Development the Strategies of Sports Products Online Sales

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ABSTRACT

Purpose: Online customers' purchase experience has become significant because of the emergence of the Internet as the primary network for the supply of products and services. The study aimed to introduce critical and influential factors in the progress of online sales of sports products through qualitative and quantitative processes.

Methodology: The participants in the qualitative section include 17 managers of sports production companies and sport management experts and sport product consumers. The questionnaire was made through open questionnaires and interviews and weighting of Delphi. And 564 online customers participated in the quantitative section and were analyzed by confirmatory factor analysis.

Findings: The findings showed that the components of online retail development include digital strategy, predicting the subsequent purchase of customers, creating value through the marketing mix, providing a dynamic information matrix of goods and equipment, tracking customer-level data, Financial, and information security, website content quality, product and service information evaluation, service tools, and customer value dynamics. As a result, for the development of online retail sales, it is necessary to plan separately for these variables to provide the grounds for the formation of development. Respecting the law of the "chain of businesses" creates an environment rich in interaction and economic synergy, benefiting all aspects of a healthy and dynamic economic puzzle. The dimensions of the development of online retail sales includes digital strategy, predicting the subsequent purchase of customers, creating values through marketing mixes, and evaluating product and service information, service tools, and customer value dynamics.

Originality: The study's creativity is to use quantitative and qualitative methods to show the online retail development dimensions of sports goods and equipment.

1. Introduction

The growth of information technology and the ever-increasing use of the Internet has led to the creation of a new form of retail transactions, in the form of Internet retail, and has turned online shopping into a daily activity for people all over the world (Yu et al., 2019; Zhu, 2018). When the Internet started, no one imagined that everyday life and the way of doing business would change like this. The number of online retail stores is increasing daily; some even believe that traditional retail stores will disappear someday (Jimenez et al., 2019). Online shopping is constantly growing due to the increasing acceptance and penetration of Internet technology (Riaz & Raman, 2015). Online retail stores have advantages for sellers and buyers compared to traditional retail stores, including that establishing online stores is relatively easy and requires less money (Yu et al., 2019). Its main advantage for buyers is that wherever they are, they can buy all their necessities just by typing a few words without leaving home. In addition, people worldwide are looking for the fastest, simplest, and cheapest way to do things and buy because of their busy schedules. Therefore, online retail could replace traditional retail (Jimenez et al., 2019). The occurrence of some crises may increase the desire to buy online. The situation that the coronavirus has created since 2019 caused more people to shop online. The restrictions that the coronavirus created for people all over the world made even those who had never shopped online before feel the need to shop online for the first time to gain the experience of online shopping; on the other hand, the businesses that had face-to-face sales before this, due to the closure of their companies, have to bring their business to the Internet and sell online (Dannenberg et al., 2020). Therefore, these explanations clarify the importance of online retail sales in global electronic commerce. Electronic commerce in Iran is beginning its journey, and the online retail market is attractive to enter and compete. Internet usage (55%) and smartphone usage (126%) in Iran have created the expectation of creating many opportunities for online companies. On the other hand, international sanctions have prohibited international e-commerce companies, the most well-known of which are Amazon, Walmart, eBay, etc. It has been handed over to local companies such as Digi-Kala, Tasifan, Shipur, and Zarin-Pal (Norouzi Seyed Hossini et al., 2022). The capacity of this market for new companies is exciting. Considering Iran's young population, which constitutes more than 70% of the people, it is clear that Iran's online market can provide an ocean of new opportunities for e-commerce companies (Pahlavanyali & Momeni, 2016). Meanwhile, Iranian people are less willing to buy from online retailers. Therefore, companies should identify factors affecting the demand for online shopping and increasing sales (Bahrainizad et al., 2022). Online customer experience is considered an essential factor for the success of online retailers. Consumers seek an attractive, memorable, and interactive online experience (Mostafavi et al., 2016; Sarlab & Farid Fathi, 2021). Because the customer experience in online and offline space is very different (Gilly & Wolfinbarger, 2000). However, the problem is that sports retail stores do not have enough financial capacity to provide hundreds of online order processing centers, and we rarely see that sports retail stores have such a wide range of activities that cover all parts of the world. Nevertheless, there are some exceptions. But in general, it can be

pointed out that the level of development of sports retail stores has been lower than other retail stores (Hwang et al., 2018). This issue in online retail Sports of the country is more evident because they suffer from quantitative and qualitative problems. A clear example of this problem can be related to the fact that less than five online sports retailers operate in a specialized way in Iran. Most retail stores offering sports goods and equipment are non-sports. Since online retail sales in sports is one of the emerging businesses in the distribution of sports goods and equipment, its launch not only helps to sell sports products better and more accessible but also expands the range of activities. Going beyond the borders, it is necessary to identify the components of the development of these retail stores in the form of scientific research. But despite the importance of this issue, the research related to the development of online sports retail sales is low. However, the nature of these factors is the same in many ways for most retail stores. Patroni et al. (2015) showed that expanding retail sales depends on innovation. In this research, it is also mentioned that online retail stores need to have a digital strategy. Motamarri et al. (2017) also referred to the dynamic and real-time personalization of services aimed at brand loyalty, discovering opportunities for service innovation, creating new services, and having a strategy. Shibata and Kurachi (2015) support real-time decision-making using updated online information such as online feedback, customization according to needs, predictive modeling of customer behavior in the future, Dynamic pricing based on the customer's purchase history and competitive choices, and determining the right price, segmentation of customers through the analytical model of combined behavior, advertising management based on location, media, and timing features. Also, Rapp et al. (2015) pointed out that the development of online retail sales depends on the marketing mix. In addition, Kopalle et al. (2012) concluded that financial and informational security is a determining factor. Although there are other factors, the importance of this factor is more significant than other factors. Wilder et al. (2014) also believed that the value of online retail customers should reach a dynamic level. Also, Lee and Turban (2001) identified the content quality of Tie (2003)'s website as having product and service information.

A review of the studies conducted on online retail development shows that the development phenomenon is affected by various factors. On the other hand, the identified factors are not the same from the perspective of the conducted research and are different. This is while all the researchers have tried to plan a plan for the development of online retail sales. Therefore, it is concluded that the research results are not in the same direction. In addition, the identified factors for retail sales are almost different with each spectrum. Therefore, it is impossible to follow a single prescription for the development of all online retail stores because there are not many online sports retail stores in the country, and their lack of action has led to non-specialized retail sales of products. Offer a sport in which they do not have enough expertise. It is necessary to examine the components of the development of these retail stores purposefully in the form of online sports retail sales. To determine which components are decisive and if these components are identified, constructive suggestions can be made accordingly for retail stores that operate in this field and people who intend to They are entering this field.

2. Methodology

This research is applied in terms of purpose and analytical and exploratory, which was done by combining qualitative and quantitative models. The study's statistical population in the qualitative part included managers of sports production companies, professors, and university experts. In the quantitative part, the statistical population included sports goods and equipment consumers. The sampling method in the qualitative section was purposeful, and the sample size was equal to the theoretical saturation of 17 people. Also, the sampling method was available in the quantitative area. Finally, 700 questionnaires were returned, of which 564 questionnaires were used. Data were obtained through open questionnaires and interviews, Delphi questionnaire weighting, and confirmatory factor analysis. The collected data were analyzed using SPS and SmartPLS software.

3. Results

3.1. Content analysis

According to the content of the interviews and the frequency of the identified concepts, the following categories were identified as the most critical factors affecting the development of online retail sales. As in Table 1, various interview concepts have been extracted concerning developing online retail sales of sports goods and equipment. In this step, 97 codes were identified, of which 55 were similar, and 44 were unique. Next, special codes will be the basis of coding for the second coding stage, which is used for secondary coding or creating the main category because similar codes are repetitions of unique codes and do not provide new information about factors affecting the development of online retail sales of sports goods and equipment.

Table 1. Initial coding of the development indicators of online retail sales of sports goods and equipment.

Interview code	Initial code
C1	1. Supporting open communication, 2. Recognizing each customer's consumption pattern, 3. Knowing the customer's buying and consumption habits, 4. Offering products considering the potential talents of the geographical area, 5. The price in online shopping should be lower than in other stores, 6. Customer transaction data
C2	1. Customization according to needs, 2. Customer segmentation through a hybrid behavior analysis model, 3. Access to telephone support, 4. Information up-to-date, 5. Privacy protection, 6. Advertising management based on location characteristics, 7. Investment In the national infrastructure necessary for the online format
C3	1. Optimizing resources and efficient operations; 2. Entrepreneurial-opportunistic management style, 3. Supporting open communication, 4. Investing in internet infrastructure, 5. Preservation of people's privacy, 6. Knowing customer interests, 7. Analysis Data from integrated channels, 8. Dynamic pricing based on customer purchase history, 9. Authenticity
C4	1. Entrepreneurial management, 2. Preservation of personal privacy of site customers, 3. Preservation of ethical issues, 4. Completeness of information, 5. Pleasantness, 6. Relevance, 7. Comprehensibility, 8. Compatibility, 9. Adequacy, 10. Form of information
C5	1. Prioritizing the customer, 2. Paying attention to customer needs, 3. Advertising management, 4. Knowing customer buying habits, 5. Improving customer experience and relationships, 6.

Interview code	Initial code
	Facilitating product referral and exchange, 7. Knowing customer preferences, 8. Digital leadership
C6	1. Obtaining customer insights, 2. Prioritizing the customer, 3. Maintaining privacy, 4. Knowing the customer's interests, 5. Knowing the customer's wishes, 6. The accuracy of the information given by the customer, 7. Validating and verifying the seller. 8. The completeness of the information, 9. The information is up-to-date, 10. The correctness of the information
C7	1. Adopt digital learning as a strategy; 2. Prioritize the customer, 3. Short lead time, 4. Group structures, 5. Demographic data, 6. Survey data, 7. Vendor verification, 8. Resource optimization. And efficient operations, 9. Privacy protection, 10. Understanding customer buying habits, 11. Prioritizing the customer, 12. Customer orientation, 13. Improving customer relations
C8	1. Entrepreneurial management style, 2. Preservation of privacy, 3. Knowing the customer's wishes, 4. Up-to-date information, 5. Low price of products or services offered in online shopping, 6. Prioritizing the customer, 7. Having demographic data of customers, 8. Advertising management, 9. Knowing the demographics of sports customers
C9	1. Recognizing product similarities, 2. Recognizing customer interests, 3. Investing in internet infrastructure, 4. Supporting open communication, 5. Customization according to needs, 6. Customer orientation, 7. Improving customer relations.
C10	1. Privacy protection, 2. Creating a chat room for customers, 3. Advertising management, 4. Understanding customer interests, 5. Customer segmentation, 6. Comprehensibility of the information provided on the site, 7. Understanding customer buying habits, 8. 9. Supporting open communication, 10. Vendor verification 11. Efficient operations and functions
C11	1. Subsector boundaries to provide dynamic information; 2. Privacy protection, 3. Prioritize the customer, 4. Dynamic pricing, 5. Entrepreneurial and innovative management, 6. Compatibility of the information supplied according to sports products.

Now that all the data is coded and several codes or initial concepts are created, the second coding stage in content analysis begins. At this stage, the researcher does not work with raw texts but with the concepts he has produced. This coding stage, or "secondary or core" coding, is to create and extract major categories or indicators. Categories are concepts of higher abstraction and allow the analyst to reduce and integrate data (Mohamadpour, 2014). In Table 2, the coding method of the first level (primary) and the second level (secondary) is presented under the title of understanding the meaning of dimensions practical on the development of online retail sales of goods and sports equipment.

Table 2. Secondary coding (identification of adequate dimensions on the development of online retail sales of goods and sports equipment).

Related Identified Concepts (Primary Codes)	Main categories	Interview code
Support for open communication, digital learning, optimization of resources and efficient operations, entrepreneurial-opportunistic management style, investment in national infrastructure necessary for the online format, digital leadership	Digital strategy	C1, C3, C9, C10, C8, C7, C4, C11, C2
Recognizing each customer's consumption pattern, knowing customer interests, gaining customer insight, knowing customer wishes, knowing customer buying and consumption habits	Predicting the subsequent purchase of customers	C3, C5, C6, C9, C10, C1, C8, C7

Related Identified Concepts (Primary Codes)	Main categories	Interview code
Product similarities, group of structures, sub-branch boundaries	Providing a dynamic information matrix of goods and equipment	C9, C7, C11
Customer transaction data, demographic data, survey data	Customer-level data tracking	C1, C7, C8
Analyzing the data of integrated channels, offering products considering the potential talent of the geographical area, the time of arrival of the goods should be short, management of advertising based on location characteristics, dynamic pricing based on the customer's purchase history, the price in online shopping should be lower than the prices in other stores.	Creating value through the marketing mix	C3, C1, C2, C5, C8, C10, C7, C11
Authenticity, privacy, ethical issues, authentication, and seller approval	Financial and information security	C3, C6, C2, C4, C6, C7, C10, C11
Up-to-date information, the form of communication, the correctness of the information, completeness of the information	Website content quality	C2, C6, C8, C4
Sufficient, agreeable, compatible, relevant, understandable	Evaluation of product and service information	C4, C11, C10
Access to telephone support, product referral facility, and exchange, creating a chat room for customers	Service tools	C2, C5, C10
Improving customer experience and relationships, customer orientation, segmentation of customers through the combined behavior analytical model, prioritizing the customer, customization according to needs	Dynamics of customer value	C5, C7, C9, C2, C10, C6, C8, C11

In this research, a schematic model presents the dimensions of developing online retail sales of goods and sports equipment to show the theoretical codes and their comprehensibility. It should be noted that based on secondary coding (main categories), digital strategy categories include predicting the subsequent purchase of customers, creating values through marketing mixes, providing a dynamic information matrix of goods and equipment, tracking customer-level data, and financial security. And information, website content quality, product and service information evaluation, service tools, and customer value dynamics.
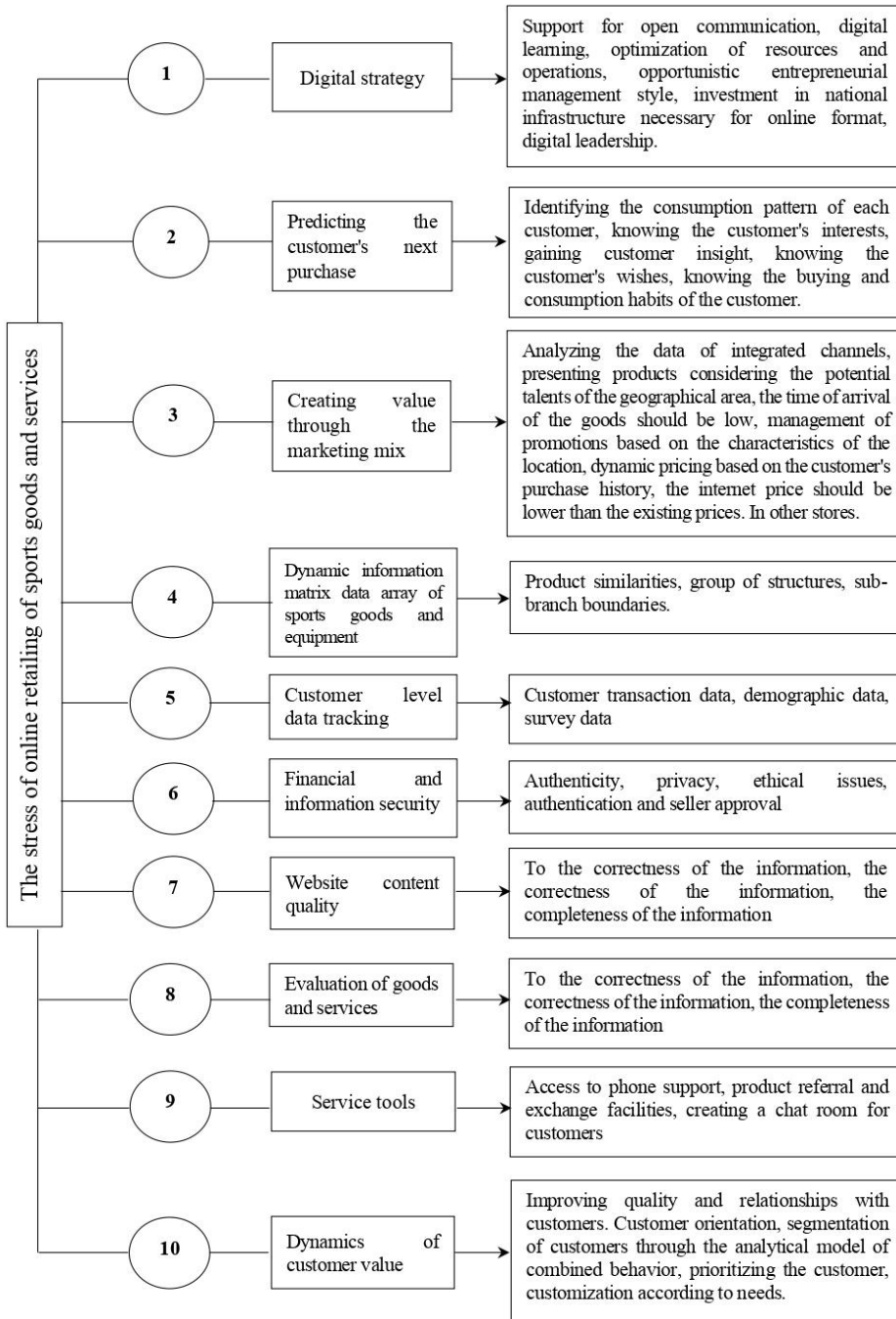
Figure 1. Schematic model of the development dimensions of online retail sales of sports goods and equipment.

3.2. Fuzzy Delphi

Delphi technique with a fuzzy approach was used to determine the importance of indicators and screen the most critical identified indicators. Based on the results of the de-fuzzification of the aggregated values of the experts, the tolerance threshold for the criteria of "dynamic pricing based on the customer's purchase history" and "the price in online shopping must be lower than the existing prices" is lower than the considered value of 0.6. These criteria are excluded from the set of practical standards for developing online retail sales of sports goods and equipment because, from the point of view of experts in this field, the said criteria do not have a decisive role. The critical issue in this regard is that in applying the Delphi technique for screening, the result can be achieved by de-fuzzifying the values and selecting the threshold intensity in the first step. But for the use of Delphi in predicting the views of each expert, the average views are calculated, and the Delphi cycle is repeated. This process stops when two consecutive averages are close to each other (Habibi et al., 2015). Adapting from this point of view, it can be said that in the current research, consecutive averages are close, and the desired result has been achieved in this first stage. The proof of this claim can also be considered the low number of excluded criteria.

Table 3. De-fuzzification results of aggregated values of experts.

Criterion	Average view	Definite value	Result
Support open communication	(۱ ۰/۹۷۷ ۰۰/۷۲۷)	۰/۹۰۱	Acceptance
Digital learning	(۱ ۰۰/۹۵۴ ۰۰/۷۰۴)	۰/۸۸۶	Acceptance
Resource optimization and efficient operations	(۰/۹۷۵ ۰۰/۹۵۴ ۰۰/۷۰۴)	۰/۸۷۷	Acceptance
Entrepreneurial-opportunistic management style	(۱ ۰۰/۸۸۶ ۰۰/۶۳۴)	۰/۸۴۰	Acceptance
Investment in national infrastructure	(۱ ۰۰/۸۶۳ ۰۰/۶۱۳)	۰/۸۲۵	Acceptance
Digital leadership	(۱ ۰۰/۹۳۱ ۰۰/۶۸۱)	۰/۸۷۰	Acceptance
Identifying the consumption pattern of each customer	(۰/۹۷۷ ۰۰/۸۸۶ ۰۰/۵۹۰)	۰/۸۱۷	Acceptance
Understanding customer interests	(۱ ۰۰/۸۶۳ ۰۰/۶۱۳)	۰/۸۲۵	Acceptance
Gaining customer insights	(۱ ۰۰/۸۸۶ ۰۰/۶۳۶)	۰/۸۴۰	Acceptance
Understanding customer needs	(۱ ۰۰/۷۹۵ ۰۰/۶۵۸)	۰/۸۱۷	Acceptance
Knowing the buying and consumption habits of customers	(۰/۹ ۰۰/۷۵۰ ۰۰/۵۲۲)	۰/۷۲۴	Acceptance
Integrated channels data analysis	(۰/۹۵۴ ۰۰/۷۵۰ ۰۰/۵۰۰)	۰/۷۳۴	Acceptance
Providing products considering the talents of...	(۰/۹۵۴ ۰۰/۷۰۴ ۰۰/۴۵۱)	۰/۷۰۴	Acceptance
The arrival time of the goods is low	(۰/۹۷۷ ۰۰/۸۱۸ ۰۰/۵۶۸)	۰/۷۸۷	Acceptance
Advertising management based on location features	(۰/۹۵۴ ۰۰/۷۹۵ ۰۰/۵۴۵)	۰/۷۶۴	Acceptance
Dynamic pricing based on purchase history...	(۰/۷۵۰ ۰۰/۵۴۵ ۰۰/۳۴۰)	۰/۵۴۵	Rejection
The price in online shopping should be lower than the price	(۰/۶۵۹ ۰۰/۴۷۷ ۰۰/۳۱۸)	۰/۴۸۴	Rejection
Product similarities	(۰/۸۱۸ ۰۰/۷۰۴ ۰۰/۳۸۶)	۰/۶۳۶	Acceptance
Group of structures	(۰/۹۰۹ ۰۰/۷۲۷ ۰۰/۴۷۷)	۰/۷۰۴	Acceptance

Criterion	Average view	Definite value	Result
Subbranch boundaries	(۰/۹۵۴ ،۰/۸۸۶ ،۰/۵۴۵)	۰/۷۹۵	Acceptance
Customer transaction data	(۱ ،۰/۸۸۶ ،۰/۹۳۶)	۰/۸۴۰	Acceptance
Demographic data	(۰/۹۷۷ ،۰/۷۹۵ ،۰/۵۴۵)	0/772	Acceptance
Survey data	(۱ ،۰/۹۳۱ ،۰/۶۵۹)	۰/۸۶۳	Acceptance
accuracy	(۰/۹۳۱ ،۰/۷۹۵ ،۰/۵۲۲)	۰/۷۴۹	Acceptance
Privacy protection	(۰/۹۵۴ ،۰/۷۹۵ ،۰/۵۴۵)	۰/۷۶۴	Acceptance
Maintaining ethical issues	(۰/۹۳۱ ،۰/۶۸۱ ،۰/۴۳۱)	۰/۶۸۱	Acceptance
Signing and verifying the seller	(۱ ،۰/۹۷۷ ،۰/۷۰۴)	۰/۸۹۳	Acceptance
Up-to-date information	(۰/۸۸۶ ،۰/۷۰۴ ،۰/۴۵۴)	۰/۶۸۱	Acceptance
Information format	(۰/۹۰۹ ،۰/۷۵۰ ،۰/۵۰۰)	۰/۷۱۹	Acceptance
The correctness of the information	(۰/۹۰۹ ،۰/۷۲۷ ،۰/۴۷۲)	۰/۷۰۲	Acceptance
Completeness of information	(۱ ،۰/۹۷۷ ،۰/۷۲۷)	۰/۹۰۱	Acceptance
Suffice	(۱ ،۰/۹۳۱ ،۰/۶۵۹)	۰/۸۶۳	Acceptance
to be pleasant	(۰/۹۳۱ ،۰/۸۶۳ ،۰/۶۳۶)	۰/۸۱۰	Acceptance
Compatible	(۰/۹۷۷ ،۰/۸۶۳ ،۰/۶۱۳)	۰/۸۱۷	Acceptance
related	(۰/۹۷۷ ،۰/۸۴۰ ،۰/۵۹۰)	۰/۸۰۲	Acceptance
understandable	(۰/۹۳۱ ،۰/۷۲۷ ،۰/۴۷۷)	۰/۷۱۱	Acceptance
Access to phone support	(۰/۹۵۴ ،۰/۷۷۲ ،۰/۴۷۷)	۰/۷۳۴	Acceptance
The facility for product referral and replacement	(۰/۸۸۶ ،۰/۷۲۷ ،۰/۴۷۷)	۰/۶۹۶	Acceptance
Creating a chat room for customers	(۱ ،۰/۹۳۱ ،۰/۶۸۱)	۰/۸۷۰	Acceptance
Improve customer experience and relationships	(۰/۹۷۷ ،۰/۸۶۳ ،۰/۶۱۳)	۰/۸۱۷	Acceptance
Customer Orientation	(۱ ،۰/۹۷۷ ،۰/۷۲۷)	۰/۹۰۱	Acceptance
Customer segmentation through analytical model...	(۱ ،۰/۹۰۹ ،۰/۶۵۹)	۰/۸۵۶	Acceptance
Prioritizing the customer	(۱ ،۰/۹۰۹ ،۰/۶۵۹)	۰/۸۵۶	Acceptance
Customization according to needs	(۰/۹۰۹ ،۰/۷۵۰ ،۰/۵۰۰)	۰/۷۱۹	Acceptance

In the following, the factorial validity of the structure of online retail development was checked using the second-order confirmatory factor analysis to determine whether the structures of this variable have the necessary validity. For this purpose, the maximum likelihood estimation method was used to evaluate the model fit.

Table 4. Evaluation of online retail development structure measurement models.

Variables	Λ	α	CR	AVE
Online retail development		۰/۹۵۱	۰/۹۵۵	۰/۳۳۸
Digital strategy	۰/۶۲۱	۰/۸۸۶	۰/۹۱۳	۰/۶۳۶
Strategy-1	۰/۸۱۰			
Strategy-2	۰/۷۵۵			
Strategy-3	۰/۸۳۰			
Strategy-4	۰/۷۸۱			
Strategy-5	۰/۷۹۱			
Strategy-6	۰/۷۹۸			
Predicting the next purchase	۰/۷۴۸	۰/۹۰۸	۰/۹۳۲	۰/۷۳۱
Prediction-1	۰/۸۴۴			

Variables	Λ	α	CR	AVE
Prediction-2	·/۸۹·			
Prediction-3	·/۸۶۳			
Prediction-4	·/۸۴۱			
Prediction-5	·/۸۳۸			
Creating value through the marketing mix	·/۵۹۹	·/۸۷۸	·/۹۱۸	·/۷۴۱
creation-1	·/۸۵۷			
creation-2	·/۹۳۷			
creation-3	·/۶۶۸			
creation-4	·/۹۵۲			
Providing a dynamic information matrix of goods and equipment	·/۵۱۴	·/۹۴۱	·/۹۶۲	·/۸۴۹
Presentation-1	·/۹۵۵			
Presentation-2	·/۹۶۳			
Presentation-3	·/۹۱۹			
Customer-level data tracking	·/۷۶۹	·/۸۸۱	·/۹۲۶	·/۸·۷
Trace-1	·/۸۷۸			
Trace-2	·/۹۱۲			
Trace-3	·/۹·۴			
Financial and information security	·/۷۵۵	·/۹۱۶	·/۹۴۱	·/۷۹۸
Security-1	·/۹۱·			
Security-2	·/۹۲·			
Security-3	·/۸۸۸			
Security-4	·/۸۵۵			
Website content quality	·/۵۷۱	·/۹۱۶	·/۹۴·	·/۷۹۸
Quality-1	·/۸۹۱			
Quality-2	·/۹۱·			
Quality-3	·/۸۹۲			
Quality-4	·/۸۸·			
Evaluation of product and service information	·/۷۷۸	·/۸۶۲	·/۹··	·/۶۴۳
Evaluation-1	·/۷۵۳			
Evaluation-2	·/۸۳۲			
Evaluation-3	·/۸۳۵			
Evaluation-4	·/۷۷۵			
Evaluation-5	·/۸۱۱			
Service tools	·/۵۸۷	·/۷۹۳	·/۸۷۹	·/۷·۷
Tool-1	·/۸۲۳			
Tool-2	·/۸۴۲			
Tool-3	·/۸۵۸			
Dynamics of customer value	·/۷·۶	·/۹۳۸	·/۹۵۳	·/۸·۲
Dynamics-1	·/۸۸۸			
Dynamics-2	·/۹۲۲			
Dynamics-3	·/۹۲۶			
Dynamics-4	·/۸۷۱			
Dynamics-5	·/۸۶۸			

Based on the evaluation results of online retail development measurement models, it was determined that the values of Cronbach's alpha (α) and composite reliability (CR) of all indicators are higher than the threshold of 0.7 (<0.7 for composite reliability and Cronbach's alpha; (Hair, 1995). In addition, all the values of average variance extracted

(AVE) for the variable of online retail development are above the recommended standard and exceeded the value of 0.5 (Hair, 1995).
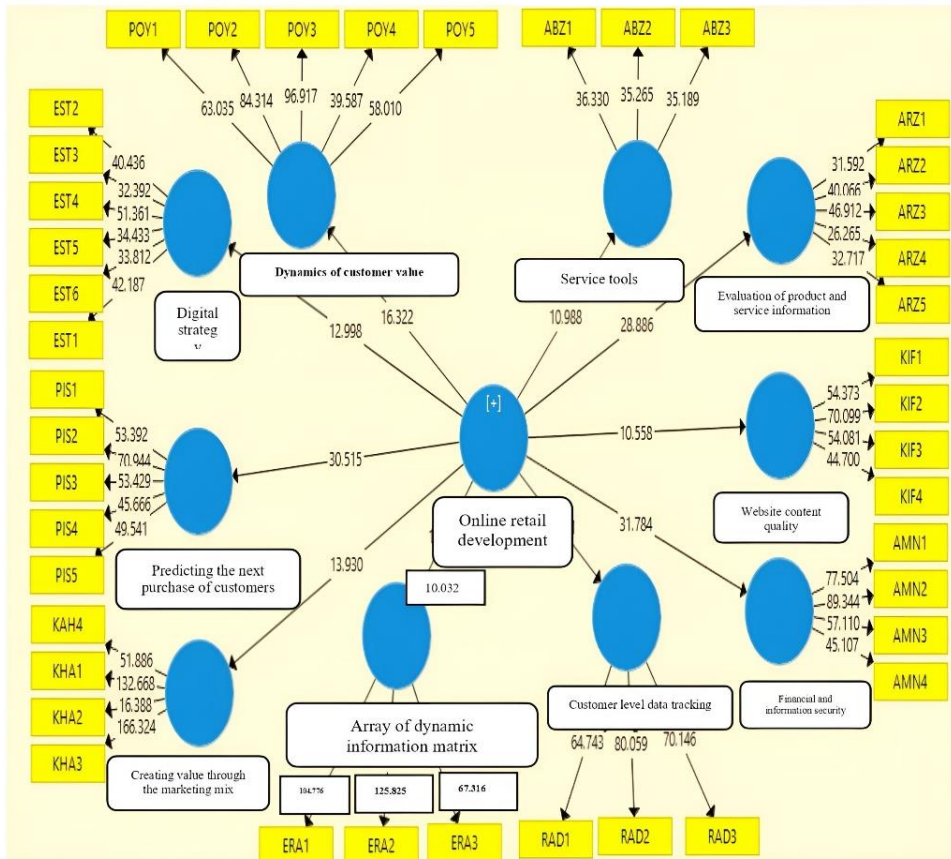

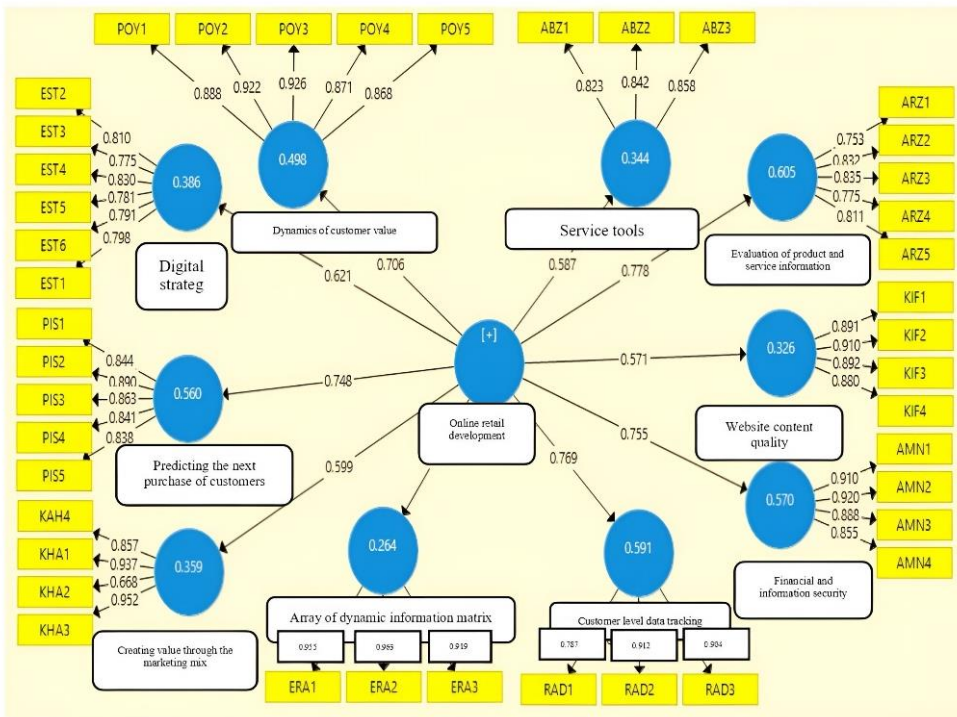**Figure 2.** Online retail development measurement models in meaningful mode.

Figure 3. Online retail development measurement models in standard mode.

4. Discussion and conclusion

In general, what we need today in the country's retail industry is a strategic and organizational look at store activities that prevent market failure and its elimination. The term store strategy includes all the store activities of the organization, which is formulated and explained to create and develop markets, determine the organization's general framework and policies, and set the store's basic plans. Retailers must focus on long-term planning to effectively cope with the intensity of retail competition and the urgency of creating new distribution networks, technologies, and globalization. It can be said that the retail strategy shows how this industry should interact with the environment, customers, and competitors. According to Kwak and IBS, most companies consider supporting practices and tools useful for project management processes as they allow them to Adapt to changing business environments. At the same time, they need a reference model to efficiently implement such tools (Kiani et al., 2021).

Based on the results of content analysis, it was determined that the dimensions of online retail development of sports goods and equipment include digital strategy, predicting the subsequent purchase of customers, creating values through marketing mixes, providing a dynamic information matrix of goods and equipment, tracking customer-level data, security. Financial and informational, website content quality, product, and service information evaluation, service tools, and customer value dynamics. This finding refers to the digital strategy with the results of studies by (Motamarri et al.,

2017; Patroni et al., 2015) referring to the creation of value by marketing mix with the results of studies by (Fong et al., 2015; Rapp et al., 2015; Shibata & Kurachi, 2015), referring to the provision of dynamic information matrix of goods and equipment with the results of the study (Shapiro & Varian, 1999), From the dimension of customer level data tracking with the results of Kopalle et al. (2012)'s study, from the dimension of financial and information security with the results of Lee and Turban (2001)et al.'s studies, from the dimension of website content quality with the results of (Lee & Turban, 2001), referring to the evaluation of goods and services information with the results of Tie (2003)'s study, and finally, referring to the dynamics of customer value with the results of the studies of (Shibata & Kurachi, 2015; Wilder et al., 2014). Considering that the mentioned studies have pointed out that the development and expansion of online retail sales deals with the mentioned dimensions. Suppose these components are used in online retail sales with any spectrum, whether sports or non-sports. There is a possibility that development will occur in different dimensions.

It is inferred that various factors can affect online retail sales development. These factors make it possible for online retailers to develop. However, the direction of movement of these factors and the fields of their influence in the order of the development of the mentioned retails are separate, requiring that they be addressed separately. In other words, the dimensions that exist for the development of online retail sales, while they are interdependent, are not the same in terms of meaning and concept. One of the components of online retail development based on the analysis done in this research was digital strategy. The definition of digital strategy is that retailers are required to have an appropriate strategy in the field of online business to develop their businesses. Based on the analysis, this goal will be realized through the support of open communication, digital learning, optimization of resources and efficient operations, entrepreneurial-opportunistic management style, and investment in the national infrastructure necessary for the online format and digital leadership. Slow in this regard, (Patroni et al., 2015), in examining how a retailer uses user-generated social media for innovative content, concluded that digital strategy should be designed to support open communication, digital learning, and digital leadership. To implement this, online retailers can improve their innovative content through social networks. According to (Motamarri et al., 2017), this importance can create shared value between the company and the customer using big data.

It was also found that predicting the subsequent purchase of customers is a determining factor in the development of online retail sales. Adapting from the interviews conducted in the discussion of predicting the next purchase of customers, it is necessary to recognize the consumption pattern of each customer, to know the customer's interests, to get the customer's insight, to know the customer's wishes, to know the buying and consumption habits of the customer. In this regard, (Grewal et al., 2017), in their research, which aimed to draw the future of retail sales, determined that retailers can use data to design more attractive plans, better target their customers, and Create tools that encourage consumers to make purchasing decisions. According to Bradlow et al. (2017), in forecasting methods, the goal of forecasting is to know unknown variables from future data, and it is mentioned as one of the critical techniques of big data for the development of online retail sales. Another

component of online retail development was value creation through a marketing mix. The analysis of the interviews showed that creating value through the marketing mix is realized through the study of data of integrated channels, offering products by considering the potential talents of the geographical area, low product arrival time, and advertising management based on locational characteristics. According to Yu et al. (2019), who presented a comprehensive model of retailers' strategies at the four levels of market, company, store, and customer, one of the strategies of retailers at the store level is to pay attention to the marketing mix. In this research, product classification, price, and promotion of sales and distribution were among the things that should be paid attention to.

Providing a dynamic information matrix of goods and equipment was another component of online retail development. This matrix aims for retailers to offer the products consumers desire with the information they have (Shapiro & Varian, 1999). Since most information and levels can be collected about each product, retailers can better understand products they have never considered (before marketing) (Bradlow et al., 2017). Based on the opinion of the experts participating in the research, providing a dynamic information matrix of goods and equipment can be obtained by recognizing product similarities, group structures, and sub-branch boundaries.

It was also found that customer-level data tracking is one of the components of online retail development. This tracking is done through customer transactions, demographic, and survey data. Kopalle et al. (2012) believe that customer tracking in online retail is done through credit card, IP address, and user registration. Typically, in retail, the link between customer transaction data from a customer relationship management system, demographic data from credit card or loyalty card information, survey data through mailing address linkage, and store visit information can be tracked in various ways.

In addition, the analysis of the interviews showed that financial and informational security is another component of online retail development that should be considered. According to the opinion of experts, this importance is expressed through authenticity, personal privacy, ethical issues, authentication, and verification of the seller by the relevant authorities. Lee and Turban (2001) concluded that a consumer's purchase intention is formed after he has a realistic belief and attitude toward the information and services provided. It seems that providing financial and informational security to customers is one of the ways that lead to the formation of trust in them. Through this, it is possible to increase the level of confidence and belief of customers in retail sales. To improve online services.

The quality of website content was also a decisive factor in developing online retail sales. According to the experts participating in this research, the said quality depends on the information up-to-date, the form of the report, the correctness of the information, and the completeness. If these features are considered in online retail sales and planned with a predetermined plan, we can expect that said retail sales will continue to develop. Of course, as mentioned earlier, other indicators play a decisive role in developing online retail sales apart from these factors. Among other components of online retail growth, we can evaluate product and service information in which sufficiency, pleasantness, compatibility, relevance, and comprehensibility are indicators, service tools that refer to access to telephone support, Facilitation of product referral and replacement, creation of

a chat room for customers and finally the dynamics of customer value, which is necessary for its realization to improve the experience and relations with customers, customer orientation, segmentation of customers through the analytical model of combined behavior, prioritizing the customer, customization according to needs, he pointed out.

The results of the screening of the information of the qualitative section using fuzzy Delphi analysis determined that out of all the indicators identified for the development of online retail that were discussed in the previous discussions, only the hands of "dynamic pricing based on history" "Customer purchase" and "the price in online shopping should be lower than the existing prices" were excluded from the analysis process because their role in the development of online retail sales was not recognized. Further, it was found that other indicators of the methods used in the discussion of online retail development are adequate. In addition, examining the factorial validity of the research constructs using the maximum likelihood method showed that the constructs of online retail development have the necessary validity. Based on this information, it seems that the indicators used in the measurement models of this variable are reliable

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توسعه استراتژی‌های فروش آنلاین محصولات ورزشی

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چکیده

هدف: با توجه به ظهور اینترنت به‌عنوان شبکه‌ی اصلی عرضه‌ی محصولات و خدمات در سال‌های اخیر، تجربه‌ی خرید آنلاین مشتریان اهمیت زیادی یافته است. هدف این پژوهش معرفی فاکتورهای مهم و تاثیرگذار در پیشرفت فروش آنلاین محصولات ورزشی بود که به روش کیفی و کمی و با رویکرد اکتشافی انجام گرفته است.

روش: در بخش کیفی ۱۷ نفر از مدیران شرکت‌های تولیدی ورزشی، اساتید مدیریت ورزشی در این پژوهش مشارکت نمودند و در این مرحله پرسشنامه از طریق پرسشنامه باز و مصاحبه و وزن دهی دلفی ساخته شد. در بخش کمی نیز مصرف‌کنندگان محصولات ورزشی ۵۶۴ پرسشنامه را تکمیل و تحلیل داده‌ها بر مبنای ازمون و تحلیل عاملی تأییدی بدست آمد .

یافته‌ها: یافته‌های پژوهش نشان داد که مؤلفه‌های توسعه خرده فروشی آنلاین شامل استراتژی دیجیتال، پیش‌بینی خرید بعدی مشتریان، خلق ارزش به وسیله آمیخته بازاریابی، ارائه ماتریس اطلاعاتی پویا از کالا و تجهیزات، ردیابی داده‌های سطح مشتری، امنیت مالی و اطلاعاتی، کیفیت محتوای وب سایت، ارزیابی اطلاعات کالا و خدمات، ابزارهای خدماتی و پویایی ارزش مشتری هستند. در نتیجه براین اساس لازم است جهت توسعه خرده فروشی‌های آنلاین برای این متغیرها طرح‌ریزی جداگانه‌ای انجام شود تا از این طریق زمینه‌های شکل‌گیری توسعه فراهم آید. در واقع احترام گذاشتن به قانون «زنجیره کسب و کارها» باعث ایجاد فضایی سرشار از تعامل و هم‌افزایی اقتصادی می‌شود که سود ناشی از آن متوجه همه وجوه یک پازل اقتصادی سالم و پویا خواهد شد.

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