



## Strategic Business Development Model of Iran's Professional Sports

Zahra Sohrabi<sup>1</sup>, Mehrdad Moharramzadeh<sup>2\*</sup>, Abbas Naghizadeh Baghi<sup>3</sup>, Nasrin Azizian Kohn<sup>3</sup>

<sup>1</sup> PhD Student, Department of Sports Management, Faculty of Psychology and Educational Sciences, Mohaghegh Ardabili University, Ardabil, Iran.

<sup>2</sup> Professor of Sports Management, Department of Sports Management, Faculty of Psychology and Educational Sciences, Mohaghegh Ardabili University, Ardabil, Iran.

<sup>3</sup> Associate Professor of Sports Management Department of Sports Management, Faculty of Psychology and Educational Sciences, Mohaghegh Ardabili University, Ardabil, Iran.

### ABSTRACT

**Purpose:** This study presents a strategic business development model for Iranian professional sports based on a global approach.

**Methodology:** Due to the exploratory nature of the research, the qualitative research method was used to present a model related to the research topic. For this purpose, a semi-structured interview was conducted with 20 experts. According to the foundation data method, the research sample was selected as a combination of theoretical and snowball sampling methods.

**Findings:** The research results showed that Iran's professional sports do not have a stable performance in both income and sports sectors. Also, obstacles and factors affecting strategic business development are based on a global approach in key players, stakeholders, sports structure, critical uncertainty, seniors, surprises, hardware infrastructure, human resources development, and development. It was achieved with the global approach, development consequences, and the preferred future of Iran's professional sports. For effective strategic business development based on a global approach in both sports and income should be provided with appropriate measures, compliance with requirements and taking into consideration considerations of the presented model, the basis for making the clubs profitable and, in the future, the financial and managerial independence of the club. Finally, acquire these previous properties to provide the basis for the optimal entry of clubs into the capital market.

**Originality:** Based on the grounded theory method, interviews with experts and using MAXQDA software, we draw the relationships between factors related to business development in professional sports.

### Keywords

Financial  
MAXQDA  
Sports Clubs  
Sustainable Performance

### Article type

Original Article

**Received:** 2023/02/16

**Accepted:** 2023/05/20

### How to cite this article:

Sohrabi, Z., Moharam Zadeh, M., Naghizadeh Baghi, A., & Azizian Kohn, N. (2023). Strategic Business Development Model of Iran's Professional Sports. *Sports Business Journal*, 3(2), 71-92. <https://doi.org/10.22051/sbj.2023.42901.1072>



## 1. Introduction

Futurology is considered one of the types of soft sciences and technologies. Since the real wealth in the knowledge-based society of the future is "soft wealth" (Wang, 2022), every community, organization and company that wants to develop and make fundamental changes, Necessarily, it should explore the unknown and the future world by using different methods of futurology and prediction (Ghaboulian Zare et al., 2022). In other words, the future study of knowledge and knowledge is shaping the future in a conscious, active and proactive way, Knowledge that can fulfil the dreams, aspirations and ideals of an individual, organization or nation (Ware, 2003). The ever-increasing speed of changes in the current world has led to the emergence of an era called uncertainty. It has placed an environment full of opportunities and threats before the complex systems. In this unstable and rapidly changing environment, traditional planning tools such as extrapolating past trends, forecasting, and future foresight will not be responsible for the medium and long term.

Managing uncertainties can improve resource efficiency and provide sustainable development (Erkoyuncu et al., 2019). Decision-making is based on considering multiple criteria with high levels of uncertainty (Hodgett & Siraj, 2019). Also, the analysis of suspense is a critical component of the study based on the planning model (Wallach et al., 2019). This potential is realized by fusing some of the best practices from European football clubs, particularly aspects of the stock market and supporter trust models, by evaluating the most common ownership structures for sports teams to provide an alternative model as well as practical advice for owners (Pittz et al., 2021). For designing the business models, Results imply that active outdoor sport event tourists are not homogenous regarding their motivations and that 'Moderate recreationists', 'Nature lovers' and 'Enthusiasts' differ in their preferences for distinct business model elements. Event organizers have identified several other business model elements as being important. The proposed framework, as an integration of the results gathered from the perspectives of active outdoor sport event participants and event organizers, provides a better understanding of the business model concept in general and sports event tourism in particular (Perić et al., 2019). We obtained a wealth-generation model that is easily replicable and sustainable over time. This work provides a solution to the combination of a sustainable business model that links responsible tourism, the promotion of women's sports and the generation of wealth (Reier Forradellas et al., 2021).

Regarding business model elements included in the survey, participants highly valued all aspects of the natural environment, safety, and security. Scenic destination, scenic and exciting course, course safety, and event safety were the essential elements of event business models for participants in all four sports. Environmental management and proper implementation of security and crowd control measures were also singled out as crucial event processes. These findings shed some light on the managerial aspects of sport tourism practice, helping managers to better serve sports and tourism needs at a particular event and in the destination (Perić & Slavić, 2019). The connection between tourism development and the natural environment is more intense in outdoor sports tourism than in many other forms of tourism.

Regarding business model elements included in the survey, participants highly valued all features related to the natural environment and safety and security. Scenic destinations, scenic and exciting courses, course safety, and event safety were the essential elements of event business models for participants in all sports (Peric et al., 2018). In analyzing structures for creating new business models or modifying existing ones, it is essential to understand the context of the changes taking place. Each economic sector has its different conditions that influence the business models applied. Similarly, other parts determine how an organization functions within a given sector. It is no different within what is broadly termed sport, from professional sports to those operating at a lower level (Wiśniewski & Siemiński, 2022).

Strategic planning based on future thinking provides four pillars for strategic management in conditions of uncertainty (López & Ishizaka, 2018). In the past, this tool was used in a limited way. Now it is commonly used (Nazari & Shahvali, 2022), from the perspective of social sustainability, have acknowledged the goal of collaborative methods of developing scenarios in the energy sector with the achievement of three different types of techniques based on predicted stories, future cycles and evaluation of narratives (Ernst et al., 2018). Emphasize the development of scenarios to develop applicable plans in information technology health with the achievement of crucial factors. Because presenting future competitive environments through a limited number of strategies enables managers to manage uncertainty and chaos through mental preparation to deal with the future by evaluating several strategic options related to the possible end (Russ & Saleem, 2018). A scenario planning tool is powerful, predicting future competitive environments and developing a long-term strategy, even in the most uncertain environments (Oliver & Parrett, 2018).

Competing in the world-class means that the organizations in the global market are compatible with any competition. To be better or equal to any competitor regarding the quality, waiting time, flexibility, cost and price, customer service and innovation. The critical components for a world-class manufacturer pay attention to the broad concepts of world-class production to specific organisational functions (Mohammadi et al., 2019). Because each of these goals is important on its own, yet together, they emphasize the activities and trends that define world-class in organizations described as "world-class production", the fundamental components of the structure. General management includes: reducing waiting time, and operation costs, clarifying business performance, meeting customer expectations, making resource supply processes effective, and managing operations and multiple and global locations (Farsijani et al., 2012).

Today, at the world-class level, the concept of development is tied to the component of sports development (Ehsani et al., 2016). One of the components is professional sports, followed by the commercialization and economics of sports at the community level (Ghasemi et al., 2012). the natural result of championship sports is called a level of sports that is known as professional sports and is placed at the top of the hierarchical pyramid of sports in which elite people compete at a high level and in which there is a marketing flow and obtaining financial resources as well as strong management (Yabalooie et al., 2022). Professional sport is an organized sport that is performed by observing the specific rules of each discipline solely to gain economic benefits (Deniz & Yenel, 2013). In professional

sports, the most important goals are to increase the share of the economy and the number of disciplines, clubs and professional athletes (Nazari & Hajiheydari, 2021). Athletes who work at the first level of professional sports receive very high incomes. Professional sports and, on a smaller scale, professional leagues play an essential role in societies. Professional sports lead to benefits that create a regional identity through economic development (Wade et al., 2019). The difference between championship sports and professional sports is the development of championship sports, management planning and specialized setting up to achieve success in world and Olympic competitions.

In contrast, professional sports are related to income generation and job creation through sports. And according to the created fields, it is assigned to the private or government sector. For the proper development of sports, each of the components of sports should be given appropriate attention and emphasis (Shahgholi et al., 2022). Many strategic studies have been done to plan the development of sports in Iran (Nazari et al., 2016); the analysis of championship sports with the achievement of identifying the strategic situation of Iran's championship sports and presenting a strategy (Nazari et al., 2017), development of championship sports with a balanced scorecard approach by offering plans of championship sports from four financial perspectives, processes internal, learning and growth and communication (Nazari & Tahami, 2014). Human resources of professional clubs with Presenting the leading strategies and introducing talent search and efforts to attract talented local forces in the virtual teams - as the most priority strategy, all based on the processes and activities of their organizations based on the current conditions (Sadeghi et al., 2022), their strategies in the development of sports and presented its four components. The results obtained in more recent research based on future thinking show the critical role of complex external environments as well as the potential of influencing exterior views on internal ones and the degree of uncertainty in studying the characteristics of superior and strategic complex thinking (Shahvali Kohshouri et al., 2021).

Future research is necessary for all service organizations in contact with customers and service receivers to meet their needs, exceed current expectations and provide sufficient preparation to use appropriate strategies for different conditions to meet future needs. Adopting practical and proper procedures and decisions will guarantee the success of the company and organization and increase their ability to deal with the unwanted waves of the turbulent sea of the future (Rafeei Dehkordi et al., 2022). Interpreting the concept of sports development is the first step in designing the sports policy of any country. Of course, this concept is somewhat controversial and various definitions have been presented (Rasooli et al., 2016). The global approach, especially acquiring financial resources and stable income, has received much attention in today's professional sports. Various studies and reports from reputable institutions have confirmed the lack of balance and non-realization of sustainable payments in different professional sports organizations in Iran, such as clubs and foreign leagues (Dunbar & Middleton, 2022). The financial instability of European professional sports is well known, and there is a long history of professional sports club bankruptcies (Azadi et al., 2023).

The growing trend of global trade has gained increasing momentum by taking advantage of active commercial strategies, the revolution in information and

communication technology, and removing barriers at international levels (Farsijani et al., 2012). Therefore, an active presence in global trade does not need to be justified. Globalization in recent years has required business companies to look for new opportunities in international markets in addition to their domestic and traditional markets. In the meantime, export is more attractive because it has fewer requirements and obligations than other methods of entering foreign markets. In today's world, which is constantly changing and the business environment has become complex, export performance is considered an essential guide for any company that operates in international markets (Mohammadi et al., 2019).

Therefore, according to the competitive situation among organizations and companies, how the relationship and importance of business performance dimensions concerning changes in environmental conditions and opportunities, export performance is an essential factor that determines the success rate of companies in exporting. It can be evaluated with it (Brache & Felzensztein, 2019). The growing trend of global trade has gained increasing momentum by taking advantage of active commercial strategies, the revolution in information and communication technology, and removing barriers at international levels. Therefore, an active presence in global trade does not need to be justified (Aghili et al., 2023). In other words, globalization in recent years has required commercial companies to start looking for new opportunities in international markets besides domestic and traditional ones. Meanwhile, export is more attractive because it has fewer requirements and obligations than other methods of entering foreign markets (Nazari & Hajiheydari, 2021).

Competing in the international arena and benefiting from the various benefits of sports in the social, economic, and political fields requires intelligent and strategic management of sports so that the best output can be obtained by mobilizing resources and facilities from minimal resources. One of the most critical issues that the country's sports are hungry for today is the right economic policy to crystallize the enormous capacities of the scientific and executive community of sports and body width in international arenas. This issue is more important in the atmosphere of recession and economic sanctions and restrictions on domestic business and global communications. Explaining and describing a new concept called resistance economy can be very helpful in such a situation. In this regard, due to the globalization of the economic development of sports and the generality of sports in Iran, sports' financial and revenue-generating issues have become a hot topic in many newspapers, radio and television, and scientific circles. In the meantime, it is essential that due to the newness of the sports industry in the country, the economic development category of the sports industry is in dire need of conducting research that can provide suggestions to governmental and non-governmental policymakers so that they can make research decisions. Axis, take the essential steps towards the economic development of the country's sports industry.

On the other hand, the economic development of the country's sports industry can contribute to the overall economy of the country. Iran's heavy economic dependence on oil exports, its price fluctuations and the exhaustibility of this financial source have doubled the need to pay attention to other industries with income-generating potential.

Therefore, for a developing country like Iran, it is an undeniable necessity to use all commercial and economic opportunities that can be exploited, such as the sports industry.

The grounded theory's classic approach aims to find out from participants 'what is going on' in a significant field. Here the researcher should provide space/facilities for the participants to identify their primary needs. They must tell the researcher themselves what they need to study. When the researcher understands the participants' primary, the researcher constantly explores how they can solve them. This (how they solve the main issue) is the essential category, concept, or final theory of a grounded theory strategy. Everything must be allowed to emerge spontaneously (Saliya, 2023). According to what has been mentioned, a platform for the increasing progress of the sports industry should be created to implement resistance economy policies in sports. Unfortunately, with all the efforts made by Iran's political officials for a long time, there is still no written plan suitable for the next 30 years. It has a long-term perspective along with foreign exchange income. Unlike the rest of the world, which refers to sports as an industry and uses it to advance its economic goals, it is still considered entertainment in Iran. Therefore, for a purposeful, systematic, and influential movement in the direction of the economic development of the sports industry, research like this, which examines the strategic empowerment of export performance with a world-class approach, which is a category with a coherent system and structure, should be at the forefront of the decisions of this industry. Therefore, the most important goals of the research include; Understanding the problem of Iran's professional sports with a world-class approach, understanding the current situation of Iran's professional sports with a world-class approach, determining the drivers of Iran's professional sports with a world-class approach, determining the trends and uncertainties affecting the development of Iran's professional sports The burden of the world-class approach, identification of the code of concepts, categories involving the strategic foresight of the development of professional sports in Iran with a world-class approach, presenting the strategic foresight model of Iran's professional sports with a world-class approach, compiling and extracting priority scenarios for the development of professional sports Iran with a world-class approach and developing and presenting strategies for the development of Iran's professional sports is based on future thinking with a world-class approach.

## 2. Methodology

In the present study, because we are looking for new concepts, from the point of view of nature, exploratory-fundamental; In terms of approach, inductive; From a paradigm perspective, interpretive paradigm - classic Glaser; From the standpoint of strategy, the data theory of the foundation with a constructivist approach; From the point of view of data collection, field and library; From the point of view of the goal, explanation and modelling, and from the point of view of data collection tools, in-depth interviews and theoretical studies.

Novice qualitative researchers are often unsure regarding the analysis of their data. Where grounded theory is chosen, they may be uncertain regarding the differences between the approaches of Glaser and Strauss, who together first described the method.

These two approaches are compared concerning roots and divergences, the role of induction, deduction, and verification, how data are coded and the format of generated theory. Personal experience of developing as a ground theorist is used to illustrate some of the critical differences. A conclusion is drawn that, rather than debate the relative merits of the two approaches, novice researchers must select the method that best suits their cognitive style and develop analytic skills through research (Heath & Cowley, 2004). Grounded theory or foundational data is a qualitative method strategy emphasizing the induction or emergence of information from data to create a view or model. In grounded theory, data forms the basis of our approach, and our analysis of this data produces the concepts we want (Charmaz, 2016). Data allows us to learn from the stories of survivors and provides research participants with a way to break the silence. But how researchers observe and present data depends on which version or approach they adopt from the grounded theory method (Charmaz & Belgrave, 2018).

After studying and examining the mentioned challenge, this research used Glaser's classic approach to present a systematic and schematic model of the findings from the coded data. This project refers to the view of Charmaz and Belgrave (2018), which is a kind of philosophical position between the almost positivist (quantitative) subject of Glaser and Strauss and the subject of postmodern researchers who question the importance of dominant research methods. Glaser's classical grounded theory directs researchers to focus on what is happening in the research context, reiterates that researchers are a part of it, be flexible, and follow empirical events (Charmaz & Belgrave, 2018).

The two overlapping processes in Glaser's classic analysis of database theory are initial coding and theoretical coding. Four rounds of coding provide the possibility of increasing the level of abstraction and finally lead to the presentation of a theoretical model. This research attempted to present a behavioral description of the participant's actions in the initial coding using the line-by-line coding method. The data were compared case by case. Also, by using the process coding technique, which recommends using infinitive nouns and infinitive results in the naming of codes, an effort was made to convey the meaning of the action in the data. In the implementation of the research, data collection and analysis were done consciously simultaneously, and primary data collection was done to form the continuous data collection process. With this work, opportunities were provided for the researcher to increase the adequacy of suitable categories.

**Table 1.** The onion of the research process.

Type	Component
Fundamental - applied	The nature of research
Qualitative	How to conduct research
Complexity theory	The governing paradigm of research
induction	Research approach
Case study	Research strategy
Survey	Data collection area
Exploring and understanding the description of alternative futures	Target
In-depth interviews, open questionnaire	Data collection tools

Participants in this research, the purposeful or targeted sampling method and the snowball sampling technique were used for sampling to conduct in-depth interviews. In this research, three stages of free, relational, and theoretical sampling were observed in the sampling process, which is the basis of using Glaser's classical approach of foundational data theory. Data collection was stopped after 20 interviews due to data saturation. The demographic characteristics and frequency distribution of experts and experts in the research are presented in Table 2. As can be seen, the total number of them is 20 people, and most of the people present in the research have graduate degrees and have more than fourteen years of study or management experience.

**Table 2.** Participant characteristics, inclusion criteria for research coding.

Sample Size	External Stakeholders		Internal Stakeholders
20 people	Senior managers of some - professional sports experts		Senior managers of sports clubs working in the premier leagues
Expertise	Frequency	Records	Education
Sports marketing	4	16	PhD student and PhD
Sport Management	5	20	PhD student and PhD
Economics	4	21	PhD
Management Science	2	15	PhD
Professional sports managers	3	10	PhD
Marketing managers	2	14	Bachelor and Master

The sampling method of internal and external stakeholders to compile drivers and uncertainties influential on sustainable revenue generation of professional sports clubs in Iran was selected based on purposeful and snowball sampling. Research measurement tools and data collection was done with in-depth interviews and open questionnaires. The method of data analysis is based on the method of intuitive logic. After studying and examining the theoretical foundations, the raw data were obtained inductively from in-depth interviews with experts and specialists. They were analyzed simultaneously with the interviews and based on the foundational data theory with a constructivist approach.

In this study, to verify the results and strength, the accuracy of the research, and to legitimize and validate the findings and analysis, a method called reliability (Guba & Lincoln, 1994), which is related to qualitative studies, was used. Therefore, the four indicators of acceptability, trust, verifiability, and transferability were used for the consistency and strength of qualitative data. This way, the codes were reviewed several times regarding similarities and differences. The member review method was used to determine the verifiability. In this way, the coding and the final model were given to three of the participants, and they applied their opinions, and finally, the overall research model was approved. To check the transferability, it was also tried to make the participants have more variety, and this process continued until data saturation. Also, for this purpose, the open coding method was used by another researcher outside of the participants and research team. In the decoding method, 10% of all the coding pages were given to another researcher. In this study, Scott's coefficient, which shows the coding agreement between two researchers, was calculated as 89%, so the reliability between the coders was optimal. The formula  $P(A) = A/n \times 100$  was used to calculate Scott's coefficient.



### 3. Results

After studying and examining the theoretical foundations, the raw data were analyzed inductively from in-depth interviews and concurrently with the implementation of the interviews and based on the foundational data theory with a constructivist approach. An example of a data analysis method is shown in the tables below.

**Table 3.** Open and initial coding table based on the classical approach in three categories possible consequences, key players, and preferred future.

Possible consequences	Key players	Preferred future
Remaining the sport at the current level and being banned from the Asian Club Cup		Having a strategic plan and strategic thinking
Establishing laws and regulations and preventing lawlessness and bribery	Managers and CEO of clubs	Having knowledge and expertise and correct planning based on strategy.
Attending an international arena and winning many honors and championships	Decision-making and powerful people	Studying trends and drivers and uncertainties and surprises merit selection
Hosting sports and international events	Clubs and executive staff of clubs	Existence of proper infrastructure and having specific goals
Development of sports facilities and training of champions	Ministry of Sports and Youth and its subcommittee	Human support and creating an educational environment.
Investment and income generation and impact on the economy	Players, coaches, referees	Changing the views and attitudes of managers
Destruction of sports and getting rid of professional sports	Sponsors and shareholders	Comprehensive and complete clubs in economic, structural, and human terms
The development of infrastructures and the presence of media	The government and institutions in charge of sports	Sufficient budget and positive balance, and economic ability
Destruction of Iran's professional sports	Legal infrastructure and drafting laws and regulations	Financial support and sustainable income
Extensive migration of elite athletes	Transport intermediaries	Ensuring the economy and fair distribution of resources
Recognition of Iran in the world and the social and cultural field	Standard space	Privatization and ownership of clubs Fans
Removing false and negative opinions about Iran	Promotion of players and professional and cultural training	Development and public sports
Creating healthy leisure for interested people	Economic constructions and sufficient budget ministries	Advancing in world competitions and being among the top countries in the world
		Removing policies and reducing unnecessary interference
		Sports are independent of the government and conform to the governance model.
		Creating infrastructural facilities and environment
		Appropriate education and well-equipped stadiums
		Creating entertainment centres for athletes and having good teams
		Creating security for athletes
		The existence of media and related infrastructures
		More about this source text is required for additional translation information.
		Send feedback.
		Side panels

**Table 4.** Open and initial coding table based on the classical approach in three categories hardware infrastructure, human resource development and development.

Hardware infrastructure	Human resource development	Development with a global approach
		Management stability and the existence of scientific and experienced people together
		Training of managers with knowledge and knowledge enhancement
		Strategic plans and use of new management policies
		Proper evaluation and progress monitoring
	Talent search and elitism and support of talents	Codified plans and formulated policies and strategies
	According to laws and regulations and protective law	Scientific and technological infrastructures
	Sports marketing and the creation of trade unions	Existence of experts and personnel and their up-to-datedness
	Training of hardware specialists and technology engineers	Financial stability and stable income generation
	Promotion of university-centered education and new education	Macro policies and power and wealth
	Motivating human resources and encouraging them	Having an economic approach and economic activities
	Up-to-date human resources and training of managers and consultants	Gross national product and changes in production markets
	Training of professional lawyers	Financial income and job creation and a good benchmark
	Taking role models in the production of coaches	Modelling advanced countries
	Trying to improve and develop a personality.	Relations and updates of global agreements
	Meritocracy	Creating appropriate legal frameworks and changing views and attitudes
	Continuous evaluation and monitoring	Strong club ownership and strengthening of unions of clubs and coaches.
	Strategic plans and the creation of think tanks	Technological changes and artificial intelligence
	The use of managers and managers who rely on knowledge and knowledge.	Promotion of science and compliance with standards
	Ego removal and using the knowledge of managers of foreign clubs.	Creating a continuous improvement approach and developing creativity in a professional club
	Electronic management of human resources	A good relationship with sponsors and fan satisfaction
	Appropriate stadiums and skill development	Development of hardware infrastructure of clubs
	Eliminating the interference of politicians and differences of opinion in the world	Change of attitude towards professional sports
		The industrialization of sports
		Eliminating the interference of politicians and self-governance of clubs
		More about this source text is required for additional translation information.
		Send feedback.
		Side panels
Stadiums and grass fields		
Multi-purpose halls and creating entertainment facilities and suitable equipment.		
Ownership of stadiums and fields		
Access to new training tools and the creation of economic stadiums		
Creation of special camps and gyms, and medical clinics		
Technical standardization		
Hardware technology in a lot of places		
Providing the conditions to hand over places to the private sector		
Sports facilities and facilities per capita		
Internet and telephone ticket sales and...		
Fans and fans club		
Club logo and museum		
Finding talent and training athletes		
Having a skilled trainer and training improvement		

**Table 5.** Open and initial coding table based on the classical approach in three categories Propulsion, Key players and the consequence of the development.

Propulsion	Key stakeholders	The consequence of development in a global
Remaining the sport at the current level and being banned from the Asian Club Cup		Economic growth and increasing shareholders and attracting sponsors.
Establishing laws and regulations and preventing lawlessness and bribery	Athletes, coaches, referees	Sufficient budget and increasing competitive advantage and job creation.
Attending an international arena and winning many honors and championships	Shareholders and sponsors	Branding and branding and a good benchmark
Hosting sports and international events	Brokers and intermediaries	Branding a place through the development of sports tourism
Development of sports facilities and training of champions	The Ministry of Sports and its subcommittee	Creating proper infrastructure and progressing and developing the soft power of clubs
Investment and income generation and impact on the economy	National and international organization	Reducing the distance from the countries of the world and making the clubs self-governing
Destruction of sports and getting rid of professional sports	The Ministry of Sports and its subcommittee	Raising the reputation of clubs, players, coaches, and stakeholders
The development of infrastructures and the presence of media	Influential and political people in professional sports	Creating laws and regulations and correct management
Destruction of Iran's professional sports	Physical education professors and students	Creating financial dignity, financial independence, and social vitality
Extensive migration of elite athletes	Fans, people, spectators	Participating in foreign events and winning numerous championships
Recognition of Iran in the world and the social and cultural field	Media and advertising and sports services	Guiding public opinion and eliminating traditional views on professional sports
Removing false and negative opinions about Iran	Executive staff and technical staff of clubs	More about this source text is required for additional translation information
Creating healthy leisure for interested people		

**Table 6.** Open and initial coding table based on the classical approach in three categories background factors, substrate factors and sports structure.

Background factors	Substrate factors	Sports structure
Structure and sustainable development in professional sports	Thinking of managers and human resources	Financial resources and budget and income generation
Existence of appropriate hardware, software, human software	Correct management and accountability	Financial support and entering the private sector.
Construction of places and standard equipment and facilities	Using scientific and experienced people together	Economic structure and marketing
Sufficient nutrition, sleep, and rest for athletes	Training human resources and managers and holding workshops.	The existence of stocks as the basis of sports
Climatic, climatic, and environmental conditions	Developing and improving the quality of human resources and making the environment healthier	Documented and specific programs and strategic planning
Existence of expert, committed and competent managers.	Administrative chart and expert human approach	General structure and correct management and organizational chart
The position of management and managerial changes	Appropriate behavior with a global approach	Human capital and training of human resources
Fans and ruling views	Creating scientific infrastructure and developing hardware and clubs' academy	Standard structure
Level of social vitality and level of income	Eliminating organizational weakness and setting the conditions for professionalism	Use of skilled and expert people
Approving and developing rules and regulations for professional sports	Vital programs and international models	Using adaptive patterns and eliminating taste decisions
Non-interference of politicians and creating the necessary platform for professionalization	Political changes and the attitude of people in society	Physical resources and facilities, and places
Marketing and revenue generation and player sales		
Creating cultural and democratic maps		

Background factors	Substrate factors	Sports structure
Having the infrastructure required to become a professional Financial resources and making the essential incentives. Talent search and elitism	Creation of support structure and services	Attention to the large population and available facilities. Suitable hardware and transfer mechanism

**Table 7.** Open and initial coding table based on the classical approach in three categories income generating strategies, wild carts and uncertainties

Income generating strategies	Wild Carts	Uncertainties
Privatization of clubs and development of the private sector		Lack of proper hardware and facilities
Getting out of government support and not needing government resources		Lack of human resources and lack of appropriate management and expertise
Sustainability in sports and attention to economic dimensions		Managers' lack of familiarity with international laws
Changes in the country's economy and the establishment of independent trade institutions		Instability of management and supervision and the lack of correct decisions
Paying attention to economic factors and eliminating resistance to sustainable income generation	Creativity and individual ability Attention to elite athletes.	Failure to use trained consultants and human forces.
Generating income through social and virtual media	Compilation and amendment of laws and regulations Complying with the foundational rules and significant policy changes	Lack of proper structure in professional sports Lack of economic stability and financial resources and lack of budget
Player sales, revenues, and TV broadcasting rights	Providing a proper structure and principles for the development	Sanctions and economic restrictions and inflation and economic growth rate
Brand and brand promotion and exclusivity	Written and specific programs Meritocracy	Lack of financial independence and spending of large companies
Sponsors and powerful companies	Attention and Equality in Women's Sports	Lack of laws and regulations and legal protections
Financial support and tax exemptions	Income generation and marketing and sales of products and players	Absence of television broadcasting rights and copyright
Buying and selling in the stock market	Changing the perspective of attitudes towards women's sports	The state of sports and the lack of support from the government
The right attitude and attention to social and economic factors	Clarifying and dealing with dealers	Lack of support and sponsors Lack of strategic plans and correct planning
Management stability and sustainability in sports	Granting the right to broadcast television	The intervention of politicians and the government Ruling thoughts and political instability
A strategic program and productivity increase		Existing Norms in Women's Sports
Creating the work of like-minded groups		The weakness of professional sports teams
Using university experts and raising economic thinking		More about this source text is required for additional translation information.
Attention to macro trends and technology, and field research.		Send feedback.
Changes in management levels		Side panels
Lack of taste decisions		
Having specific goals and the structure of reproductive organizations		
Elimination of taste decisions		
The presence of women in stadiums and the removal of their restrictions		
The structure and stability of sports teams		
Talent search, talent selection, talent cultivation		
Modelling advanced countries		



#### 4. Discussion and conclusion

This research aimed to design a strategic business development model for Iran's professional sports based on the global approach. Through the qualitative research method and interviews, data were obtained and analyzed through primary and theoretical coding. Based on the model derived from the research data, the obstacles and factors affecting strategic development based on the global approach can be investigated at the structural, contextual, and institutional levels. Based on this, such factors and obstacles can be overcome by performing a set of measures and complying with requirements at these three levels. The way for strategic development based on a successful global approach in Iran's professional sports can be paved.

The essential macro categories affecting the future of Iran's professional sports in the development of human resources, hardware infrastructure, key beneficiaries, development with a global approach, sustainable income generation strategies, the consequences of action with a worldwide approach, surprises, possible future outcomes, contextual factors, foundational factors, as well as key players, will include components that can affect the future of professional sports in Iran. Suppose we want to point out the most essential components of each category. In that case, it should be mentioned that the critical components in the macrostructure of sports include physical resources and facilities, the general structure and the organizational chart of sports, the macroeconomic structure and marketing, and the structure of professional sports. Effective drivers for professional sports include legal and legal infrastructure, budgets, financiers, sponsors, media, especially social media, technology and information, and the synergy of sports trustees, which can be considered effective drivers for the future of professional sports.

The most important key players of professional sports include managers and CEOs of clubs, sponsors and shareholders of the government and institutions in charge of sports. These scientific and academic people are researchers in the field of professional sports clubs, and the staff of these clubs, along with players, coaches, and referees, as the most crucial role players. Well, they were done for the future. They will belong to professional sports.

The most critical foundational factors for the future of professional sports include scientific and experienced people, the exemption of human resources and the general environment of professional sports, the structure and support services, and the thinking of managers and human resources, which will be influential in this sport. In this regard, it is suggested that the decision-making centres with appropriate policies, formulation of effective and efficient laws, formulation of optimal strategic and operational plans and with effective management provide the basis for successful income and sports performance, such as the actual realization of the rights arising from the suitable media broadcasting, support of the intellectual property law, etc., provide the basis for the profitability of the pillars of professional sports in Iran. So that the club and, of course, the professional sports of Iran will experience stable financial performance and enjoy financial and managerial independence, and finally be able to acquire the prerequisites necessary to enter the stock market in a suitable, effective, and efficient manner. The research showed that one of the clubs' most well-known methods of effective revenue

generation is the entry of clubs into the capital market (stock market). In this regard, it stated that Iranian clubs should become joint-stock companies and be financed this way. Clarifying the financial statements of clubs can make it easier to supply clubs' shares over the over-the-counter, and one of the financing options through claims for clubs can be fulfilled (Naderian et al., 2015).

Background factors will affect the future of fit sports, climatic conditions, cultural maps, hardware, software, humanistic structures, talent acquisition and elitism, and changing the traditional view and attitude towards professional sports. The most critical stakeholders affecting professional sports are the executive staff of clubs, the media, fans, stakeholders, the Ministry of Sports and Youth, and international organizations. The development of human resources as one of the essential categories will help the future of professional sports so that sports lawyers are experts in the field of professional sports, along with training based on modern training for effective movements in professional sports, can be effective and lead to these human forces and trained managers and consultants will be prepared. Providing training camps, standard fields with modern equipment, along with stadiums that offer good services can be mentioned as hardware infrastructures affecting the future of professional sports.

It seems that the most critical income-generating strategies are the promotion and monopoly of the brand, financial support and tax exemptions from the government, income through virtual and social media, privatization, and the development of the private sector in the field of sports, moving on the circuit of new technology research and strategies. Increasing productivity can lead to sustainable income generation in the field of professional sports. In this regard, it is essential to observe the foundational laws and change the macro policies of clarifying and confronting dealers from the traditional attitudes towards women's sports in the professional field of granting television broadcasting rights and intellectual property. In addition to the privatization and self-management of clubs, it can be adequate to refer to professional clubs in the future. Although receiving media broadcast rights in most countries is considered a significant source of income for professional sports in Iran, this issue is still neglected in our country despite numerous legal articles and the stable performance of the pillars of professional sports in Iran. Has overshadowed himself. It seems that the emergence of such problems in this sector is due to the lack of official and legal recognition of these incomes and the creation of a suitable platform for creating and acquiring such revenues. Iran is a country, and there is a need to define codified laws in this field. Regulations are approved by the country's highest authorities and legislative institutions so that they have the necessary executive guarantee from all relevant institutions and bodies (Mandalizadeh & Amiri, 2021). Due to the non-realization of television broadcasting rights, non-payment of advertising rights around the stadium, low income from ticket sales, low income from financial sponsors, non-receipt of membership fees, insignificant income from player transfers, low club income From the place of advertising and commercialization, Iran's professional sports has not been able to achieve its necessary income in this sector (Rezaei, 2018). The right to televise the matches, clubs and radio-television networks should be considered economic partners who seek financial benefits from interacting with each other on both sides of the contract. Meanwhile, to cover their costs, the clubs should do

extensive planning in the form of financial structure and budgeting in their long-term and short-term plans (Rasooli et al., 2016).

According to the sustainable income methods used in today's Iranian professional sports, these assets should come from broadcast rights, match-day income and commercial activities. Otherwise, due to internal organizational reasons (lack of economic approach, lack of a financial plan, etc.) and external organizational reasons (lack of appropriate consideration by the law and the drafters of the law (issue of broadcasting rights, intellectual property rights, etc.) And because of not earning a stable income, entering the capital market is a flight forward and will be doomed to failure. It has its roots in the structure of professional sports institutions, that removing such obstacles requires definitions and changes in strategic and operational planning. It demands the shortcomings and economic, financial, legal, and legal reforms in Iran's professional sports institutions. These factors and obstacles, known as institutional factors, directly affect the strategic development of Iran's professional sports. To solve these cases, a set of measures should be taken in sports, income, infrastructure, and management for the commercialization of professional sports in Iran by the decision-makers involved in professional sports in Iran. Pave the way in the field. In this regard, the research results showed prosperity in today's professional sports. Clubs' commercial and sports success is closely related to each other, and one can never be achieved without the other, and the relationship between them is direct. They have a mutual effect on each other. These results are consistent with the findings of (Moradi et al., 2019).

Meritocracy and meritocracy, both from stability in incomes and changing the attitudes and views of managers, can lead to possible consequences. The category of possible consequences based on a global approach can include the presence in international arenas and winning international honors for investment and effective income generation. He envisioned hosting significant events in this development path with a global approach that would lead to stability in income. The results of the research showed that the first group of factors and obstacles that affect the process of strategic development based on the action and performance of professional sports in Iran are factors that are rooted in macro structures such as economic, legal-legal, managerial, planning and even They have socio-cultural structures. These obstacles and factors are generally outside the environment of Iran's sports industry and professional sports, and in general, the movement and effectiveness of the entire economic structure face risks. Therefore, if the mentioned obstacles exist in the whole structure of the country, Iran's professional sports, like other industries, will be affected by such an atmosphere and will not receive the necessary economic and commercial benefits. The results are consistent with the findings of (Rezaei, 2018). Structural factors are one of the most critical factors affecting the attraction of foreign investments in professional sports in Iran. In this context, the government must say goodbye to state ownership and, by changing the structures and carrying out extensive reforms, provide the basis for the effective and profitable presence of the private sector in the country's economic structure. For example, economic policies are defined as creating an open space based on economic liberalization to access new markets, foreign capital, and new technology. Measures are taken to increase financial stability. In that case, investment risk will decrease (Yabalooie et al., 2022).



The research results showed that the second category of factors and obstacles that influence strategic development based on the action and performance of professional sports in Iran are the factors that can be named as background factors, which means those factors and obstacles which are the basis for the appropriate and profitable activity of economic enterprises, companies and clubs in the sports industry and professional sports of Iran. These are the high-ranking officials and the main decision-making centres for sports in the country, such as the Supreme Sports Council of the country and the Ministry of Sports and Youth, which by establishing macro-laws or redefining the general sports policies established by the decision-making centres. Intersect oral coordination can provide the basis for the profitable activity of the elements of Iran's sports and professional sports industry to witness commercialization based on a global approach (Rasooli et al., 2016). Examining the obstacles and solutions to the economic development of Iran's professional sports, he stated that obstacles should be considered by the policymakers and planners of the country's sports industry before developing development strategies and planning priorities to realize the economic development of Iran's professional sports.

It will provide scientific and technological infrastructure and facilitate the sustainability of sponsors and shareholders in sports industrialization. In the meantime, uncertainties should not be easily overcome. Uncertainties include a lack of proper structure in sports, economic stability, and financial resources. The lack of suitable facilities and equipment, along with the monetary inflation and the critical and great uncertainty, including the involvement of politicians and the government in carrying out professional sports, should be the province in the end. In general, it can be made from it if it is determined that the future of reference from professional sports in Iran includes A developed, independent, self-governing sport, far from mediation and brokers, envisioned for it, requiring the correct management of expert human resources, considering the conditions of providing hardware platforms, the requirements of practical fields, and appropriate targeting with capacities. Initially, one of the most effective measures is the commercial registration of clubs. One of the primary requirements for income generation and sustainable economic development of professional sports clubs in famous countries is to register these clubs as commercial clubs like other companies and commercial institutions.

On the one hand, the registered commercial enterprises will act as an independent set of the state economy; on the other, they will have a legal personality. The strategic development of professional sports clubs includes a set of technical, economic, and financial activities that, in the light of the commercial registration of clubs as a business enterprise, have a legal aspect and follow business laws. The strategic development of professional sports clubs includes a set of technical, economic, and financial activities that, in the light of the commercial registration of clubs as a business enterprise, have a legal aspect and follow business laws. The result is that if the relationship of the appropriate model is set with effective management, the model's mechanism will be able to bring strategic development in Iran's professional sports by influencing the components within the model and ultimately stimulating the two-way relationship of financial performance.

The core of Iran's professional sports includes sports clubs, and since almost the entire structure of the country's professional sports is state-owned, effective strategic development based on a global approach in both sports and income should be provided with appropriate measures, compliance with requirements and taking into consideration the considerations of the presented model. So, acquire the previous properties to provide the basis for the optimal entry of clubs into the capital market. In general, it can be acknowledged that identifying the surprises and drivers affecting the future of professional sports in Iran makes it possible to determine its various futures with different possibilities. Surprises sometimes bring transformative events, such as the invention of new technology. Sometimes it is possible to be aware of a surprise that is about to happen by tracking weak signs, but this is not always possible. Therefore, it is suggested to privatize the clubs with the presence of the stock market and non-stock market, implement the principles of corporate governance in the club, the establishment of an independent business institution in sports, the creation of income-generating places by the clubs, technology-based transformation in ticket sales, providing online services to fans (buying, The sale of club clothes), the passing of laws to protect the economic rights of sports clubs, the creation of professional television channels in the context of technology, in this way, entering into the discussion of sports tourism with high-profile sports by clubs should be placed on the agenda of the Union of Professional Clubs of Iran. In professional sports, issues such as the status of professional sports rights, the status of professional clubs, the status of professional athletes and the status of professional coaches are addressed. Legally, the legitimacy of professional sports is not explicitly mentioned in any existing laws.

For this reason, different people with different interpretations of existing laws have commented on the sport. The same is the case with the financing of professional sports. Media rights are the most important source of income for professional clubs. The Broadcasting Organization does not consider itself obligated to pay this right in any way. There is no specific and codified law regarding other financial sources. Playing professional sports is to earn money. Therefore, in this type of sport, relationships are more commercial. Business rules and regulations do not apply in some cases in the field of professional sports. Due to this legal gap, special laws should be prepared regarding the legal relations between institutions and individuals in professional sports. One of the reasons for the weakness of professional sports is the lack of a support system for institutions, athletes, and coaches. For the development of professional sports, those involved in this type of sport must have sufficient legal and financial support.

### **Disclosure statement and funding**

The authors declare no potential conflicts of interest. The present study received no financial support from any organization or institution.

### **Acknowledgment**

We would like to give special thanks to all the participants in this study.

## References

- Aghili, A., Arofzad, S., & Nazari, R. (2023). Sustainable Development According to Sport Tourism Business in Iran. *Sports Business Journal*, 3(1), 101-117. <https://doi.org/10.22051/sbj.2023.42311.1065>
- Azadi, A., Rahimi, G., & Nazari, R. (2023). Presenting a Model for the Role of Sport on Iran's Sustainable Development: An Approach to the Role of Sport in GDP. *Sports Business Journal*, 3(1), 37-52. <https://doi.org/10.22051/sbj.2023.41626.1048>
- Brache, J., & Felzensztein, C. (2019). Exporting firm's engagement with trade associations: Insights from Chile. *International Business Review*, 28(1), 25-35. <https://doi.org/10.1016/j.ibusrev.2018.07.001>
- Charmaz, K. (2016). The Power of Constructivist Grounded Theory for Critical Inquiry. *Qualitative Inquiry*, 23(1), 34-45. <https://doi.org/10.1177/1077800416657105>
- Charmaz, K., & Belgrave, L. L. (2018). Thinking About Data With Grounded Theory. *Qualitative Inquiry*, 25(8), 743-753. <https://doi.org/10.1177/1077800418809455>
- Deniz, S., & Yenel, F. (2013). The Structural Analysis of Physical Education and Sports System in The Turkish Republic of Northern Cyprus. *Procedia - Social and Behavioral Sciences*, 89, 772-780. <https://doi.org/10.1016/j.sbspro.2013.08.931>
- Dunbar, N., & Middleton, T. (2022). UEFA'S financial fair play regulations: a good example of best practice governance by a sporting body? *The International Sports Law Journal*, 22(4), 272-287. <https://doi.org/10.1007/s40318-021-00207-w>
- Ehsani, M., Saffari, M., Amiri, M., & Kozechian, H. (2016). Designing the Model of Sport for all in Iran. *Sport Management Studies*, 6(27), 87-108. [https://smrj.ssrc.ac.ir/article\\_330\\_.html?lang=en](https://smrj.ssrc.ac.ir/article_330_.html?lang=en)
- Erkoyuncu, J. A., Roy, R., Shehab, E., Durugbo, C., Khan, S., & Datta, P. (2019). An effective uncertainty based framework for sustainable industrial product-service system transformation. *Journal of Cleaner Production*, 208, 160-177. <https://doi.org/10.1016/j.jclepro.2018.09.182>
- Ernst, A., Biß, K. H., Shamon, H., Schumann, D., & Heinrichs, H. U. (2018). Benefits and challenges of participatory methods in qualitative energy scenario development. *Technological Forecasting and Social Change*, 127, 245-257. <https://doi.org/10.1016/j.techfore.2017.09.026>
- Farsijani, H., Gharache, M., Aminbeidokhti, A. A., & Nikseresht, F. (2012). Explanation of the SMEs Strategic Export Empowering Model. *Journal of Strategic Management Studies*, 3(11), 43-70. [http://www.smsjournal.ir/article\\_88916.html?lang=en](http://www.smsjournal.ir/article_88916.html?lang=en)
- Ghaboulian Zare, S., Alipour, M., Hafezi, M., Stewart, R. A., & Rahman, A. (2022). Examining wind energy deployment pathways in complex macro-economic and political settings using a fuzzy cognitive map-based method. *Energy*, 238, 121673. <https://doi.org/10.1016/j.energy.2021.121673>
- Ghasemi, H., Tojari, f., Borojerdialavi, M., Emami, H., & Amiri, M. (2012). Content Analysis of Chiefs' Viewpoints on Sport Components (1969-2009). *Sport management journal*, 4(13), 137-152. <https://doi.org/10.22059/jsm.2012.28717>
- Guba, E. G., & Lincoln, Y. S. (1994). Competing paradigms in qualitative research. *Handbook of qualitative research*, 2(163-194), 105.
- Heath, H., & Cowley, S. (2004). Developing a grounded theory approach: a comparison of Glaser and Strauss. *International Journal of Nursing Studies*, 41(2), 141-150. [https://doi.org/10.1016/S0020-7489\(03\)00113-5](https://doi.org/10.1016/S0020-7489(03)00113-5)

- Hodgett, R. E., & Siraj, S. (2019). SURE: A method for decision-making under uncertainty. *Expert Systems with Applications*, 115, 684-694. <https://doi.org/10.1016/j.eswa.2018.08.048>
- López, C., & Ishizaka, A. (2018). A scenario-based modeling method for controlling ECM performance. *Expert Systems with Applications*, 97, 253-265. <https://doi.org/10.1016/j.eswa.2017.12.024>
- Mandalizadeh, Z., & Amiri, M. (2021). Designing a Conceptual Framework for Innovation Capability Development in Iranian Football Premier League. *Sports Business Journal*, 1(1), 101-117. <https://doi.org/10.22051/sbj.2021.36841.1006>
- Mohammadi, F., Kalateh Seifari, M., Razavi, M. h., & Farsijani, M. (2019). Designing Qualitative Model for Economic Development of Iran's Sports Industry with World-Class Manufacturing Approach. *Applied Research in Sport Management*, 8(1), 69-84. <https://doi.org/10.30473/arsm.2019.5846>
- Moradi, J., Nazari, R., & Moradi, M. (2019). Analysis of effective economic and financial barriers on development and sustainable performance of Iranian football industry based on Grounded Theory. *Sport Management and Development*, 8(3), 154-166. <https://doi.org/10.22124/jsmd.2019.3799>
- Naderian, M., Rahbari, S., & Ghorbani, M. (2015). A comparative study of how to finance the professional football clubs in Iran's and England premier league. *Applied Research in Sport Management*, 3(3), 31-42. [https://arsmb.journals.pnu.ac.ir/article\\_1544\\_en.html](https://arsmb.journals.pnu.ac.ir/article_1544_en.html)
- Nazari, R., & Hajiheydari, V. (2021). Resistance Economy in Professional Sport-An Institutionalized Model. *Sports Business Journal*, 1(2), 59-73. <https://doi.org/10.22051/sbj.2022.38406.1018>
- Nazari, R., & Shahvali, J. (2022). Strategic Scenarios of Health-Based Sport in Iran. *Sport management journal*, 14(1), 172-151. <https://doi.org/10.22059/jsm.2020.300070.2444>
- Nazari, R., Tabatabaei, M., & Karimian, J. (2017). An Analysis of the Barriers to Implementing Isfahan Sports Strategic Plan Based on the Fortune Model. *Sport management journal*, 9(1), 99-112. <https://doi.org/10.22059/jsm.2017.62275>
- Nazari, R., & Tahami, M. (2014). The relationship between creativity and communication skills in sport manages. *Communication Management in Sport Media*, 2(1), 51-58. [https://sportmedia.journals.pnu.ac.ir/article\\_1424\\_en.html](https://sportmedia.journals.pnu.ac.ir/article_1424_en.html)
- Nazari, R., Yaghmaei, L., & sohrabi, z. (2016). Strategic Plan of Land Logistics of Isfahan Sports Sector. *Sport Management Journal*, 8(5), 665-680. <https://doi.org/10.22059/jsm.2016.60240>
- Oliver, J. J., & Parrett, E. (2018). Managing future uncertainty: Reevaluating the role of scenario planning. *Business Horizons*, 61(2), 339-352. <https://doi.org/10.1016/j.bushor.2017.11.013>
- Peric, M., Djurkin, J., & Vitezić, V. (2018). Active event sport tourism experience: The role of the natural environment, safety and security in event business models. *International Journal of Sustainable Development and Planning*, 13(5), 758-772. <https://doi.org/10.2495/SDP-V13-N5-758-772>
- Perić, M., & Slavić, N. (2019). Event sport tourism business models: the case of trail running. *Sport, Business and Management: An International Journal*, 9(2), 164-184. <https://doi.org/10.1108/SBM-05-2018-0039>
- Perić, M., Vitezić, V., & Badurina, J. Đ. (2019). Business models for active outdoor sport event tourism experiences. *Tourism Management Perspectives*, 32, 100561. <https://doi.org/10.1016/j.tmp.2019.100561>
- Pittz, T., Bendickson, J. S., Cowden, B. J., & Davis, P. E. (2021). Sport business models: a stakeholder optimization approach. *Journal of Small Business and Enterprise Development*, 28(1), 134-147. <https://doi.org/10.1108/JSBED-12-2019-0409>

- Rafeei Dehkordi, F., Nazari, R., & Niazy, P. (2022). Presenting the Pattern of Mentoring Behavior of Iranian Sports Managers: As a strategic behavior. *Strategic Sociological Studies in Sport*, 2(1), 1-16. <https://doi.org/10.30486/4s.2022.1954392.1034>
- Rasooli, M., Khabiri, M., Elahi, A., & Aghaee, N. (2016). Internal factors and obstacles of brand management in Iran's pro league football clubs. *Sport Management Studies*, 8(35), 51-66. <https://doi.org/10.22089/smrj.2016.718>
- Reier Forradellas, R., Nández Alonso, S., Jorge-Vázquez, J., Echarte Fernández, M., & Miró, N. (2021). Entrepreneurship, Sport, Sustainability and Integration: A Business Model in the Low-Season Tourism Sector. *Social Sciences*, 10(4), 117. <https://doi.org/10.3390/socsci10040117>
- Rezaei, S. (2018). Designing a Revenue Model for Iranian Football Clubs : With Grounded Theory Approach. *Applied Research in Sport Management*, 6(3), 101-116. [https://arsmb.journals.pnu.ac.ir/article\\_4388.html?lang=en](https://arsmb.journals.pnu.ac.ir/article_4388.html?lang=en)
- Russ, A. L., & Saleem, J. J. (2018). Ten factors to consider when developing usability scenarios and tasks for health information technology. *Journal of Biomedical Informatics*, 78, 123-133. <https://doi.org/10.1016/j.jbi.2018.01.001>
- Sadeghi, H. R., Nazari, R., & Rahimi seroshbaderani, G. (2022). The Role of tendency toward spirituality and moral ideology among Athletes. *Strategic Sociological Studies in Sport*, 2(1), 32-42. <https://doi.org/10.30486/4s.2022.1950422.1012>
- Saliya, C. A. (2023). Grounded Theory. In *Doing Social Research and Publishing Results: A Guide to Non-native English Speakers* (pp. 291-298). Springer.
- Shahgholi, E., Salimi, M., Nazari, R., & Mohammadi, J. (2022). Introducing a Talent Sports Business Management Model in the Corona Pandemic. *Sports Business Journal*, 2(2), 83-104. <https://doi.org/10.22051/sbj.2022.41434.1042>
- Shahvali Kohshouri, J., Askari, A., Nazari, R., & Naghsh, A. (2021). The Formulation Iranian Educational Sports Strategies: Scenario-based. *Research on Educational Sport*, 8(21), 223-250. <https://doi.org/10.22089/res.2020.8611.1834>
- Wade, J. B., Harrison, J. R., Dobbs, M. E., & Zhao, X. (2019). Who Will Stay and Who Will Go? Related agglomeration and the mortality of professional sports leagues in the United States and Canada, 1871–1997. *Organization Studies*, 40(11), 1657-1684. <https://doi.org/10.1177/0170840618789204>
- Wallach, D., Makowski, D., Jones, J., & Brun, F. (2019). Uncertainty and Sensitivity Analysis. In *Working with Dynamic Crop Models* (pp. 209-250). <https://doi.org/10.1016/B978-0-12-811756-9.00006-X>
- Wang, N. (2022). Application of DASH client optimization and artificial intelligence in the management and operation of big data tourism hotels. *Alexandria Engineering Journal*, 61(1), 81-90. <https://doi.org/10.1016/j.aej.2021.04.080>
- Ware, C. (2003). *Thinking with Visualization*. Information Visualization, IEEE Symposium, <https://www.computer.org/csdl/proceedings-article/ieee-infovis/2003/20550001/12OmN C cKQuf>
- Wiśniewski, A., & Siemiński, M. (2022). Business Models Trends in Sport. In *Digital Business Models in Sport* (pp. 5-27). Routledge. <https://doi.org/10.4324/9781003270126-2>
- Yabalooie, B., Nazari, R., & Zargar, T. (2022). Propellants of Promoting Productivity Professional Football Clubs in Iran. *Sports Business Journal*, 2(2), 105-123. <https://doi.org/10.22051/sbj.2022.41645.1052>



# نشریه کسبوکار در ورزش

آدرس نشریه: <https://sbj.alzahra.ac.ir/>

بهار ۱۴۰۲، دوره ۳، شماره ۲، ص ۷۱-۹۲

شناسه: [10.22051/SBJ.2023.42901.1072](https://doi.org/10.22051/SBJ.2023.42901.1072)



SBJ

## مدل توسعه کسبوکار ورزش حرفه‌ای ایران

زهرا سهرابی<sup>۱</sup>، مهرداد محرمزاده<sup>۲\*</sup>، عباس نقی‌زاده باقی<sup>۳</sup>، نسرین عزیزیان کهن<sup>۳</sup>

<sup>۱</sup> دانشجوی دکتری، گروه مدیریت ورزشی، دانشکده روانشناسی و علوم تربیتی، دانشگاه محقق اردبیلی، اردبیل، ایران.  
<sup>۲</sup> استاد مدیریت ورزشی، گروه مدیریت ورزشی، دانشکده روانشناسی و علوم تربیتی، دانشگاه محقق اردبیلی، اردبیل، ایران.  
<sup>۳</sup> دانشیار گروه مدیریت ورزشی، گروه مدیریت ورزشی، دانشکده روانشناسی و علوم تربیتی، دانشگاه محقق اردبیلی، اردبیل، ایران.

### کلیدواژه

باشگاه‌های ورزشی  
توسعه مالی  
عملکرد پایدار  
مکس کیودا

### نوع مقاله

پژوهشی اصیل

### چکیده

**هدف:** هدف از این پژوهش ارائه مدلی از توسعه راهبردی ورزش حرفه‌ای ایران بر اساس رویکردی جهانی است.

**روش:** با توجه به ماهیت اکتشافی تحقیق، برای ارائه مدل مرتبط با موضوع تحقیق از روش تحقیق کیفی استفاده شد. برای این منظور مصاحبه‌های نیمه ساختاریافته با ۲۰ نفر از کارشناسان انجام شد. با توجه به استفاده از روش داده بنیاد، نمونه پژوهش به صورت ترکیبی از روش نمونه‌گیری نظری و نمونه‌گیری گلوله برفی انتخاب شد.

**یافته‌ها:** نتایج نشان داد ورزش حرفه‌ای ایران به دلیل ضعف شدید سودآوری و تجاری‌سازی، عملکرد پایداری در دو بخش درآمدی و ورزشی ندارد. با توجه به نتایج کدگذاری تحقیق، موانع و عوامل موثر بر توسعه استراتژیک بر اساس رویکرد جهانی در بازیگران کلیدی، ذینفعان کلیدی، ساختار ورزشی، عدم قطعیت بحرانی، سالمندان، شگفتی‌ها، زیرساخت‌های سخت‌افزاری، توسعه منابع انسانی، توسعه با رویکرد و توسعه جهانی پیامدهای آن در کنار آینده مطلوب ورزش حرفه‌ای ایران شناسایی شدند. برای توسعه استراتژیک ورزش حرفه‌ای باید با تدابیر مناسب، رعایت الزامات و در نظر گرفتن ملاحظات مدل ارائه شده، زمینه سودآوری باشگاه‌ها را در آینده فراهم نمود. امید است استقلال مالی و مدیریتی باشگاه‌ها موجب ورود آن‌ها به بازار سرمایه گردد.

**اصالت ابتکار مقاله:** بر مبنای روش داده‌بنیاد، مصاحبه با خبرگان و با استفاده از نرم‌افزار مکس کیودا روابط میان عوامل مرتبط با توسعه کسب و کار در ورزش حرفه‌ای استخراج و رسم شد.

تاریخ دریافت: ۱۴۰۱/۱۱/۲۷

تاریخ پذیرش: ۱۴۰۲/۰۲/۳۰