



Identifying the Consequences of Strategic Innovation in the Football Industry

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ABSTRACT

Purpose: Strategic innovation is a type of innovation that can bring significant consequences and impacts and create considerable changes in markets and industries. However, there is little research on the consequences of strategic innovation, and the purpose of this research is to identify and conceptualize the consequences of strategic innovation in the football industry.

Methodology: This research is a mixed method (qualitative-quantitative), and in terms of purpose, it is applied to developmental research. At first, the meta-synthesis method was used in the qualitative stage, then the case study, and in the quantitative stage, the DEMATEL method was used. A systematic literature review published from 1998 to 2022 was used to collect the data in the meta-synthesis stage. The primary data for the case study was obtained by analyzing the content. Also, in the case study stage, interviews were conducted with 21 experts active in the executive and academic departments of the football industry. Content analysis was used to analyze it, and finally, in the survey phase, using a questionnaire, the DEMATEL technique was used for the final model.

Findings: The research results show that the consequences of strategic innovation are categorized into five categories: value creation and customer satisfaction, becoming competitive and improving competitiveness, increasing productivity, new markets and growing market share, wealth creation, and profitability.

Originality: The present research helps managers and activists of the football industry have a comprehensive view of the effects and consequences of strategic innovation in the football industry and achieve these results by applying it in football clubs.

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1. Introduction

Today, we are facing a competitive and complex environment in the world. D'Aveni et al. (2001) describes it as "hyper-competition". He believes that to succeed in this competitive environment. In addition to introducing new products, services and processes to customers, companies must create better quality and performance. Sustainable competitive advantage alone is ineffective in this hyper-competitive market, and companies must adopt new paths for Survival (Enayati et al., 2014).

The concept of innovation is new structural ideas and behaviours for management, new programs or designs, policies, new production procedures, new services and products of a company, which must be continuously applied to survive and maintain its competitive position (Kalay & Gary, 2015; Yang, 2014). Strategy is a plan that provides the organization's desired course of action and serves as a guide in facing situations. A strategy is creating a position that generates enough revenue for the organization to outperform its competitors. A good strategy creates a competitive advantage that differentiates the organization from its competitors and gives it a sustainable advantage that is valuable, rare, and not easily imitated. The strategy must be unique to create a competitive advantage (Kariuki, 2014).

Strategies should have strategic goals and practical plans. In addition to having a strategy, monitoring the environment and identifying opportunities and threats are essential for entrepreneurial companies because this is how they can create value with their entrepreneurial initiatives (Enayati et al., 2014). The link between innovation and strategy is essential for effective management, and without strategy, performance improvement and other organizational successes will be impossible. Innovation usually means sector innovation and refers to changes in a specific sector or area. It cannot have a strategic approach.

Also, due to the time frame, it can have changes in the short term, and from the point of view of the consequences, it cannot cause profound changes and be superficial. When discussing strategic innovation, we may imagine product or service innovation concepts. Because most research has been centered around these issues. In contrast, strategic innovation differs from innovation from different perspectives, including time, place, and function. Strategic innovation is a type of innovation that can have a significant impact and create considerable changes in markets and industries, such as the emergence of a new sector, the joining of two or more industries, making substantial changes in how to satisfy a specific need or a set of Mutual needs and demands of consumers and significant changes in production, promotion, distribution, pricing and consumption/use of a product (AIQershi, 2021).

Faghih et al. (2018) state that innovation should not be seen only in the product innovation sector, but strategic marketing and executive managers should consider innovation as a strategic trend and apply it continuously in the entire business (Faghih et al., 2018). While innovation research has developed significantly and rapidly over the past decades, data analysis is insufficient to gain a competitive advantage today. It should also lead to unique products, services, and business models. Unfortunately, the strategy literature has lagged behind this rapid and dramatic change and usually lacks the concept

of innovation (Demir, 2018). Strategy plays a fundamental role in all organizational life; however, minor and scattered empirical research on strategic innovation has been found in recent years. At the same time, the share of revenues of the professional football organization FIFA, which represents the most popular sport and has more countries than the United Nations, reached a maximum of 4.641 billion dollars in 2018. Iranian football clubs have a lot of potential to achieve multilateral advantages gained with strategic innovation. Still, unfortunately, due to the lack of sufficient information about the consequences of strategic innovation and especially its consequences at the level of the clubs of the Premier League of Iranian football, it is considered a football. It has become consumerist and inefficient. Therefore, this research tries first to identify the consequences of strategic innovation and then express the consequences of strategic innovation specific to the football industry.

2. Theoretical background

Studies on strategic innovation were conducted during the 1980s and early 1990s. The first definition of strategic innovation. Others focused on the firm's capabilities to redefine the customer and firm value chain. In contrast, some researchers examined environmental pressures, and others believed that strategic innovations affect firms' inputs and outputs (Li et al., 2020). Cassia et al. (2012) believe that business in the world is changing rapidly, one of the reasons for which can be technological changes. These changes have increased the dynamics in different industries, so organizations should focus more on their markets and strategic innovation. Therefore, managers and academics express the concept of strategic innovation as a vital concept for these environmental conditions (Cassia et al., 2012).

Strategic innovation will be successful when the correct adaptation is made between structural requirements and environmental changes such as techniques, services, ideas, and new processes. Such companies make opportunities out of them and increase their market share because changing their view of limitations will change the current market when competition changes (Gebauer et al., 2012). Markides (2001) believes strategic innovation breaks the rules of the game in the industry and competes in the market in a completely different way. He thinks we can use strategic innovation to redefine our business and appear in the industry differently (Ozkan-Canbolat et al., 2016). Also, from a modern perspective, strategic innovators must identify unbeatable market positions to create value (Gebauer et al., 2012). Canbolat et al. (2016) believe that the results of innovation can appear in three ways: New business model (new value chain design), new markets (creating or changing the current market), creating added value for the company and customers (Ozkan-Canbolat et al., 2016).

According to some well-known authors (Hamel, 1998; Robinson, 2012), strategic innovation means revising and changing the current business model and strategically changing the business in a way that, in addition to confusing competitors, creates new value and wealth for customers. According to Hammel, companies can increase their market share differently with this method. Also, managers should clearly understand the business concept and adopt an innovative business model to succeed in the prevailing

competitive conditions. In addition, the environment significantly impacts the business's success, and by monitoring the environment, one can get information (Chesbrough & Rosenbloom, 2002). Strategic innovation is used to create strategy and produce exclusive products and services and new processes to improve growth and generate new values for companies. In other words, it refers to trends that change the nature of competition and gain competitive advantage by applying different strategies (Yang, 2014). It is worth mentioning that innovation in products and services strengthens business based on the information available within a company. Still, strategic innovation focuses on existing competition and surpassing superior performance. Abraham and Knight (2001) state that strategic innovation appears in product innovation to link resources and services to achieve the overall business strategy. It also defines strategic innovation as the formation of knowledge and creative and innovative activities as ways of life, research for creating and expanding markets instead of just searching for what customers demand, and reevaluating resource allocation in different sectors for greater profitability in business. Despite the limited number of managers aware of strategic innovation, even fewer benefit from this advantage practically (Abraham & Knight, 2001). Also, Cassia et al. (2012) believe that attention to dynamic strategic innovation can help organizations in their competitiveness, as the central concept of strategic innovation works in this direction. Innovation as an entrepreneurial activity does not happen in ordinary companies when discovering new ideas and designs (Cassia et al., 2012).

Schlegelmilch et al. (2003) define strategic innovation as "fundamental reconceptualization of business models and reshaping of existing markets to achieve improved value for customers and high growth for companies" (Schlegelmilch et al., 2003, p.118). Markides (1997) believes that all companies in an industry have to decide three basic issues at the strategic level: Who is going to be our customer? What products or services should we offer the chosen customer? How should we offer these products or services cost efficiently?' The answers to the who-what- how questions form the strategy of any company. Some will argue that the answers to these questions are the strategy of a company (Markides, 1997, p.11).

In strategic innovation, one or all three of these areas of the business model face transformation. It can be said that strategic innovation is a framework for future-based business development that discovers successful growth and development areas, accelerates business decisions, and creates short-term and measurable effects within the framework of long-term visions for a sustainable competitive advantage. Strategic innovation discovers new paths, puts the organization in pristine conditions to look beyond its defined business boundaries, and engages in an innovative search within its limitations and capabilities.

2.1. Strategic innovation and innovative performance

A review and analysis of 42 studies in 21,270 companies worldwide showed that organizational innovation leads to better performance and better use of the organization's scarce resources (Rosenbusch et al., 2011). According to Porter, strategy is a set of activities that differentiates the organization from other competitors and

maintains its competitive position. Studies show that companies that use innovation strategies have been more successful than others. The innovation strategy serves as a guide for the company because there must be an initial thought before implementing the innovation. Also, innovation has financial goals and facilitates the growth of a new product or commodity.

Moreover, it is considered a general criterion for a set of strategic filter rules when creating a new product or service. It also provides objectives, methods, and ways to increase and promote creative potential. It enables senior management to pursue competitive activities to obtain customer information, use organizational resources, and invest in research and development. Such activities can have positive effects on a company's innovative performance. On the other hand, companies operate continuously based on internal and external contingencies. Regarding possibilities, managing uncertainty in environments where organizations have effective strategies to improve their performance is necessary. For example, managers should allocate appropriate resources to develop the company's innovative performance in an environment with increasing competition and customer needs. In other words, applying the company's creative strategy ensures that successful innovations are used to reduce probabilities and uncertainties (Kalay & Gary, 2015). Hence, it can be argued that innovation strategy deployment can affect innovative performance. In other words, companies with more innovative strategies are more creative and successful. Kariuki (2014) states that strategic innovation, sustainable competitive advantage, and financial performance are essential for the organization. Strategy innovation is considered capable of creating organizational direction by charting the direction of the company's effort, focusing effort by promoting coordination, providing an easy way to understand the organization, and providing stability and reducing ambiguity to individuals. It has been suggested that in service industries, where competition can move very quickly and new players enter easily, there is a constant need to think strategically about what is happening (Kariuki, 2014). Company performance refers to generating new resources from daily operations over a period. In the company's performance, the focus has always been on the financial side. Hence, it is traditionally defined in economic terms. Profitability is the leading financial measure used to determine the organization's performance because it indicates the efficiency and effectiveness of the organization's operations.

This study was guided by three theories explaining the relationship between the innovative strategies adopted by companies and the relationship between the organization's overall goals and the company's performance. These theories are stakeholder theory, agency theory and organizational control theory. Innovation is using better solutions that meet new or existing market needs. Innovation is achieved by making more effective products, processes, services, technologies, or ideas available to markets, governments, and society. Other researchers have argued that the relationship can be U-shaped, with high and low levels of innovation likely to lead to the highest performance (Kariuki, 2014). Wallace and Kilika (2021), in research entitled "Strategic Innovations and Competitiveness of SACCO in Southern Security Sub-group, Meru County, Kenya", concluded that all the studied variables (product innovation, technological innovation, process innovation and market innovation) have a positive and significant relationship on

the competitiveness of Sakus in South Imanti County, Mero County. Consequently, innovation is an essential tool for SACOs because it protects them from the imitability of crucial competitive elements in the market by identifying results that seem difficult for competitors in the same market to recreate. This study recommends that innovation involve all stakeholders of SACOs, including managers, members, senior management, and all other staff members, as the primary tool to enhance competitiveness and should not be considered a managerial function. It should be adopted as a bridge to effective communication and a vital key for the organization to stay ahead of the rest (Wallace & Kilika, 2021).

Govindarajan and Trimble (2004) studied the New York Times Digital, stating that the online unit of the New York Times Corporation became profitable while thousands of dotcoms from The New York Times Digital has survived and thrived, proving that a highly uncertain new business model can succeed in an industry rich in tradition (Govindarajan & Trimble, 2004). Milutinović et al. (2015), in another study titled "The Concepts and Importance of Strategic Innovation in Small and Medium Enterprises: Evidence from Serbia", state that this article defines the concept of strategic innovation concerning its impact on competition, creating growth strategies, new product categories and business models, as well as game-changing in the market. In this sense, companies must strategically redefine their business and define new ways to compete to provide unique value to consumers, shareholders, and the companies themselves. If companies want to be successful, they must discover and exploit new strategic opportunities that emerge occasionally as the industry evolves (Milutinović et al., 2015). The findings of Mohamadi et al. (2019) in their research titled "Effect of Strategic Innovation on the Customer's Willingness to Buy: The Moderating Role of Innovative Capabilities" showed that value innovation and creating a new market have a significant impact on the customer's willingness to buy according to the moderating role of innovation capabilities (Mohamadi et al., 2019). Enayati et al. (2014), in research entitled "Strategic Innovation: formation and its Impact on the Organization", concluded that the movement that emerges according to environmental changes and organizational conditions is called strategic innovation. This phenomenon affects the flexibility and acceleration of organizations in the global market (Enayati et al., 2014). Kariuki (2014) in research entitled "Strategic Innovation Effect on the performance of mobile telecommunication companies in Kenya", states that strategic innovation is considered a vital need for the growth and profitability of organizations. Strategic innovation significantly impacts firm performance by creating an improved market position that conveys competitive advantage and superior performance (Kariuki, 2014). Faghih et al. (2018), in research, entitled "A Framework for a Business Model with Strategic Innovation in ICT Companies of the Importance of Information", concluded that an emerging market is a market in which trade exchanges of a specific industry between countries are relatively new. Still, it is attractive to investors and has a high potential for growth (like Iran). The government is an emerging market (Faghih et al., 2018).

3. Methodology

The current research is applied-developmental in terms of its purpose and qualitative-qualitative-quantitative in terms of its approach. In the qualitative part, a meta synthesis approach has been used, and then a case study strategy has been used. Considering that the main goal of the current research is to identify the consequences of strategic innovation in the football industry, first, a systematic literature review was conducted and related factors were identified and these consequences were selected and presented using the method. Then, in order to present these results in line with the football industry and considering that there has been no experience of failure and success in strategic innovation in the past of the football industry, a case study method was used. In the quantitative part, in order to measure the relationships and their direction and the interaction values of the categories, DEMATEL modeling has been used. Based on the layers of the research process (Saunders et al., 2009), the philosophical foundations of the research are interpretive-positivist and the orientation of the research is applied-developmental. The type of research is of a mixed type and for this reason its approach is inductive-deductive. The type and environment of the research is library and field research and the method of data collection was descriptive review, interview and questionnaire.

Sandelowski and Barroso (2007) have designed a seven-step model for meta synthesis, which is shown in the figure below (Sandelowski & Barroso, 2007).

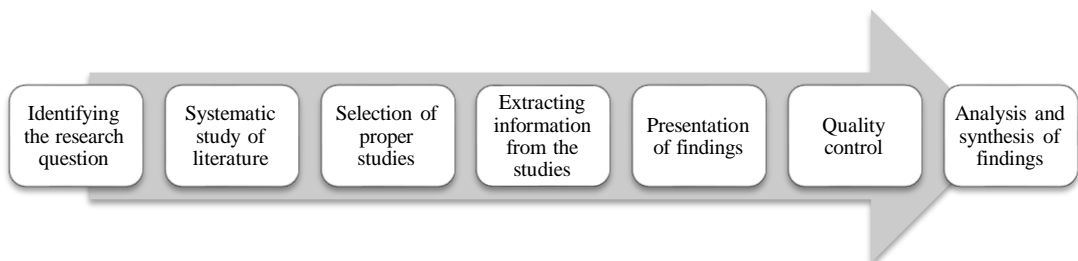


Figure 1. Sandelowski and Barso's (2007) seven-stage meta synthesis model.

3.1. Step 1: Identifying the Research Question

The first step is to set the research questions, which stated four main questions, which are: Who (In this research, Scopus, Web of Science, journals, conferences and search engine databases are examined); when (in this research, articles from 1998 to 2022 have been examined); How (in this research, meta synthesis is used).

3.2. Step 2: Systematic Study of Literature

The second step is a systematic review of previous researches. The main databases for selecting articles in this research are the Web of Science and Scopus databases, of course, Persian databases such as SID, Noormagz and Irandoc are also used. At this step, the researcher searched the researches in the period from 1998 to 2022, which is based on the combination of "Innovation" with the following keywords: Designing, Create, Changing, Development, Competitive, Performance.

3.3. Step 3: Selection of proper and relevant studies

Selecting of the proper and relevant studies is the third step. In this research, Searches were performed with the keywords mentioned in the categories based on article title, article abstract and keywords which number of articles were 423 in total. Among the selected filters in this section is the subject area and limited to management, business and accounting, and therefore after reviewing the abstract of the articles based on the mentioned criteria, and so, reading all the abstracts, the articles that did not agree with the intended research were rejected. Finally, 151 articles were downloaded from the main databases. Also, the "Critical Assessment Skills Program" (CASP) method and its ten criteria were used to determine that the remaining articles have the highest degree of coordination with the research topic. According to the use of this method, the researcher first reads the text of all the articles completely and according to the ten criteria of this method, he gives points from one to five to each criterion. According to the calculation of the total points, the articles with a score of 31 and above were selected and other articles were excluded. A summary of the results of searching and refining the obtained documents is shown in the figure below:

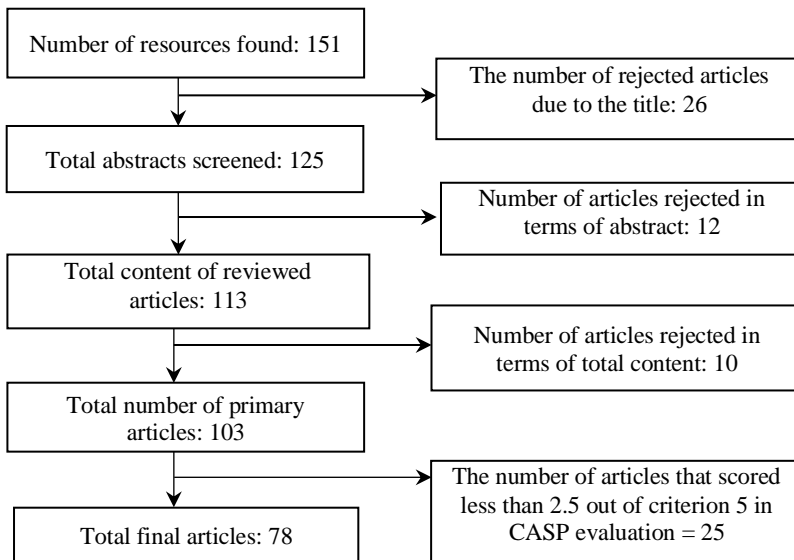


Figure 2. Summary of search results and document refinement.

After adding four Persian articles, finally 82 final articles were selected for data analysis.

3.4. Step 4: Extracting information from the researches

In the fourth step, which is to explain and extract the key information of the selected researches, all the factors of the consequences of strategic innovation extracted. The results obtained from this step were the foundation of the research work and the formation of concepts and categories that enter the final modeling step.

3.5. Step 5: Analyzing and Synthesizing Findings

Analyzing and synthesizing findings is the fifth step. Therefore, the researcher sought to create a unified and new interpretation of the findings of past researches to achieve a deep understanding of the desired phenomenon. The researcher has considered the findings extracted from the studied articles as an open coding. Then, according to the concept and definition of each open coding, the codes with the same concept were placed in a similar class and a concept was selected for that class. This concept introduces the best possible open coding within each class. In this way, in this step, the researcher codes all the key components extracted from the selected researches and puts them in similar categories considering the meaning and concept. After coding and classifying the components, according to the extracted components and according to their frequency, as well as receiving advice from the experts, the components that were repeated twice or more entered the next category. Therefore, the components with the most repetitions were grouped to be combined and transformed into main and sub-components.

Table 1. Concepts and percentage of frequencies identified.

Concepts	Frequencies	Concepts	Frequencies
improvement in performance	5.68%	Increase in customer satisfaction	3.40%
Increasing the agility of the organization	2.27%	Increasing the effectiveness in the organization	2.27%
Value creation	9.09%	Organization survival and sustainability	2.27%
Increasing competitiveness	5.68%	Business opportunities	2.27%
Creating a competitive advantage	5.68%	Entering a new market	4.54%
Stable competitive advantage	3.40%	increase in market share	3.40%
Improving competitiveness	3.40%	Creating a new market	2.27%
Competitive Edge	2.27%	Wealth Creation	3.40%
Globalization	4.54%	Maintaining, growing and increasing profitability	3.40%
Global competitiveness	2.27%	Cost reduction	2.27%
Increased efficiency in the organization	2.27%		

3.6. Step 6: Quality control

The sixth step is Quality control. The quality control of the performed steps was carried out using the Kappa coefficient. The kappa coefficient is a number between 1 and -1 and the closer this number is to 1, it indicates that the agreement between the two coders was direct and appropriate. If this number is closer to -1, it indicates an inverse agreement between the two transitions, and finally, whatever number tends to zero, it shows that there is a disagreement between the two coders, and according to Cohen, the value of Cohen's kappa coefficient above 0.6 is desirable. and shows a good level of agreement (Warrens, 2015). In this study, this number was calculated to be 0.7660, and considering that the value of Cohen's kappa coefficient in this study is above 0.7, it means that there is a high agreement in extracting the research codes between coder one and coder two.

3.7. Step 7: Analysis and synthesis of findings

The final step is analysis, synthesis and presenting the final findings. This section includes the categories, concepts and codes of the relevant articles is stated in the result section of the article.

After extracting the concepts based on the past researches, the second stage of the research (case study) was put on the agenda in order to modify and complete the concepts obtained in the previous section and finalize the framework. Since the purpose of this research is to identify the consequences of strategic innovation in the football industry, after an overview of several cases and considering the importance of the possibility of obtaining information and the availability of the case, the clubs of Iran's premier football league, which have started efforts in this direction in recent years, were selected for study. In order to complete the research stages and extract the final model, 8 experts in the football federation, 6 people from the country's premier football league clubs and finally 7 university experts were interviewed, totaling 21 experts from the football industry. In this research, in order to carry out a case study, Yin (2014)'s approach, which consists of five steps of planning, preparation, gathering, analysis and reporting, has been used (Yin, 2014).

In order to measure the validity and reliability of the research, various methods have been used in all stages. The reliability of qualitative research requires the use of structured processes to collect data; organizing structured processes for recording, writing and interpreting data; There are at least two people to conduct interviews separately, but parallel to each other and compare the findings of two or more researchers and use a steering committee for evaluation and implementation (Lincoln & Guba, 1985). In the qualitative part of the current research and in the credibility of the research, while using the analyst's colleague, all the outputs from the interviews with the experts were used after obtaining confirmation from them about the correctness of the perception and interpretation made. For the transferability, it was also tried to explain and expand the relationship of the results with the background and comparative comparison. In terms of verifiability, all articles have been analyzed, as well as all protocols of interviews with academic and operational experts, coding and analysis of their content, various interpretations and approvals obtained; It is archived historically and systematically.

Regarding reliability in qualitative research, Lincoln and Guba (1985) believe that reliability in qualitative research corresponds to reliability in quantitative research. Also, they have considered the accurate evaluation of research as one of the important scales in increasing the dependability. This can be used to examine the research process for sustainability. In qualitative research, the following methods can be used to achieve reliability: (1) using structured processes to collect data; (2) organizing structured processes for recording and interpreting data; (3) the existence of at least two people to conduct interviews separately, but parallel to each other and compare the findings of two or more researchers; (4) Use of steering committee for evaluation and implementation. For the reliability of this research, due to the existence of a structured process for collecting data in both qualitative sections, as well as a structured process for recording

and interpreting data, the first two cases have been used, and parallel and comparative interviews have also been used for reliability.

Although the supervisors and advisors were also present with the researcher as a guiding committee in the entire research process for evaluation and implementation, in order to ensure the reliability of the collected data, the Kappa coefficient was also used in the current research, that its value was equal to 0.766, and in addition, a multi-composite approach to review the background was adopted; The results of the background review phase were confirmed implicitly through interviews with prominent experts, which is a proof of the reliability of the results of the qualitative phase. Validity and reliability of the research in the quantitative stages, as mentioned, the questionnaire was extracted based on the results of the qualitative phase, which was carried out through a systematic process and using the strategy of thematic analysis, which is a proof of the validity of the research in this phase. Of course, in order to ensure more certainty in this field, the design of the questionnaire has gone through a back-and-forth confirmation process. Cronbach's alpha statistical test was used to measure the reliability of the results obtained from this stage, and this value was equal to 0.971.

4. Results

The final results of the strategic innovation in the meta synthesis section are shown in the table below:

Table 2. The final results of strategic innovation consequences.

Category	Concept	Synonymous variables	Cod of papers
Value creation and customer satisfaction	Value creation; Improve performance	Improve performance	98,96,38,19,3
		Increasing organizational agility	83,39
		Creating value	75,53,44,38,5,1
		Increasing the willingness of customers to buy	53,36,3
		Increasing reputation in the perception of customers	36,28,3
		Increasing competitiveness	69,43,35,11,3
Becoming competitive and improving competitiveness	Competitive Advantage; Competitiveness	Creating a competitive advantage	61,43,30,11,6
		Sustainable competitive advantage	88,44,38
		Improving competitiveness	96,36,1
		Competitive edge	79,29
		Globalization	83,32,27,11
		Global competitiveness	90,45
Efficiency	Performance; Effectiveness	Increasing efficiency in the organization	48,39
		Increase customer satisfaction	26,20,8
		Increasing effectiveness in the organization	28,26
		Survival and sustainability of the organization	29,9
		Business opportunities	73,19

Category	Concept	Synonymous variables	Cod of papers
New markets and increasing market share	Creating new markets; Development of new markets	Entering a new market	107,105,53,14
		Increase market share	103,48,2
		Creating a new market	98,83
Wealth creation and profitability	Profitability; Increase income	wealth creation	35,18,1
		Increase income	38,19,3
		Maintaining, growing and increasing profitability	36,6,1
		Cost reduction	21,2

After deriving a framework based on past researches and using the meta synthesis method, the second phase, i.e. the implementation of a case study in order to modify and complete the framework, was put on the agenda of this research. After an overview of several cases and considering the importance of the possibility of obtaining information and the availability of the case, football clubs of the Premier League of Iran were selected for study. The research plan was carried out in a period of six months, and based on this plan, relevant data has been collected according to documents, reports, observations, contributions and interviews. Through previous acquaintances with some of the industry-related institutions, the researcher has been able to repeatedly participate in organizations, football federations, clubs and football teams of provinces and universities and had close observations or participate in discussions. Most of the information obtained from this type is used in describing and understanding the industry or interpreting the codes obtained from the interviews. Finally, an attempt has been made to extract another framework from the case study to be compared with the results of the literature review in the next section. When referring to each of the actors, the researcher has always identified the next sources as part of the information gathering agenda, and in this way, the information sources have been identified sequentially until saturation. The main method of collection was through conducting interviews with the main people working in the institutions involved in the ecosystem, and at the same time, the researcher did not ignore other data such as documents, reports, contributions and observations. The interviews were managed with the help of an explained protocol, and each interview was recorded in full in the form of an audio file. After conducting each interview, the audio file was downloaded and at the same time work on the text started in parallel with the execution of the next interviews. Finally, interviews were conducted with 21 managers of the football industry, whose names and positions were coded as abbreviations due to ethical principles.

After completing the process of extracting key sentences from the interviews and comparing similar or complementary cases, the researcher tried to group them into categories and code them. These categories and the extraction of their underlying concepts have finally provided a framework for the consequences of strategic innovation. The framework obtained from the literature review was not without influence in the development of the framework obtained from the case study; The results obtained from the case study introduce a dynamic and variable framework in the football industry. Many of the statements obtained from the managers of the football industry indicate that some problems related to strategic innovation have been recognized, but no action has been taken regarding it, or the actions taken have not been sufficient and

effective. However, there are also issues that are basically not understood by the members of the clubs. The researcher tried to reflect this issue in the classification of propositions and codes. Finally, after coding and carefully examining the interviews in the case study section, the following table shows the categories and final concepts of the consequences of strategic innovation:

Table 3. Consequences of strategic innovation in the final model.

Category	Concepts
Value creation and customer satisfaction	"Creating value for fans and stakeholders", "Improving performance at the club level", "Increasing fan satisfaction", "Increasing the willingness of fans and spectators to buy" and "Increasing reputation in the perception of customers (fans and spectators, financial sponsors, etc.)"
Becoming competitive and improving competitiveness	"Increasing and improving competitiveness at the club level", "creating and improving technical and club competitive advantage" and "creating a competitive edge"
Increase Productivity	"Increasing efficiency in the club", "Increasing the effectiveness of the club" and "Organizational survival and sustainability of the club"
New markets and increasing market share	"New business opportunities for the club", "Entering a new market", "Increasing the club's market share compared to competitors" and "Creating a new market"
Wealth creation and profitability	"Wealth creation at the level of the club and other stakeholders", "Increasing income and attracting club sponsors", "Maintaining, growing and increasing profitability" and "Reducing club costs"

As shown in the table above, the final findings of the research included 5 categories and 19 concepts. The first category is value creation and customer satisfaction, which includes five concepts of creating value for fans and beneficiaries, improving performance at the club level, increasing fan satisfaction, increasing the willingness of fans and spectators to buy, and increasing reputation in the perception of customers (fans and spectators, financial sponsors, etc.). The second category is becoming more competitive and improving competitiveness. Increasing and improving competitiveness at the club level, creating and improving technical and club competitive advantage, and creating a competitive edge are the four concepts of this category. Increasing productivity is the third final category of the consequences of strategic innovation in the final model, whose three concepts include increasing efficiency in the club, increasing the effectiveness of the club, and survival and organizational sustainability of the club. The fourth category is new markets and increasing market share, and the four concepts of this category are: new business opportunities for the club, entering a new market, increasing the club's market share compared to competitors, and creating a new market. The fifth and last category is the consequences of strategic innovation of wealth creation and profitability, which consists of the four concepts of wealth creation at the level of the club and other stakeholders, increasing income and attracting club sponsors, maintaining, growing and increasing profitability and reducing club costs.

As stated, finally, the results obtained in the consequences of strategic innovation in the football industry identified five categories, which are shown in the figure below, the final model of the research including the consequences of strategic innovation and related categories and concepts:

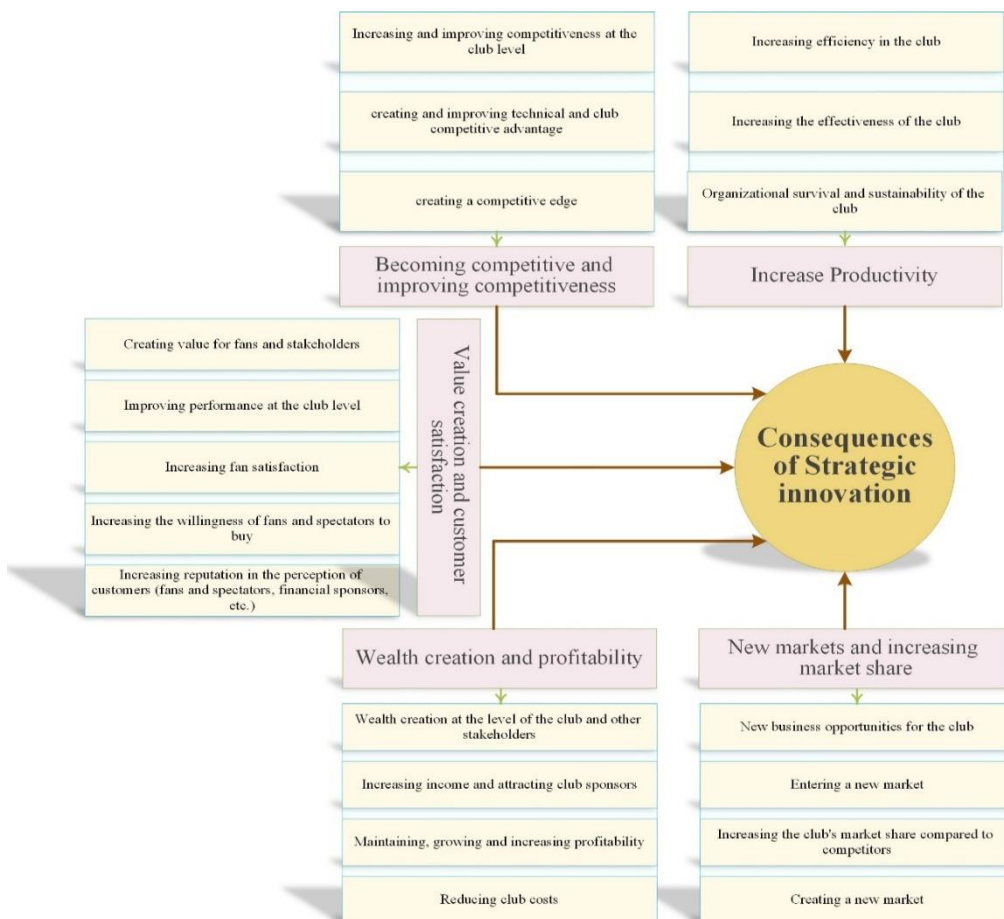


Figure 3. Final research model.

After obtaining the final model of the research based on the above table, in order to implement the survey strategy, DEMATEL method was used and for this purpose, in the first step, a questionnaire was prepared to form the direct relationship matrix (M). In this questionnaire, the relationships were examined in a binary way, and in each cell of this questionnaire, the relationship and the effect of the row on the column were examined in such a way that the relationship between the factors with five levels of no influence, very little influence, little influence, high influence and very high influence determined.

In order to complete the questionnaire after sending the questionnaires, due to the difficulty and time-consuming nature of completing the questionnaire, which was a 5x5 matrix, with a lot of follow-ups, the researcher managed to collect 15 questionnaires. After collecting the questionnaires, the effectiveness of the expressions with no impact, very little impact, low impact, high impact and very high impact, based on the standard of DEMATEL's method, were placed as zero, 1, 2, 3 and 4 respectively. In the first step, the normal direct correlation matrix was obtained by calculating the average of the collected questionnaires, and these communication results are called the direct

correlation matrix, and after normalization, the normal direct correlation matrix was obtained, which is shown in the following table:

Table 4. Normal direct correlation matrix of strategic innovation consequences.

Category	Value creation and customer satisfaction	Becoming competitive and improving competitiveness	Increase Productivity	New markets and increasing market share	Wealth creation and profitability
Value creation and customer satisfaction	0.000	0.630	0.630	0.696	1.000
Becoming competitive and improving competitiveness	0.587	0.000	0.370	0.696	0.391
Increase Productivity	0.348	0.370	0.000	0.065	0.435
New markets and increasing market share	0.348	0.326	0.217	0.000	0.391
Wealth creation and profitability	0.478	0.609	0.478	0.478	0.000

In the next step, a single matrix will be formed (the members of the main diagonal of this matrix are one and the rest are zero) and after subtracting the normal matrix from the single matrix, the inverse of the obtained matrix will be calculated, which is shown in the table below. has been:

Table 5. Inverse matrix (I-M)

Category	Value creation and customer satisfaction	Becoming competitive and improving competitiveness	Increase productivity	New markets and increasing market share	Wealth creation and profitability
Value creation and customer satisfaction	0.138	-0.525	-0.440	-0.518	-0.461
Becoming competitive and improving competitiveness	-0.310	0.270	-0.391	-0.278	-0.487
Increase Productivity	-0.235	-0.250	0.540	-0.428	-0.265
New markets and increasing market share	-0.241	-0.282	-0.292	0.477	-0.292
Wealth creation and profitability	-0.350	-0.341	-0.330	-0.399	0.217

Then, the initial normal matrix (direct normal correlation matrix) is multiplied by the expressed inverse matrix, which is called the total correlation matrix, as shown below:

Table 6. Total correlation matrix of strategic innovation outcomes.

Category	Value creation and customer satisfaction	Becoming competitive and improving competitiveness	Increase productivity	New markets and increasing market share	Wealth creation and profitability
Value creation and customer satisfaction	0.000	-0.331	-0.277	-0.360	-0.461
Becoming competitive and improving competitiveness	-0.182	0.000	-0.145	-0.199	-0.191
Increase Productivity	-0.082	-0.092	0.000	-0.028	-0.115
New markets and increasing market share	-0.084	-0.092	-0.064	0.000	-0.114
Wealth creation and profitability	-0.168	-0.208	-0.158	-0.191	0.000

In the last step, the values of D and R were calculated, so that D is the sum of the rows of the total correlation matrix and R is the sum of the columns of the total correlation matrix. Finally, D-R and D-R express the interaction and effectiveness of the variable, respectively. In the table below, these values are shown for all the research variables, and then the "interaction-effectiveness" diagram of the results of the strategic innovation of the research is shown:

Table 7. Interaction values, effectiveness of strategic innovation outcomes.

Categories	D	R	D+R	D-R
Value creation and customer satisfaction	-1.4295	-0.5152	-1.9497	0.9143
Becoming competitive and improving competitiveness	-7168	-0.7228	-1.4396	0.0061
Increase Productivity	-0.3171	-0.6433	-0.9604	0.3262
New markets and increasing market share	-0.3538	-0.7786	-1.1324	0.4247
Wealth creation and profitability	-0.7239	-0.8812	-1.6051	0.1572

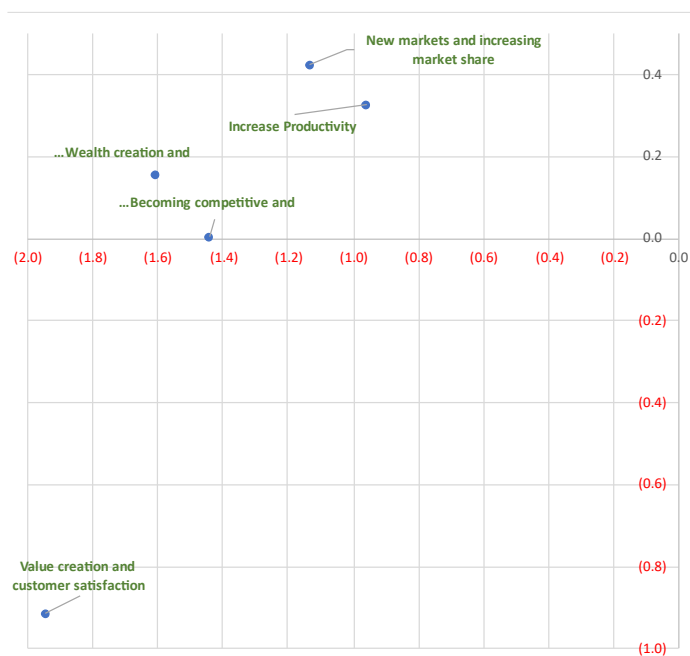


Figure 4. Interaction diagram, impact / effectiveness of strategic innovation outcomes.

As shown in the figure and table above, the highest amount of interaction among all the categories of strategic innovation consequences, with a value of -0.9604, is related to increasing productivity, and new markets and increasing market share with a value of -1.1324 are in the second place of interaction. Becoming and improving competitiveness, wealth creation and profitability are also ranked third and fourth with values of -1.4396 and 1.6051, and finally, the category of value creation and customer satisfaction is ranked last with a value of -1.9497. It should be noted that the term interaction means that, for example, increasing productivity has the most relationship

with other categories of strategic innovation consequences, and on the other hand, value creation and customer satisfaction has the least relationship and interaction with other categories of strategic innovation.

Of course, communication in interaction means any communication, both independent and dependent variable. In the effectiveness section, in general, four categories of competitiveness and improving competitiveness, increasing productivity, new markets and increasing market share, and wealth creation and profitability are effective, and this means that these categories have more consequences on other categories. Strategic innovation is effective and less effective, and value creation and customer satisfaction are effective. The greatest amount of impact is related to new markets and increasing market share, and this means that new markets and increasing market share in the categories of strategic innovation outcomes have the greatest impact on the other four categories and increasing productivity, wealth creation, profitability and competitiveness. and improving competitiveness are in the next ranks of influence.

5. Discussion and conclusion

As shown in the previous section, after combining the concepts and findings of meta synthesis strategies and a case study in order to extract and conceptualize the consequences of strategic innovation, finally five categories of consequences of strategic innovation include value creation and customer satisfaction, becoming competitive and improving competitiveness, increasing productivity, new markets and increase in market share and wealth creation and profitability were identified, which are described in the following of each of these categories and their concepts and their relationship with previous researches are discussed.

Value creation and customer satisfaction were obtained as the first category of consequences and in this category it was determined that in order to benefit from the consequences of strategic innovation, clubs need to create value for fans and stakeholders and for this purpose it is necessary that first the various stakeholders of each football club that including players, technical staff, league committee, football federation, spectators, sponsors, etc. should be identified and examples of value creation for each of these beneficiaries should be identified and the club should determine, implement and control its short, medium and long-term plan in order to create the determined values. In the category of value creation and customer satisfaction, performance improvement at the club level was also obtained from other concepts in this field, and in this matter, clubs should specify their performance measurement models by using experts in this field, and in different time frames, measure all specified performance dimensions and announce their improvement plans.

Increasing the desire of fans and spectators to buy, increasing the satisfaction of fans and increasing the reputation in the perception of customers (fans and spectators, financial sponsors, etc.) were also other concepts of this section, which seems to lead to the creation of value for the beneficiaries if planning is implemented. It will increase satisfaction, the desire to buy and reputation. To induce buying desire and increase the reputation, it is necessary to mention this suggestion that increasing the reputation and sales of sponsors

will be possible by increasing their reputation among the fans, and this requires prerequisites such as creating a sense of cooperation between the sponsor and the club and their important role in the success of the club. For the fans, changing the business model of sponsors and clubs and creating strategic alliances between the club and the sponsor and the value chain of the sponsor are among the suggestions of researchers in this field. With the investigations carried out in previous researches, it was found that the alignment of the research findings in this section is based on several synonymous variables that improve performance (Abraham & Knight, 2001; Enayati et al., 2014; Faghieh et al., 2018; Kariuki, 2014; Kazinguvu, 2017; Schlegelmilch et al., 2003; Talke et al., 2011), Increasing organizational agility (Abraham & Knight, 2001; Enayati et al., 2014), Creating value (Hadjinicolaou et al., 2021; Kazinguvu, 2017; Lehmann-Ortega & Schoettl, 2005; Milutinović et al., 2015; Varadarajan, 2018; Ventresca & Seidel, 2020), Increasing the willingness of customers to buy (Berghman et al., 2013; Faghieh et al., 2018; Ventresca & Seidel, 2020), and increasing reputation in the perception of customers (AIQershi, 2021; Berghman et al., 2013; Faghieh et al., 2018) has been one of these synonymous variables.

After determining the concepts of this category, it was determined that the results obtained in this section are in line with the results of the research of (AIQershi, 2021; Berghman et al., 2013; Enayati et al., 2014; Faghieh et al., 2018; Lehmann-Ortega & Schoettl, 2005; Milutinović et al., 2015; Ventresca & Seidel, 2020).

The second category of the final research model was competitiveness and improvement of competitiveness, which according to the concepts obtained, it was determined that in order to become competitive and improve competitiveness, it is necessary to create the issue of increasing and improving competition within the club and team at the beginning of the club's affairs. And this depends on the club's efforts to promote the culture of competition along with friendship among all the club's human resources, including players, technical staff, administrative staff and senior managers. After creating a culture of competition in the club's internal environment, it is necessary for this culture to penetrate the club's external environment and the club's industrial environment. Considering the prevailing football culture of the country, it is suggested that the responsibility of the culture of competition and friendship in the country's football be entrusted to the clubs, and the league organization and the federation should play a supporting role.

Creating a sense of competition between clubs in order to improve the individual capabilities of players and technical staff and finally the success of the country's football in international events is one of the most important actions of clubs and the federation in this sector. Another suggestion of the researcher in this category is to compile and approve regulations and laws related to creating a competitive edge and a culture of competitiveness in the football federation and to notify the clubs and create a requirement in order to develop a document to promote the culture of competitiveness and create a competitive edge in the country's football by clubs and a supporting role of federation.

The findings of this part of the research were also in line with the findings of the past researchers, which included: (Abraham & Knight, 2001; Berghman et al., 2013; Demir,

2018; Escamilla-Fajardo et al., 2020; Faghih et al., 2018; Hadjinicolaou et al., 2021; Ildikó-Csilla, 2018; Kazinguvu, 2017; Keeton et al., 2017; Kodama & Shibata, 2014; Mirza et al., 2022; Pellegrini et al., 2020; Qing-Rui et al., 2020; Schlegelmilch et al., 2003; Szekely & Strebel, 2013).

The third category of this section was the increase in productivity. Considering the definitions of productivity, effectiveness and efficiency and referring to all three concepts in the concepts of this category, it is suggested that at the beginning of the matter, the long-term and strategic goals of the clubs and the mid-term and short-term goals in order to achieve the strategic goals should also be determined and the effectiveness can be measured by measuring the achievement of these goals. In order for the clubs to operate efficiently, it is necessary to implement the operational budgeting system in the football clubs of the country. Since many clubs may achieve success with exorbitant expenses, it is necessary to calculate the optimal level of expenses and income in all clubs. In order to get closer to the football industry of developed countries, modeling and benchmarking in this field is another suggestion of the research.

The criteria for measuring the sustainability of a sports club need to be determined in research and in two-year periods by the football federation, the clubs with the most stability are determined. Since many Iranian clubs are dissolved after a while, it is necessary to carefully examine the issue of this because there are successful clubs all over the world that have survived for a long time and continuous activity in the football world of the country and abroad that did not achieve success only with exorbitant expenses. In productivity, only three variables with the same meaning were observed in past researches, which include increasing efficiency in the organization (Enayati et al., 2014; Gündüz & Semercişz, 2012), increasing customer satisfaction (Chen et al., 2018; Kanario, 2017; Winand et al., 2013), increasing effectiveness in the organization (AlQershi, 2021; Kanario, 2017), and the survival and sustainability of the organization (Černe et al., 2015; Sitthiwarongchai et al., 2018).

Finally, the results of this category are in line with the studies of researchers such as (AlQershi, 2021; Černe et al., 2015; Chen et al., 2018; Enayati et al., 2014; Gündüz & Semercişz, 2012; Kanario, 2017; Sitthiwarongchai et al., 2018; Winand et al., 2016).

New markets and increasing the market share was the fourth category of the results section, according to the concepts of this category, it can be stated that in order to identify new business opportunities for the club and enter the new market, it is necessary to recreate the business model of the clubs at the beginning. And in the context of the clubs' business, all the developments considered should be studied and planned. Considering the different definitions of the market and market share in the football industry, it is suggested to investigate the examples of market share and market development in the country's football industry in research, so that by identifying the indicators of this sector, more precise planning can be done in this area. Considering that one of the examples of the market in the football industry is football transfers, it is suggested that based on the development of a valid and reliable model, the success of the transfer should be measured compared to the competitors and after analyzing the gap compared to the desired situation

and market leaders, reform plans should be formulated and approved by the clubs' board of directors.

In the category of new markets and increasing market share, the synonymous variables identified in previous researches are: business opportunities (Kariuki, 2014; Moenaert et al., 2010), entering a new market (Mohamadi et al., 2019; Palmer & Kaplan, 2007; Ventresca & Seidel, 2020), increase in market share (Gebauer et al., 2012; Govidarajan & Gupta, 2001; Gündüz & Semercişz, 2012), and the creation of a new market (Abraham & Knight, 2001; Talke et al., 2011).

The findings of this section are also consistent with the research of (Abraham & Knight, 2001; Gebauer et al., 2012; Kariuki, 2014; Moenaert et al., 2010; Mohamadi et al., 2019; Palmer & Kaplan, 2007; Talke et al., 2011; Ventresca & Seidel, 2020).

The last and fifth category was obtained in the field of the consequences of strategic innovation in football clubs of the country, wealth creation and profitability. According to the researchers, this category is one of the main problems of the football industry, and it is the lack of wealth creation and being cost-oriented of the country's clubs. Considering that the football industry in our country is viewed as a costly industry, unlike football in the world, it is necessary to make a long-term plan for this change of situation. Using senior managers of the private sector as business consultants for football clubs is one of the suggestions of the researchers in this field. Another suggestion is to create organized activities in the grassroots football and academy clubs.

Although the majority of the country's clubs have academies, very few of these academies produce players, and in most of the clubs in the world, one of the examples of income generation for clubs is training elite football players in the clubs' academies and generating income through the sale of these players. One of the reasons for the lack of success of the country's football in the field of basic football is the lack of job security of the senior managers of the country's clubs, and considering that activity and investment in grassroots football is a long-term strategy, it has very little priority in the short-term strategy of the country's football managers. For this purpose, it is suggested that at the time of appointing the senior managers of the clubs, 5-year and 10-year plans should be obtained from the managers, and these plans should be reviewed by specialists and the achievement of the goals of the presented programs should be measured in specific periods, and if a significant part of the goals are achieved, the time of club managers should be extended, and based on the findings of this section, it seems that the short time of club managers to work in basic football is one of the most important reasons for clubs not generating income.

In order to check the alignment of the findings of this research in the category of wealth creation and profitability in previous researches, wealth creation (Ireland et al., 2003; Keeton et al., 2017; Lehmann-Ortega & Schoettl, 2005), increase income (Faghih et al., 2018; Kariuki, 2014; Kazinguvu, 2017), maintaining, growing and increasing profitability (Berghman et al., 2013; Demir, 2018; Lehmann-Ortega & Schoettl, 2005), and reducing costs (Gebauer et al., 2012; Kotlarsky et al., 2015) was found.

Another suggestion of the researcher in this field is to rewrite the laws of intellectual and material property in the football industry, such as the right to broadcast television, selling club products to fans, selling tickets for matches, environmental advertising, and

so on. The findings of this category are also in line with the research of (Berghman et al., 2013; Demir, 2018; Faghih et al., 2018; Gebauer et al., 2012; Ireland et al., 2003; Kariuki, 2014; Kazinguvu, 2017; Keeton et al., 2017; Kotlarsky et al., 2015; Lehmann-Ortega & Schoettl, 2005).

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شناسایی پیامدهای نوآوری استراتژیک در صنعت فوتبال

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کلیدواژه

استراتژی
پیامدهای نوآوری استراتژیک
صنعت فوتبال
نوآوری استراتژیک

نوع مقاله

پژوهشی اصیل

چکیده

هدف: نوآوری استراتژیک نوعی از نوآوری است که می‌تواند پیامدها و تأثیرگذاری‌های عمده‌ای را به همراه داشته باشد و تحولات عظیمی در بازارها و صنایع ایجاد کند. هدف از انجام این پژوهش شناسایی و مفهوم پردازی پیامدهای نوآوری استراتژیک در صنعت فوتبال بود.

روش: در این پژوهش از رویکرد آمیخته استفاده شد. هدف آن توسعه‌ای-کاربردی است. در مرحله کیفی از روش فراترکیب و سپس مطالعه موردی و در مرحله کمی از روش دیمتل نرم استفاده گردید. برای گردآوری داده‌ها در مرحله فراترکیب از مرور نظامند ادبیات منتشر شده در سال‌های ۱۹۹۸ تا ۲۰۲۲ استفاده شد. سپس با روش تحلیل مضمون داده‌های اولیه برای مطالعه موردی بدست آمد. در مرحله مطالعه موردی مصاحبه با ۲۱ نفر از خبرگان در بخش اجرایی و دانشگاهی فعال در صنعت فوتبال انجام گردید و با تحلیل محتوای مصاحبه‌ها با استفاده از پرسشنامه از تکنیک دیمتل برای مدل نهایی استفاده گردید.

یافته‌ها: نتیجه پژوهش نشان می‌دهد که پیامدهای نوآوری استراتژیک در قالب پنج مقوله ارزش آفرینی و رضایتمندی مشتریان، رقابتی شدن و بهبود رقابت‌پذیری، افزایش بهره‌وری، بازارهای جدید و افزایش سهم بازار، ثروت آفرینی و سودآوری دسته‌بندی می‌شوند.

اصالت و ابتکار مقاله: پژوهش حاضر به مدیران و فعالان صنعت فوتبال کمک می‌کند تا دید جامعی از تأثیرات و پیامدهای نوآوری استراتژیک در صنعت فوتبال داشته باشند و بتوانند با به کارگیری آن در باشگاه‌ها فوتبال به نتایج مورد اشاره دست یابند.

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