Union citizens do sports once a week. Active vacation is becoming a necessity of the modern man. Today, more and more tourists are involved in sports activities. Sport today is becoming internationally and globally significant with media attention, high earnings, or economic and political interests. It is easy to conclude, and numerous examples support this fact that sports tourism is a means to enrich tourist offers and a generator of economic performance.

7. Regional Development and Sport

Since there is a general trend of economies towards internationalization, entrepreneurial sports ventures are actively seeking new profitable international markets. Many sports teams are expanding to foreign markets, especially in Asia, to capitalize on these countries' accelerated economic development. The nations of the Asian continent as the region with the greatest economic development represent a very challenging market for professional sports teams. They have a large population, increasing purchasing power levels per capita, and large consumers of sports goods and media. Many Asian sports fans have developed their interest in sports through foreign films and following television, the Internet, and other electronic media. From a restrictive policy perspective, the regional sport organization managers who were interviewed raised concerns regarding stakeholders who influence or advocate for restrictions on sport sponsorship alignments (Batty & Gee, 2019).

Sport is an essential component of leisure time in society and the international development strategy of a region. Sport is a competitive and dynamic activity that can be individual or team-based, depending on the global context. Some sports communities worldwide can be described as a tribe for rituals and feelings about world sports places that contribute to developing a country or city based on a sports team. Such a case is pronounced in Spain, where football clubs like Real Madrid sell 1.5 million jerseys outside of Spain. In 2005, sportswear sales were estimated to be 61 billion dollars in the United States (Scola & Gordon, 2018).

A sports event's ecological effects can be felt for a long time after it has been played. According to some authors, there is a different way of valorizing the effects of sports events. Social responsibility includes companies that take on responsibility for the society in addition to earning financial earnings. In the context of sport, corporate social responsibility is becoming increasingly important in shaping business, economic, political, environmental, and social policies in the world market. Companies' social responsibility is an integral part of the global business environment, but professional sports teams only recently consider it.

The European Union's sports program supports basic projects and cross-border challenges, such as fighting against fixing matches, doping, violence, and racism. Erasmus in Sports aims to support capacity building and professionalism, strengthen managerial skills and the quality of the EU project's implementation, and establish links between sports organizations.

Goals (European Commission, 2020):

- Solving problems in cross-border areas that threaten the integrity of sports;
- Promoting and supporting good governance in sport, as well as the dual career of athletes;
- Promotion of volunteerism, social inclusion, and equal opportunities in sports;
- Raising awareness of the positive impact of physical activities;
- Increased participation in sports.

Public authorities in the field of sports at all levels are expected to:

- take measures to ensure that all citizens have the opportunity to engage in sports and, where necessary, take additional steps to enable young talented people, but also people with disabilities, to individuals or groups, to efficiently use this opportunity
- not allow any discrimination;
- provide general planning of the necessary sports facilities (number, diversity, and accessibility);
- ensure the building of the foundation: sports in schools and around schools;
- promote sports in all segments of the population by providing appropriate conditions and programs of all kinds, providing qualified instructors, leaders, or animators;
- encourage the provision of opportunities for sport in the workplace.

The United Nations promotes sports around the world as a means of promoting education, health, development, and peace. Sport has numerous unique factors, including mass media and communication power distribution attracting young people, a positive impact on health, social interaction, and maintenance awareness (UN News, 2020). Sport is an essential means of social responsibility because it can affect the quality of life of employees, consumers, shareholders, and residents of local and global communities. All types of sports organizations, regardless of whether they are profitable or non-profit, have the responsibility to act positively that improves the overall social situation.

8. Marketing and Sport and the Development of New Technologies

The concept of sports marketing is often ambiguous in its perception of both those who apply it and the theoreticians who study it. Marketing in sport can be seen as a strategic determination of sports organizations to realize their own sports goals.

Effective media relations and direct communication with customers are essential for all sports organizations. Successful managers in the sports field must clearly understand how Information and Communication Technology manages the communication process. Instagram can be a highly-targeted visual advertising channel for sports clubs (Siguenciaa, et al., 2017). Nowadays, most people use social media and have a profile on social networking sites. New social media platforms enable sports stars to communicate directly with fans and followers and build more defined and detailed brand identities. New sports celebrities have emerged through the global rise of heavily commercialized lifestyles and e-sports (Giulianotti & Numerato, 2018).

Marketing and management in sports organizations envisage sports development, plans for general affairs in the field of sports, organize all relevant resources, processes, and functions, realizes human resource development policy, collects sports and business functions, provides communication and coordination, decides on the implementation of the most favorable solutions, controls processes and eliminates destructive conflicts. The results of different studies imply that practitioners within sport organizations reflect upon their network to identify those segments to be more closely linked to their social media strategy (Naraine, 2019). The digital environment provides opportunities to develop and manage sports brands and serves as an interaction platform for multiple brands within the sports brand ecosystem. Furthermore, it enables managers to collect behavioral data (e.g., frequency of visits, content liking, posting status updates, comments, and recommendations, merchandise and ticket purchases) that allow them to enhance brand management practices and strengthen the ties between fans and related brands (Kunkel & Biscaia, 2020).

The globalization of the global economy has meant that many marketing agents look at the global marketplace instead of one region in their marketing efforts. Innovative international marketing techniques provide a way to support sports and, at the same time, improve the image of the company. Technological innovations have encouraged entrepreneurial practices and the use of better products and services. Also, interactive marketing approaches that stimulate innovation, risk taking and proactive behavior of entrepreneurs are encouraging new ideas. According to the same source it is important to note that social media creates many challenges for sport brands for a variety of reasons, such as the highly emotional context surrounding sports.

Modern technologies change our perception of a large number of sports events. The evolution of the Internet and especially the emergence of social networks with its important characteristic of improving interaction between buyers and sellers has captured the attention of managers who have sought to better understand and serve their customers using these technologies and tools. Online digital technologies have proved to be an important aspect of branding as well as international sport sponsorship since they have the capacity to interact with customers on a global scale through an abundance of digital platforms. The assimilation of online digital technologies has altered the way sports are created, promoted, delivered and consumed (Koronios, et al., 2020).

More than 4 billion people around the world use social media each month. The number of social network active users and chat applications is continuously increasing, and the current data is given in Table 1.

Connecting to social networks means that the user becomes a participant, not just a visitor. The process of joining is vital for social marketing and the establishment of successful social business practices. Connecting in a social context indicates that users have a personal interest in what the organization is promoting. It also applies to users, partners, employees, and anyone who can express and share their thoughts or ideas on social networks.

Table 1

Number users on social networks and of chat rooms (in millions)

Social Network	Users	Social Network	Users
Facebook	2.701 M	Q zone	535 M
WhatsApp	2.000 M	Snapchat	433 M
YouTube	2.000 M	Reddit	430 M
We chat	1.206 M	Telegram	400 M
QQ	648 M	Twitter	353 M

Source: (Adapted from: We Are Social, October 2020).

Social network marketing allows discovering user's preferences so that an organization can be oriented on what users want. In the sport industry, mobile apps have been considered one of the most innovative media platforms not only to communicate with fans but also to increase sport organizations' revenue by providing a number of attractive service content (Hwang, et al., 2020).

Knowing customer preferences means promoting sports products and more efficient planning of marketing campaigns related to sports. Some sports clubs run active campaigns on their profiles on various social networks, communicating directly with their followers. Sports marketing uses international interactive media to connect with consumers in real-time. Real-time connectivity means online communication between sports organizations and surrounding environments to achieve mutual understanding and ease of making decisions. Mobile phones, iPads, and iPhones have enabled people to watch the sport interactively, and this activity is encouraged through social networking sites. Technologically innovative media made using Web 2.0 enabled marketing to be more interactive and socially involved. Social networking sites such as Facebook, Instagram, Twitter, Myspace, and Google+ have encouraged marketing to target technologically advanced users. Nowadays, the club is represented in the most important social media platforms such as Facebook, Instagram, or Twitter (Baena, 2019). For example, if Facebook were a real country, it would be the third in the world by the population, which is a fact that points to the importance of modern technologies and social networks in all areas, including sports.

9. Conclusions

A sports event is a means of affirmation of universal sports values, a healthy lifestyle, a sport of a country, a sport of a particular geographical area, and the

commitment of a single sports branch, and when it comes to professional sport, more and more is a means of making a profit. International sports events have exceptional marketing power. In international and domestic sports events, the primary difference for carrying out marketing activities is the environment. As the world continues to globalize, practice and research, it must be focused on how to combine sports marketing and international business literature to establish a detailed sequence of future research around the world with a focus on the development of international sports. It is necessary to emphasize that global marketing in sports is a "medium" for the most economical investment of capital in advertising and other marketing firms with the most significant possible effects. In today's sports, marketing is one of the most critical functions of any sports organization by its role and importance.

The paper concludes with the discovery that there are numerous guidelines for future research in international sports marketing that combine different marketing areas with sports marketing and international business literature. There is potential to link sports marketing and entrepreneurship while paying attention to changes in the global environment. Entrepreneurship in sport emphasizes many international sports ventures that include amateur and professional sports organizations. Future research should focus on individual studies of sports entrepreneurs and how they have internationalized. The role of branding in international sports has highlighted the importance of reputation and image globally. More empirical work is needed to compare different sports brands internationally and the expectations of sports entrepreneurship.

Further questions for research could be: What are the preconditions for creating international sports brands? What is the role of the sports brand in the expansion of the global market? How can sports stars promote a particular sports brand? In particular, this article can be useful not only to academics wishing to enhance their knowledge about sports marketing but also to sport managers working in highly competitive business environments, where customer relationships, revenues, and loyalty are paramount.

The role of sport in developing regions presented in this paper can be seen as a starting point for understanding international sport business activities. Further research is needed on how regions can harness their economic and social potential internationally by finding ways to encourage people to participate in individual sports and regional events. Professional sports managers must take advantage of the international market for their business activities and marketing strategies.

REFERENCES

- Arora, N., Grewal, B., & Singh, G. (2019), "Sports Social Responsibility: Exploring the Unexplored with a Global Perspective", *The IUP Journal of Marketing Management*, Vol. XVIII, No. 1, 7-14.
- "Association of Summer Olympic International Federations." (2019), *Future of Global Sport*. Lausanne: ASOIF.
- Baena, V. (2019), "Global marketing strategy in professional sports. Lessons from FC Bayern Munich", *Soccer & Society*, Vol. 20, No. 4. 660– 674.

- Batty, R. J., & Gee, S. (2019), "Fast food, fizz, and funding: Balancing the scales of regional sport organization sponsorship" *Sport Management Review* 22, 167-179.
- European Commission. (2020), *Erasmus Sport +*. Retrieved January 20, 2021, from EACEA-Education, Audiovisual and Culture Executive Agency: https://eacea.ec.europa.eu/erasmus-plus/actions/sport_en
- Giulianotti, R., Numerato, D. (2018), "Global sport and consumer culture: An introduction", *Journal of Consumer Culture*, Vol. 18(2), 229–240.
- Hwang, H., Yang, H., Williams, A. S., & Pedersen, P. M. (2020), "A Gratification Model of Sport Team Mobile Application Usage", *Sport Marketing Quarterly*, West Virginia University, 63-176.
- Jeong, Y., & Kim, S.-K. (2019), "The key antecedent and consequences of destination image in a mega sporting event", *South African Journal of Business Management*.
- Khan, H. (2020). "Is marketing agility important for emerging market firms in advanced markets?" *International Business Review* 29, 101773.
- Kirkpatrick, N., Pederson, J., & White, D. (2018), "Sport business and marketing collaboration in higher education", *Journal of Hospitality, Leisure, Sport & Tourism Education* 22, 7-13.
- Knight, B. (2020, December 31), "Cristiano Ronaldo, Naomi Osaka, Kobe: 2020's Best Stories At The Intersection Of Sports And Business." Retrieved January 21, 2021, from *Forbes.com*: <https://www.forbes.com/sites/brett-knight/2021/12/31/cristiano-ronaldo-naomi-osaka-kobe-2020s-best-stories-at-the-intersection-of-sports-and-business/?sh=4baab99f59e1>
- Koronios, K., Dimitropoulos, P., Travlos, A., Douvis, I., & Ratten, V. (2020), "Online technologies and sports: A new era for sponsorship", *Journal of High Technology Management Research* 31 (2020), 100373.
- Kunkel, T., & Biscaia, R. (2020), "Sport Brands: Brand Relationships and Consumer Behavior", *Sport Marketing Quarterly*, West Virginia University, 3-17.
- Malik, A., Sudhakar, B. D., & Dutta, D. S. (2017), "Management-based Factors of Sports Celebrity Endorsement and Effect on Brand Image", *IIM Kozhikode Society & Management Review*, 75-87.
- Media Com Sport & Entertainment (2020), *The Future of the Sports Industry Navigating The Sporting Landscape in a Post COVID-19 World*, London, United Kingdom: Media Com Sport & Entertainment.
- Mejia, E. A. (2018), "Sport, Globalization, Economy, Health, Public Policy, and Power", *Journal of Physical Fitness, Medicine & Treatment in Sports*, 555623.
- Naraine, M. L. (2019), "Follower Segments Within and Across the Social Media Networks of Major Professional Sports Organizations", *Sport Marketing Quarterly*, West Virginia University, 222-233.
- Reifurth, K. R., Bernthal, M. J., Ballouli, K., & Collins, D. (2019), "Non-local Fandom: Effects of Geographic Distance, Geographic Identity, and Local Competition on Team Identification", *Sport Marketing Quarterly*, West Virginia University, 195-208.

- Scola, Z., & Gordon, B. S. (2018), "A Conceptual Framework for Retro Marketing in Sport", *Sport Marketing Quarterly, West Virginia University*, 197-210.
- Siguencia, L. O., Hermana, D., Marzanob, G., & Rodaka, P. (2017). "The Role of Social Media in Sports Communication Management:an Analysis of Polish Top League Teams' Strategy." *Procedia Computer Science 104 (2017)* (pp. 73 – 80). Riga, Latvia: ICTE 2016.
- UN News (2020, September 18), "UN and partners promote sport as a tool to prevent violent extremism." Retrieved January 20, 2021, from UN News: <https://news.un.org/en/story/2020/09/1072762>
- We Are Social (2020). "Global Digital Statistic: We Are Social Inc.", New York <https://wearesocial.com/blog/2020/10/social-media-users-pass-the-4-billion-mark-as-global-adoption-soars>
- Welch, A. (2019, September 2), *e-architect*. Retrieved January 29, 2021, from Michael Schumacher Tower Abu Dhabi, Building: <https://www.e-architect.com/dubai/michael-schumacher-tower>
- What the World Cup is Teaching Us about Citizenship*. (2014, July 2), Retrieved January 21, 2021, from /berardiimmigrationlaw.com: <https://berardiimmigrationlaw.com/world-cup-teaching-us-citizenship/>
- Zhang, J. J., Kim, E., Mastromartino, B., Qian, T. Y., & Nauright, J. (2018), "The sports industry in growing economies: critical issues and challenges", *International Journal of Sports Marketing and Sponsorship, Vol. 19 Issue: 2*, 110-126.
- Zhang, Y., Kim, M., Wang, J. J., & Pitts, B. (2018), "Reversing the tide of sport Globalization from west to east? Examining consumer demand for table tennis clubs in the US", *International Journal of Sports Marketing and Sponsorship Vol. 19 No. 2*, 217-235.