

# The Future Paths of Sport Marketing

*Passarin Phalitnonkiat*

Instructor of Marketing,  
Burapha University International College

## ABSTRACT

It has been more than 2 decades since sports have been popularly watched and followed by a variety of platforms by an increasing number of spectators. The large advantage of sport marketing is to allow marketers to pursue and learn the popularity and fondness of sports fans experience with their favorite athletes and teams. This article is to examine 2 parts: (1) the review of academic publications of sport marketing, (2) the perspectives of business opportunities of sport marketing, and to discuss (3) essential issues for future studies of sport marketing. In the part of future studies, the author states 4 important issues: Sports fans with team brands; Marketing communication strategies; Sport marketing management; and cultural difference focus. Hopefully, those propositions would assist the sport organizations together with sport business implementations.

**Keywords:** Sport Marketing, Business Opportunities, Sport Brand, Sport Marketing Management

## การศึกษาเรื่อง การตลาดเชิงกีฬาในอนาคต

ภัทสริน พลิตนนท์เกียรติ

อาจารย์ประจำสาขาวิชาการตลาด  
วิทยาลัยนานาชาติ มหาวิทยาลัยบูรพา

### บทคัดย่อ

ปีระยะเวลามากกว่า 2 ทศวรรษที่การดูและติดตามกีฬาเป็นที่นิยมโดยผู้ชมเป็นจำนวนมาก โดยผ่านวิธีการชมและติดตามที่หลากหลายวิธี โดยข้อดีหลัก ๆ ของการตลาดเชิงกีฬานั้น คือ การที่ได้เปิดโอกาสให้นักการตลาดติดตามและเรียนรู้ความนิยมและความชอบของผู้ชมหรือแฟนกีฬาโดยการศึกษาจากประสบการณ์ของผู้ชมกับนักกีฬาหรือทีมที่พวกเขาชื่นชอบ บทความนี้เขียนเพื่อทบทวน 2 ส่วน คือ (1) การทบทวนงานวิจัยและบทความทางวิชาการในเรื่องการตลาดเชิงกีฬา (2) การทบทวนแง่มุมต่าง ๆ ทางด้านโอกาสทางธุรกิจด้านการตลาดเชิงกีฬา และอภิปราย (3) ประเด็นที่สำคัญเพื่อเป็นแนวทางในการศึกษาและพัฒนาด้านการตลาดเชิงกีฬาในอนาคต โดยในส่วนการอภิปรายสุดท้าย ผู้เขียนได้แบ่งเป็น 4 หัวข้อ ได้แก่ แฟนกีฬากับคุณค่าของตราเชียร์ของทีม กลยุทธ์การสื่อสารทางการตลาด การจัดการเรื่องการตลาดเชิงกีฬาและจุดสำคัญเรื่องความแตกต่างทางวัฒนธรรม ทั้งนี้ หวังเป็นอย่างยิ่งว่า แนวทางต่าง ๆ เพื่อศึกษาและพัฒนาในอนาคตจะสามารถช่วยสนับสนุนองค์กรกีฬาในการพัฒนาเชิงธุรกิจต่อไป

**คำสำคัญ:** การตลาดเชิงกีฬา โอกาสทางธุรกิจ การสร้างแบรนด์ให้กับกีฬา การบริหารการตลาดเชิงกีฬา

## OVERVIEW OF SPORT MARKETING

The rapid growth of the academic discipline of sport marketing has been developed over the last 2 decades among research authors. Regarding academic side, there are increasing numbers of articles, research studies, and a numbers of authors concerned of sport marketing by writing academic papers. Evidences approving a growth and importance of sport marketing are ‘Journals’ relating to sport marketing such as an official journal of the Sport Marketing Association ‘Sport Marketing Quarterly’, ‘Journal of Sport Management’, ‘Sport Management Review’, ‘International Journal of Sports Marketing and Sponsorship’, and others. Many studies came from different countries over the world, for instance, the highest numbers of research conducted was in the United States, especially in the North America (Yoshida & Heere, 2015). To examine a review of Sport Marketing Quarterly articles from 2010 to 2013, there were only 15 issues published by Asian authors. Through 15 papers, only 3 of those articles, data was collected by outside the United States. The first generation of topics of sport marketing was landing in the fields’ knowledge, in addition, an increasing of growth of sport marketing. Numerous papers have conducted and applied the new knowledge in order to establish theories or concepts in sport marketing. However, other determinants were not much on the focus, such as professional sports, team club or fans, team management, marketing strategies, the lacking of understanding how cultural differences for this interesting issue, and etc.

## ACADEMIC PUBLICATIONS SUPPORTING THE STUDY OF SPORT MARKETING

Crow and Bradish (2002) cited that “as the practice of sport marketing continues to grow increasingly sophisticated, academicians must be proactive in defining our role in that growth, lest we be left behind” (p. 79). The investigation approaches by different researchers have been delivered by literature review and model or concept building. Much content can assist to present “what is on the cutting edge, considered valuable, or esteemed by academicians” (Pedersen & Pitts, 2001, p. 8). It can be seen from previous sport marketing research that it is still immature of the field studied. Some researchers have still debated and questioned how to identify sport marketing and addressed research within this area. Regarding various academic publications, activities of conducting the domain in research published have been inquired whether the journal would serve in the academic-practitioner relationship (Bradish & Crow, 2002).

Not much analysis for this field was accentuated into sport management by looking through “symbolic relationship between theory and practice in sport management scholarship” (Parks, 1992, p. 221). Although those works criticized for the state of sport management, most of the studies lacked of the real manifestation of sport business industry, for example, the papers written by Mahony & Pitts, 1998; Pedersen & Pitts, 2001; Pitts, 2001. Pitts (2001) claimed that even her papers cover the

field of sport management; however, a doubtful issue from readers was nothing more than examining some professional sports or school athletics. Similarly to the study by Lambrecht (1991), it recapitulated from 45 articles published in Journal of Sport Management that “no single topic was represented more than the college, university and school setting” (p.29). Between 1991 and 1995, Barber, Parkhouse, and Tedrick (1998) recovered that approximately three-fourths of studies were survey research. Peetz and Reams (2011) summarized the proportions of individual categories of academic works in the field of sport marketing which were published only in Sport Marketing Quarterly between 1992 and 2011 by the categories of countries of authors, paper editors, research methods used, sport marketing components, sport business industry segment, and gender focus of articles.

Previous studies have been developing the concepts of sport marketing, and many issues published and purposed to gain a better comprehension of generalization and applicability of sport marketing theories through the focuses on the exploration in defining the opportunities and challenges in conducting academic sport marketing research. Despite there are various studies published, the discussion between academic and practice sections are more required in order to develop ranges different marketing issues such as consumer behavior, branding, advertising, sponsorship, marketing strategy, sport management, and so on.

## BUSINESS OPPORTUNITIES OF SPORT MARKETING

Starting with the sports industry, the popularity and size of sports industry have been growing. To the next decade, the world sport industry is going to shift to Asia. This will illustrate great challenges and opportunities to Western sport organizations (Mills, 2016). Mills (2016) stated the globe’s second biggest economy, China, is currently leading this scheme. The Chinese government has announced the contributions of sports economy that it would approximately result in the industry worth of \$850 billion by 2025. Because sports do not mean merely sports or recreation activities which cover athletes, sport matches, rules, or coaches, but they consist of other important elements, such as sport fans, souvenir, sport advertising, sport events and other activities, in that sports can generate income, fame, and so forth. Thus, it can be called sports business. If mentioned sports business, one of the most essential constituents for moving the business is marketing part. The sports analytics by sports organizations are adopted to assist their business units to meet sport fans’ demands.

Not only the happening of marketing part from sports enterprises, but many sports management education programs were announced by various business schools over the world. Belzer (2014) claimed that business school launched the undergraduate and master’s-level courses of sports management field. Moreover, the commercialization of sport industry has extended and become a big business globally.

Antoniacci (2016) pointed out the progression of trends for professional sports industry by following evidences. Women-dominated industry have become both athletes and fans and sports business community is interested in this segment, for example, Women's World Cup Soccer, Yahoo's yearly report of the most searched athletes of 2015 was dominated by women. Research and technology impact for people's minds towards sports games changed. More people have more positive thinking through sport games which are not dangerous, but beneficial. Fan involvement is one of the key drivers for a good relationship between teams and their fans. Social media is a communication tool to engage people with teams rapidly over the past decade (Wallace, Wilson, & Miloch, 2011). Mobile ticket brings the easiness, environmentally friendly promise to clients or fans of games. Digital ticket transactions express a greater opportunity for marketers to learn more about fans as well. Virtual reality is another option for sports industry to be marketing communication to target audiences, for instance, NBA broadcasted a live professional sports game in virtual reality; Some college or professional football teams used virtual reality program as a training tool for interactive train and 360-degree environment with team players. Athletes are defined as investors because they can see the opportunities that sport is not just the game, but "game after the game". Big data is adopted for a predictive edge such as athletes' performance, games' score. An analytical data will reveal the outcome, to illustrate; sport nutritionists use collected data of nutrition consumed by athletes to find out a proper nutritious proportion for the athletes.

## **ESSENTIAL ISSUES FOR FUTURE STUDIES OF SPORTS MARKETING**

The 4 important issues will be discussed about future studies of sports marketing to grow the different aspects for both academic and business parts. An insufficiency of academic research in sport marketing brings about research propositions of sports and consumers (spectators or fans) in different context. Consequently, to address the gaps in previous literature, special issues are to highlight for further studies on sport marketing industry as followings.

### **Issue 1: Sports Fans with Team Brands**

Hunt, Bristol, and Bashaw (1999) stated that a sport fan is defined as "an enthusiastic devotee of some particular sport consumptive object" (p.440). Mahony, Nakazawa, Funk, James, and Gladden (2002) added the devotion's objects can vary among different fans, and there will be the increasing interest in an understanding of enthusiastic fans. The importance of spectators has been growing steadily, resulting from the rise number of spectators or sports fans in academic field. In the area of sports, spectators or fans are called as customers from sport-team brands. Hunt et al. (1999) categorized sports fans into 5 groups: temporary, local, devoted, fanatical, and dysfunctional groups. Fans in the

segments of temporary and local are sports fans as a peripheral object for self-definition, while groups of devoted, fanatical and dysfunctional people are more related to the sport teams they love and sport-related objects as more central to their self-concept. In addition, fanatical fans manifest more on how much they consort with teams they love, presented by a number of expressions and behaviors. Fan or spectator is one of the most vital factors that drive sports teams.

The sub-issue of fan experiences and behaviors attached with the sport teams was studied by Blackett (2009) that strong brands are constructed from a basis of trust which comes from customer experience. By comparing sport-team brand as product brand, Hunt et al. (1999) tended to show their behaviors towards what they support to, particularly sport-related objects and their behaviors are highly accepted by their group members. As mentioned about fanatical fans, it means fans' engagement was patronized by communal members through particular objects. Various studies were designed to learn on the degree of how the psychological connection to sport teams and fans, such as the study of team brand equity, how fan identification has been formed, and fan-preference behaviors which support sport-related objects.

Biscaia, Ross, Yoshida, Correia, Rosado, & Maroco (2016) investigated brand equity and spectators and focused on fan club membership. The study mentioned about customer relationships scoping from transactional to relational oriented among fans, by examining the differentiation of sports brand perceptions between sports fan members and non-members. Yoshida, Gordon, Heere, and James (2015) studied sports fans community in Japanese professional sports (baseball and soccer) in order to discuss how social fans interaction involved in team-related participation. Fan community identification is another aspect that authors put the importance with. An engagement of fan community that refers to an intense of fan behavioral involvement in fan community that consists of socially committed behaviors, for instance, fan participation to team activities, story-telling, or self expression (Schau, Muniz, & Arnold, 2009). Green and Chalip (1998) presented the study of a women football tournament the participants shared and affirmed their identities as football team players. Tajfel and Turner (1985) originated the theoretical framework of fan community identification fostering team brand equity and fan community-related consequences such as value added to sport team by the loyal sport fans engagement which is not merely self-interest such as reading, watching, attending games, and purchasing tickets, and etc., but also in other ways of fans' favorite sports teams such as having positive word-of-mouth, supporting displays of sport fandom, encouraging event participation, sharing sports team knowledge with other fans, collaborating the communications among fans, helping behaviors, and etc.(Yoshida, Gordon, Nakazawa, & Biscaia, 2014). There were 4 extra-role behaviors of fans connected with behavioral consequences: fan community engagement, customized product use, member responsibility, and positive word-of-mouth (Woolf, Heere, & Walker, 2013; Schau et al., 2009).

Throughout the 40-year research of marketing, many studies were acquainted with consumers and their perceptions, together with associations with brands that beyond beneficial, functional, engineering, non-functional, symbolic, quality attributes and other marketing-related topics (Keller, 1998; Elliott & Wattanasuwan, 1998; Hirschman, 1981). In terms of sports business, many sports business organizations have been becoming interested in building their team brands. Yoo, Donthu, and Lee (2000, p.195) mentioned that brand equity is concerned as “the incremental utility or value added to a product by its brand name”.

Keller (1993) originated the conceptual framework of consumer-based brand equity (CBBE) consisting of 2 dimensions: brand awareness and brand image. CBBE model generally focuses the central drivers influencing consumers (sports spectators) mental connections towards their teams. In spite of many authors studying about sport brand equity, some brand-related issues are still missing. The popular sports business that normally authors selected for studies were football (soccer). The role of fan membership and brand extension for sport brand equity from consumers’ perspectives should be inspected, for example, behavioral intentions with brand extensions, personal (fan) perceptions towards team brands. Brand extensions can be viewed as great strategies for professional sports businesses as valuable resources and sources of revenue for teams (Biscaia et al., 2016). Additionally, Fedorikhin, Park, and Thomson (2008) mentioned fans’ attitudes towards parent brand perceived influence the success or failure of brand and suggested in the recent research of emotional attachment which is an important criteria in evaluation. As previous research has not investigated brand extension in the condition of professional sports teams, the conduct of advantages for successful brand extensions including positive effect on team revenue with fans is necessary.

## **Issue 2: Marketing Communication Strategies and Impacts of Social Media for Sports Business**

Attending sport events is rather than watching sport or attending event activities organized by event organizers. The experiences of fans also socialize, shop, have dinner, drink and local tour. The impact is especially when attendees experience the sense of celebration (Handelman, 1990). Wang and Kaplanidou (2013); Taks, Green, Chalip, Kesenne, and Martyn (2013) added that such a festive experience is significant not only because those activities can an appeal to the events, but because they create positive sentiments which encourage attendees’ expenses and economic value of the events. Fang and Kim (2014) suggested among 4 Asian countries (Japan, Taiwan, South Korea, and China) where are focusing on sport business professions. The data were gathered by 40 cases and the results were investigated that ‘communication’, ‘working attitude’ and ‘creativity’ were top 3 key indicators of competences.



In an era of digital marketing in communication, social networking sites are becoming more powerful method for organizations to mention about their brands. Several papers have put a focus on how sports teams promote or connect their team brands with their spectators or fans. By those, the topic of social media for sports marketing is one of the most appealing issues. Witkemper, Lim, and Waldburger (2012) examined Twitter users communicating with team athletes. The study was designed for both motivation and constraints affecting sports Twitter consumption. The result showed the relationships with fans can be built and maintained through Twitter uses in the ways of keep connecting with fans by informing news and making fans closer to sport players, resulting in a higher level of fanship motivation (Witkemper et al., 2012). The influence of social media has been prevailing as a brand building tool (Kim & Ko, 2012; Kietzmann, Hermkens, McCarthy, & Silvestre, 2011), and as a platform of interaction with fans (Mahan, 2011).

Pto harr, and Lough (2012) differentiated the uniqueness of social marketing and cause-related marketing for professional sports to achieve corporate social responsibility (CSR). Social marketing is further defines as “the application of commercial marketing technologies to the analysis, planning, execution and evaluation of programs designed to influence the voluntary behavior of a target audience in order to improve their personal welfare and that of their society” (Andreasen, 1995, p. 7). Cause-related marketing is defined as “activity by which businesses and charities or causes form a partnership with each other to market an image, product or service for mutual benefit” (Adkins, 1999, p. 11). Both social and cause-related marketing benefit to corporate social responsibility, including enrich brand image (Rigney & Steenhuyson, 1991), favorable attitudes (Ross, Stutts, & Patterson, 1991), and positive publicity (Nichols, 1990).

Sport marketers certainly attempt to express their brands, products, or services in the most positive possibilities. Nevertheless, all communications should be clear, complete, precise, and truthful and should abstain from miscomprehension, leading fans subjective opinions (Moorman, 2015). To illustrate, the description from the brochure of golf course ‘the ideal alpine setting’ would actually be treated by sales puffing. Rather, the statement relates to specific facts that would make clients understanding and finding materials to a reasonable purchasing decision (Moorman, 2015; Sharp, Moorman, & Claussen, 2014). This can serve a strong reminder for sport marketers as marketing materials that induce fans or spectators to invest their time and money to specific brands.

Membership of fan clubs became necessary as this program can generate a rise of clubs’ revenues, especially membership-based organizations derived from professional sport clubs (McDonald & Stravos, 2007). To illustrate, Manchester United (British), Barcelona (Spain), Bayern Munich (Germany) fans were paid to attend membership program. Special offers were, for example, ticket packages with special price, match entrance, seat selection and others (McDonald, Karg, & Vocino, 2013). Not only the discount or packages of game tickets, but there were other club products and services that surpass



normal possessions. For the team club's aspects, it is essential for a club to gain a high number of members to nurture sport team as core funding clubs' activities, including appealing sponsorship from different brands. Moreover, Biscaia et al. (2016) mentioned about the club members' database which can establish marketing strategies, as direct marketing, marketing promotions, which develop and strengthen sport teams.

Antecedent studies were regularly designed to investigate whether service quality dimensions impact attitudinal and behavioral consequences among customers in different cultural characters such as in terms of individualism or collectivism. However, the higher degree of sense along community among fans and team players, social motivation, and fan-team relationship were requisite conditions for sport marketers as well. Uhrich and Benkenstein (2012) mentioned that the social engagement would bring a consequent spending to commence and sustain social interaction. It is valuable examining what relationship marketing attempts are productive in encouraging sports fans' satisfactions and sports teams' identification (Yoshida & Heere, 2015). There is a lacking of the examination of the length of commitment from sports membership. Ross, Walsh, and Maxwell (2009) clarified that the length of time that fans give more brand-specific knowledge and experience with long-term relationships brings about the more efficient storage and retrieval connections with the targeted sports brands. It is an interesting for the future research that would conduct a longitudinal study by drawing brand equity to explore how fan relationship changes over time, and to emphasize on relationship moderators, such as fan membership, psychological moderators, such as team identity and team engagement (Biscaia et al., 2016), to develop a support fully engaged members.

Social media is an essential tool engaging a proliferation of social communication over the past decade (Wallace et al., 2011). Witkemper et al. (2012) concluded from their research that social media is a medium achieving timely and direct to sports fans with low costs. Even the results of both motivation and constraint were identified by previous research, lacking of the growing of options of relationships between sport organizations and fans is still questioned and needs more investigation. Since the study of social media is new (Witkemper et al., 2012), the suggestion of exploratory research is recommended to analyze all areas of social media utilizations to comprehend the effect on sports fans leading more effective sport marketing strategies planned to unite with sports fans and increase degree of social connections and relationships. An awareness of the prominence of social media and its emerge including the current social media legal environment is critical (Cornish & Larkin, 2014), as recent cases held serious implications from sports practitioners. Due to the emerging of social media as a tool for sport practitioners, another suggestion is the awareness of the current usage of social media legal environment in different nations. The serious case implications and the failure to remain abreast of legal enforcement are to balance against cost spent and the risks in a specific situation.

### Issue 3: Sport Marketing Management

Sport marketing management implicates marketing fundamental process applied in sports business industry. The development of basic marketing principles is vital for planning and managing of sports enterprises. Mihai (2015) summarized the components of sport marketing management model for sports business; (1) mission/objective(s), (2) analysis of consumers, competitor, company, environmental climate, (3) segmentation, (4) target market decisions, (5) sport marketing mix decisions and strategies – product, price, place, promotion, and (6) marketing management strategies implementation, management and evaluation adjustment. Mihai (2015) suggested more different sport enterprises require different critical analysis and proper management; also individual sport firm would consider its values and missions to decide ethically to propose its products.

Bohutsana (2013) studied sport marketing in Botswana towards 4 elements of marketing mix; product, price, place, and promotion, which influence on marketing and sport facilitates. It was found that core product is the basic service and benefits client's utility; place or location is necessarily feature manipulated client usage; price is an important effect on client's decision in using facilities (Graham & Allan, 2008; Siegfried & Zimbalist, 2000); and promotion mix deals with activities that "communicate the merits of the product and persuade target customers to buy it" (Kotler & Armstrong, 2004, p.58). Some practical recommendations based on the study from Bohutsana (2013) indicated that the augmentation of attaching a communication assessment, planning a community guideline, ensuring integrated sport facilities (e.g. cost reduction, risk), certifying marketing strategies for sport facilities, and securing the importance of sport marketing within the organization.

The recent study of sport management and opportunities for professional development by Drakulevski, Nakov, and Iliev (2014) focused on the necessary of a link between sports and management which was a failure in the past because sports was considered with less concerns and unfairly treated importance compared to other industries. Moreover, the development of sports management has been developed with various opportunities in professional development coping with the knowledge in sport terms such as improving business segments, human resource performance which were vital for sports fields. The paper mentioned about the program preparation in different areas, for instance, university athletics, professional teams, fitness centers, training courses, recreation centers, organizations and institutions, responsibilities for marketing areas, sports production, trades of sports products, and so on (Drakulevski et al., 2014).

Wuest and Bucher (2005) developed a model that links and explains a career in the sports industry based on the categorization in the different career paths and many dimensions of professional sports development. The important roles for sport management career paths can be identified as 'sport administration', 'sports clubs and centers', 'sports facilities', 'sport/leisure social services', 'sports marketing', and 'sports communications'. Drakulevski et al. (2014) also studied sport profession

opportunities in sports management in Macedonia and found that a market economy was young and recently opened for sport business, however, it became increasing awareness by the role and importances of sport trends as a whole. The most notable enlargement in Macedonia owing to the independence was found in the experiences in sport clubs which turned the higher tendency for improving greater professions in Macedonia. Drakulevski et al. (2014) conceptualized about jobs in sport clubs which were divided into 2 parts: sport activities and sport management activities. For sport activities, there were coach, assistant coach, doctor, physiotherapist, coaching youth, athletic coach, and etc. For sport management activities, there were president of the board of directors, CEO, non-executive directors, administrative coordinating body, general secretary, sport director, marketing manager, web-coordinator, economist, and etc. The further part of sport business management can be conducted in the focus of the job position and the responsibilities.

#### **Issue 4: Cultural Difference Focus in Sport Marketing**

Peetz and Reams (2011) reviewed sport marketing analysis in the content of academic publications throughout 20 years to expound the strengths and weaknesses with a regards of future analysis trends of sport marketing. Not only marketing or sport related topics were evaluated, but even countries of publications' authors in sport marketing were mentioned. It is found that the number of American authors was at the first rank with 84.7 percent, followed by Australia with 6.7 percent, and Canada with 3.9 percent respectively, who produced sport marketing research and published at Sport Marketing Quarterly (Peetz & Reams, 2011). The proportion of Asian authors was 2.4 percent compared to the remaining of 97.6 percent (American, Europe, Australia continents). Asia is a continent that is not a strong representative for culture equated to, for example, North America (the United States, Canada, and Mexico). There are the enormous cultural differences among different nations in the same continent (Yoshida & Heere, 2015). This became a problematical heterogeneity of ethnic groups of people of the largest world religions.

Asian consumer patterns and psychological constructs for sport marketing should continue in the research area. The recent paper discussed by Lee and Kang (2015) cited the important fans satisfaction and sport team identification on the intention of fans revisit the teams. Consumer behavior research is regularly studied with the argument of attitudinal and decision-making driven by 2 primary routes: cognitive and affective (Trail, Anderson & Fink, 2005); however, to understand fan behaviors around the world including Asia, an investigation universal affective and cognitive effect should be assured.

The study conducted by Kim, Trail, & Ko (2011), the mention of interesting 2 different types of behaviors: (1) transactional consumer outcomes such as cross purchasing and repeat buying, (2) non-transactional consumer outcomes such as positive word-of-mouth, collaborative event attendance,

social behaviors, performance tolerance (Yoshida et al., 2014). Asian fans were viewed as non-transactional consumer behavior (Yoshida & Heere, 2015). Schau et al. (2009) discussed from their study of 4 non-transactional processes in fan community that sport organizations can create values for themselves: social networking, impression management, community engagement, and brand use. The future research should explore reflections from fans' interactive and extra-role behavior to manifest social motivations.

In a study of sport psychology, Ryba (2017) proposed the culture transitional movement of people for a globalization, for example, career opportunities, international assignments, and etc. However, there are more needs for studying cultural sport transitions and acculturative changes for migrant athletes' health, psychological aspects and meaningful life. The use of the theories of the indications for cognitive, affective, behavioral, and social processes should be examined with athletes in various regions. Adaptive and maladaptive dependences can be investigated whether they are shared with peer athletes, coaches and others in migrant regions.

## CONCLUSION

Sport marketing activities have been developed for specific and strategic decisions based on both academic research (e.g. conceptual framework or model developed by academic researcher) and industry situations. Becoming a sport team, there is no longer point themselves as only sport brands, but fans as lifestyle of sport brands as well. Sport teams connect to fans' experience and emotions to contribute the strong attachment with team brands. The study on how to integrate social media into sport organizations' marketing goals is a great opportunity. Different social media components can be generated to different platforms and enable sport organizations create the communication with their fans. Various topics (sports fans, sport marketing communications and sport marketing management) were typically aware as the number of academic studies published and developed. In addition, the principles of culture attached with sports have started recently. The suggestion for further studies would combine sports parts (athletes, fans, and others) with psychological aspects.

From sport marketing perspectives in the business implementation, sport team can be a useful strategic tool to build a strong brand team to compete other team brands in such a rapidly growing industry. Obviously, the social landscape of sport marketing has been steadily expanded and strengthened, sport organizations, therefore, need a change to their approaches to secure fan prospects attentions. The directions for future research are necessary in terms of utilities of derived propositions in cross-culture research.

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