

# CAN THE INTRODUCTION OF MARKETING PRINCIPLES PROMOTE THE DEVELOPMENT OF SPORTS ORGANIZATIONS IN MONTENEGRO?

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## Abstract

The subject matter of this research is marketing principles in the modern world with emphasis on sports organizations in Montenegro and the peculiarities of marketing in that field. The sample consisted of 101 respondents surveyed in different ways (by personal interview, mail or telephone) and selected by means of combination or hierarchical classification- in other words, the research included staff members occupying various important positions (presidents, secretaries, board of directors, coaches etc.) and working in different departments of these organizations ( Management, Marketing Department etc.). The study employed one of the most widely used research techniques- the survey, while the research tool used was a questionnaire consisting of 28 open-ended, closed-ended and Likert scale questions. Data analysis was based on frequency distribution, a commonly used data analysis procedure in descriptive statistics. It was established that the institution of marketing principles would further the development of sports organizations, and more significantly, ensure their sustainability and uninhibited functioning and that a proper combination of marketing principles would enhance communication with clients as well as contribute to a better management and restructuring of sports organizations.

**Key words:** Marketing Concept, Sports, Sports Organization, Sports Product, Consumers

## INTRODUCTION

The origins of sports marketing date back to ancient Rome when the ecclesiastical dignitaries sponsored gladiator tournaments in an attempt to win the respect of the general public. Sports marketing in the modern sense of the word, appeared as late as 1950s when the then president of the United States, Dwight Eisenhower required the companies "Mutual of Omaha" and "Union Oil" to subsidize the first presidential fitness program (Lazarus, 1984). However, it was not until 1970, the year the American Government put a ban on radio and TV advertisements for alcohol and cigarettes that sports marketing finally blossomed. This unforeseen development turned sports venues into the most desirable advertising space to be used by companies seeking to present these products to vast audiences. Race tracks and tennis courts attracted potential advertisers as sponsoring these events was perceived as a wonderful opportunity for advertisers to display alcohol and cigarette brands in front of spectators and TV viewers. The new trend reached its climax at the 1984 Olympic Games, held in Los Angeles, which marked the unprecedented growth of sports marketing. The event helped sports marketing attain a global presence which in turn enabled the organizers to maintain a positive balance sheet for the first time in the history of the Olympic Games (Tomić, 2001).

Marketing plays a crucial role in modern professional sports because it is one of the key factors in securing the resources necessary for sustaining sporting activities. Unlike most organizations, which use marketing as an

instrument for netting barely enough money to support their business operations, there are both organizations and individuals that succeed in amassing great profits by relying on an effective marketing strategy.

According to Vasiljev (2005), the classical definition of marketing does not cover every aspect of sports marketing, owing to the fact that the majority of sports organizations create intangible assets. These, however, can readily be capitalized by resorting to appropriate marketing policies and strategies. Gašović (2005) defines sports marketing as a business-orientated activity that caters to the needs of both regular and potential customers who take an interest in various programs designed by sports organizations as well as sports-related products and services and, by doing so, assists them in accomplishing their long-term goals. It follows that sports marketing represents a highly economical but at the same time very remunerative vehicle for investing capital in advertising and other forms of marketing. The bulk of sports organizations nowadays manage to secure a large proportion of their budgetary resources, more than half, according to some authors, by relying primarily on marketing schemes. Due to its overall importance, modern sports marketing is increasingly seen as the driving force of most sports organizations, which is why there is an ever growing need for both skilled personnel and specialized marketing departments within the organizations themselves (Popović, 2009). The main purpose of sports marketing is achieving financial security of sports organizations. The foregoing financial stability is to be attained

through multiple marketing programs such as sponsorship and official supplier agreements, licensing, advertising, TV coverage and syndication of TV programs. According to Mason and Ezell, a great number of companies view sports marketing as a worthwhile expenditure that is expected to facilitate the accomplishment of market goals. Sport marketing, in itself, acts as an enticing lure to potential advertisers and sponsors in the sense that it represents a combination of world fairs, glamour and profit (Tomić, 1995).

Compared to the other countries in the region, it has been estimated that sports marketing in Montenegro is at an extremely low level, which calls for a well-directed marketing strategy to be devised, especially following the entry into the International Olympic Committee and other international organizations, including amateur and professional clubs, national sports associations and the Montenegrin Olympic Committee. One of the direct consequences of this problem is the pressing need for research in the field of sports marketing with the aim of giving insight into the actual state of things, setting realistic objectives and encouraging experts to continue doing research in this field.

This paper deals with marketing principles of the modern world focusing on sports organizations in Montenegro and the characteristics of marketing in this field. Additionally, the paper seeks to assert the fact that a proper coordination of work within sports organizations can bring about great improvement in marketing sectors of the organizations in the area. All the aforesaid facts aside, this study is not based solely on figures and percentages. Instead, it attempts to analyze the positive and negative factors that affect the development of marketing. The aim of the paper is to study marketing in relation to the following question: how can sports organizations be assisted in an effort to improve their methods, retain their regular clients and win new ones? In essence, this paper concerns itself with theoretical as well as practical attempts at defining marketing planning with a view to effectively implementing marketing policies. Our study points to the necessity of presenting modern sport to clients worldwide as appealingly and as inexpensively as possible, and with as much clarity as can be achieved. The reason for this is the fact that for the last thirty years various sports organizations have taken an active role in commercializing sports. The research comprised in this paper seeks to shed light on the practical aspects of the matter in hand as distinct from descriptive studies often found in great numbers in books and articles. Based on a large sample of respondents to the survey, the research gives a realistic picture of people's attitudes regarding the role of sports marketing in modern sport.

## METHODS

The research technique used in this paper is arguably one of the most widely used nowadays: the survey. It required that the data be collated using a previously compiled set of questions that the respondents had to answer orally or in writing. The principal research tool employed in this study was a questionnaire consisting of 28 open-ended, closed ended or Likert scale questions. The questionnaire represented an attempt to canvass the opinions of a great number of professional staff members holding top positions in sports organizations in Montenegro, with the aim of presenting the demands and views of the executives and their associates regarding sports marketing. While drawing up the questionnaire, we took great care to exclude any questions that could disclose the organizations' confidential information and sent the respondents a covering letter as a guarantee of reliability and confidentiality. The locations and institutions selected for the experimental phase of the research included assorted Montenegrin amateur and professional sports clubs, recreational facilities, sports associations and the Montenegrin Olympic Committee. The sample was comprised of 101 respondents who were interviewed in a variety of ways (by personal interview, mail or telephone) and selected by means of combination or hierarchical classification which entailed covering a vast range of positions (presidents, secretaries, board members, coaches etc) and departments (Management, Marketing Department etc.). The process of data analysis was based on frequency distribution; one of the most commonly used data analysis procedures of descriptive statistics.

## RESULTS AND DISCUSSION

The answers to the first question in the survey, regarding the respondents' current job titles, indicated that the majority of them held leading positions in their organizations. Presidents, executives and those in charge of marketing departments accounted for 78.2% of the total number of respondents in the sample. In the light of this fact, we concluded that a large percentage of the respondents were well acquainted with the marketing activities of their organizations. This conclusion was based on the simple fact that, as senior staff members, these individuals were actively involved in either designing or approving marketing policies. Therefore, we considered the sample to be representative of the target population, and as such, a reliable tool for drawing conclusions

**Table 1** What position do you hold in your organization?

Class	Frequency	Relative frequency (%)	Cumulative frequency (%)	Relative cumulative frequency
President	35	34,6	35 (101)	34,7 (100)
Executive	42	41,6	77 (66)	76,2 (65,4)
Head of Marketing Department	2	2	79 (24)	78,2 (23,8)
Head of another department	2	2	81 (22)	80,2 (21,8)
Other	20	19,8	101 (20)	100 (19,8)
<b>Total</b>	101	100		

Asked whether the organization they worked for applied any marketing principles in order to meet the demands of its clients, most of the interviewees answered in the negative. More precisely, 52 of the respondents reported that their organizations disregarded marketing principles altogether, a

figure that truly gives cause for concern, whereas 48 of them declared that their organizations had already embraced such principles. However, a certain proportion of the respondents who answered affirmatively were suspected of not having taken the question seriously enough.

**Table 2** Does your organization apply any marketing principles so as to meet the demands of its clients?

Class	Frequency	Relative frequency (%)	Cumulative frequency (%)	Relative cumulative frequency
Yes	49	48,5	49 (101)	48,5 (100)
No	52	51,5	101 (52)	100 (51,5)
<b>Total</b>	101	100		

The third question was aimed at discovering whether the respondents subscribed to the opinion that modern marketing principles were fit be utilized for the purpose of increasing the organization's income. The statistics indicated that the management of sports organizations, for the

most part, neglected the principles of marketing and that nearly all the participants in the survey understood the financial benefits of marketing principles. The interviewees were almost unanimous, with 99 of them in favor and only 2 people against the idea.

**Table 3** Do you think that modern marketing principles can help boost the organization's income?

Class	Frequency	Relative frequency (%)	Cumulative frequency (%)	Relative cumulative frequency
Yes	99	98	99 (101)	98 (100)
No	2	2	101 (2)	100 (2)
<b>Total</b>	101	100		

Next, we attempted to find out which marketing principles were most widely used, if at all. The respondents were offered eight options to choose from, two of which they found the most interesting. A great number of them (32) claimed that their organizations relied on all of the below mentioned marketing principles (revenues, sports development, clients' ambitions and clients' needs) while a still greater number of the respondents (38) reported that the business operations of their

organizations were based solely on revenues. Therefore, it was concluded that the organizations based their business operations on revenues, as no less than 70 respondents, either directly or indirectly, pointed to revenues as the main factor that underpinned the functioning of their organizations. The contradiction between the answers to questions 2 and 3 underscores the fact that the respondents lack even the most rudimentary knowledge on sports marketing.

**Table 4** Do you think that there are sports organizations of any kind in our country whose business operations are based on any of the following?

Class	Frequency	Relative frequency (%)	Cumulative frequency (%)	Relative cumulative frequency
Revenues	4	4	4 (101)	4 (100)
Sports development	38	37,6	42 (97)	41,6 (96)
Clients' ambitions	11	10,9	53 (59)	52,5 (58,4)
Clients' needs	1	1	54 (48)	53,5 (47,5)
All of the above	32	31,7	86 (47)	85,2 (46,5)
None of the above	1	1	87 (15)	86,2 (14,8)
I don't have the relevant information to answer	9	8,9	96 (14)	95,1 (13,8)
Other	5	4,9	101 (5)	100 (4,9)
<b>Total</b>	101	100		

Question no. 5 required the respondents to rate the strategies that the organizations employed in the pursuit of their goals. Looking at Table 5 it is plain to see that their answers vary considerably making it impossible to spot any pattern whatsoever and draw any definitive conclusions. The most striking fact is that meeting clients' needs, as one of the strategies for achieving goals, got the most five-

point marks. Although the previous question indicated a glaring ignorance of marketing principles in general, the answers to question no. 5 seem very encouraging for they imply that the respondents treat the subject of marketing properly and that marketing principles could be made to flourish in Montenegrin sports organizations, provided the staff receive appropriate guidance.

**Table 5** Based on your previous answer; rate the strategies that your organization uses to achieve its goals.

Class	Frequency				
	Insufficient	Sufficient	Good	Very good	Excellent
Rendering high quality services	10	8	24	20	39
Affordable prices of sports products	25	12	27	13	24
Promotional mix	14	10	38	16	23
Approaching sponsors	10	12	28	22	29
Meeting clients' needs	4	6	19	27	45
Marketing strategies	14	18	26	27	16
Planning and realization	4	7	26	30	34
Cooperation with scientists	23	16	23	16	23
<b>Total</b>	104	89	211	171	233

Asked if there was a Marketing Department in their organizations, most of the respondents answered in the negative. More precisely, only 24 staff members confirmed there was a marketing department within their organizations while 77 of them denied the existence of such a department. Since 23.8% of the sampled population answered affirmatively, the statistics can be rated as auspicious, especially in

view of the unfavorable results regarding the previous questions. Granted, the functioning of these departments is still far from satisfactory, but what matters is the readiness to take action as well as the awareness of the necessity of instituting marketing principles in the business practice of Montenegrin sports organizations without delay.

**Table 6** Is there a Marketing Department in the organization you work for?

Class	Frequency	Relative frequency (%)	Cumulative frequency (%)	Relative cumulative frequency
Yes	24	23,8	24 (101)	23,8 (100)
No	77	76,2	101 (77)	100 (76,2)
<b>Total</b>	101	100		

The survey continued by requiring the respondents to elaborate on their answers to the previous question. Namely, those who had answered in the affirmative were asked to name the person or body in charge of the marketing department. More than half of those 24 respondents (58.3%) reported that the department was run by the organization's marketing body. Similarly, those who had answered the question in the negative were asked whether or not they thought that the department would be set up in the future. 59.7% of the respondents in this group replied that they didn't know the answer to that question, which implies that more than half the surveyed executives working for Montenegrin sports organizations take no definite position on whether or not a specialized department should be founded nor do they even give this topic any serious thought. The fact points to an alarming state of

affairs that calls for immediate action directed towards awakening these people to the importance of adopting marketing principles. The same group of interviewees was requested to complete another task. The interviewers had the respondents rate the reasons why their organizations still hadn't set up a marketing department. Table 7 illustrates a wide variation in their answers. The most striking peculiarity regards economic factors, which the respondents identified as the main reason why the department still hadn't been established. There is no doubt whatsoever that economic reason present the greatest stumbling block to the development of marketing in Montenegro. On the other hand, there is not much sense in blaming others for the adverse economic conditions in Montenegro while keeping the issue of marketing departments on the back burner.

**Table 7** Rate the reasons why your organization still hasn't set up a marketing department.

Class	Frequency				
	Insufficient	Sufficient	Good	Very good	Excellent
Economic reasons	12	7	6	5	47
Ignorance	33	12	13	6	13
Lack of interest	30	16	12	8	11
Lack of professional staff	19	15	19	9	15
Inadequate research	22	11	16	11	17
<b>Total</b>	116	61	66	39	103

The next question was aimed at discovering if the organization had conducted a market research so as to probe the consumers' needs and preferences. A vast majority of respondents, 78 to be precise, were certain that no such research had been carried out while 10 people didn't know the answer. These two categories yield a tally of 88 respondents (87.1%) whose organizations as yet haven't conducted a market research on consumers' needs. Searching for the answers to some of the previous questions,

it was discovered that only 23.8% of the sports organizations had a marketing department. This brings us to the conclusion that marketing departments actively operate in merely 12.9% of the sports organizations, while 10.9% of them feature a marketing department, but only on paper. The latter fact is due to their failure to implement the basic procedure which is a prerequisite for the introduction of marketing principles into the policies of Montenegrin sports organizations.

**Table 8** Has your organization conducted a marker research?

Class	Frequency	Relative frequency (%)	Cumulative frequency (%)	Relative cumulative frequency
Yes	13	12,9	13 (101)	12,9 (100)
No	78	77,2	91 (88)	90,1 (87,1)
I don't know	10	9,9	101 (10)	100 (9,9)
<b>Total</b>	101	100		

The next question required the respondents to state whether or not their organization had a sponsor. In view of the fact that the marketing endeavors of the organizations had been all but insignificant, it came as something of a surprise to learn that most of the interviewees (58.4%) reported that their organization indeed had a sponsor. However, it is

assumed that sponsors are still secured using outdated methods that have long since been superseded by modern marketing trends. If the respondents happen to be actually using marketing principles, it is often more by accident than design that they do so.

**Table 9** Does your organization have a sponsor?

Class	Frequency	Relative frequency (%)	Cumulative frequency (%)	Relative cumulative frequency
Yes	59	58,4	59 (101)	58,4 (100)
No	42	41,6	101 (42)	100 (41,6)
<b>Total</b>	101	100		

The researchers then proceeded to enquire about the technique that the respondents used to attract sponsors. They did so by asking two simple questions. The respondents working for sports organizations that had already found companies willing to fund their activities were requested to rate the methods the organizations had used to approach sponsors. Although Table 10 displays a wide variety of answers, it also reveals a tendency for respondents to seek sponsors through friends and acquaintances. As all the other strategies were rated inadequate, it is clear that most sports organizations in Montenegro rely on personal

connections when concluding a sponsorship agreement. Those respondents who reported that their organizations were still on the lookout for sponsors were asked to rate the potential reasons for being in this undesirable position. The figures in Table 11 indicate that the respondents were greatly divided on this issue. Still, two factors were deemed the most responsible. Many blamed the lack of specialized personnel and the fact that their organizations didn't have marketing departments, which emphasizes the urgent need to design a program for training staff members in sports marketing.

**Table 10** Rate the methods used for approaching sponsors.

Class	Frequency				
	Insufficient	Sufficient	Good	Very good	Excellent
Through mutual friends	3	2	2	10	42
Through a marketing department	33	3	8	8	7
Through an advertising agency	41	4	5	6	3
Through specialized staff members	20	5	12	8	14
<b>Total</b>	97	14	27	32	66

**Table 11** Rate the reasons for not having found sponsors.

Class	Frequency				
	Insufficient	Sufficient	Good	Very good	Excellent
Shortage of personal connections	13	4	14	2	9
Absence of marketing departments	7	4	5	5	21
Shortage of marketing experts	13	4	8	9	8
Shortage of qualified personnel	11	3	6	5	17
<b>Total</b>	44	15	33	21	55

The abovementioned questions and answers yielded many robust conclusions regarding the business practice of Montenegrin sports organizations. However, it was question no. 12 that enabled the researchers to check the validity of the respondents' answers and decide whether any of them unintentionally supplied false information. The researchers wanted to know if their organizations used the combination of marketing elements and variables, also known as 4P's. The author of the survey deliberately phrased the question in this way, knowing that the abbreviation, which stands for marketing mix, is one of the fundamental concepts

of marketing considered common knowledge by all those familiar with the subject. As few as 11 respondents answered affirmatively, 62 of them answered in the negative while 28 could not give a definite answer. The one logical conclusion that follows from these results is that only 10.9% of executives in Montenegrin sports organizations are acquainted with even the most rudimentary ideas of marketing theory. This devastating statistic indicates that people appointed to important positions in sports organizations are often wholly unsuited to their jobs. While this may sound harsh, it is absolutely inexcusable for people holding some of

the most important positions to be so grossly uninformed. The fact is all the more depressing bearing in mind the great number of people who

depend for their livelihoods on such incompetent leaderships.

**Table 12** Does your organization use the combination of marketing elements and variables, also known as 4P's?

Class	Frequency	Relative frequency (%)	Cumulative frequency (%)	Relative cumulative frequency
Yes	11	10,9	11 (101)	10,9 (100)
No	62	61,4	73 (90)	72,3 (89,1)
I don't know	28	27,7	101 (28)	100 (27,7)
<b>Total</b>	<b>101</b>	<b>100</b>		

Once again, the respondents enlarged on their answers by analyzing the matter in hand in more detail. The researchers asked the respondents in the first group if the use of the 4P's had had beneficial effects on the business operations of their organizations. The 11 respondents in this group agreed that their organizations had benefited immensely from the marketing mix. The second group of respondents was requested to decide on the most reasonable explanation for not using the

4P's of marketing. More than half of the 62 respondents in this group said it was due to ignorance that their organizations had not been able to reap the benefits of marketing. The researchers observed that their interviewees had avoided saying they didn't know the answer to the previous question out of sheer embarrassment. At the same time, they found it very convenient to be able to conceal their own ignorance by answering question no. 13 in the third person.

**Table 13** Why do you think your organization doesn't use the combination of marketing elements, better known as the 4P's?

Class	Frequency	Relative frequency (%)	Cumulative frequency (%)	Relative cumulative frequency
Out of ignorance	33	53,2	33 (62)	53,2 (100)
Due to high costs	23	37,1	56 (29)	90,3 (46,8)
Out of ineffectiveness	6	9,7	62 (6)	100 (9,7)
<b>Total</b>	<b>62</b>	<b>100</b>		

In an attempt to canvass the respondents' attitudes to the idea of marketing as the driving force of sports organizations in the future, the interviewers inquired whether the respondents thought that starting a specialized marketing department would provide a basis for the future development of the organizations. A huge proportion of the people in the sample (63.4%) were of the opinion that the future development of their organization would certainly revolve around marketing in general, while

a considerable number of respondents were undecided on the issue. Therefore, we can conclude that Montenegrin sports organizations are in need of marketing experts who would tip the foregoing balance in favor of those who believe that marketing principles can facilitate the development of sports organizations. We have firm reasons to believe that the respondents would like to be instructed in sports marketing and that they would welcome any seminars on the subject.

**Table 14** Do you think that starting a specialized marketing department would lay the foundations for the future development of your organization?

Class	Frequency	Relative frequency (%)	Cumulative frequency (%)	Relative cumulative frequency
Yes	64	63,4	64 (101)	63,4 (100)
No	9	8,9	73 (37)	72,3 (36,6)
I don't know	28	27,7	101 (28)	100 (27,7)
<b>Total</b>	<b>101</b>	<b>100</b>		

The last pair of questions helped the researchers find out whether their interviewees thought Montenegro lagged behind the other countries of the region in implementing marketing policies. The majority of the respondents answered the question affirmatively, thus claiming that Montenegro was a long way behind its neighbors in using the benefits of marketing. These respondents proceeded to rate the reasons why Montenegro was falling behind the other nations. Compared to the previous tables, Table 15 exhibits a low degree of uniformity regarding the respondents' answers. As a result, none of the five reasons is representative of the

whole sample. The only conclusion to be drawn from their answers is that Montenegro is not keeping pace with the other countries in the region because of the unfavorable economic conditions, ignorance, lack of interest, inability to hire marketing experts and inadequate research. On the other hand, there were only eight respondents who claimed that Montenegro was on a par with the neighboring countries when it came to using the benefits of marketing. However, they, too, were of the opinion that there was much room for improvement.

**Table 15** Do you think that your country lags behind its neighbors in reaping the benefits of marketing policies?

Class	Frequency	Relative frequency (%)	Cumulative frequency (%)	Relative cumulative frequency
Yes	87	86,1	87 (101)	86,1 (100)
No	8	7,9	95 (14)	94,1 (13,9)
I don't know	6	5,9	101 (6)	100 (5,9)
<b>Total</b>	101	100		

**Table 16** Rate the reasons why your country lags behind its neighbors in benefiting from marketing policies.

Class	Frequency				
	Insufficient	Sufficient	Good	Very good	Excellent
Unfavorable economic conditions	10	9	20	16	32
Ignorance	13	6	21	16	31
Lack of interest	13	12	19	17	26
Inability to hire marketing experts	16	7	22	22	20
Inadequate research	15	8	15	12	37
<b>Total</b>	67	42	97	83	146

The respondents were encouraged to require any relevant information missing from the questionnaire as well as additional explanations contributing to a better understanding of the author's principal objectives, by writing them down in the section entitled 'Remarks'. Although many respondents left the space blank, the authors came across some very interesting suggestions and gave them due consideration.

## CONCLUSION

Generally speaking, where sports marketing in Montenegro is concerned, the results yielded by the research point to an extremely alarming state of affairs. However, it has been concluded that the executives of Montenegrin sports organizations are

fully aware of the need for the implementation of marketing principles and policies. Furthermore, the personnel of these organizations have demonstrated their readiness to take part in the improvement of the existing situation regarding sports organizations. The organizations are faced with a string of problems including the absence of marketing departments, lack of funds necessary for their founding and lack of professional staff. Nevertheless, the institution of marketing principles will certainly facilitate the development of sports organizations and, more importantly, guarantee their sustainability. Likewise, the proper combinations of marketing principles will enhance communication with clients and contribute to a better management of these organizations.

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## DA LI UVOĐENJE PRINCIPA MARKETINGA MOŽE UNAPREDITI RAZVOJ SPORTSKIH ORGANIZACIJA U CRNOJ GORI?

*Originalni naučni rad*

### **Sažetak**

*Predmet ovog istraživanja predstavljaju principi marketinga u savremenim tokovima sa pažnjom usmerenom na sportske organizacije u Crnoj Gori i specifičnosti marketinga u toj oblasti. Uzorak se sastojao od 101 ispitanog pojedinca koji su intervjuisani na više načina (ličnim kontaktom, putem pošte i telefonskog razgovora), a birani su putem kombinovanja ili raslojavanja, odnosno obrađena su različita svojstva (npr. predsednici, sekretari, članovi upravnih odbora, treneri, itd.) i različiti prostori (npr. upravna odeljenja i odeljenja za marketing). Korišćena je jedna od najrasprostranjenijih istraživačkih tehnika – anketiranje, dok je upitnik predstavljao instrument ovog istraživanja, a sadržao je 28 pitanja koja su postavljena u formi otvorenog i zatvorenog tipa, kao i u formi petostepene skale vrednosti. Tokom obrade podataka je korišćena veoma zastupljena statistička procedura za obradu podataka iz oblasti deskriptivne statistike, distribucija frekvencija. Utvrđeno je da će korišćenje principa marketinga pomoći u razvoju sportskih organizacija i, pre svega, obezbediti im održivost u njihovom nesmetanom funkcionisanju i da će pravilno kombinovanje principa marketinga pospešiti kanale komunikacije sa klijentima i pomoći pravilnijoj organizaciji i upravljanju u sportskim organizacijama.*

**Ključne reči:** *marketing koncept, sport, sportska organizacija, sportski proizvod, potrošači*

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