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## **Sustainable Development According to Sport Tourism Business** in Iran

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#### **ABSTRACT**

**Purpose:** Sustainable development, according to sports tourism, is a necessary condition for ensuring a secure and sustainable life that strives to minimize resource waste, environmental degradation, and social instability.

**Methodology:** The research method is descriptive-analytical. The statistical population includes 30 senior managers, the general department of sports and youth, and the cultural heritage and tourism organization. The Delphi technique was used to prepare the questionnaire, and descriptive and inferential statistical methods were used to analyze the statistical information.

Findings: Based on the list of strategies, a social approach with six strategies, an executive approach with five strategies, a political approach with five strategies, an ecological approach with three strategies, and finally, the geographical & value approach with four strategies.

Originality: According to the adoption of the mentioned strategies, managers can target the significant goals of sports tourism and provide the conditions for realizing the intended vision. The formulation of perspectives and objectives offers an excellent opportunity to implement strategies. The obtained strategic plan also creates a clear picture for managers through long-term goals and cause-and-effect relationships. Based on this, preparing the goals and strategic sports tourism plan as a national document is recommended.

#### Keywords

Sports Business Sport Management Sports Tourism Sustainable Development

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#### 1. Introduction

Development is a broad manifestation of how people, companies, technologies, and institutions interact with each other within the economic, social, and political system. In particular, the development of those systems can become professional (Fu & Geng, 2019). The idea of development is complex, controversial, ambiguous, and elusive (Abesha et al., 2022). However, in the simplest terms, development can be defined as creating social changes that allow people to achieve their human potential (Pan et al., 2021). An important point to emphasize is that development is a political term; It has a wide range of meanings depending on the context in which the term is used and may also be used to reflect and justify various programs (Gehring et al., 2022).

Development transforms the environment; it is a process, not a result. It is a dynamic that involves a change from one state or condition to another. Ideally, such a change is a positive change and a form of improvement (Chen et al., 2022). Development literature with different definitions by different thinkers at various times was expanding. It does not limit the provision of human needs in the future (Halkos & Argyropoulou, 2022), since the early 70s as one of the main strategies for developing human societies at the world level was raised. However, much of the confusion about the meaning of the term sustainable development is because there are very different ideas about what development means (Adams, 2019). This point has important implications for understanding sustainable development and sustainability. Sustainability is a model for thinking about the future in which environmental, social, and economic considerations are balanced to improve the quality of life (Bekki & Turker, 2022). In response to the question, what is the difference between sustainable development and sustainability? Sustainability is often considered a long-term goal (i.e., a more sustainable world), while sustainable development refers to many processes and pathways (Bertges et al., 2021). The approval of the 2030 Agenda for Sustainable Development, carried out by all member states of the United Nations in 2015, is proof of this claim. This order provides a standard plan for the well-being of people and the planet, now and in the future (42). At its heart are the 17 Sustainable Development Goals, an urgent call to action by all developed and developing countries in a global partnership.

One of the areas that are always discussed in sustainable development discussions is sports. Among the 17 significant goals proposed by the United Nations, the third primary goal refers to a healthy life and promoting well-being; probably the best means to achieve this goal is exercise and physical activity. Sports, a social phenomenon of the present age, has been discussed differently worldwide, and many groups deal with it differently (UNESCO, 2022). Tourism and the powerful oil and automobile industry are among the world's three most crucial revenue-generating industries (Nazari, 2021). Poverty plays a role in improving people's living standards and positive cultural interactions.

Tourism has various economic, environmental, and socio-cultural effects (Kirilenko & Stepchenkova, 2018). It is well known that tourism is the largest industry in the world, with 8% of export earnings and 8% of the world's employment (Yan & Halpenny, 2019). The tourism industry has become one of the most important economic sectors. Tourism creates jobs, generates income, and contributes to infrastructure development (Jäggi,

2022). The tourism industry's contribution to the world economy's GDP was more than 10% before the Corona pandemic, and it was growing. The corona pandemic led to a 50% drop in the tourism industry. However, as the pandemic nears its end, the tourism industry has picked up again. The tourism industry accounted for 10.3%, 5.3%, and 6.1% of the world's GDP in 2019, 2020, and 2021, respectively. This is while the tourism industry's contribution to Iran's GDP was 5.8% (Dastgerdi, 2022; Seifpanahi Shabani, 2022).

Systems must regularly review their processes and methods to play a significant environmental role (Yabalooie et al., 2022). They must organize their operational processes to achieve missions, values, and desirability so that, in addition to maintaining their survival in the current situation, they also can meet environmental needs (Nazari et al., 2017). A dynamic and organic system is located within the environment that interacts with other components of the environment and influences (Rajesh et al., 2021).

Responsive systems successfully interact with the conditions of the external environment (Shahgholi et al., 2022). Strategic approaches are how systems analyze their internal and external environment, gain knowledge, and establish their strategic path (Nazari et al., 2014). The strategic approach is the mental and executive readiness concept to adapt to environmental change conditions and temporal and semantic precedence (Shapira et al., 2017). As a result, systems can better prevent failures by using their policies, perspectives, and related practices (Elbanna, 2016). The United Nations considers the concept of sustainable development to include understanding the effects of development through the use of non-traditional features, striving for indigenous development within the specific constraints of natural resources, and helping the poor and disadvantaged, those who inevitably destroy the environment (Mirani & Farahani, 2015).

The importance of sustainable development in tourism and the mutual effects of the two concerning each other is understandable (Nazari & Hajiheydari, 2021). Moreover, development planners and policymakers cite the tourism industry as a critical element of sustainable development. Sustainable development ensures a secure and sustainable life that minimizes resource waste, environmental degradation, and social instability. Fundamental problems of justice, the economic needs of slum populations, social constraints, and ecological power technology (Soltani Moqadas, 2018). Sustainable tourism development requires patience, effort, and long-term Implementing unit management in sport policy (Tegar & Gurning, 2018).

Commitment to achieving sustainable development of tourism requires indicators such as Tourism being an influential factor in the interaction of cultures and dialogue between nations. Ecological (environmental), economic, social, institutional (fundamental), and cultural indicators that indicators are related to each other and have a mutual effect. The most significant achievements of sustainable tourism development are simultaneous attention to ecological, economic, cultural, and social dimensions and utilizing a holistic approach to tourism development (Hassanpour, 2018).

Historically, the role of marketing in the tourism development process has been to promote places to attract more tourists. Because each tourist has unique wants and needs, therefore, each potential buyer is considered a separate market. Consequently, each seller should design a specific and particular marketing plan for each buyer (Laitamaki et al., 2016). Various researchers have looked at the effects of sports activities, including broad

participation that doesn't depend on age-restricted (Le et al., 2019), teamwork, freedom, and choice, low cost, low importance of competition and winning, gender, race, time and place (Afthanorhan et al., 2017). Also, entertainment, happiness (Gardner & Lidz, 2006), public exercise dynamism, and mental health with exercise (Wang et al., 2018) are the other factors.

Most types of tourism include resources, facilities, and environmental impact, including a particular form of recreation (Hall & Wood, 2021). Some researchers are involved in the element of driving force in tourism analysis (Laitamaki et al., 2016). Several motivating factors can be identified for tourists participating in tourism, including independence and happiness, vacations, health, and interest in nature travel. Some of these factors will be molded (Dey & Sarma, 2010). But these tourists are looking for a travel experience that includes physical activity, cultural interactions, and engagement with nature during the holidays. A trip is considered adventurous if two components; Interact with nature, culture, and physical activity (Beedie, 2003).

The tourism economy is becoming one of the main pillars of countries' economies, and planners and politicians refer to it as the central pillar of sustainable development (Dai & Menhas, 2020). Promoting and developing resource-based sports at the regional level lead to cultural, social, economic, etc. development (Schulenkorf & Sherry, 2021). However, the Quaid 19 virus outbreak has forced governing bodies worldwide to ban all types of public travel related to general travel (Aydın et al., 2021).

With strategic alignment and identification, one can expect organizational consequences (Nazari et al., 2014); enhancing cultural and social responsibility, developing media awareness, managing systems and processes, developing appropriate infrastructure, and improving financial and environmental impacts. Also, security was identified as being consistent with sustainable development (Nazari et al., 2022). Therefore, the degree of unpredictability of future developments and results and its lack of understanding of current knowledge is called uncertainty.

Iran, with its valuable cultural heritage and a collection of remarkable natural and historical monuments, has excellent potential for developing this industry which, along with economic benefits, leads to a better understanding of the world. It is on the central plateau and has a variety of climates and climates. According to available statistics, it has about 20,000 historical monuments and can be one of the most important destinations for domestic tourists. So, it has become more foreign than before. The existing potential and abilities can play an essential and fundamental role in attracting all kinds of tourists, especially sports tourists. The need to pay attention to comprehensive planning for tourism development, to slightly increase the number of tourists and then increase the quality of services, can contribute to Iran's economic and cultural development to achieve a desirable and ideal sports tourism model. Paying attention to the tourism marketing dimension has always been a significant area. Iran, with its valuable cultural heritage and a collection of remarkable natural and historical monuments, has excellent potential for developing this industry (which, along with economic benefits, leads to a better understanding of the world. Self-guides) enjoys). Its existing potential and abilities can play an essential and fundamental role in attracting all kinds of tourists, especially sports tourists.

Therefore, the need to pay attention to comprehensive planning for tourism development, to slightly increase the number of tourists and then increase the quality of services, can contribute to Iran's economic and cultural development to achieve a desirable and ideal sports tourism model. Paying attention to the tourism marketing dimension has always been a significant area. A deep and practical activity has not been done in Iran related to developing the tourism model and knowledge of the prioritization of factors affecting the relevant model based on the importance and impact of sustainable development in tourism. We want to know how to plan for sustainable sport tourism development in Iran.

#### 2. Methodology

The present research has been done qualitatively and quantitatively. It is descriptive, survey-type, and applied in terms of purpose, first, by studying and examining the theoretical foundations in the desired field and through semi-organized interviews with experts, professors, and sports and tourism management experts. We have identified meaningful, practical, and effective points and factors to compile a questionnaire by the Delphi method.

The sample was two groups of experts or top managers and tourists. The sampling method was purposeful concerning the first community, composed of senior managers (experts). A simple random method concerned the second community, composed of tourists. Sharp Cochran's formula has been used to determine the sample size. This study obtained valuable and adequate information and practical and essential concepts after studying and reviewing the theoretical foundations in the field under study through semi-organized interviews with 30 experts and sports tourism management experts.

Table 1. The statistical sample of the research.

Society	Scope	Number
Excellent managers and Experts	Sports executives	
	Tourism experts	
	Cultural Heritage and Tourism Organization of Iran Province	2
	Professors of Physical Education, Marketing and Tourism	10
	Department of Iran University	10
Tourists	Sports tourists	

The interview was conducted face to face, semi-organized, and semi-structured with open-ended questions for approximately 45 minutes. The Delphi process in this study consisted of 3 drivers who, after submitting the first questionnaire in a semi-structured or open-ended manner. As a strategy for generating ideas and aims to reveal all issues related to the topic under study, each of the experts was asked to come up with any thoughts and opinions and to return a short list of topics they wanted. After collecting the return questionnaires, comments like the composition, grouping, duplicate and marginal issues were removed, and the answers were shortened as much as possible.

During the random analysis, the answers of the first round were based on the research paradigm, and the questionnaire was structured similarly. People in the first round

identified the cases of agreement and disagreement and had space to identify new ideas. Participants were briefed on the study. The initial questions were informed by previous research and relevant evidence from personal experience. An interview protocol with one of the manager's sports tourisms:

- Opening
  - (1) Introductions of interviewer and interview participant
  - (2) Overview of the purpose of the study
  - (3) Confidentiality assurance
- Demographic Data
  - (1) Please introduce yourself.
  - (2) Please tell me a little about your background in the tourism industry
- Initial requests
  - (1) Explain one of the leading sports tourism facilitating or service providers.
  - (2) Explain the most critical weaknesses and strengths of sports tourism in Iran.
  - (3) Explain the internal and external influential factors on sports tourism.
  - (4) Please explain a little about the structure of sport tourism according to sustainable development.
- Additional float on items that needed a further explanation
  - (1) Can you tell us more about that?
  - (5) Will you explain that in more detail?
  - (6) Can you give us examples or a story of experience about that?

Correct, interpret, delete, and explain their strengths and weaknesses. After collecting the second questionnaire and their statistical summary in 3rd Rand, the experts were asked to review the answers and, if necessary, reconsider their opinions and judgments and state their reasons for disagreement and grade their importance. After the essential studies by experts, the results and the main questionnaire were approved at this stage. The researcher-made questionnaire is based on the dimensions of sports tourism and market segmentation.

Table 2. Cronbach's alpha coefficient for calculating the reliability of questionnaire indicators.

Indicator	Component	Coefficient	Indicator	Component	Coefficient	
	Facilities and services	0.855		Buyers' goals	0.832	
	Security	0.849	Market	Buyers' needs	0.887	
	Accommodation	0.808		Buyer behavior	0.879	
	Tourist attractions	0.866	segmentation	Demographic	0.857	
	Human resources 0.908		Economical	0.932		
Sport	Facilities and	0.857		Geographical	0.905	
Tourism	equipment				0.903	
	Transportation	0.885	Sustainable	Sociocultural	0.893	
	Tourism events	0.863	development	Implementation of	0.881	
			development	4E		
	Advertising and	0.885		Environmental	0.898	
	marketing	0.003		political	0.884	

According to the fact that in human sciences research, the alpha coefficient higher than 0.70 is acceptable, therefore the reliability of the mentioned questionnaire, considering

that the alpha value of the variables individually is higher than the value of 0.70, Cronbach's alpha coefficient for the whole questionnaire and indicators It is more than 0.7 and therefore the high reliability of the questionnaire is confirmed

#### 3. Results

They are identifying the dimensions of sustainable development based on the tourism approach in Iran.

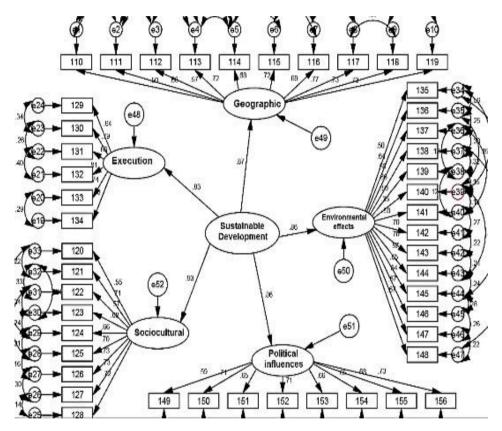


Figure 1. Second-order confirmatory factor analysis model for sustainable development.

Figure 1 shows the second-order confirmatory factor analysis model of sustainable development in the case of factor load (standardized coefficients). Table 1 shows the relevant criteria of the models presented in the first and second-order confirmation factor analysis, which shows that the proposed models, also specified in Figure 1, are approved.

Considering the number of factors loads obtained for all questions of the Sustainable Development Scale, which is greater than 0.3 and at a significance level of less than 0.01, we conclude that the construct validity of the Sustainable Development Scale is confirmed—Table 2. The mean extracted variances for all dimensions of the market segmentation scale are obtained in Table 3. The correlation between the measurements

(components) of sustainable development and the structure of sustainable development is significant for all dimensions. The correlation rate is substantial and strong for all dimensions and has been obtained from at least 0.83 for implementation to 0.93 for socio-cultural.

**Table 3.** Criteria for fitting the first and second-order confirmatory factor analysis model of sustainable development components.

	Competent	X2	DF	X2	DF	RMSEA	IF	NFI
	Geographical	27.047	21	1.288	0.998	0.025	0.998	0.989
ctor	Sociocultural	7.359	10	0.736	1	0	1	0.997
r fac sis	Execute	5.149	3	1.716	0.999	0.039	0.999	0.997
First-order factor analysis	Environmental effects	64.042	55	1.164	0.997	0.019	0.997	0.979
Firs	Political influences	13.634	10	1.363	0.998	0.028	0.998	0.993
Second order factor	Sustain Development	172.802	971	1.779	0.942	0.04	0.943	0.900

According to Table 3, the goodness of fit indicators is in good condition.

Table 4. Comparison of components of sports tourism.

	6.1	Average		
Components	Subcomponents	Tourism	Sport	
	Anthropology	3.07	3.07	
Social	Education	2.39	2.24	
Social	Safety and security	2.74	2.62	
	Family	3.15	3.06	
	Technologies	2.68	2.49	
	Research and development	2.32	2.15	
Executive	Economic power	2.82	2.61	
	Job situation	2.78	2.64	
	Income	3.09	2.90	
Environmental effect	Environmental	3.13	3.10	
Political influence	Political system and power	2.82	2.72	
Political illituence	Connections	2.57	2.52	
C	Culture	2.93	2.91	
Geographic and value	Religion	2.76	2.64	

Table 4 shows the interpretation of the views of sports and tourism people towards the components related to sports tourism. Among the athletes' responses, the highest average is associated with the environment, and the lowest is research and development.

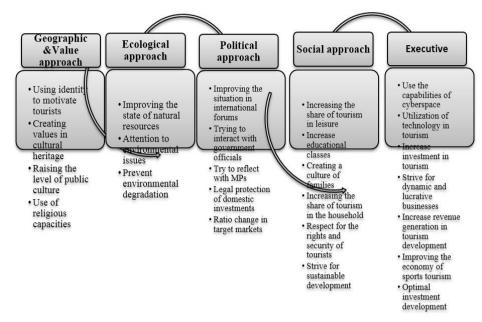


Figure 2. Strategies for Iranian sports tourism.

Based on the findings Figure 2 of the list of strategies, a social approach with six strategies, an executive approach with five strategies, a political approach with five strategies, an ecological approach with three strategies, and a Geographical & value approach with four strategies.

The results showed that the long-term goals for sports tourism in Iran include sustainable development of adventure tourism, new technologies, economic development of tourism, and promotion of ecological indicators. They are increasing Iran's share in global markets and strengthening religious beliefs in sports tourism. Findings showed that they are people's interest in tourism, the vitality, and morale of sports tourists, the impact of urban life on sports tourists, the role of the family in sports tourists, the result of environmental factors, the effect of tourism adventure sports is about the environment and the state of culture and identity. The other findings showed experts' social status, the amount of time people spend on sports tourism in their spare time, the budget allocated to research, training classes, or workshops, the safety status of relevant spaces, and readiness to react. The other factors include equality of accidents, safety of sports tourists, situation of dealing with immoral acts, quality of social networks, level of utilization of relevant technologies, observance of intellectual property rights, number of scientific and research centers, existence of think tanks, investment status in sports tourism, economic growth in sports tourism, actual and potential competitors, percentage of skilled and educated people, competitiveness in the forces, dynamic and high-paying jobs in adventure tourism, income generation for investors, unemployment rate of experts, income of relevant experts, establishment of appropriate fields, Perspectives of the system of government and the system of power, the status of membership in international forums, the performance of legislators, the role of people influencing political trends and developments, the percentage of trust in sports tourism foreign to domestic, the status of sports tourism Foreign, the situation of emigration abroad for sport tourism, communication and interaction with domestic systems, marketing and advertising activities in various media, communication and interaction with foreign systems, the state of existing culture, The level of tourists' motivation, the status of sports tourism between hobbies, the role of sports tourism in promoting religion, the role of religion in sports tourism and the intellectual framework and worldview.

Table 5. Integrated Priority Strategies of Iranian Sports Tourism Using Matrix (QSPM).

Factors	Score	Strategy title			
Social	2.25	Attracting students to sports tourism based on the volunteering system			
	2.61	Efforts to create a culture of sports tourism in families			
	2.42	The excellence of the share of sports tourism in the portfolio of urban households			
	2.55	Utilization of cyberspace capabilities in sports adventure tourism			
Evacutiva	2.52	Efforts to improve the use of technology in sports tourism			
Executive	2.35	Efforts to improve the economic situation of sports tourism by attracting investr			
	2.51	Increase income generation in sports with the development of sports tourism			
Ei	2.47	Maximum attention to the sustainable development of sports tourism in line with			
Environmental effect		improving the environment			
	2.65	Attention to environmental issues in sports tourism			
	2.30	Efforts to improve the situation of Iran in the international associations of sports			
Political		tourism			
influence	2.39	Trying to interact with government officials to pay special attention to sports tourism			
	2.54	Try to reflect with MPs to pass protectionist laws			
Geographic	2.91	Strengthening religious values in sports adventure tourism according to people's			
		attitudes toward athletes			
and value	2.45	Improving the culture of sports tourism in the community with the help of ethical			
		athletes			

Based on Table 5 findings, the priorities of sports tourism strategies in Iran from the social, political, Executive, Geographical & value, and ecological perspectives are aggregated. It should be noted that this prioritization is based on the quantitative evaluation matrix of strategies.

#### 4. Discussion and conclusion

The results showed that the dimensions of sustainable development are geographical, sociocultural, environmental impacts, political impacts, and sustainable development. The socio-cultural dimension indicates the stability of culture, social organization, and social structure. This dimension of tourism sustainability includes respect for social identity and social capital for the culture of the community and its assets, strengthens social cohesion and self-esteem, and gives people in the community the ability to control their lives. Gupta and Ogden (2009) believes cultural groups provide important information about social diversity and are a valuable way to summarize intercultural similarities and differences (Gupta & Ogden, 2009). Linking sustainable tourism to sustainable development based on cultural tourism is on the agenda of national, regional, and international policymakers.

It is essential that the sustainable tourism category become a national issue and is on the agenda of decision-makers and decision-makers of federal units. As it is presented in policy-making knowledge with accurate problem-solving, Solutions to the national problem have become.

On the other hand, in the field of implementation of 4E, we can mention equal rights/fairness, equal opportunities, ethics, and equal participation (Pencarelli, 2020). In recent years, Iran needs to develop and promote the marketing of products more compatible with the environment due to the resource and energy consumption crisis. Sustainable development of sports tourism can be one of the cases that pay special attention to environmental functions to protect the environment and its pollution. Also, the political relationship between the destination country and the target market is effective in choosing the target market and can create a positive attitude toward the destination among tourists (Sharifi-Razavi et al., 2020).

According to the mediating variable of market segmentation, its indirect effect is 0.351, and the total impact of sports tourism on sustainable development is 0.511, which is an acceptable value. The impact of the market segmentation variable on sustainable development is a proper value of 0.376. New work states that the first goal of sustainable tourism development is to maximize profits and, at the same time, minimize adverse effects (Hall & Wood, 2021). Sustainable development Sustainable sports tourism requires realizing optimal socio-economic transformations so that socio-cultural and ecological systems do not destroy the host community and its residents benefit from it. To successfully achieve this issue, it is necessary to combine the policy vision, planning, sports management, control and monitoring processes, and coherent social learning of Iran so that this active participation can increase the efficiency and effectiveness of sports in the field of tourism and its sustainable development. In connection with ecological development, it can be acknowledged that because there are different biomes in Iran, the managers or the developers must carry out planning locally and, according to each biome, use the extraordinary capacity of sports tourism to achieve the sustainable development of that region. Another colorful feature of this model is the issue of urban metabolism. Taking advantage of the biological concepts used in the biological sciences has been used since the distant past as connecting factors between humans and cities (as living beings). Metabolism, meaning the metabolism of a living organism, entered urban studies from biological sciences, referring to allegories of the environment as the breathing lungs of the city.

Furthermore, communication networks such as veins, capillaries, and the city's center as the human heart emphasize the city's aliveness, dynamism, and organic system. This study acknowledges that through the literacy and skills mentioned through sports tourism training, such capability can be created in the people of the society and finally in the cities. Also, after entering urban studies, our study states that this new literature has joined the studies of sports tourism sciences. Of course, more discussion on this connection is not included in this study, and it is proposed as a suggestion for future studies of sports tourism sciences. Another bold feature on the top floor is ecological sustainability. The followers of ecological sustainability believe that the existing structures in today's societies are

unstable and that achieving sustainable development requires a new way of thinking to change these structures.

Conversely, market segmentation is predicated on the assumption that each market comprises groups or segments with almost different wants and needs. It can be said that tourism marketing is of particular importance because marketing is considered a management process. Therefore, market segmentation can have a significant relationship with sports tourism. In this regard, some researchers state that proper marketing for holding international competitions of the sporting event and as an opportunity to act in a way that not only increases the number of foreign participants increase with different nationalities in these competitions but by examining and identifying the views of sports tourists in these competitions, the target markets for Iranian sports tourists to be identified (Bahrainizadeh et al., 2017).

The finding showed that dimensions of sustainable development and sustainable development were obtained for all essential measurements. The degree of this correlation is significant and strong for all dimensions. The socio-cultural dimension is most correlated with sustainable development. This finding is consistent with the results of research by some other researchers (Tegar & Gurning, 2018). Receiving social participation is the most fundamental level of sustainable tourism development. It seems that the socio-cultural dimension of tourists' movement in urban environments such as Iran is one of the debatable points in urban tourism because of the conflict between the host and the guest, cultural differences in the use of urban space or multiple urban performances, and the diversity of urban consumers. Iran's cultural attractions include educational, cultural, pilgrimage tours, performing arts, festivals and events, historical sites, nature, and popular culture. Sustainable tourism development is a development that can balance the natural, cultural, and human environment (Le et al., 2019). All cultures can offer their culture as marketable goods. Due to Iran's historical and traditional dimensions, tourists are looking for places with the traditional culture to experience the originality of meaning. It can be said that tourism, as a cultural thing in tourism, causes interactions and exchanges and is related to human beings, their motivations, desires, needs, and aspirations within the culture of society (Laitamaki et al., 2016).

Based on studies, it can be assumed that tourism development is prolonged to occur intangibly over a period and is often intangible, while these effects are often more lasting and less likely to change. When the socio-cultural impacts of sustainable tourism are considered, most of the focus is on the host community. There is often a certain sense of protecting the host community from tourism's adverse and aggressive effects. On the other hand, the antiquities of each country represent the specific culture of that country. They contain values worthy of the country's attention and its people's characteristics. These works have a lot of spiritual importance for that nation and attractions for others in general, attracting tourists to visit and get to know those attractions and results. The relationship between culture and tourism is not limited to people and objects or types of cultures and antiquities (Afthanorhan et al., 2017), but also includes a relationship between countries in terms of cultural development. This means knowing the methods, manners, actions, and the art of living and human relations of different ethnic groups and people traveling to be aware of what is going on in the world today, which plays a unique role in the

development, and it plays the cultural development of different nations. Finally, the results showed a significant difference between the average sports tourism variables and market segmentation in the two groups of professionals and sports tourists, so the group of experts has higher average scores.

Integrated management in sports tourism policymaking is a good strategy that can generally create synergy, and ultimately this synergy leads to realizing the tourism vision. In general, managers can target the macro goals of sports tourism and provide the conditions to learn the desired concept. The compilation of views and objectives provides a suitable context for implementing strategies. The obtained strategic plan creates a clear picture for managers through long-term goals and cause-and-effect relationships. Based on this, preparing the goals and strategic plan of sports tourism as a document is suggested.

Practical suggestions can be made to contribute sports tourism to sustainable development as a multifaceted environmental factor, including institutionalizing sustainable sports tourism by the Ministry of Sports and municipalities, choosing an active lifestyle, and institutionalizing prevention instead of treatment with the central role of the ministry. Health, the permission to establish private television channels focusing on sports tourism and the environment, the cooperation of institutions with the Ministry of Sports for sustainable development through sports tourism based on the close opinion of the government to sports, the addition and coverage of environmental goals to the deputy health and physical education of the Ministry of Education and education, the addition of public physical education hours in universities with a focus on society and the environment, the creation of applications related to health and the environment by the Ministry of Health and their development, synergy between education, the Ministry of Science and the Environment Organization for adequate protection of the environment with Education, design of eco-tourism resorts based on sports in different landscapes in the direction of ecological and ecological sustainability and finally creating dedicated outdoor sport tourism places found on green space by municipalities in the order of metabolism development presented city.

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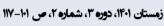
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# نشریه کسبوکار در ورزش

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# توسعه یابدار میتنی بر تحارت گردشگری ورزشی در ایران

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#### حكىده

هدف: توسعه پایدار بر اساس گردشگری ورزشی شرط کلیدی در تضمین زندگی ایمن و پایدار است که درصدد کاهش هدر رفت منابع، تخریب محیط زیست و بی ثباتی اجتماعی است.

روش: روش انجام این تحقیق توصیفی-تحلیلی است. جامعه آماری شامل ۳۰ نفر از مدیران ارشد اداره کل ورزش و جوانان، سازمان میراث فرهنگی و گردشگری هستند. برای تهیه پرسشنامه از تکنیک دلفی و برای تجزیه و تحلیل اطلاعات آماری از روشهای آماری توصیفی و استنباطی استفاده شد.

یافته ها: بر اساس یافته های فهرست راهبردها شامل، رویکرد اجتماعی با ۶ راهبرد، رویکرد اجرایی با ۵ راهبرد، رویکرد سیاسی با ۵ راهبرد، رویکرد بوم شناختی با ۳ راهبرد و در نهایت رویکرد جغرافیایی و ارزشی با ۴ راهبرد است.

اصالت و ابتکار مقاله: با اتخاذ راهکارهای ذکر شده، مدیران می توانند اهداف کلان گردشگری ورزشی را هدف قرار داده و شرایط را برای تحقق چشمانداز مورد نظر فراهم کنند. تدوین دیدگاهها و اهداف، زمینه مناسبی را برای اجرای استراتژیها فراهم می کند. برهمین اساس، برنامه راهبردی به دست آمده نیز از طریق اهداف بلندمدت و روابط علت و معلولی، تصویر روشنی را برای مدیران ایجاد می کند. بنابراین، پیشنهاد می شود اهداف و برنامه راهبردی گردشگری ورزشی در قالب یک سند ملی تهیه شود.

#### كلىدواژه

توسعه يايدار کسبوکار در ورزش گردشگری ورزشی مديريت ورزشى

#### نوع مقاله

پژوهشی اصیل

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