

## The Effect of Market Orientation Features on Competitive Intelligence of Body Building Club Managers in Tehran

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**Abstract:** Attention to the demands of customers in all industries, including the sport industry is the responsibility of executives of that industry, because it has an exciting and important role in economy of sport on and even in the national economy of a country. So, this study aimed to investigate the effect of market orientation features on competitive intelligence of the club managers of Tehran province. The design is quantitative and its methodology is descriptive and survey. The data were collected using Novak and Frances competitive intelligence questionnaire and Kordnaei and Zali in 1388 entrepreneurship questionnaire with reliability coefficient of 0/88 and 0/90, respectively. The population of this was bodybuilding clubs of Tehran province that these clubs had establishment certificate from Youth and Sports Ministry with at least two years of establishment and were providing service more than 200 customers. Due to the small size of the total population 175 people were considered as sample and were surveyed. The software SPSS 22 and Smart PLS were used. The results showed that path coefficient of relationship between competitive intelligence and market orientation is 0/180. According to findings it is recommended that bodybuilding clubs managers in order to increasing customers, increasing profitability, productivity of club, obtaining and maintaining the reputation of their club and to maintain and strengthen their relationships with customers use the positive effects of market orientation for competitive intelligence.

**Key words:** Marketing orientation, competitive intelligence, management, bodybuilding clubs, certificate

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### INTRODUCTION

In recent years, competitive intelligence became one of the important concepts of management and has been associated with the culture of the leading companies. Today, organizations in the competitive environment will be winner that have a deeper understand and assessment of the scope of their activities and provide more competitive advantages for themselves. In today's world characterized by fast growing markets, relying on old data leads to insight reduction and loss of opportunities facing the organization. Tomorrow's success in the business is for organizations with more insight and information about themselves and competitive environment. Information is considered as one of the important items of strategic asset and marketing tools.

Collection and evaluation of the information relevant to rival companies is critical vital in the strategy codification. Whatever company can obtain more information from competitors more likely will develop and implement effective and successful strategies. So, track, understanding and reaction to competitors have been special aspects of the marketing activities and it is

necessary companies implement an effective program named competitive intelligence. The process of competitive intelligence by analysis the internal and environmental information of organization follows the activities of direct and indirect competitors on various aspects. Hence, the analysis of internal and external environments of organization and continuous change of environment information will have a vital influence in future decisions of managers for more success of organization (Roach and Centi). In addition Deshpande *et al.* (1993) with thorough eloquence and rhetoric are demanding market orientation for all levels of the advanced organizations. At the same time, despite the potential value and application of market orientation, mere understand of this concept for many organizations is still elusive (McClure). Today, marketing has attracted great attention. Analysis by ers showed the organizations that tend more to market are more innovative and have more customer loyalty and also have better financial performance (Alice). In fact, market orientation, reflects organizational standards and expectations for the creation of competitive intelligence and dissemination of information (Mary).

As well as market orientation, is a critical component for competitive intelligence because according to a number of studies such as Frosen *et al.* (2016), Zarezadeh and Sadr (2015), Bagheri and Shima (2014), Hussaini and NoorZad (2014), Mohammadian *et al.* (2013), Bagheri and Angel (2013), market orientation examines a broader field of intelligence competitive.

In fact, market orientation, is considered one of the new strategies along with competitive intelligence in bodybuilding clubs. It can be said that market orientation is one of the aspects of organizational culture in clubs which managers assign the highest value to the club profitability and customer service, through the creation of superior value.

## MATERIALS AND METHODS

The is descriptive-survey. The population of this was body building clubs of Tehran province that these clubs had establishment certificate from Youth and Sports Ministry with at least two years of establishment and were providing service >200 customers which a total of 75 clubs were selected.

Due to the small size of the population, the whole of population were taken as sample and from each club two people-manager and coach, were chosen and totally, 150 people were estimated statistically. In order to collect data to measure the competitive intelligence Novak and Frances questionnaire with 20 questions and sub-scales of 1-market opportunities 2-threats from competitors, 3-competitive risks, 4-underlying assumptions and 5-Vulnerabilities as well as for measuring market orientation, Dolatabadi 13 questions questionnaire drawn from the Neror and Slater study with

subscales of: 1-customer orientation 2-competitor orientation, 3-intra-task coordination were used. Also, in order to evaluate the hypothesis, SEM structural equation modeling was used. Statistical software used in this are SPSS software and Smart PLS.

## RESULTS AND DISCUSSION

Descriptive findings related to gender revealed that the total of 150 samples studied, 73 subjects (48/7%) were male and 77 subjects (51/3%) were female. The review of descriptive findings of the age showed that from total of 150 subjects studied, 31 subjects (20/7%) have been between 20-24 years old, 83 subjects (55/3%), between 25-29 and 36 (24%) higher than 30 years. In terms of the marital status of the studied subjects, 67 patients (44/7%) were single and 83 (55/3%) were married; average experience of respondents in body building was 66 months with the lowest experience was four months and most experience was 340 month.

Reviewing the descriptive findings of study related to respondents level of education showed that 14 subjects (9/3%) have been associate, 74 subjects (49/3%) Bachelor, 47 subjects (31/3%) Master and 15 (10%) Ph.D. Of these, 87 subjects (58%) were studying in physical education and 63 subjects (42%) in other fields. Analysis of data from questionnaires in bodybuilding clubs in Tehran province showed that the mean (out of 5) and standard deviation of variables, is as follows: In the bodybuilding clubs mean and standard deviation for variable of competitive intelligence have been obtained 3/33 and 0/57 and for market orientation 3/32 and 0/50, respectively. According to the above: The results of inferential statistics showed that the market orientation impact on competitive intelligence of men's bodybuilding clubs managers in Tehran shown in Fig. 1.

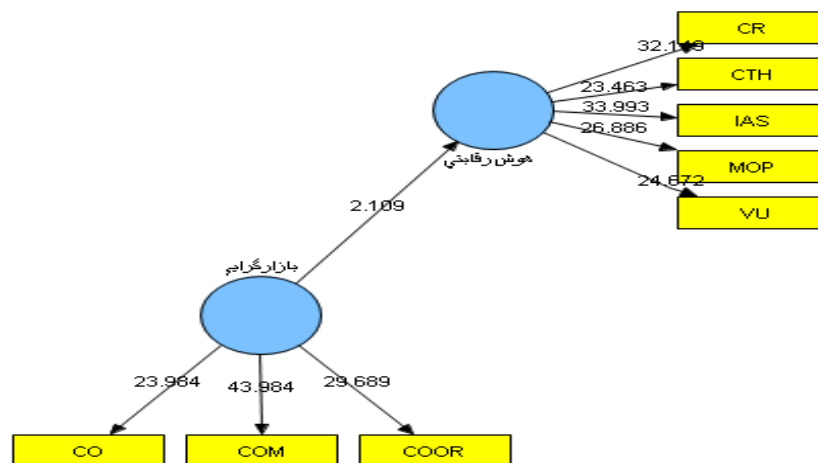


Fig. 1: The structural model with significant coefficients

## CONCLUSION

The results obtained from hypothesis showed that path coefficient of the relationship between market orientation and competitive intelligence is 0/180. That is by increasing market orientation, competitive intelligence of bodybuilding clubs managers in Tehran province increases. In fact, market orientation, is considered as a new strategy beside the competitive intelligence of bodybuilding clubs.

It can be said market orientation is one of the aspects of organizational culture in clubs in which managers assign the highest value to the club profitability and customer service, through the creation of superior value. Market orientation is a behavioral norm which has expanded throughout the club and through entrepreneurial activities impact positively on competitive intelligence of managers to respond to present and future needs of the club and the customer.

Market-oriented clubs has a competitive advantage in quickly responding to customer needs. In addition, in response to opportunities and threats of other clubs act as effective. The pivotal value in market orientation is that prepares the club to deal with new business situation and obtain necessary information from other clubs and prepares itself to meet the needs of its customers. This type of market orientation can be considered as a competitive advantage for the club that is inimitable, valuable and rare.

Faryabi *et al.* (2011) concluded that tendency to market is one of the main and important pillars of competitive intelligence in organizations. This result is consistent with the results of Ferrocene and colleagues, Jaeger and colleagues, Dong and colleagues, Zarezadeh and Sadr (2015), Rahmani and colleagues, Bagheri and Shima (2014), Hussaini and NoorZad (2014), Mohammadian *et al.* (2013), Bagheri and Angel (2013) and Zohrevandian.

As a result, managers must become more involved in tendency to the market, including customer tendency (customer satisfaction, customer needs, customer value, customer satisfaction, providing after-sales services) competitors tendency (competitors actions, taking advantage of the opportunity, evaluation of the strengths and weaknesses of competitors) intra-task coordination (serving the customer, exchanging experiences of successful and unsuccessful of business functions, providing service to the target market, creating value for customers by the staff).

This result is inconsistent with the results of Li and coauthors which shows an indirect effect of market orientation on competitive intelligence. It is likely this inconsistency caused by different studied environments. er has conducted this study in a sports environment and with sports managers. In sport environments to be up date and quick respond to the sport needs lead to customer acquisition business and more reputation than any other club. So, it is helpful to use directly market orientation in order to impact on competitive intelligence of managers in performance and benefits of this approach also is more for clubs.

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